

# 2013 Corporate Responsibility Report



**Doğuş Otomotiv**

## Dissemination and Integration

In our rapidly changing world, the ways of doing business change in response to the expectations of the stakeholders in our impact. To be the leader of this change, Dođuř Otomotiv has been striving, servicing, explaining, questioning, learning and implementing since 2009.

In 2013, we have expanded our responsible business practices, within the context of our corporate strategy, into spreading, disseminating, internalizing and implementing practices already in place. Our 5<sup>th</sup> Corporate Responsibility Report demonstrates our exemplary actions to our sector and our continuing march to better performance in every stage of our value chain in line with the principles of transparency, accountability, inclusiveness and integrity.





## Economic Development

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



## Environment

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



## Employees

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



## Human Rights

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



## Customers

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



## Community Engagement

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

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# STRATEGY, MANAGEMENT and REPORTING

“ *We are aware of our responsibilities in every area where our services touch human life.* ”

## About Doğuş Otomotiv

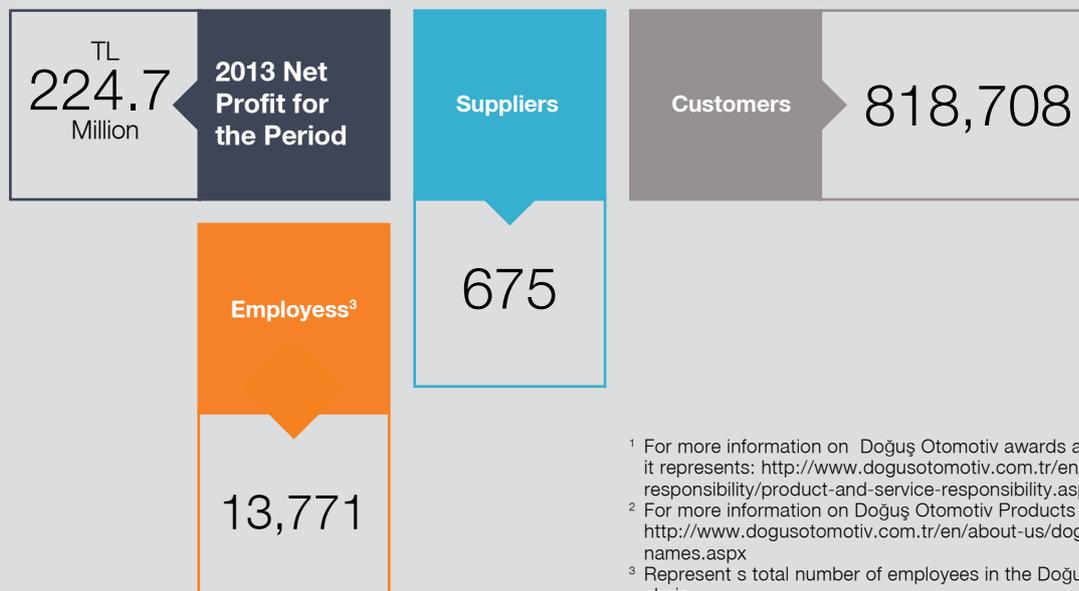
Forming our business plans with the vision of “innovative services beyond expectations” we build our corporate strategy toward existing in all areas

of the automotive value chain. Doğuş Otomotiv has the largest brand portfolio and the largest service network in its sector, in Turkey.<sup>1</sup>

Founded in 1994, our Company is Turkey’s leading distributor in the wholesale import market. We represent 14 international brands - each one a leader in its field: passenger cars, light commercial vehicles, heavy commercial vehicles, industrial and marine engines, and cooling systems. These brands are: Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Audi, Porsche, Bentley, Lamborghini, Bugatti, SEAT, Skoda, Scania, Krone and Meiller. Additionally, Doğuş Otomotiv provides services to the marine engines market through the Scania Engines brand, in the cooling systems market through the Thermo King brand and in the used vehicle market through the DOD brand.<sup>2</sup> Doğuş Otomotiv, a member of Doğuş Group, has successfully carried out its business to international markets with D-Auto Suisse SA and D-Auto LLC Iraq, entered into production with Meiller Doğuş Damper Factory in cooperation with Meiller and with a Trailer Factory in cooperation with Krone.

**Our Vision;** Innovative service beyond expectations...

**Our Values;** We Solve, Execute and Develop Sincerely.



<sup>1</sup> For more information on Doğuş Otomotiv awards and the brands it represents: <http://www.dogusotomotiv.com.tr/en/corporate-responsibility/product-and-service-responsibility.aspx>

<sup>2</sup> For more information on Doğuş Otomotiv Products and Services, visit <http://www.dogusotomotiv.com.tr/en/about-us/dogus-otomotiv/brand-names.aspx>

<sup>3</sup> Represents total number of employees in the Doğuş Otomotiv value chain.



*“Enabling companies to grow while growing itself and creating mutual benefits, the “society-company” relationship will have to be at least as meaningful and measurable as financial parameters.”*

# Message from the Chairman of the Board of Directors

Dear Stakeholders,

Since our foundation, Doğuş Otomotiv has pledged to create solutions that benefit society and the global economy, and to meet the expectations of our customers. This pledge is not only part of our corporate strategy but also ingrained in our corporate culture. We have undersigned many firsts and will continue to do so through our ethical business conduct and our efforts to create a responsible and conscious value chain, in addition to numerous projects aiming at efficiency and cost reduction, and applications for having contended employees with equal rights.

Celebrating its nineteenth anniversary, Doğuş Otomotiv obtained amazing results in 2013. Our Company brought together Volkswagen Group brands and has represented them successfully, taking the lead in the Turkish market for the first time in terms of units of passenger cars and light commercial vehicles sold. I believe that this goes beyond mere commercial success, and is a positive result of all investments carried out with the vision of “creative services exceeding customer expectations” and aimed at increasing customer satisfaction. We are convinced that the leadership of our Company is the reward of our efforts to attain perfection, which give us cause to be proud, and rightly so.

The most important complementary element of Doğuş Otomotiv’s vision of “creative services exceeding customer expectations” is the understanding of “sustainable and responsible service.” In the new global economic order, it is foreseen that the global urban population will double by the end of the century, and more than a billion consumers with rapidly changing expectations will join the economic chain in developing economies, and for companies it has become imperative to keep abreast of this rapid and multifaceted change. Enabling

companies to grow while growing itself and creating mutual benefits, the “society-company” relationship will have to be at least as meaningful and measurable as financial parameters. In industries that are directly related to social welfare, like the one in which Doğuş Otomotiv is active, it is necessary to think of “corporate growth” together in tandem with sustainable economic order and a concomitant social structure that support each other.

Since 2009, Doğuş Holding has been continuing its “Corporate Responsibility and Sustainability” programs as part of its strategic and corporate structure; in 2013, efforts have been made to rapidly spread these programs “in the corporate space that encompasses employees and the whole value chain”, to integrate these programs with its operations, and to make them part of not only its way of doing business but “the business itself”. Our Company has been attaining measurable results in the last five years in its integration projects carried out in certain focal areas within our sphere of influence for which we have defined our key performance criteria. We continue to move towards our goals by setting more accurate and clear targets.

In addition, responsible corporate management and operations begin to offer benefits once adopted by senior management of companies as part of corporate governance, and to provide positive results for employees and all other stakeholders. In 2013, Doğuş Otomotiv’s Corporate Responsibility strategy was embraced by all the key stakeholders of the Company in a very effective manner, leading to exemplary performances in the industry in numerous fields.

In 2013, as part of our Corporate Responsibility efforts, we openly shared with six of our Authorized Dealers and After-sales Service Centers valuable knowledge and

experience on our Corporate Responsibility strategies and projects under the rubric of “dissemination and integration.” We also provided advisory support to our Authorized Dealers and After-sales Service Centers in order to encourage them to improve themselves in terms of their own sustainability. Each one of our Authorized Dealers and After-sales Service Centers is an SME that powers the Turkish economy and its labour force, and we have accelerated our efforts on issues of great importance within our sphere of influence such as helping our Authorized Dealers and After-sales Service Centers to report on non-financial activities and to invest in areas that will differentiate them, as well as in raising awareness about employee satisfaction.

The leader of the automotive industry in Turkey today, Doğuş Otomotiv has over 800,000 customers and 565 service points, managing an extensive and effective supply chain. In 2013, extending Corporate Responsibility programs through our supply chain, emphasizing the importance of social and environmental areas, ensuring the transition to the right practices using various methods of enforcement were among our goals. We worked on a Supply Chain Model specific to the automotive industry and directly related to the position of our Company, and developed the “Doğuş Otomotiv Three-Way Supply Chain Management Model.” Specific to our segment, this model incorporates not only product and service quality but also social innovation, correct business practices, and creating an awareness in these areas, and I believe it will constitute a role model for the whole industry.

In 2013, we have rolled out pilot applications concerning this new model by adopting our own service area the best practices of the prestigious and pioneering international automotive manufacturers we distribute, and by disseminating these practices throughout our supply chain. One of our planned priorities for 2014 is to continue and further

improve this program. Furthermore, our Corporate Management Compliance Grading score rose to 9.05 in 2013, as a result of our efforts in the areas of transparent and accountable corporate governance mechanisms.

In 2010, Doğuş Otomotiv publicly declared the “Doğuş Otomotiv Employee and Decent Work Policies” which included “Equal Rights” and its “Human Rights Policy,” a first in our industry. Doğuş Otomotiv is one of the important members of the Equality at Work Platform, co-chaired by Ferit Şahenk, the chairman of Doğuş Group’s Board of Directors. We have commenced programs in this regard in 2013 that will constitute an example for the whole group.

We are happy to have left behind exactly ten years, since we gathered our efforts on advancing traffic safety under our “Traffic is Life!” corporate flagship initiative, which is closely linked to our industry and constitutes a significant part of our community engagement programs. In 2013, we completed several important projects for primary school and university students. I am proud to say that “Traffic is Life!” courses are now taught as for-credit social elective courses at a number of universities throughout Turkey. Similarly, we have also made efforts for a long-term project in collaboration with the Ministry of Education whereby educational materials about traffic safety will become an integral part of the national curriculum for second grade students at primary schools. We have also continued our safe and economical driving training programs for our own employees, whom we consider role models for society in terms of traffic safety.

In 2013, the perception that the road to financial success involves responsible and ethical practices was emphasized throughout the Company. One of the important indicators of this is the inclusion of LeasePlan, in our Corporate Responsibility report in 2013. In the coming years, we

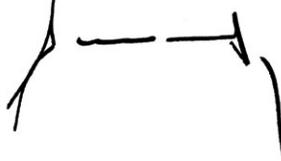
are determined to include in our report the important links in our value chain.

In the name of Doğuş Otomotiv Board of Directors, I would like to thank all our employees and managers who have rapidly adapted to the requirements of the 21<sup>st</sup> century, streamlined and carried our Company forward, and were part of all our success stories. I would also like to express my gratitude to our shareholders and investors, business partners, customers,

and all our other stakeholders for their unwavering trust in and support for Doğuş Otomotiv.

Sincerely,

Aclan Acar  
Chairman

A handwritten signature in black ink, consisting of a series of connected strokes that form the name 'Aclan Acar'.



*“In this dynamic new age, Doğuş Otomotiv is convinced that the key to success in the next decade depends on customized mobility solutions for individuals, innovative sales techniques in the retail industry, employee and customer satisfaction, global regulations and applications concerning human rights, and comprehensive partnerships and collaborations.”*

## CEO's Message

Dear Stakeholders,

Today's world tries hard to solve a slew of problems ranging from the depletion of natural resources, which includes various other global environmental problems such as climate change, the rapid increase in the needs of developing economies, the inequality of economic and social welfare among nations, and human rights to labor issues. It appears unlikely that these global problems can be solved by states or international organizations alone. I believe that all institutions and entities in the world, including those in the business world, must regard these as the common problems of humankind and do their part in finding ways of tackling them.

One of the leading players of the automotive industry, Doğuş Otomotiv has acted throughout its 20-year history according to the principles and values of Doğuş Group, representing a culture that values social good as highly as corporate good. It has been one of our corporate priorities to make sure that the activities of Doğuş Otomotiv serve not only the Company but also the wider good of the society and country in which it functions.

We have uninterruptedly continued to develop our ability to look at what we do and the results we obtain through the eyes of society, and this has helped us in carrying our Company to its present position of impressive success. Doğuş Otomotiv regards "Corporate Responsibility" projects as a strategic priority. Our Corporate Responsibility efforts are guided by the awareness that creating new value through extensive cooperation with society and being open to change will always carry us one step further. As a result, our top-priority goal has been to act in accordance with Corporate Responsibility as we strive to bring the corporate mission of Doğuş Otomotiv to life.

In 2010, we signed the UNGC and publicly declared that we would uphold the ten

principles regarding human rights, work standards, the environment, and corruption, and that these principles would guide us in our Corporate Responsibility activities. Our first Corporate Responsibility report was issued the same year following the guidelines of GRI, a first in our industry in Turkey and the world. Last year our Corporate Responsibility report was yet again a pioneer in its field, as it was completed not only in accordance with the guidelines of GRI and UNGC Progress Reports, but also with ISO 26000 Social Responsibility Standards. This year's Corporate Responsibility report, our fifth, aims to share with you the improvements in our operations regarding focal points of Corporate Responsibility, and the results attained. The scope of the 2013 Corporate Responsibility report has also been extended to include the performances of six of our Authorized Dealers and After-sales Service Centers as well as LeasePlan, one of our subsidiaries.

It is becoming increasingly imperative for companies such as Doğuş Otomotiv, which have an extensive sphere of influence and are active in businesses that directly affect the lives of a great number of stakeholders, to "disseminate" their Corporate Responsibility efforts throughout this sphere and to "integrate" them into their businesses. In 2013, Doğuş Otomotiv increased and accelerated its efforts in this direction.

In 2013, the number of our suppliers increased by 39% on the previous year, reaching 675, which marked a significant growth in our sphere of influence. In addition, our local sourcing increased by approximately 88% as a result of new investments, reaching TL 339.2 million. We have begun a detailed study for the inclusion of areas related to Corporate Responsibility in the selection and evaluation of suppliers, which is scheduled to be completed in 2014. As our business partners, the Authorized Dealers and After-sales Service Centers of Doğuş Otomotiv are one of the

most important actors of our sphere of influence. In 2013, we have extended our network further with the addition of 11 new Authorized Dealers and After-sales Service Centers. In 2012, we included three of our Authorized Dealers and After-sales Service Centers in our Corporate Responsibility report as part of our Corporate Responsibility integration process, and in 2013, six new Authorized Dealers and After-sales Service Centers were added.

We know that we can attain greater success with the support of our employees who share our goal of providing the best and highest-quality service. The greatest asset of our Company is our investment in our employees. In 2013, 50% of Doğuş Otomotiv employees participated in 79 improvement projects. 75 of these projects received the Blue Steering Wheel Award. Numerous other projects have been carried out to support the personal and professional development of our employees, with a total of 33.845 man/hours of training given in 2013. Our Employee Loyalty Index score in 2010 was 61.5, which rose to 71.2 in 2012, making Doğuş Otomotiv the leader of the industry. 157.5 hours of orientation training was offered to our new employees, and this training also covered our Corporate Responsibility strategy and performance.

Doğuş Otomotiv firmly believes that we can create more value for our customers and other stakeholders by contributing to a sustainable environment through technology, products, and services that respect nature. In 2013, we focused once again on sharing information to increase environmental awareness, developing processes for collecting reliable data, creating new opportunities for more effective solutions. As a result, more than 624,000 liters of base oil has been obtained from waste oils collected at Doğuş Otomotiv and Doğuş Oto in 2012 and 2013, and close to 8,500 tons of CO<sub>2</sub> emission have been prevented. Improvement efforts have decreased the amount of packaging per unit by 18%, and as a result of our efforts to reduce the amount of paper used in work orders during vehicle admissions at Service Centers, 130 trees have been saved, which prevent

approximately 2,850 kg of CO<sub>2</sub> emissions a year.

In 2010, we were one of the first companies in Turkey to publish its Human Rights Policy. The same year, we also published our Mother-Infant Policy in our Corporate Responsibility report, marking our initial starting point regarding our Equality at Work program. The Equality at Work Platform was initiated by the Ministry of Family and Social Policies in 2012 and signed by co-president Ferit Şahenk, Chairman of the Board of Directors at Doğuş Holding; its goal is to bring the gender gap in "Economic Participation and Opportunities Index" in Turkey, as depicted in the "Gender Gap Report" prepared annually by WEF since 2006, down to 10% in three years. As an active participant of the platform, Doğuş Otomotiv created an in-house task force in 2013, encouraged our subsidiaries to become members of the platform, and prepared an action plan based on a perception survey conducted among our employees.

Customer satisfaction was our primary corporate concern in 2013, as before. Selected "Lovemark" for seven consecutive years in the Customer Satisfaction Index, Volkswagen Turkey has maintained its leadership in 2013. Doğuş Otomotiv meets its first responsibility to society by doing its job right, in an ethical and trustworthy manner. In 2013, we offered Traffic Safety training to nearly 5,000 university students, broadcasted "Traffic is Life!" spots on traffic safety for the benefit of all segments of society, opened the fourth Volkswagen Lab in collaboration with Industrial Vocational High Schools, and offered internships for 143 students; we are happy to say we are reaping the results of our efforts.

The ecosystem of the automotive industry is undergoing a radical change due to changing consumer expectations, the rapid advance of technology, globalization, new mergers and acquisitions, and collaborations. This is a new century in which the definition of mobility for individuals will also undergo a rapid change. In this dynamic new age, Doğuş Otomotiv is

convinced that the key to success in the next decade depends on customized mobility solutions for individuals, innovative sales techniques in the retail industry, employee and customer satisfaction, global regulations and applications concerning human rights, and comprehensive partnerships and collaborations. Our Company believes that the companies leading this change will be the leading companies of the future, and occupies a pioneering role within its own ecosystem. Doğuş Otomotiv pledges to bolster the trust of its customers by improving its social and environmental performance with every passing day, to induce change in its sphere of influence through its Authorized Dealer and After-sales Service Center network, to increase awareness regarding waste management and efficiency, and to use its resources efficiently by treating the social and ecological environment as its key stakeholder.

The architects of our success at this stage are all our employees, Authorized Dealers and After-sales Service Centers, subsidiaries, suppliers, and business partners who accompany us on this journey. I would like to extend my sincere thanks to all our stakeholders who support and collaborate with us to carry Doğuş Otomotiv forward each day on this journey of Corporate Responsibility and sustainability, for which we are drawing new road maps by anticipating the requirements of our changing world.

Sincerely,

E. Ali Bilaloğlu  
CEO



## Corporate Responsibility and Our Business

Aware that we can only exist as long as we create value for all our key stakeholders and the ecological environment, Doğuş Otomotiv focused in 2013 on integrating the management process of strategic Corporate Responsibility that we had begun in 2009, on our field operations.

We are committed to operate in a way that is beneficial for all parties, and therefore our Corporate Responsibility strategies and policies gain importance each day over a wide range of areas including how our brand is perceived by our stakeholders and maintaining trust-based relationships of our employees, customers, investors, suppliers, shareholders and stakeholders.

The trust-based relationship, established with 818,708 customers, also increases our responsibility. Throughout our business life cycle, Doğuş Otomotiv gives maximum attention to the social, environmental, ethical and economic impact in every stage of our operations, surveying customer expectations regularly, and responding to these expectations.

As one of the companies in Turkey which has begun regular reporting in line with the "accountability and transparency" principles of global standards, Doğuş Otomotiv has prepared the content of its fifth Corporate Responsibility Report, in line with its focus areas and stakeholder expectations.

As we stated in our first Corporate Responsibility Report,<sup>4</sup> published in 2009, Corporate Responsibility is a long and demanding journey, which needs to be undertaken considering the impact with a process management approach. We have achieved significant success during the last five years; this year we focused on field operations to integrate Corporate Responsibility into all business processes of the Company.

We believe that Corporate Responsibility practices, which are the leading component to carry our business into the future, will be among the priorities of our sector in the years to come as well.



### Corporate Responsibility in E-Orientation Training

CSR and Ethical Principles were first included in the e-orientation training in 2013. New employees received a total of 157.5 hours of e-orientation training, watched Doğuş Otomotiv Corporate Responsibility informative film, were provided with detailed information about Corporate Responsibility and received answers to questions like 'What is Code of Ethics? Where are its details?'. 63 people were hired in 2013 and a total of 157.5 hours of orientation training (2.5 hours per person) was provided.

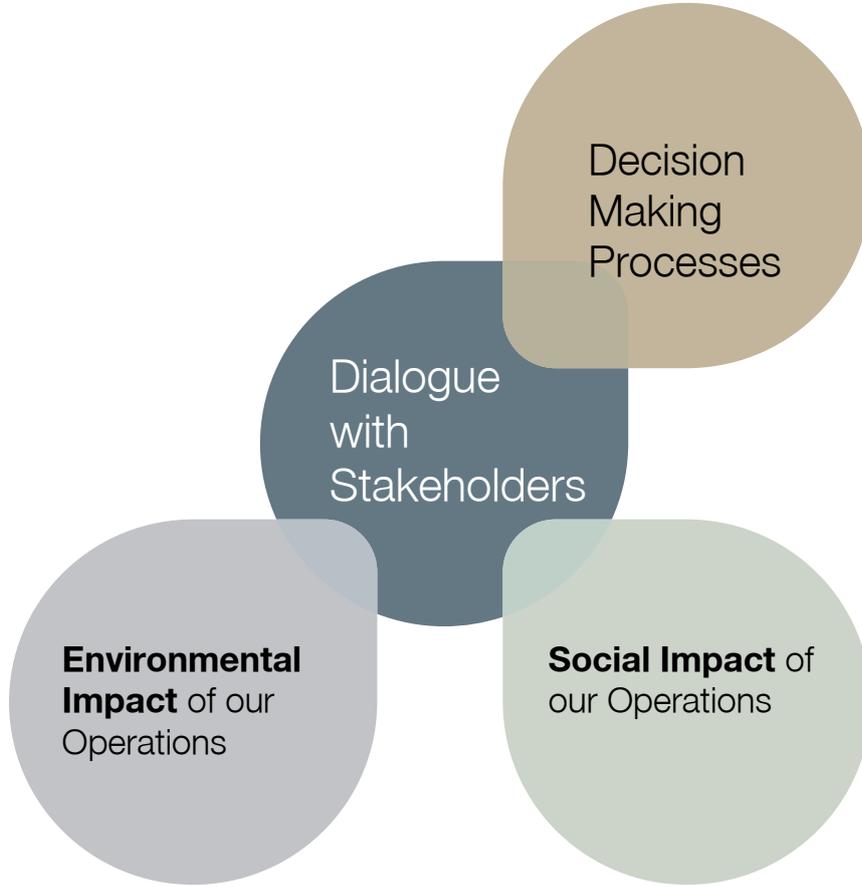
Total of  
e-orientation  
training

157.5  
Hour

<sup>4</sup> For the past years Corporate Responsibility reports visit: <http://www.dogusotomotiv.com.tr/en/corporate-responsibility/corporate-responsibility-reports.aspx>

# Strategy and Management

## Doğuş Otomotiv Corporate Responsibility Strategy



### Corporate Responsibility Strategy

Our Corporate Responsibility strategy is to become an indispensable business partner for our stakeholders by focusing on continuous growth in the automotive value chain, and delivering outstanding performance with complete, timely and accurate service. We evaluate, monitor and manage our performance according to stated priorities, determined in line with our policies.

As Doğuş Otomotiv, we defined our understanding of Corporate Responsibility taking into consideration the requirements of global standards, our priorities directly related with our operational impact, and the expectations of our stakeholders.

Corporate Responsibility is the method we use while determining the solutions we develop for the social, economic and environmental issues of our industry, and our corporate behavior pattern covering all our operations.

Doğuş Otomotiv's strong corporate governance structure and ethical way of doing business are the most important factors indicating our efforts in the area of Corporate Responsibility and accurate understanding of doing business.

Doğuş Otomotiv surveys stakeholder expectations in various platforms<sup>5</sup> which change according to the qualities of the stakeholder groups.

<sup>5</sup> For more information on stakeholder dialogue platforms visit: <http://www.dogusotomotiv.com.tr/en/corporate-responsibility/stakeholder-map.aspx>



**Corporate Responsibility Management**

Process and management explanations regarding Doğuş Otomotiv Corporate Responsibility Management were reported in 2012 Corporate Responsibility Report. The management structure has continued in 2013.<sup>6</sup>

**Stakeholder Engagement**

Doğuş Otomotiv has a stakeholder engagement-oriented Corporate Responsibility strategy. Stakeholder expectations and priority areas of our Company are taken into consideration within the programs related to focus areas. In 2013 the feedback mechanisms were managed<sup>7</sup> and monitored<sup>8</sup> in this direction.

## Effective Stakeholder Dialogue Platform = Social Media

In 2013, Doğuş Otomotiv Corporate account was created in LinkedIn, one of the most active social media platforms of the global business world. Job openings are published in there. The account consists of Corporate Page, Career Page and Products tabs, and is managed by the Human Resources Department.

**CHANGE IN NUMBER OF LINKEDIN FOLLOWERS**

January 2013	2,648
January 2014	9,010

January 2013

2,648

Followers

January 2014

9,010

Followers

The number of followers increased about 340% from January 2013 to January 2014. Doğuş Otomotiv leads the automotive industry in this regard.<sup>9</sup>

<sup>6</sup> For more information on Doğuş Otomotiv Corporate Responsibility management visit; [http://www.dogusotomotiv.com.tr/dogusotomotiv\\_files/201392616573476\\_dogus\\_otomotiv\\_CRR\\_2012\\_EN.pdf](http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201392616573476_dogus_otomotiv_CRR_2012_EN.pdf) (Pages; 24-26)  
<sup>7</sup> In 2013, 169 investor meetings were conducted, which included Doğuş Otomotiv Corporate Responsibility Performance. 5% of the investors has verbally expressed that they pay close attention to this issue.  
<sup>8</sup> For more information on Doğuş Otomotiv Stakeholder Engagement Strategy and Material Issue Studies visit; [http://www.dogusotomotiv.com.tr/dogusotomotiv\\_files/ksr/Corporate\\_Social\\_Responsibility\\_Report\\_10.pdf](http://www.dogusotomotiv.com.tr/dogusotomotiv_files/ksr/Corporate_Social_Responsibility_Report_10.pdf) (Pages; 27-32)  
<sup>9</sup> The assessment is valid for Turkey Region.

## About the Report

Doğuş Otomotiv 2013 Corporate Responsibility Report includes Corporate Responsibility operations actualized during the financial year between January 1<sup>st</sup>, 2013 and December 31<sup>st</sup>, 2013. The financial data in this report is the consolidated data of Doğuş Otomotiv Group. Unless stated otherwise, the data displayed consists of the social, environmental and economic performances of Doğuş Otomotiv Servis ve Ticaret A.Ş. and Doğuş Oto Pazarlama ve Ticaret A.Ş. between January 1<sup>st</sup>, 2013 and December 31<sup>st</sup>, 2013. The number of Authorized Dealers and After-sales Service Centers (3) included in our report increased to 6 this year. With the aim of informing these Authorized Dealers and After-sales Service Centers on our Corporate Responsibility strategy, and developing awareness of global reporting, the data is collected within the scope of key performance indicators selected by Doğuş Otomotiv and reported accordingly. These six Authorized Dealers, each an independent entity, are alphabetically: Acarlar Otomotiv Ticaret ve Sanayi A.Ş. (İstanbul), Başaran Otomotiv Otelcilik Tur. İnş. San. ve Tic. A.Ş. (Antalya), General Oto Servis Ticaret Ltd. Şti. (İstanbul), Mercan Satış ve Servis Hizmetleri Tic. Ltd. Şti. (Edirne), ÖzSa Otomotiv Ticaret ve Sanayi A.Ş. (Kayseri), Tamaş Motorlu Araçlar San. ve Tic. Ltd. Şti. (İstanbul), Vosmer Otomotiv Tic.ve San. A.Ş. (İzmir). Their environmental and social performances are included in the report. In addition to Authorized Dealers and After-sales Service Centers, LeasePlan Otomotiv Servis ve Ticaret A.Ş., an affiliate of Doğuş Otomotiv, is also included in the report.

### Report Content

In 2010, Doğuş Otomotiv determined and published the measuring, assessment, monitoring and feedback mechanisms in areas related to Corporate Responsibility through Key Stakeholder and Materiality workshops. These workshops were held in accordance with the AA1000SES Standard. The economic, social and environmental policies of the Company were determined in a series of six workshop sessions held in 2011 by the Corporate Responsibility Team; participants included all Company managers. These policies were approved by the Doğuş Otomotiv Board of Directors and announced in our 2011 Corporate Responsibility Report. Detailed information on the economic, social and environmental policies of Doğuş Otomotiv is provided on our web site (<http://www.dogusotomotiv.com.tr/en/corporate-responsibility/corporate-responsibility/corporate-responsibility-strategy.aspx>). The content of the report was prepared in accordance with our focus areas identified within the scope of the above mentioned policies, and in compliance with application level-B of the Global Reporting Initiative (GRI) international reporting framework version G3.1. Taking the GRI G4 reporting principles into consideration, we started preliminary preparation for the transition to G4 reporting system in our subsequent reports. The expectations of ISO26000 Social Responsibility Standards were taken into consideration; necessary explanations are included in the Index section of the report. The Report is released in accord with the United Nations Global Compact (UNGC) Communication on Progress as well. The UNGC Index can be found in the Index section.

Doğuş Otomotiv hereby responds to the social, environmental, economic and ethical expectations of its stakeholders through this Corporate Responsibility Report.

# Corporate Responsibility Performance

With the publication of Corporate Responsibility Reports in Turkey, the constantly evolving performance expectations of our stakeholders in several dialogue platforms have started to increase. Therefore the main performance indicators are

regularly reported in line with the focus area studies. Apart from these, our performance in other areas is included in the related parts and the Index section of the report, in line with requirements of the GRI Reporting Standard.

Doğuş Otomotiv Focus Areas	2012	2013
<b>Economic Development</b>		
Net Revenues (m TL)	5,132	6,602.7
Number of Suppliers (Doğuş Otomotiv + Doğuş Oto)	486	675
Local Procurement (m TL)	180.9	339.2
Local Employment Rate	30 <sup>10</sup> %	11.92 <sup>11</sup> %
<b>Environment</b>		
Water Consumption - m <sup>3</sup> (Per Vehicle Sold)	0.59	0.57
Paid for Waste Disposal (TL)	42,000	84,372.5 <sup>12</sup>
Disposal Cost of Hazardous Waste Per Ton (TL/ton)	738	618
A4 Paper Consumption (kg)	9,165	10,662
Amount of Recovered Package put into Market (kg)	309,499	237,007
Battery Recovery Rate	32.7	115.3
Electricity Consumption (kWh)	3,221,646	3,577,363
Natural Gas Consumption (m <sup>3</sup> )	323,725	380,025
CO <sub>2</sub> Emission per Vehicle Sold	139	133
<b>Employees</b>		
Number of Employees	1,827	1,959
Employee Satisfaction Rate	62.6%	ESS is carried out in every two years.
Rate of Work-related Accidents	0.0%	0.01%
Representation Ratio in Occupational Health and Safety Committees (%)	1.09	3.9 <sup>13</sup>
% of Female Employees	22%	22%
Number of Suggestions through Employee Suggestion System	220	970
Number of Suggestions Implemented	71	285
Training given to Employees (man/hour) Doğuş Otomotiv	47.5	25
<b>Human Rights</b>		
% of Employees received Human Rights Training	100% <sup>14</sup>	The training was not repeated.
Number of Authorized Dealers informed about Human Rights Policy	3	6
Number of Suppliers informed about Human Rights Policy	100%	100%

<sup>10</sup> Figure includes employees with no permanent contract.

<sup>11</sup> The figure provides the employment rate at Doğuş Otomotiv Gebze Headquarter, which includes 1 CEO and 5 Senior Executives.

<sup>12</sup> After-sales Service Centers are included in 2013. The number was 6 in 2012 Corporate Responsibility Report.

<sup>13</sup> Includes Doğuş Otomotiv and Doğuş Otomotiv Logistics. Doğuş Oto isn't included.

<sup>14</sup> All of our employees completed basic human rights e-learning module through our intranet system in 2011.

Doğuş Otomotiv Focus Areas	2012	2013
<b>Customers</b>		
Customer Satisfaction Rate (out of 120)	Sales Average: 108.33	Sales Average: 108.67
	Service Average: 100.62	Service Average: 100.81
Authorized Dealers Satisfaction Rate	Sales: 4.48 Service: 4.58	Sales: 4.6 Service: 4.7
<b>Community Engagement</b>		
Number of Employees trained for Code of Ethics	Code of Ethics Training will start in 2014.	
Number of Authorized Dealers informed about Code of Ethics	3	6
Number of Suppliers informed about Code of Ethics	Code of Ethics Training will start in 2014.	
Participation in Voluntary Programs (Total Voluntary Hours) <sup>15</sup>	150	168
Total Amount of Investments for Community Engagement Purposes (m TL)	1.8	3.15

<sup>15</sup> Consolidated number of Doğuş Otomotiv and Doğuş Oto.

# CORPORATE GOVERNANCE AND BUSINESS ETHICS

“ *Our relationship with our stakeholders continues with an honest, accurate and transparent management approach.* ”

Doğuş Otomotiv has always believed in the necessity of ethical business practices and good corporate governance for successful and sustainable business life. Our Code of Ethics, launched in 2012, includes industry specific cases within international standards. With the Code of Ethics we have increased our Corporate Governance Compliance Rating to 9.05, which shows our faith

and reflects our efforts to become a more powerful and transparent Company. The Corporate Governance and Corporate Responsibility Management structures play important roles in managing our risks more efficiently and accurately, expanding our risk approach, making long-term business continuity plans and reaching our sustainable growth target.



## Corporate Governance

Our strong corporate governance structure, operations and process management systems were established in a way that our stakeholders can understand them easily. By adhering to the principles of integrity, accountability and inclusivity, we develop our corporate governance structure further with a cooperative and dialogue-oriented approach.

Like in all strategic objectives, Doğuş Otomotiv aims at becoming a highly efficient, consistent Company that our stakeholders will want to work and do business with.

In 2011 we accelerated and focused our activities on top level corporate governance structures with international standards. By compliance assessment to the Compliance Rating Methodology of Corporate Governance Principles, Doğuş Otomotiv reached the score of 9.05 in 2013, demonstrating that we have fully complied with Corporate Governance Principles.<sup>16</sup>

Our corporate policies with the principles and objectives developed in this direction can be found in our website.<sup>17</sup>

<sup>16</sup> For Doğuş Otomotiv 2013 Compliance Report of Corporate Compliance Principles and more information; [http://www.dogusotomotiv.com.tr/dogusotomotiv\\_files/2014324144930143\\_DOAS%20FR\\_ENG%20WEB3.pdf](http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014324144930143_DOAS%20FR_ENG%20WEB3.pdf)

<sup>17</sup> <http://www.dogusotomotiv.com.tr/en/corporate-responsibility/corporate-responsibility/corporate-responsibility-strategy.aspx>

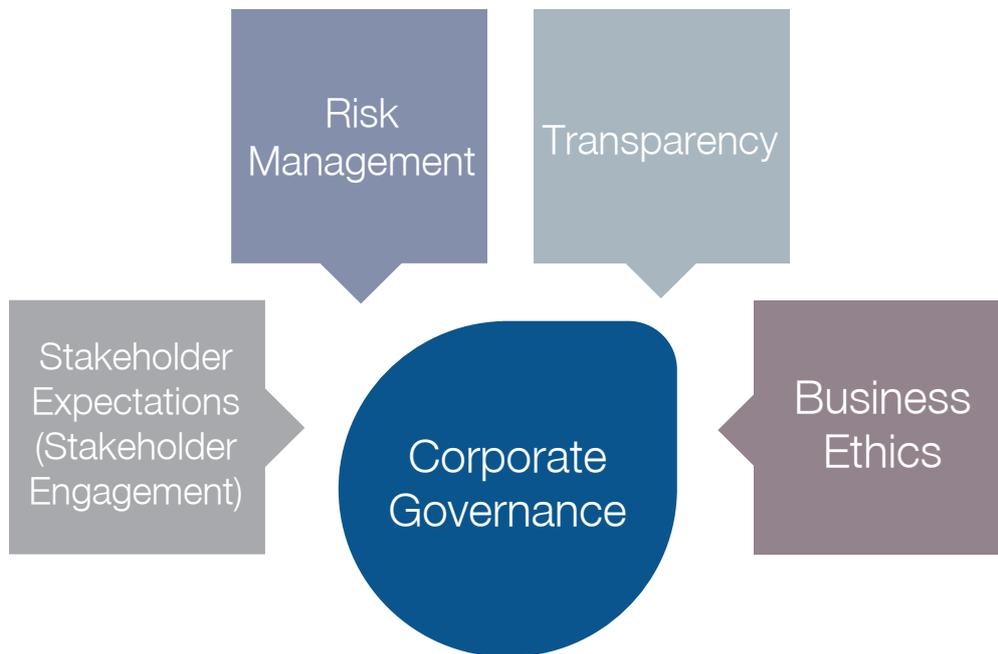
## Our Approach to Relationship between Corporate Governance and Corporate Responsibility

Considering ethical and transparent management to be cornerstones of Corporate Responsibility, Doğuş Otomotiv believes that Corporate Responsibility is an integral part of corporate risk forecasting and management systems. Our corporate governance approach covers such topics as developing mutual and meaningful dialogue platforms for the stakeholders, responding to their expectations, handling and evaluating their opinions and concerns by senior management regularly. Transparency, covering not only financial performance but

also the social and environmental issues, taken into consideration by our stakeholders and reporting are also included in our corporate governance approach.

We believe that including social and environmental risks among the operational and corporate risks, and managing them like other risk areas, is directly related to the maturity level and sustainable growth of a company, so we carry out appropriate activities for the implementation of corporate governance and risk management.

## Doğuş Otomotiv Corporate Governance and Corporate Responsibility Strategy Relationship



## Risk Management

Doğuş Otomotiv's financial situation in the sector is monitored with peer analysis prepared using publicly available data. Our brand and dealers' income related performance is also regularly monitored. Thematic activities formed the agenda in 2013 within the scope of Risk Management. Important studies such areas as corporate

risk management, revision of internal regulations, strengthening reporting mechanisms, and Corporate Responsibility were completed and adopted by the relevant governing bodies.

We watch the dynamics of the automotive industry closely, and when there are sector-

related and/or risk related issues, the Executive Committee confers; they inform and direct relevant departments regarding their decisions.

As in previous years, in 2013 we analyzed financial risks that were defined or monitored using several scenarios, and determined the measures to be taken regarding both newly identified and previously monitored risks. Doğuş Otomotiv managed the threats and opportunities related to the sector in 2013 and took timely actions. Fluctuation in the exchange rate is one of the key risk indicators that we follow; the Company eliminated exchange fluctuation risk by keeping its open position at a minimum level.

#### **Forecasting Mechanisms and Collaborations in Risk Management**

Doğuş Otomotiv has collaborated with many organizations from both real and financial sectors in order to assess economic risks in the automotive sector, protect the interests of customers and find collective solutions to the problems of the sector.

We are a member of Association of Automotive Distributors (ODD), which aims to ensure continuity and development in the automotive industry in our country. Company spokespeople attend the summit meetings of automotive industry and express their opinions, tailored to the needs of the sector. Our CEO is a member of the ODD Board, and our employees are working actively on its committees (Human Resources, Technical, Regulatory and Legal, Communications, Trade Fair and Marketing).

We are regularly represented at the World Economic Forum, a non-profit organization held annually with the participation of the world's leading politicians, businessmen and intellectuals. In this platform, global business leaders come together to seek potential solutions of businesses and their respective contributions to social problems, and address common solutions for global development.

## Business Ethics

#### **Doğuş Otomotiv Code of Ethics<sup>18</sup> and Ethics Line**

Doğuş Otomotiv published its Code of Ethics in 2012 and activated its "Ethics Line" in same year.

In 2013 the operation of Ethics Line was given to an independent company, chosen by the Board, so our employees could state their opinions more comfortably.

#### **Internal Audit Unit**

Any accusations of corrupt practices within the Company are communicated to the Internal Audit Unit, examined in accordance with the system included in Management Process of Code of Ethics and necessary actions are taken.

The Internal Audit Unit is responsible for examining issues of abuse, and reporting their findings to the Disciplinary Committee, which is responsible for making employee-related administrative and legal decisions.

No corruption suits were filed against the Company in 2013. There have also been no cases of termination or non-renewal of

contracts with our business partners due to corruption-related issues, by our legal department.

**Let's protect our ethical principles and values!**

Report your Complaints and Suggestions to the **Ethics Line**.

dogusotomotiv@etikhat.com.tr

444 **Etik**

444 **3845**

Doğuş Otomotiv is a Member of **EtikHat** Independent Ethics Line

EtikHat  
Bütünleşik Halkın ve Gözetimci  
www.etikhat.com.tr 444 514 13841

<sup>18</sup> For Doğuş Otomotiv Code of Ethics visit; [http://www.dogusotomotiv.com.tr/dogusotomotiv\\_files/20133129516847\\_DogusOtomotiv\\_Etik%20Kod11.03.2013.pdf](http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20133129516847_DogusOtomotiv_Etik%20Kod11.03.2013.pdf)

## Audits

The risk-oriented audit plan prepared by the Internal Audit Unit of Doğuş Otomotiv is approved by the Board of Directors and the audits in this plan are performed. Within the scope of these audits:

- Compliance of operational activities with the procedures and methods, and efficiency of internal control environment are tested.
- Accuracy and reliability of accounting records and financial reports are reviewed.
- Compliance of all activities with legislation, corporate strategy, policy, implementation processes and other internal regulations is audited.
- Opinions and suggestions for using Company resources more efficiently, and preventing deficiencies, errors and abuses are shared.

10 Doğuş Otomotiv, 7 Doğuş Oto and 1 Porsche Lausanne audits were performed in 2013. In addition to this, Inventory and General Accounting, Spare Parts, Human Resources and Legal Unit audits were performed with brand audits of SEAT, Porsche, Scania and DOD (Porsche Lausanne and MDD Audits<sup>19</sup>).

Regarding the activities of the Internal Audit Unit, four presentations to the Board

of Directors and four presentations to the Audit Committee were carried out in 2013. In addition, Internal Audit Unit carries out monitoring (follow-up) studies once a year regarding the activities for the removal of major risks by the upper level management.

## Fight against Bribery and Corruption

The Internal Audit Unit works in accordance with the annual audit plan approved by Board of Directors. Risk-based assessments, forming the basis of the Internal Audit Plan, are made in accordance with the risk matrix, which is prepared according to ratings related to the gross risk level of processes and the adequacy of control environments. The risk matrix is determined according to the results of subjective evaluation conducted by Internal Audit Unit regarding the volume/relative weight of activities, financial, operational, regulatory and abuse risks of activities, and the adequacy of control environment created for these risks. All brands and departments are included in this risk evaluation.

The Doğuş Otomotiv Code of Ethics includes all necessary explanations and guidance regarding bribery, corruption and abuse-related issues. The Code of Ethics is binding for Doğuş Otomotiv employees and all third parties that our Company does business with, as it is also stated within.

<sup>19</sup>DASSA (D-Auto Suisse SA) is our subsidiary which sells and provides after-sales service for Porsche brand in Lausanne, Switzerland. MDD (Meiller Doğuş Damper Sanayi ve Ticaret Ltd. Şti.) is our jointly controlled affiliate, which produces Meiller Brand dampers.



## Message from the CEO of Doğuş Oto

To Our Esteemed Stakeholders,

We closed the past year, 2013, with significant success, breaking a sales record with 43,309 new vehicle sales including 7,462 Audi, 27,107 Volkswagen Passenger Cars, 5,987 Volkswagen Commercial Vehicles, 2,355 SEAT and 398 Porsche cars. Our shares in the total passenger and light commercial vehicles market in Turkey and in Doğuş Otomotiv's retail sales were 5.08% and 31.3%, respectively, in 2013. Moreover, we provided after sales service to 205,741 customers in 2013 and our after-sales services revenue increased by 9.9%.

Aiming for continuous excellence in customer satisfaction, Doğuş Oto has become among the best 100 Volkswagen Authorized After-sales Service Centers in the areas of customer satisfaction and service quality and ranked 1<sup>st</sup> place at the Audi Twin Cup contest in 2013. Granted the Emotional Exterior Place award by Porsche, Doğuş Oto ranked 3<sup>rd</sup> place in the category of Volkswagen Authorized After-sales Service Advisors.

While achieving these successes, we responded to the expectations of our stakeholders to fulfill our economic, social and environmental responsibilities in line with their requirements.

Doğuş Oto accepts that honesty, reputability, ethical behavior, and compliance with the laws and regulations are the principles that underpin the structure of our corporate management and the understanding of our business conduct. With a transparent, fair, responsible and accountable management approach, we comply with the rules with respect to policy and processes and we are making efforts to increase our transparency level further every year.

We believe that the most important capital is human resources, and we protect human rights, try to create a safe and fair working environment, give importance to professional development and provide equal opportunities

to all our employees. Ensuring a safe and healthy work environment is on the top of our responsibilities.

Doğuş Oto will continue to operate with an understanding of transparent and fair business conduct, accepting our social culture values of honesty, reputability, ethical behavior, and compliance with the laws as principle for a sustainable future. Doğuş Oto highlights its leadership in the sector not only with its financial success but also with its approach to sustainability.

Aiming to collect all kinds of services that our customers may need under one single rubric and consummate it a little more each passing day, Doğuş Oto has been developing Lean Management practices, which were launched in 2007. Within the scope of Lean Leader Trainings, 5 more managers were awarded Lean Leader Certificate, so the number of Lean Leaders in Doğuş Oto has reached to 37.

In addition, 5 major improvement projects have been implemented in all the regions in order to increase efficiency, service quality and customer satisfaction in line with corporate strategies. To ensure sustainable quality, after-sales service processes were reviewed within the framework of continuous improvement philosophy and project executions were started within the major improvement areas, which were determined by the value stream mapping method. The diffusion process of D-Plan strategy has been implemented in order to ensure the correct application of corporate strategy in all regions and units, and the adaptation of this strategy by all employees. The efforts, which continued throughout 2013 with the aim of eliminating all areas of waste and unnecessary waiting points by utilizing every step of business processes from a scientific perspective, are expected to gain further momentum in 2014.

Operating from a dynamic and reciprocal relationship with our customers and providing them with perfect, efficient service

promotes and demonstrates our enthusiasm in discharging our social and environmental responsibilities. In all our marketing activities during the year 2013, Doğuş Oto has aimed to raise brand awareness and support the sales and vehicle admission to our After-sales Service Centers as well as increasing customer loyalty and satisfaction with our customer-oriented communication.

In 2013, an NPS survey was conducted in order to determine brand positioning and marketing strategies with customer relations management events. With this study we also had a chance to analyze to what extent customers recommend Doğuş Oto, and why they do or don't recommend it. This research has been helpful to measure customer loyalty and identify areas that need to be strengthened and improved.

Doğuş Oto believes that every kind of work is based on understanding people. The Company's activities, designed to know and understand customers, will continue to increase in 2014.

Doğuş Oto has added new investments, which were carried out to provide more extensive service in better conditions, to its successful business results in 2013. In April, Doğuş Oto Çankaya Showroom and After-

sales Service Center was put into operation with its renewed face and Doğuş Oto Etiler Porsche Showroom began to operate with its new concept in Maslak OtoMotion as of November.

In addition to these activities, Doğuş Oto attaches importance to the social development of its employees. We continue to support their individual development and teamwork in arts. Doğuş Oto Orchestra was established with the individual skills of our employees and a successful teamwork in 2011 and Doğuş Oto Theatre will be established in 2014.

By supporting Corporate Responsibility practices, Doğuş Oto will contribute to the development of individuals, take part in the sectoral economy's development, and by increasing activities related to environmental protection, we will continue our stakeholder-oriented Corporate Responsibility activities in line with our excellent service approach and fulfill our responsibilities for a better world and future.

Yours Respectfully,

Zafer Başar  
CEO Doğuş Oto

*Our business models are supported by responsible business practices. These models aim to create a ‘total shared value’ for the society we live in, as well as for all our stakeholders.*



# ECONOMIC DEVELOPMENT

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11

Investments  
for Authorized  
Dealers and  
After-sales  
Service  
Centers

EFESAN  
Port  
Area

42,000 m<sup>2</sup>  
Storage  
Area

## New Investments

In 2013 we have agreed with Volkswagen AG and Audi AG that the license to operate regarding the import, distribution and after-sales service of Volkswagen and Audi brand vehicles within the borders of Republic of Iraq is given exclusively to a company located in Erbil: "D-Auto Limited Liability Company", founded and wholly owned by Doğuş Otomotiv Servis ve Ticaret A.Ş., and established in accordance with the laws of the Republic of Iraq.

Community  
Engagement

TL 2,1 M  
Support

Efficiency  
Projects

79  
projects  
TL 1 M  
savings

The investments in six Authorized Dealers and five Authorized After-sales Service Centers were completed and put into operation in 2013. Doğuş Oto Çankaya in Ankara, Yağcı Otomotiv in the district of Edremit, Balıkesir, and Vimsa Otomotiv in Adıyaman carried out the Module Concept building investment. Doğuş Oto

Çankaya in Ankara, Şahintaş Otomotiv in Gaziantep and Asil Otomotiv in Eskişehir established the SEAT showroom investment. Doğuş Oto Çankaya in Ankara has carried out Audi Terminal Concept investment. Doğuş Oto Çankaya in Ankara and Doğuş Oto Maslak in İstanbul carried out Porsche Concept investments. 13

out of 65 Volkswagen Authorized Dealers have become new Module Concept<sup>20</sup> investments. 15 of the remaining 52 Piazza Concept<sup>21</sup> Buildings were adapted to the new module concept within the scope of Volkswagen Renewal Project.

## Investment in the Efesan Port Area

### Efesan Port Area

Founded in Dilovası / Kocaeli on July, 12 2013

21 km away from Logistics Centre

Temporary Storage Area

42,000 m<sup>2</sup>

Vehicle Capacity

2,800 Passenger Cars



<sup>20</sup>Module Concept offers efficient vehicle exhibition and better customer service in a modular structure, a universal form all over the world. Modules can be built as single or two-storey buildings. Showrooms have been built with this design after 2009.

<sup>21</sup>Piazza Concept: These are curvilinear structure style showrooms inspired by the piazzas in Italy; they were first introduced in Turkey in 1998. A renovation process, adapting to the Module Concept, continues for showrooms which were built according to the piazza concept.



### Vehicle Distribution in Figures

- 12,716 invoiced vehicle delivery per month, approximately 424 vehicles per day (17 vehicles per hour)
- Annual average of 426 km per vehicle (km driven per vehicle including İstanbul)
- Average of 2,000 trucks per month, 500 trucks per week, 71 trucks per day (1 truck per approximately 20 minutes)
- 3 ships per week
- Vehicle bonded areas: 180,738 m<sup>2</sup>
- Delivery to the farthest point: Delivery time to Van is approximately 55 hours per truck

### Benefits obtained with Efesan Port Area

- By starting the delivery process of import at Authorized Dealer without ship transfer, we earn a day on average.
- Cost advantage is maintained by eliminating the transfer.

### Doğuş Technology

In order for Doğuş Technology, the technology arm of the Doğuş Group, to increase its efficiency in a better environment, investments for a new building have begun; the building is scheduled to open in 2014.

This Company was established to provide information technology services to the companies of Doğuş Group. It is an innovative, dynamic and solution-oriented Company with value added products and services that focus on customer satisfaction and quality at optimal costs. Doğuş Technology closely monitors the rapid developments in the technology world, develops IT strategies and value added services with solutions adapted to needs, enhancing change and quality.

## Economic and Social Development

In order to support equal opportunity in education, Doğuş Otomotiv makes an annual donation of USD 500,000 to Darüşşafaka Education Institute, which accepts students by examination and aims to raise

modern, self-confident leaders who are lifelong learners, researchers, questioners, and responsible to the community, environment and family. To support arts and culture, which are among the main driving forces of

economic and social development, an annual contribution amounting to USD 187,500 is made to TIM (Türker İnanoğlu Maslak Show Center). We also provide TL 600,000 support to various music festivals around the country.



**Mustafa Karabayır**  
CEO of  
Doğuş Otomotiv SP  
and Logistics

*'The Activities of Doğuş Otomotiv in the field of Corporate Responsibility is raising social responsibility awareness among the Company, its employees and customers. Doğuş Otomotiv is able to reach everyone through this awareness. Financial success can help us become one of the best companies in our country, but it is not sufficient as stand-alone. Reliability can be reinforced both with financial success and with human-oriented, environmentally sensitive approaches. Leaving a sustainable world to future generations, knowing and being aware of our social responsibilities about our existing operations, and sharing them with our customers play important roles in the recognition of Doğuş Otomotiv. Our Company, whose main activity is the sale of vehicles, undertakes an important mission by supporting safe driving with "Traffic is Life!" program.*

*Storage and shipping are the main operations of Doğuş Otomotiv Spare Parts and Logistics Unit in supply chain management. Carrying out these operations in line with our Corporate Responsibility approach has provided many benefits for us. Route optimization efforts resulted in less fuel consumption and less CO<sub>2</sub> emissions. Minimizing packaging wastes resulting from our operational activities, recycling waste batteries and engine oils by collecting them from our Authorized Dealers and After-sales Service Centers, contribute to a more habitable and sustainable world.'*



## Efficiency and Process Management

### Improvement Projects

The Lean methodology has been brought to life in order to disseminate efficient working methods and continuous

improvement approach in Doğuş Otomotiv, and to ensure employee participation in process improvements. 79 of our department projects supplying

measurable benefits within “cost reduction, revenue growth, customer satisfaction and quality” dimensions were implemented in 2013.

**Participation rate of employees in improvement projects has increased by 9% in 2013 compared to the year 2012, reaching 50%. Process improvement projects carried out in 2013 were published through the intranet system. Members of the project can monitor their own projects through the website and employees can get detailed information about all the department projects launched since 2012. With 79 projects in 2013 a total of TL 1 M was saved.**

### The Blue Steering Wheel “Clearing the Way” Award

Successful improvement projects in 2013 were rewarded with “Blue Steering Wheel Clearing the Way Award”. The first awards were submitted during

the Management Briefings on October 4<sup>th</sup>, 2013.

Department projects supplying measurable benefits in cost reduction, revenue growth, customer satisfaction and quality

are evaluated by the project assessment committee, which chooses exemplary projects; 5 projects and 18 people received the *Blue Steering Wheel Clearing the Way Award* in 2012.<sup>22</sup>

### Awarded Projects:

- Project for Shortening the Average Duration of Fleet Vehicle Sales Preparation in DOD City Esenyurt
- Project for Disposal and Recycling of Parts after Maintenance / Repair
- Project for Responding to the Social Media Reflections (e-CRM)
- Project for Creating Financial and Operational Advantage in Express Air Shipments
- Project for Catalog and Digital Media Dictionary (VOLKSWAGEN DICTIONARY)



<sup>22</sup>We evaluate and reward the previous year’s projects every year. 2012 projects were evaluated in 2013. 2013 projects will be evaluated in 2014.

**Lean Leadership Program**

In order to integrate continuous improvement and efficiency into our business models, the 9<sup>th</sup> wave of the Lean Leadership Training Program was realized in 2013. This seeks to enable all Company units to acquire the competency needed to carry out our improvement operations in compliance with the lean application methods. The 7<sup>th</sup>

and 8<sup>th</sup> Wave Lean Leaders who completed the training period in 2012 received their certificates at a meeting with Doğuş Otomotiv Board of Directors.

**Supply Chain Management**

In 2009, Doğuş Otomotiv began to focus on the Sustainability Approach for Supply Chain Management in Corporate Responsibility. Due to the

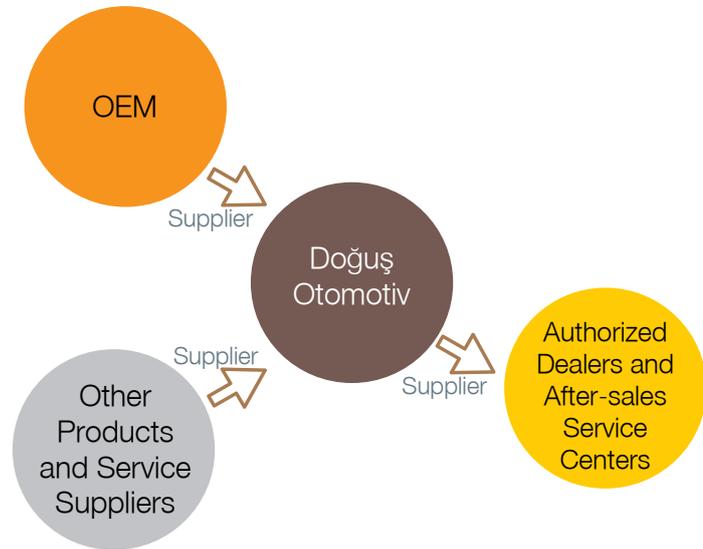
needs of the position and the sector in which our Company is operating, we have worked on a different model in the supply chain management, and started the field practices of this model in 2013. We have implemented a Doğuş Otomotiv based learning and mentorship strategy<sup>23</sup> in this “3 Sided Responsible Supply Chain Management” model.

**Suppliers**

Within the scope of the Doğuş Otomotiv Ethical Principles, a protocol which covers occupational health and safety, human rights, prevention of child labor, and respect for ecological environment issues is included in all agreements with our suppliers. There are also Occupational Health and Safety Committee related topics in our contracts. Certain responsibilities of the contracting firms with reference to laws and regulations are included.

The number of suppliers in 2013 was 675. We audit suppliers who are providing products and services in risky areas. There are also 15 companies responsible for co-business maintenance and repair services among our suppliers.

Supplier selection and auditing criteria were strengthened on a sectoral basis and on-site audits were performed in 2013. At the end of the year, pre-audits of suppliers in three major bidding areas (food, cleaning and security) have been carried out. We don't invite companies to the bid if we identify negative factors within their businesses. During the audits we warn the companies about the malfunctions we have observed, and support them to correct these malfunctions.

**Doğuş Otomotiv 3-Sided Responsible Supply Chain Management Model**

If the malfunctions continue, we impose dissuasive penalties. To get better service and improve the quality of service, we constantly provide feedback to our supplier companies. Subjects like disposal of waste, hygiene and related document controls, number of employees and their competencies, which directly reflect our Corporate Responsibility strategy, are also included in our supplier selection criteria. 36 companies were audited in 2013.

A supplier satisfaction survey will be carried out at our suppliers and reported in 2014. We also aim to include Corporate Responsibility areas in our supplier audit processes and increase the audit rate.

**Human Rights in Our Suppliers**

No case of discrimination in our suppliers has been reported, and no risk regarding the freedom of association has been determined. During supplier audits, child labor controls are made and results are added to the report. No illegal situation regarding child labor was encountered during the audits of suppliers in 2013.

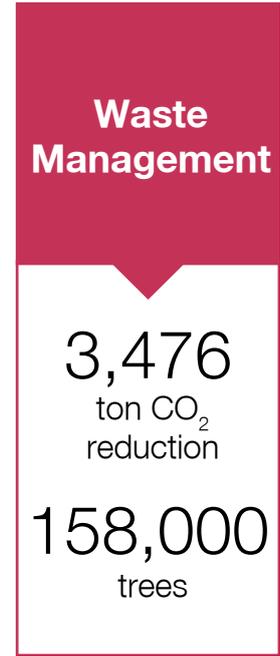
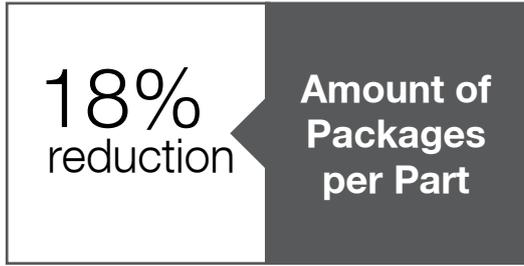
<sup>23</sup> Details of the model are available in Authorized Dealers and After-sales Service Centers Section.

*We can only carry our business into the future as long as we keep the ecological environment sustainable.*



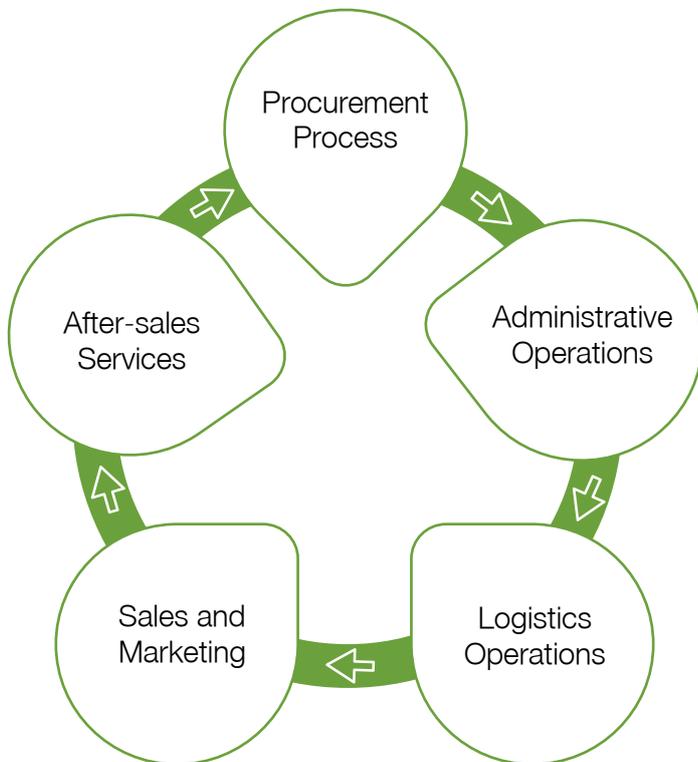
# ENVIRONMENT

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## Doğuş Otomotiv Environmental Impact

Doğuş Otomotiv's environmental responsibility policy focuses on protecting the environment we live in, reducing energy and water consumption, efficient use of natural resources, waste management and environmentally friendly products.<sup>24</sup> For a sustainable environment, we believe that we can create more value for our customers and stakeholders by contributing to the environment with respectful technology, products and solutions. In 2013 we have focused on informing and developing healthy data collection processes in order to increase environmental awareness within our scope, and creating new opportunities for more effective solutions.



Doğuş Otomotiv Environmental Impact – Business Life Cycle

## Waste Management

750 tons of waste motor oil collected from our after-sales service centers were sent to various cement and lime factories and used as additional fuel instead of conventional fuels (coal, petroleum coke, etc...) in these facilities. Due to the limited use of such fossil fuels as coal and petroleum coke we have prevented an extra 3,476 tons of CO<sub>2</sub> emissions. This equals 158,000 trees that can create 395 hectares of forest.<sup>25</sup>

We have saved approximately 9,265 trees<sup>26</sup> with the recycling of 544,896 kg of paper and cardboard. 234,154 kg of paper and cardboard was recycled through ÇEVKO; 268,880 kg of paper and cardboard from our logistics warehouse was collected separately and recycled through a licensed recycling company; 41,862 kg of paper and cardboard was collected from the offices and recycled through Sadık Kağıt Company.

<sup>24</sup> Environmental features of products of brands sold by Doğuş Otomotiv and for more information on technical developments in this area: [http://www.dogusotomotiv.com.tr/dogusotomotiv\\_files/ENVIRONMENTAL%20RESPONSIBILITY%20BY%20BRANDS.pdf](http://www.dogusotomotiv.com.tr/dogusotomotiv_files/ENVIRONMENTAL%20RESPONSIBILITY%20BY%20BRANDS.pdf)

<sup>25</sup> Calculated on the assumption that a pine or eucalyptus tree can absorb 22kg of CO<sub>2</sub> per year and a hectare of forest is composed of 400 trees.

<sup>26</sup> Calculated on the assumption that recycling of 1 ton of paper - cardboard waste saves 17 trees.

**Waste Management in Authorized Dealers and After-sales Service Centers**

Authorized Dealers and After-sales Service Centers of Doğuş Otomotiv are obliged to comply with the waste management standards of Doğuş Otomotiv. These standards are monitored during the audits of Authorized Dealers and After-sales Service Centers.

In order to raise environmental and recycling awareness among our customers, and society as a whole, a project for Disposal and Recycling of Parts resulting from Maintenance / Repair was started

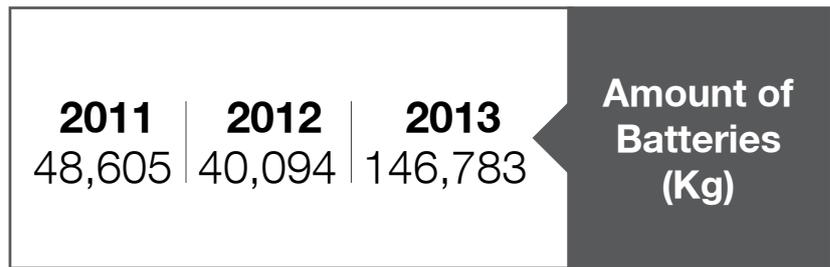
in 2012 with the collaboration and approval of our customers as a pilot program and dissemination efforts continued in 2013. We ask each customer on work orders of vehicles entering our After-sales Service Centers the following question: "Within the scope of waste management, would you like us to dispose of replaced parts on your behalf?" and we carry out the disposal of the waste parts according to their responses. In addition, since the disposed parts are identified at the entry of After-sales Service Center through this application, the wrappers for used parts placed inside the

vehicle has been reduced. When the process is implemented fully in 2014, we anticipate savings of approximately 145,000 wrapper bags.

Waste parts after warranty repairs are collected from our Authorized After-sales Service Centers by an expert and a professional waste management company. They are either recycled onsite or disposed of in compliance with the procedures. This process is performed regularly throughout the year, at the requests of Authorized Dealers.

**Waste Batteries (Doğuş Otomotiv-AKÜDER Collaboration<sup>27</sup>)**

In 2013, 146,783 kg of waste batteries were collected and sent for recycling, exceeding our legal requirements of recycling 127,269 kg of batteries (115.33%).



**With the recuperation of the batteries, 60% of the lead and 10% of the plastic is recycled and 20% of the acidic water is neutralized. When we take the last three years of data into account, with the 235,482 kg of waste batteries we have contributed to the protection of environment by;**

Recycling 141,289 kg lead,  
 Recycling 23,548 kg plastics, and  
 Neutralizing 47,096 kg acidic water.

<sup>27</sup> Doğuş Otomotiv has an obligation (APAK Directive) of recycling 90% of the batteries released to the market. In order to fulfill our obligation we have collaboration with AKÜDER. Our waste batteries are collected in line with the "Waste Management Plan" of AKÜDER.

### Waste Oil (Doğuř Otomotiv-PETDER Collaboration<sup>28</sup>)

A portion of waste engine oil is sent to regeneration facilities to obtain base oil, and another portion is sent to cement and lime factories to be used as additive fuel. Environmental gains obtained are as follows:

Amount of Waste Engine Oil (Kg)	
2012	2013
1,357,411	1,466,212

Waste Oil	2012	Contribution	2013	Contribution	Difference
Amount sent to Regeneration Facilities	154 tons	113,225 liters of base oil	695 tons	511,030 liters of base oil	351%
The Amount sent to Cement and Lime Factories	1,073 tons	4,973 tons of CO <sub>2</sub> emissions were prevented.	750 tons	3,476 tons of CO <sub>2</sub> emissions were prevented.	-30%
Disposal of Non-Recyclable Hazardous Waste Oil	130 tons	Disposed without harming the environment.	22 tons	Disposed without harming the environment.	-83%

Doğuř Otomotiv and Doğuř Oto obtained **624,255** liters of base oil from the waste oil collected in 2012 and 2013 and prevented **8,449** tons of CO<sub>2</sub> emissions. We have contributed to the protection of environment by disposing **152** tons of waste engine oil in waste incineration plants.

<sup>28</sup> As required by the legislation (Regulation of Waste Oil Control), Doğuř Otomotiv has the obligation of delivering the waste engine oil to PETDER (Turkish Petroleum Industry Association) which is the only organization authorized by the Ministry. Within this scope, we have a "Participation in Waste Oil Management Protocol" signed with PETDER. This protocol is renewed every year. PETDER is responsible for collecting waste engine oil from our Authorized After-sales Service Centers in Turkey. Providing the waste oil to other legal entities or individuals is prohibited by legislation.

*'I believe that a company's success should not be measured only with financial data; its investments in social responsibility and sustainability issues should also be taken into consideration.*

*A sectoral leader like Doğuş Otomotiv has many responsibilities in order to be sustainable. We successfully fulfill these responsibilities, and contribute to the economic and social development of our country.*

*In line with the Corporate Responsibility mission of Volkswagen, the social responsibility activities of Doğuş Otomotiv Volkswagen enhance our brand perception which uses environmentally friendly and innovative technologies. The projects carried out within this scope create positive results not only in brand perception but also in such issues as sales, after-sales service, customer and employee satisfaction, and successful applications in supply chain.*

*In order to raise sustainability and environmental awareness especially among the youth, we develop projects with the aim of promoting economic and ecological driving throughout the country under the roof of "Think Blue" concept, which reflects the environmental approach of Volkswagen AG, and constantly share our sensitivity with all our stakeholders, both one-on-one and through social channels. We endeavor to deliver safe and economic driving training to all Volkswagen users.*

*Aiming to further enhance the level of customer satisfaction and provide excellent service to our customers, we constantly give training to our team members working in sales and after-sales services. To better understand the thoughts and expectations of our customers, we conduct research and surveys every year. With "Think like a customer, Treat as Volkswagen" philosophy we aim to establish communication in every setting and give importance to properly exist in digital platforms, which have high importance today. In particular, our Facebook page, with 2.9 million members, is the largest Volkswagen Facebook Page in the world. The feedback we get through this platform serves as important data to improve service quality.*

*In addition, our website with 18 million visitors provides information about our brand to car lovers. By adding Volkswagen Dictionary to our website, we have carried out a first in our sector. With this dictionary drivers will have more information about automotive industry and Volkswagen technologies, and they will make more conscious decisions.'*



**Vedat Uygun**  
**CEO of Doğuş Otomotiv**  
**Volkswagen**  
**Passenger Cars**

### Package Tracking System

In 2013, a Package Tracking System was implemented to make purchase of transport packages more systematic, and to determine and monitor the amount of purchase and stock

in our warehouse in the most optimal way.

Compared to 2012, the amount of packages used per part was reduced by 18%. In addition to purchased packaging materials, other packaging materials

(wooden crates, parcels) coming from OEM and traded as scrap have begun to be used in filter shipments to Authorized Dealer and After-sales Service Centers. The project received "Blue Steering Wheel Road Passion Award".

## Environmental Impact in Administrative Operations

### Reducing Paper Consumption

To reduce the amount of paper used in the work orders of vehicle servicing, we opened 657,462 work orders in 2013, saved 1,314,924 sheets of A4 paper and 112 trees from being cut. This figure equals to 2,800 kg of CO<sub>2</sub> emissions per year.

With the use of tablets for the admission of vehicles with BAK (Dialogue/Reception) service, we anticipate savings of approximately 1.34 million sheets of A4 paper and 130 trees (2,850 kg of CO<sub>2</sub> per year) in 2014.

### Emissions due to Business Travel

CO<sub>2</sub> emissions due to business related flights at Doğuş Otomotiv and Doğuş Oto combined were 1,228 tons in 2013.<sup>29</sup>

## Environmental Impact of Logistics Operations

Transportation of replacement parts to 115 distribution points of Doğuş Otomotiv throughout the Turkey is carried out overland. The average number of vehicles going out of the warehouse per day is 22-24. The load rate of vehicles has been approximately 90% in 2013. We continue our route optimization studies for our second shipments to our Authorized Dealers and After-sales Service Centers with low load rate.

### Intermodal Transport System

With the global increase in transport activity, negative impacts resulting from traffic congestion, traffic accidents, environmental and noise pollution have become even more significant. Therefore, we need more economical, safe, fast and environmentally friendly transport systems. As a result of these requirements, intermodal transport systems enabling the use of more than one transport systems together have begun to be developed. Intermodal is

among the systems using rail and sea transportation together as well as land transportation.

Doğuş Otomotiv has made a significant reduction in carbon footprint by using an intermodal system on import transportation, in cooperation with Mars Logistics and Ekol Logistics. Instead of land transportation, by using sea and rail transportation we have saved 1,889,648 kg of CO<sub>2</sub> and provided a positive impact of 85,893 trees that can create 215 hectares of forest.<sup>30,31</sup>

<sup>29</sup>Website of Tema Foundation was used to calculate the emissions.

<sup>30</sup>A pine or eucalyptus tree can absorb 22 kg of CO<sub>2</sub> per year and a hectare of forest is composed of 400 trees.

<sup>31</sup> Relevant table can be found in "Doğuş Otomotiv 2013 Corporate Responsibility Performance by Figures" section.

## Environmental Impact in After-sales Services

Our most intensive operations with environmental impact are in the after-sales services, where our awareness, informing, measurement and analysis efforts are concentrated. As in the entire business life cycle, we seek processes and procedures to reduce our environmental impact in after-sales services.

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

Our internal "Environmentally Friendly,

Economic and Safe Driving" training course continued with voluntary internal trainers in 2013. We especially encourage the participation of Doğuş Oto employees and employees who are in direct relationship with customers. In this 2-day in-class training, we use permanent learning methods with experiments, practices and tests. This training was conducted in 2 groups this year, and 25 employees were given certificates.



## Green Technology

We continued to establish virtual drivers in 2013; 15 virtual drivers in Güneşli and 6 virtual drivers in Şekerpınar were established.

to elementary schools, high schools and foundations: 36 computers and 35 printers were donated in 2013.

Economically redundant technological devices still in usable condition are donated

## Employees and Environmental Awareness

Various activities are conducted at Doğuş Otomotiv to raise the environmental awareness of our employees. Informative studies in our Company are made online. Informative articles about the environmental impact of our consumption are published on the information screens.

Under the title of Working Conditions/ Environment in an Employee Satisfaction Survey,<sup>32</sup> feedback was received concerning all occupational health and safety applications, together with feedback on the sales and marketing of environmentally friendly products under the title of "Corporate Responsibility".

<sup>32</sup> Employee Satisfaction Survey (ESS) is carried out every two years at Doğuş Otomotiv. The most recent ESS was in 2012.

Corporate Responsibility	TOTAL <sup>33</sup>	
	Average	Frequency
Corporate Governance and Ethics	3.92	456
Mutual Dialogue with Stakeholders	4.02	456
Responsible Applications in Supply Chain	4.10	456
Ensuring the Continuity of Our Business	3.97	456
Taking Measures by Foreseeing the Risks	4.02	456
Investing in IT	4.05	456
Responsible Sales and Marketing	4.08	456
After-sales Services	4.11	456
Authorized Dealers and After-sales Service Centers	3.95	456
Climate Change	4.02	456
Sales and Marketing of Environmentally Friendly Products	4.02	456
Reduction of Energy Use	3.91	456
Reduction of Water Consumption	3.98	456
Waste and Scrap Management	4.07	456
Customer Health and Safety	4.08	456
Studies to Meet the Expectations of Customers	4.09	456
Employee Satisfaction and Loyalty	3.71	456
Occupational Health and Safety	3.90	456
Human Rights	3.95	456
Awareness on Traffic Safety	4.14	456

In order to support the efforts of Doğuş Otomotiv on environmental awareness, pencils enclosing seeds were distributed to participant students during the Career Days event held in 2013, and all the notebooks, post-its and pencils given to the students were made of recycled material.

In our "Traffic is Life!" platform, employees who participate in Safe Driving Training are given

information about the techniques of economical and environmentally friendly driving. Within the same scope, the "Traffic is Life Traffic Safety 101" elective course at universities provides information on environmental and economic dimensions of traffic.

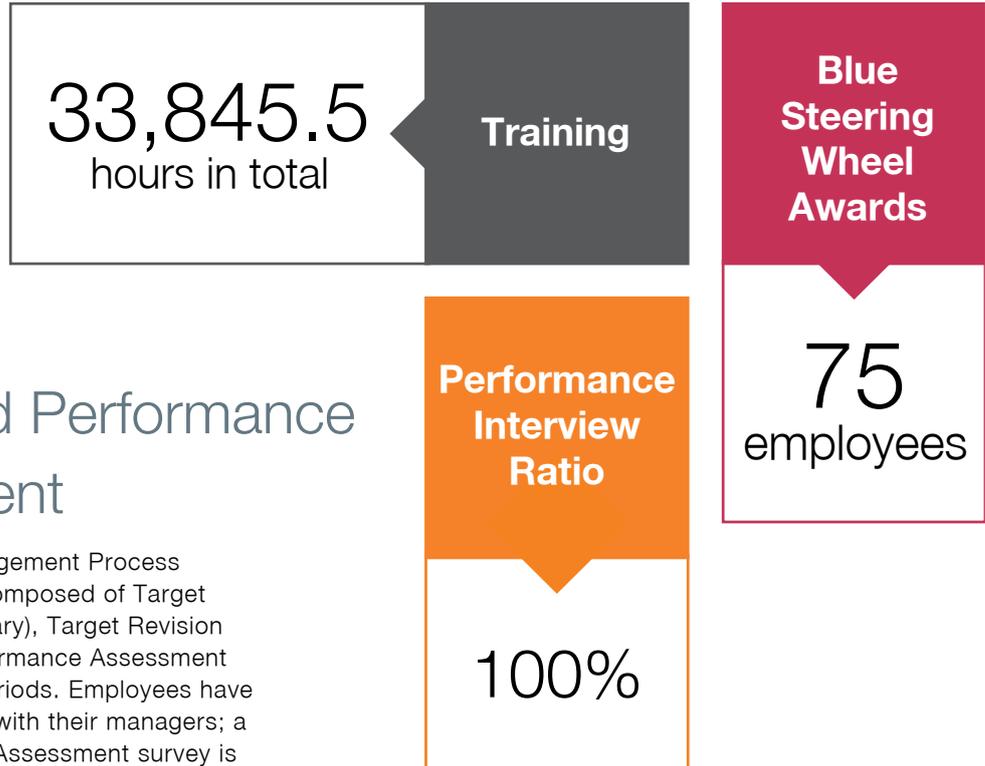
<sup>33</sup> Frequency refers to number people who answered the question; Average refers to the average value of the answers based on a scale of 5.

*We constantly review our processes for our employees who are happy to work for Doğuş Otomotiv and contribute to the business processes. We also carry out mentorship in order for our team colleagues, the cornerstones of our success, embrace Corporate Responsibility within the of way of doing business.*



# EMPLOYEES

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## Career and Performance Management

The Performance Management Process in Doğuş Otomotiv is composed of Target Setting (January-February), Target Revision (July-August) and Performance Assessment (December-January) periods. Employees have face to face interviews with their managers; a Performance Interview Assessment survey is organized after the performance assessment period, and employees are consulted about the process.



### Doğuş Otomotiv Target Expansion Team

A Target Expansion Team, including representatives from each department, supports the accurate determination of targets and internal target consolidations within the Performance Management system.

## Rewards System

### Blue-Collar Rewards System

The *Stars of the Logistics Warehouse (since 2012)* and *Gebze After-sales Service Technician of the Month* practices recognize our blue-collar employees in line with quantitative criteria determined according to their performance.

### Stars of the Warehouse

4 people, 2 from the Warehouse Entrance Unit and

2 from Warehouse Output Unit, are recognized every month; 12 people have been honored since the project was launched in October 2013.

### Gebze After-sales Service Technician of the Month

A total of 12 people, 3 people each quarter, are recognized with the Technician of the Month Award.



**Anıl Gürsoy**  
CEO of  
Doğuş Otomotiv SEAT

*“The leading automotive distributor of Turkey, Doğuş Otomotiv has been an example to companies in its own sector as well as the others with the practices and projects focusing on community development. With the participation of locally Authorized Dealers in this people-oriented, environmentally sensitive and innovative approach, these values with great importance for our country, can reach a large segment of our society.*

*Every improvement made in our network of Authorized Dealers helps to increase the quality of the service provided for SEAT owners, to reach the level of customer satisfaction we desire and, to strengthen the SEAT brand perception.*

*Projects, practices and trainings on customer satisfaction make a big difference in the development of our colleagues. Moreover, such applications enable us to work in a happier and more productive work environment.”*

### The Blue Steering Wheel Awards

The *Road Passion Award* is given to recognize the instant achievements of employees through the assessment of the managers on a brand/department basis. In addition to recognition, employees are also rewarded with a package including various alternatives (hobby clubs, vacations packages, gift vouchers).

The *Road Story Award* is for employees who complete 10 and 15 years of service in the Company. Employees with 10 and 15 years of service are given plaques and a week’s leave, respectively.

In the *Clearing the Way Award*, employees with the most successful projects are recognized by the Awards

Committee and provided with a prize package.

Within the scope of Blue Steering Wheel Awards, we have given Road Passion Award to 36 employees, Clearing the Way Award to 5 projects with 18 employees and Road Story Award to 21 employees.

# Training Programs

In Doğuş Otomotiv we have title-based training programs for the career development of our employees, to develop the necessary competencies. Additionally, employees can focus on areas where they want to improve themselves through specialization development programs. Employees may work in rotation in different departments for short-periods (2 weeks-1 month) or long-periods (1 month-3 months), thereby gaining a chance to develop their career targets, get information about the processes they want to learn and know the Company better. In 2013, 10 employees participated in this pre-scheduled rotation.

In 2013 a total of 33,845.5 man/hours (4,272 man-days) training was given in Doğuş Otomotiv and Doğuş Oto. On average, training per employee was 25 man/hours in Doğuş Otomotiv and 33 man/hours in Doğuş Oto.

## Profile Analysis Project

Profile Analysis Project was launched in 2013 with the ultimate goal of identifying the job descriptions of current positions, evaluating employees' competence for the tasks, determining the development areas of employees, and providing concrete data for promotions, assignments, rotation and new recruitment processes. With this project, all of our managers within the level of CEO-Director-Manager have defined the ideal profile of duties in their scope during workshops and/or surveys. The stages of the project in 2014 include participation of all employees in assessment practices, conducting task-compliance analyses and providing feedback. All permanent white-collar employees in Doğuş

Otomotiv and Doğuş Oto are to be included in the application, and as of 2014, the same evaluation method will be used in all new recruitment.

## Coaching Development and Mentorship Programs

In Doğuş Otomotiv there are Coaching Development Programs for managers and directors. We have also mentorship programs to accelerate the adaptation of new employees to the Company and to improve the management skills of experienced employees.

In 2013 all of our Managers (52 people - 2,064 man/hour) and Directors (9 people - 216 man/hour) received coaching training.

Within the scope of Mentorship program, started in 2012, there were 9 Mentors and 10 Mentees in 2013.

## Foreign Language Learning Encouragement Program

English and German language education is supported by the Company for employees; 15 people benefited from this opportunity in 2013.

## Internal Trainers

An Internal Trainer Program in Doğuş Otomotiv was implemented in 2009. Employees are provided with Internal Trainer opportunity on a voluntary basis in line with their areas of expertise and trained for the duty. 13 volunteer trainers provided trainings on 16 different subjects in 2013. 77 employees participated in these trainings and received 760 man/hours training.



## University Collaborations

### CO-OP Program

CO-OP (Cooperative Education) is a University - Business collaborative education model. Within the scope of CO-OP, students start to work in a company during their undergraduate education. The objective of the program is to integrate education and business life. Preparing for business life with CO-OP training, students minimize the time they spend learning and adapting in a work place after graduation. CO-OP is a continuous program, completed in one workplace, taking between 3 and 9 months.

### CO-OP Process

Undergraduate-level university students in any department can apply to the Directorate of CO-OP to participate in this program. Candidates are selected based on their GPAs, academic achievements and other criteria; and are sent by the CO-OP Director to various companies for business interviews after they have completed certain preparation stages. Students working at our partner companies while continuing their education are called COOPERS.

### Bahçeşehir University

- Corporate partnership within the scope of CO-OP program
- Recruiting interns within the scope of CO-OP program
- 50% discount in MBA, Executive MBA and all Graduate Programs
- The possibility to use meeting and event halls free of charge
- Possibility for our directors to become a spokesperson in academic platforms

- An opportunity to initiate a sector-related training program at the university
- 25% discount in Bahçeşehir University Continuous Education Center

### Bilgi University

- 30% discount in MBA and Graduate Programs
- Cooperation in joint training programs international conferences and workshops
- Cooperation in corporate social responsibility projects
- The possibility to use Amphitheater, meeting and event halls of Santral Istanbul free of charge
- 15% discount in Santral Atelier courses

### Sabancı University

- 27.5% discount in EMBA program
- Opportunity for managers to participate in Finance Practicum course in the Masters in Finance program
- Participation in industry panels
- Intern recruitment
- Participation of Doğuş Otomotiv managers in other courses as guest speaker

### Koç University

- Special discount in Finance Graduate Program
- Discount for Doğuş Otomotiv employees in open participation training programs within the scope of corporate partnership
- Intern recruitment
- Participation of Doğuş Otomotiv managers in CEMS Skill Seminars, Career Days and other various educational activities as guest speaker,
- 10% discount for Doğuş Otomotiv in Koç University facilities

## Employee Benefits

Fringe Benefits <sup>34</sup>	Full Time
Cell Phone (with brand restrictions)	Yes
Private Health Insurance (with company and scope restrictions)	Yes
Company vehicle (with model restrictions and fuel limit)	Yes
Transportation service	Yes
Fuel/Travel allowance aid	Yes
Private pension contribution	N/A
Day nursery right	Yes
Moving aid	Yes
Marriage aid	Yes

<sup>34</sup>Fringe benefits of Doğuş Otomotiv are only for full-time employees.

## Employee Suggestion System

Doğuş Otomotiv Suggestion System has been designed to enable our employees to communicate their suggestions and opinions to the senior management regarding the ways of doing business, daily operations and business processes. We evaluate the suggestions of our employees through the system and then plan or immediately implement them. Enhancing the efficient use of the suggestion system is among the objectives of our managers as well as to lean leaders: a total of 140 people including 60 directors and 64 lean leaders have this objective.

### **I Have an Idea**

"I have an Idea" application was created to learn about and solve minor problems and requests of our employees, apart from the Suggestion System. Requests reaching this system are communicated to Corporate Communications Department, which evaluates these suggestions and passes suitable ones onto relevant departments. In 2013, 140 requests were submitted, and most of them were fulfilled.

## Occupational Health and Safety

In Doğuş Otomotiv and Doğuş Oto operations, Occupational Health and Safety (OHS) Committees meet monthly on a fixed date, as required by Regulation on Occupational Health and Safety (OHS) Committees. Participants include Employer's representatives, Workplace Physicians, Healthcare Employees, Occupational Safety Specialists, Administrative Affairs Officials, Human Resources Officials, Foremen, Employee Representatives and Sub-contractor Company Officials.

The OHS Committee evaluates the decisions of the previous month within the scope of legal requirements, near-accident cases, work-related accidents and occupational diseases, periodic control results, OHS field observations and employee

opinions, and discusses actions to be taken in future. The number of people represented in the OHS Committee is 23 for Doğuş Otomotiv; 62 for Doğuş Oto and 8 for Scania Gebze After-sales Service Center; 93 in total. Percentage of employees represented in the committee is 3.9 in Doğuş Otomotiv, 4.51 in Doğuş Oto and 18.18 in Scania Gebze After-sales Service Center.

### **Communication with Employees and Feedback Mechanisms**

Employee satisfaction surveys are conducted biennially and the results are shared with all departments. According to survey results, priority areas for development are identified and action plans are taken from relevant managers for these areas.

**In 2010, our score was 61.5 according to the Employee Loyalty Index. In 2012 we have increased our score to 71.2 and became the sector leader in this area.**

In Customer Satisfaction Index our score was 56.2 in 2011. In 2012 our target was set at 60; we reached a score of 62.6 at the end of the year. While our score in Willingness Index was 55.5 in 2010, we have reached 64.6 in 2012.

### **Dialogue Platforms with Our Employees**

Doğuş Otomotiv creates many opportunities to enable its employees and senior managers to meet in various platforms and exchange opinions to develop efficient processes. For example, we organize dinner meetings with the CEO for our potential manager candidates. In this regard, 25 employees in groups of five came together with Doğuş Otomotiv CEO Mr. Ali Bilaloğlu.

Projects prepared in line with Lean Methodology are shared with senior management in senior management meetings and recognized.

### **HR Sharing Meetings**

New HR practices in Doğuş Otomotiv and Doğuş Oto are announced in the meetings in which all Company employees are informed about the practices to be implemented in the following year. Employee feedback on current HR practices is received and included in the action plan of the following year.

## Communication Breakfasts with No Limits Our disabled employees share their opinions and nuisances about HR Department in these meetings.

In our breakfast held in 2013, our disabled workers have stated that the cost of their devices (hearing aids, long walking device) are not covered by the insurance and expressed their expectation of additional allowance.

After the meeting, the requests of our disabled employees were shared with senior management. As of 2014, the cost of devices will be covered by Doğuş Otomotiv.

### Family Day Event

A picnic for blue-collar workers and their families is held each year. 300 people participated in the event on September 29<sup>th</sup>, 2013.

3% of our employees are disabled. Doğuş Otomotiv complies with the laws on this issue and has not been penalized in 2012 or subsequent years in this regard.

### Number of Disabled Employees by Year

Year	Company	Number of Disabled Employees
2012	Doğuş Oto ve Pazarlama Ticaret A.Ş.	34
2012	Doğuş Otomotiv Servis ve Ticaret A.Ş.	16
2013	Doğuş Oto ve Pazarlama Ticaret A.Ş.	37
2013	Doğuş Otomotiv Servis ve Ticaret A.Ş.	16



### Intern Talks

There are three types of internships in Doğuş Otomotiv: Project-Based Internship (5 months), Summer Term Internship (1 month) and High School Internship. Especially Project-Based Interns constitute a very important source in recruiting new graduates. Intern Chat Meetings are organized to

provide a platform in which our interns can better learn about our Company with its areas of activity, and communicate with the managers. In these meetings, managers from different levels come together with the interns, share their professional experiences and make presentations in their areas of expertise.

### Ertuğrul Malatyalı Digital Marketing World



### Mustafa Şehirli People, Customer and You

### Çağrı Öztaş Brand Marketing Strategy



### Activity-D Voluntary Programs

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

are organized with the volunteer participation of our employees.

### Tahsin Tarhan Elementary School Play Ground Construction

Tahsin Tarhan Elementary School Play Ground Construction Voluntary Project was

implemented on November 6<sup>th</sup>, 2013. After 3 hours of volunteer work, the walls of basketball court had been colorfully painted, area of 80 m<sup>2</sup> was replanted, and the playground floor was covered. A total of 20 employees (60 volunteer hours) participated in the project.



### All of the volunteers who participated in the program (100%)

- believe that voluntary programs make a positive contribution to their personal development (business life, personal life, family).
- believe that voluntary programs also provide benefits for the other parties (directly affected people and institutions).
- believe that the volunteer program provides benefits for the Company.
- believe that the volunteer programs should continue.
- expressed their wish to continuously participate in the volunteer programs.
- think that the volunteer programs don't cause any disruptions to their jobs.

#### Aktivite-D Photography Club Trip

Activity-D Photography Club carried out its first Photo Trip with Bıçkidere hiking in Altindere town of Akyazı district, Adapazarı on June 8<sup>th</sup>.



#### We are going to Theater with Our Children

In this event our employees watched Puss in Boots and Cute Dinosaur plays with their children.

#### Mother-Child Photography Exhibition

Mother-child themed photography exhibition was held with participation our employees on May 15<sup>th</sup>, 2013.

#### Gourmet Event

In the Gourmet Event held in Topaz Restaurant on Sunday March 31<sup>st</sup>, 2013 our employees enjoyed a variety of gustatory delights.

#### Intranet System

In our renewed intranet system, a new design enables employees to reach the HR team and to read relevant information more comfortably. Improvements will continue in 2014.

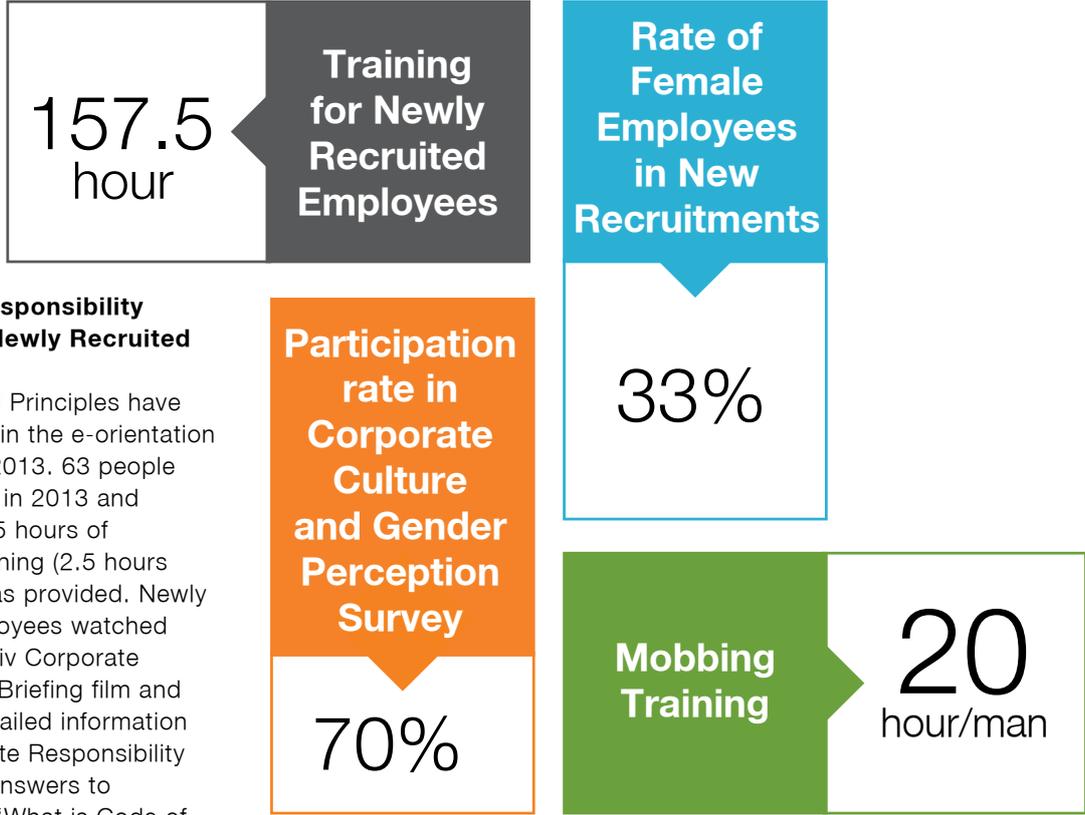
*Today all corporations are responsible for creating awareness about “equality and fundamental human rights” among their stakeholders in their impact, starting with their employees.*



# HUMAN RIGHTS

**Equal Rights at Dođuş Otomotiv**  
**Equality at Work Platform**  
**Mother-Infant Policy**

50  
51  
51



**Corporate Responsibility Training for Newly Recruited Employees**

CR and Ethical Principles have been included in the e-orientation training as of 2013. 63 people were recruited in 2013 and a total of 157.5 hours of orientation training (2.5 hours per person) was provided. Newly recruited employees watched Doğuş Otomotiv Corporate Responsibility Briefing film and were given detailed information about Corporate Responsibility and received answers to questions like ‘What is Code of Ethics? Where are its details?’.

**Mobbing Trainings**

In 2013, our Company started to give mobbing training. Initially, this training was given to all employees of Human Resources and Process Management Directorates and the Executive Committee. In 2014 all Company employees will receive mobbing training. The purpose of the training is to create awareness about psychological effects and legal consequences of mobbing among participants and help them to distinguish the mobbing phenomenon, take measures against and create solutions for it. Mobbing trainings were realized as 20 man/hour (15 man/day) in 2013. 30 employees participated in the trainings.

**Equal Rights at Doğuş Otomotiv**

Doğuş Otomotiv policy regarding “Employees and Decent Work Conditions” is applied without regard for religion, language, race, color, gender, age, ethnic origin, disability, citizenship, or other social status by statutory provisions.<sup>35</sup>

Being one of the first Turkish companies that has publicly announced its Human Rights Policy in Turkey, Doğuş Otomotiv considers conducting a fair and transparent relationship with all its

employees among its corporate priorities.

**Wage Policy**

In Doğuş Otomotiv we have a wage management system which is determined in line with internal and external analyses of performance, business, seniority and other criteria. Wage analyses are conducted every year in January. We determine wages for our employees, which are competitive both inside and outside the Company.

<sup>35</sup> For Doğuş Otomotiv Employees and Decent Work Policy: <http://www.dogusotomotiv.com.tr/en/corporate-responsibility/corporate-responsibility/corporate-responsibility-strategy.aspx>

## Equality at Work Platform

Doğuş Otomotiv is an important member of the studies carried out within the scope of Equality at Work Platform. Doğuş Holding Chairperson Ferit Şahenk and Sabancı Holding Chairperson Güler Sabancı are the co-presidents of this platform. Through these studies we started exemplary practices in Doğuş Group. Perception surveys were conducted and trainings were planned. The main objective of the program is to reduce the gender gap by 10%.

### 2013 Equality at Work

- Signing of Equality at Work Declaration and the Letter of Commitment: (January 2013)
- Participation in Equality at Work Survey conducted by the Ministry, and reporting the results to the Ministry
- Sharing the survey results and objectives with Doğuş Otomotiv Executive Committee
- Work Group of the Company Began Operating (January - October 2013 ) - 8 female & 4 male Members
- Ensuring Subsidiaries' membership of the platform (Doğuş Oto, vdf, LeasePlan, Doğuş Technology)
- Consultant Company Selection (started working with ICC Research Company in October 2013)
- Perception Survey (In October, 2013 a survey was conducted to measure corporate culture and gender perception in the Company; 70% of the employees participated.)
- Survey results were presented to the Executive Committee.
- Objectives and targets of the project with the actions of 2014 were shared with our employees in the communication meeting.
- Personal development programs to be implemented in 2014 were determined according to perception survey results.

	2012	2013
% of Female Employees in New Recruitments <sup>36</sup>	10	33
% Female Employees Promoted	33	41

## Mother-Infant Policy

In 2013 we completed private nursery-related studies for our facilities which have 150 and more female employees. As of 2014, the costs of nursery and nursery care will be met by our Company. We have interviewed 7 educational intuitions which have proved themselves with their education quality and are within close proximity to our workplaces, so that mothers can access them

easily in case of emergencies. The selected institutions were presented to the Executive Committee, which assigned the decision to the mothers. We have visited these four institutions with our mothers and got their preferences; we will start to work with the nursery that our employees have chosen.

Our employees can accumulate their breast-feeding allowance to use them all together at once, and utilize unpaid leave after giving birth as well. Our employees can monitor their babies in the workplace by establishing camera systems in their homes. We have also breast-feeding rooms in our Company. Return to work rate after maternity leave was 100% in 2013.

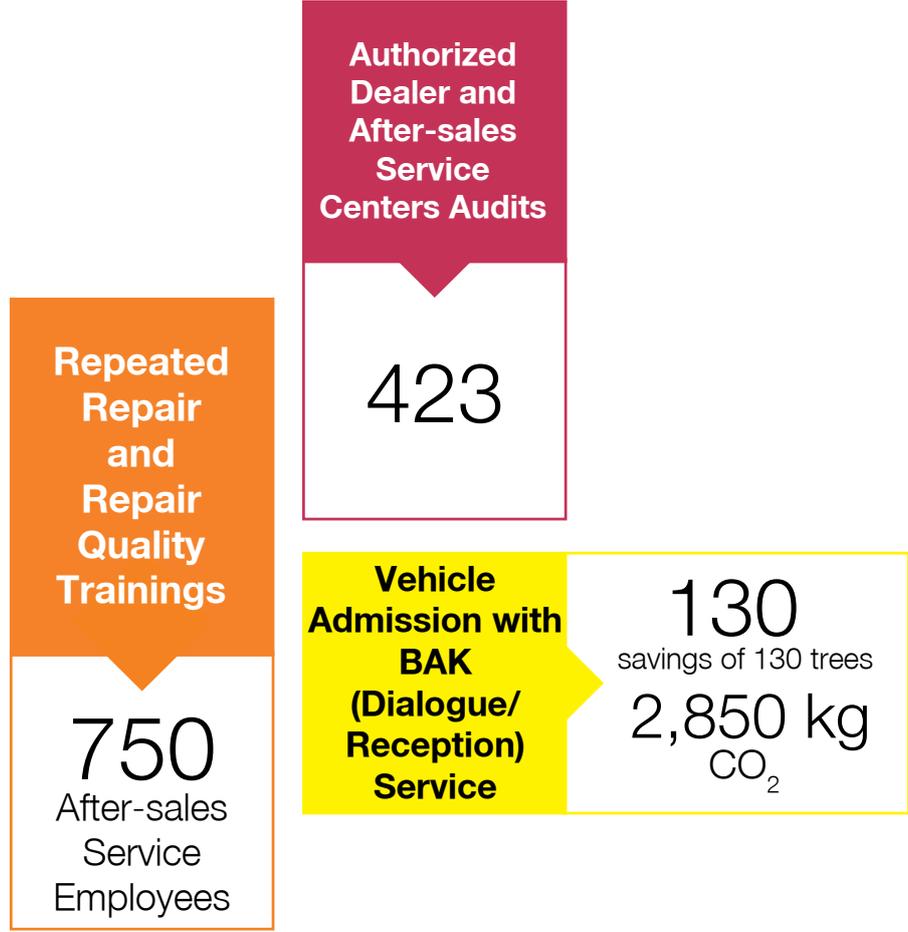
<sup>36</sup>The figures given in the table are Doğuş Otomotiv data. Doğuş Oto is not included.

*Our impact is expanding and our responsibilities are increasing with our 818,708 customers every passing day. We are working to provide the best products and services for them, to meet their expectations at every stage of the automotive value chain...*



# CUSTOMERS

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## Customer Satisfaction

We continue CSS (Customer Satisfaction Surveys) which are monitored monthly in our Authorized Dealers and After-sales Service Centers. The survey results were 108.67/120 for sales, and 100.81/120 for after-sales services. Our Authorized Dealers and After-sales Service Centers also call customers directly to measure customer satisfaction after their service center visits, and continue to audit and score the quality of service with "mystery customer" research; in 2013 all Authorized Dealers and After-sales Service Centers were subjected to these

audits, which are conducted by an independent company.

Customers also submit their opinions, requests and complaints online through the website and social media channels; these are assessed and replied as well. We also offer brief advice to especially users of commercial vehicles regarding seasonal considerations of vehicle use. E-mails from our customers are answered within 15 minutes.

## Doğuş Oto

Doğuş Otomotiv sells new and used vehicles, replacement parts and accessories in 31 Authorized Dealers and 30 After-sales Service Centers, and provides insurance, finance and after-sales services for customers in İstanbul, Ankara and Bursa for the seven brands it represents: (Volkswagen Passenger

Cars, Volkswagen Commercial Vehicles, Audi, Porsche, SEAT, Skoda and DOD). Doğuş Oto Çankaya began service in 2013. Operating in a total of 6 six regions along with this region, the Etiler Porsche Showroom of Doğuş Oto began new service in Maslak OtoMotion in November.

Total Number of Employees	1,358
Working Capital	TL 274,978,860
New Vehicle Sales	43,309
Used Vehicle Sales	2,702
Work Orders	205,741

Doğuş Oto is the overall leader in the market, with a market share of 31.3% in new vehicle sales and 24.3% in after-sales services. Doğuş Oto is among

the best 100 Volkswagen Authorized After-sales Service Centers with regard to customer satisfaction and service quality.

### Doğuş Oto Employee Trainings

In 2013, a number of educational opportunities have been made available to employees, including the Service Center Authorities Development Academy, Journey of Change, Instant Reward System, Employee of the Future, Director and MT Trainings. Blue-collar meetings are held with service center managers at the end of every month. Some weekend activities are organized by service center managers for developing corporate culture.

### Voluntary Activities – Doğuş Oto Orchestra

Doğuş Oto has an orchestra with ten members. A voluntary organization, the orchestra has rehearsed for 200 hours and 10 business days. The orchestra worked 108 hours during working hours of 2013 and put in 36 hours of voluntary work on weekends.

In 2014 we are planning to establish Doğuş Oto Theatre.

## Case Study - Scania Gebze Service Center



**Bayazit Canbulat**  
**Scania Gebze Service**  
**Center Manager**

*Gebze Service Center Employees began a "Let's do something nice" project. Every employee had put forward an idea. As employees saw how their projects were being implemented, they started to develop responsibility awareness.*

*Corporate Responsibility starts from individuals, but creating awareness; changing a settled old culture is really difficult. You cannot force; success is easier to reach by including the employees in operational activities and marketing their added values.*

*Practices carried out to benefit employees, the environment, the economy and the Company create employee satisfaction. This will also bring loyalty and financial success.*

### Efficiency and Work Quality

In 2013, all job descriptions in Gebze Scania Service Center were standardized and the Company's work flow diagram (process diagram) was mapped. Efficiency, quality and productivity are among the criteria of promotion, performance and wage increases, and these were encouraged by the new "technician of the month" recognition. Gebze Scania Service Center won the Scania Technique Top Team Turkey Award in 2013.

### Code of Ethics Awareness Studies

Doğuş Otomotiv Code of Ethics is applied in the service center. All of our employees have signed the Code of Ethics, Principles of Business Ethics are also included in the contracts. Employees are reminded of the equal treatment principle at every meeting.

**Our Employees**

Employees	2013
Number of Full-time Employees	44
Number of Female Employees	4
Number of Resignations	1
Average Training Hours per Employee (man/hour)	40

**Education Encouragement Model**

There are employees in our Company with various levels of educational considerations: some who have begun secondary school, or university degree programs, or who plan to start an MBA program or any other education. We provide equipment and computers to all our service center employees, so blue-collar employees can continue their studies more comfortably and without waiting in line. In order to complete their education, employees may utilize

as much as 60 hours of released work time to study or prepare for exams.

We are continuously upgrading the educational opportunities for all our employees.

**Employee Suggestions**

Employee requests coming through the suggestion system are recorded and the appropriate ones are implemented.



Aşur Demirci created mechanisms to be used under the oil tanks to prevent used oil from leeching into the soil, developed constructive work for the reconstruction of Krone Spare Parts Warehouse, designed various equipment of Krone, and manufactured iron barriers for the safety of the cars in the parking space and environmental safety equipment; his promotion this year was also affected by his contribution to the Company. He defines Doğuş Otomotiv as “the best, most beneficial school” of his 30-year working life.

**Performance Assessment, Self-Assessment of Technicians**

Performance assessment includes efficiency, productivity and compliance with traffic rules. All technicians are informed about their performance ratings. All employees, including blue-collar workers, conducted one-to-one performance interviews with their service center supervisors; the system is supported by recognitions and training.

**Training Room in the Service Center**

The senior manager room in Gebze Scania Service has been converted into a training room, where there are internet connection, phone, and desk and computer facilities, for the use of blue-collar workers studying to complete their education.

**Employee Health and Safety**

A professional water filtration system was installed in 2013. Employees have regular medical examinations. Employees have been informed both in meetings and open letter regarding their rights to safe, healthy working environments, and that they have job security if they refuse to work in any unhealthy or dangerous environment. The fire prevention system was renewed, the water tanks cleaned and disinfected. Compliance with traffic rules was included in the performance assessment criteria.

The body mass index of our employees has been mapped, and those who are overweight were directed to Anadolu Medical Center for treatment.

**Stakeholder Dialogue Platforms:**

- Weekly blue collar employee briefing
- Monthly OHS meeting with employee representatives
- Human Resources-Employee meeting (every six months)
- Family picnic (once a year)
- New Year meeting
- World Kitchen day (every month)
- Scania World, Scania Journals
- 120 or more customer visits per year
- Customer contact manager
- Supplier visits

**Customer Health and Safety**

Our monitoring process for the health and safety of customers starts at the service center entrance. Gebze Service doesn't allow such applications as de-limiting the speed of vehicles or using unsuitable replacement parts in accident-damaged vehicles. Unsuitable tanks carrying dangerous materials are not accepted to our service center. Our customers are provided with information at the vehicle.

**VERA System**

Vehicles are evaluated by technical and digital data and findings are passed on to the customers, including concrete data that will enhance safe, efficient and economical driving. This is the responsibility of our service marketing manager and regularly monitored. Moreover, safe and economical use of vehicles can be evaluated through VERA system.

**Brake Test and Free Emission Measurement**

Emissions and brake tests of our customers are done free of charge and additional discounts are applied for safety repairs. Service center advisors and other employees can take initiative and offer this discount to every customer in such cases. However, emission parameters cannot be changed and, EGR and SCR<sup>37</sup> cannot be cancelled.

We don't repair chassis, accident-damaged vehicles or safety equipment which may be risky for traffic safety.

**Scania Productivity/Efficiency Training for All Service Centers**

Scania Gebze Service Center is the central service center of Krone, Meiller and Thermoking brands. We support all of our Authorized After-sales Service Centers about productivity and efficiency calculations. Work orders are calculated on an employee-basis and efficiency and productivity are calculated in total figures regularly and published. Thereby, employees have information about their own and team performance and can find solutions to increase efficiency and provide suggestions. From time to time, other service center managers come to our center and receive training in the subjects of service center management, productivity, efficiency and OHS.

**Environmental Responsibility**

Scania Gebze Service uses the infrastructure of the Organized Industrial Zone where it operates. Samples of waste water are collected and analyzed regularly. Special washing machines are used for the cleaning of replacement parts and greasy equipment, waste part are then delivered to authorized companies for disposal. All of our employees are informed about energy savings and environment in weekly meetings.

**Waste Management**

Replaced parts for disposal are collected from customers and delivered to Anel Doğa Company free of charge. Waste battery box is visible in the customer area.

By undertaking the disposal of waste materials collected by our employees at home, Gebze Scania Service Center helps to create environmental awareness among its employees. Employees bring waste batteries, oil, paper and the other waste materials to work, and we send them to recycling; an employee is charged with this responsibility, and one of our employees has been recognized on this subject.

<sup>37</sup> EGR (Exhaust Gas Recirculation) and SCR (Selective Catalytic Reduction) are mechanic systems which reduce exhaust emissions to legal limit. Since additional material consumption is available in transportation sector apart from the fuel, these systems can be cancelled and causing environmental pollution. EGR and SCR cannot be canceled in Gebze Scania Service Center and we do not provide service for the vehicles which cancelled their ECR and SCR by 3<sup>rd</sup> parties.

### Water Consumption

In 2013 a program was initiated with the aim saving 10,000 lt/year by dropping tap water pressure by 1 bar. We have started to change our faucets and urinals with photocell controlled models. By initiating an auto-control system among our employees to save water, we aim to have a team that has awareness about the subject and warns each other about water consumption.

### Energy Consumption

In order to increase awareness on energy conservation, all employees are informed periodically. We have saved 7,500 km (500 lt Fuel) with the regulation of external operations and courier services.

Type	2013
Gasoline and Diesel Oil (lt)	30,000 (Company vehicles, heating and generator)
Electricity (kWh)	105,000

### Community Investment

Gebze Scania Service Center, which operates in the Dilovası Organized Industrial Zone, contributes its share to the infrastructure. The amount paid for these community investments during the year was TL 30,468.

Mimar Sinan Elementary School has been selected

as our sister school. The infrastructure of the support to be made in 2014 has been prepared.

### Contribution to Local Employment

We employ project interns from Kocaeli and Gebze. The interns are supported for their preparation to business life with coaching, presentation techniques and office management trainings.

## Authorized Dealers and After-sales Service Centers

### Kalitek Quality Control Project

“Kalitek Quality Control Project” has been initiated to shorten the repair time and organize the current quality control approach to improve the quality and functionality of the repair process. We have initiated “Kalitek” with quality controls at the vehicle and processes and applied it in approximately 80% of 657,462 work orders. 105,193 hours have been saved, which can be used for repairs (Productive Time). In addition to this, a vehicle whose maintenance / repair process is completed won't need to pass through quality control again, so that it can by-pass the work-space with no additional waiting time.

### Technical Support

For issues that our Authorized After-sales Service Centers have difficulty in solving and in case of customer demands, a Technical Support Request is created via the Request Management System. In such cases, we provide instant support by phone, remote connections and cameras, and if the problem cannot be solved this way, a technical support manager visits the center and, if necessary, meets directly with the customer and provides necessary information.

A camera system has been established in the ateliers of our 35 Authorized Dealers; we supply live and visual support from our head office, saving time, fuel and transportation, and reducing carbon emission, with this system. Repair time is also shortened and faster alternative solutions are provided for the problems and repair needs of our customers.

### Accident Coordination Seminars

Accident Coordination seminars were continued for Authorized Dealers and After-sales Service Centers

in 2013; a claim agent from each Authorized Dealer participated. Training seminars aimed to provide information and create awareness about accidents, safe driving, quality damage repair, the Traffic is Life! platform, seat belts and air bags. They also encouraged the Authorized Dealers and After-sales Service Centers to pass relevant information on to customers.

### The BAK (Dialogue/Reception) Application

In the last quarter of 2013 The BAK (Dialogue/ Reception) Application introduced the tablet PC as a mechanism to shorten vehicle admission time, to carry out these procedures on the car and to reduce paper consumption. The two-part forms formerly used in the vehicle admission process have been replaced with this digital environment; customers can request these forms on e-mail, if they wish. We thereby save the paper from 670,000 two-part A4 forms annually, which is the equivalent of 130 trees and 2,850 kg/yr. CO<sub>2</sub> emission.

## Authorized Dealer and After-sales Service Center Information Screens

Information screens have been established in the ateliers of our Authorized Dealers and all notifications are provided through these screens. By using atelier screens instead of e-mail and other electronic mediums, employees can reach the information and solve customer problems more quickly. In order to enhance and promote the use of these screens, a “Question of the Week” contest is held, and winning blue-collar workers and their families rewarded, thereby both increasing employee motivation and providing information directly. Since employees have easy access to up-to date information, notifications and warnings, service and repair quality increases.

### **Emergency Service/Roadside Assistance**

New standards have been established for Emergency Service / Roadside Assistance vehicles at our Authorized After-sales Service Centers in line with customer needs, safety and comfort. Authorized After-sales Service Centers are encouraged to use passenger cars for this purpose. The equipment inside emergency service vehicles became simplified, up-to-date and functional. Customer needs were especially prioritized, for example, such equipment as a fridge and a kettle are included. In order to ensure the development of Emergency Service Technicians on technical, roadside assistance, customer relations issues and increase the customer satisfaction, we have decided to organize meetings/trainings regularly in 2014.

### **After-sales Service Training**

All the employees in our Authorized After-sales Service Centers receive "Repeat Repair and Repair Quality" training. In 2013, 750 employees were trained (carried out 23 times); all after-sales service related technical and non-technical issues are reviewed in these sessions with real case examples. An agenda specific to the After-sales Service Center can also be created with observations and studies on the job. Technical, quality maintenance / repair, safe driving issues are reviewed during the training session; we also focus on explaining the service needs of our customers accurately and clearly, answering their questions correctly and relieving their concerns.

At the Authorized Dealers and After-sales Service Centers, we make performance-based bonus awards to our employees, and the High Quality Service Bonus is provided by Doğuş Otomotiv After-sales Services as well. This recognizes customer satisfaction particularly, but repeat repair and rate of complaints to work order criteria are also included.

### **Workshop for Service Center Advisors**

The 7<sup>th</sup> "Service Advisor Workshop" this year was expanded to include further applications. Seven Service Center Advisor groups and one group of Service Managers attended in the 3-day workshops held between September 18 - October 5, 2013, where 390 service advisors and 70 Service managers participated.

During the "After-sales Service meeting" carried out with the participation of our Authorized After-sales Service Centers on September 27-29, 2013 a workshop was held for Volkswagen After-sales Service and After-sales Service Center Managers,

wherein participants learned about new products and technologies and had the opportunity to increase their know-how and experience.

### **Technical Committee Meeting**

A "Technical Committee Meeting" was held for Technical Support Specialists of Authorized Dealers and After-sales Service Centers together with technical representatives of manufacturers. Solutions to problems encountered in the field, customer-oriented service, new technologies, updates, repair quality and repeat repair issues were discussed in this 3-day meeting.

### **Satisfaction Level in Authorized Dealers and After-sales Service Centers**

A Dealer Satisfaction Survey (DSS) was carried out in 2013 with executives of Authorized Dealers and After-sales Service Centers in which service quality and behavior in various units of after-sales services were evaluated. On a scale of 5, Doğuş Otomotiv DSS scored 4.6 in sales and 4.7 in after-sales service.

A meeting/training was held for Customer Relations Officials of the Authorized Dealers; the agenda included assessments regarding the customer oriented approach, activities to increase motivation, problems, suggestions, speed of complaint solving, customer satisfaction, and methods to respond to customer problems and demands. The Customer Relations Representatives with best performance were recognized with annual assessment rewards.

### **Wow (Vay Be)! Project**

Wow! Project was implemented in 2013, to motivate the Volkswagen After-sales Service Center employees and maintain the customer-oriented approach. Behaviors and suggestions of our Authorized After-sales Service Center employees that made our customers say "Wow" were evaluated by a jury every month, and the best application was recognized. The winning employee of the Authorized Dealer was awarded n11.com gift voucher amounting to TL 500.

### **Occupational Health and Safety in Authorized Dealers and After-sales Service Centers**

Occupational Safety guidelines were created and distributed to employees of Authorized Dealers and After-sales Service Centers in 2013. During the field visits of technical support managers and regional directors of after-sales services, this issue was audited and the report shared with After-sales Services Regional Management and our managers.



**Kerem Güven**  
**CEO of Doğuş Otomotiv**  
**Volkswagen Commercial**  
**Vehicles**

*'As the leading automotive distributor of Turkey, Doğuş Otomotiv is steering the sector with its employees, Authorized Dealer teams and human and customer-oriented practices which have adopted Corporate Responsibility strategies. As Volkswagen Commercial Vehicles brand, we are aware that success is directly related to customer satisfaction. With this awareness we constantly measure our customers' satisfaction as well as the others who have not bought a vehicle yet, and elicit customer satisfaction beyond expectation with continuous improvement of the process. Safe and Economic Driving (EVET) Techniques training was initiated on November, 2012 and over 1,800 Crafter drivers had received this training by the end of the year. With this Volkswagen Commercial Vehicles "EVET" Training we aim to contribute to ecological environment as well customer health and safety by enabling the safe, economical and efficient use of Crafter vehicles.'*

**Authorized Dealer and After-sales Service Center Audits**

A Dealer Audit Unit, under the direction of the CEO, monitors the service quality of our Authorized Dealers and After-sales Service Centers. The Dealer Development Unit reporting to Dealer Audit

Unit monitors any developments in our Authorized Dealers and After-sales Service Centers, and if necessary, works in coordination with brand managements.

ISO 9001 and DOS (Scania Dealer Operating Standards) certification

audits of our Authorized Dealers and After-sales Service Centers, brand and distributor standards audits, Doğuş Otomotiv ISO 9001 certification and quality processes are among the responsibilities of Dealer Audit Unit.

- Participation in Volkswagen Group Quality Management Conference, held in Braunschweig, Germany on 27-30 May 2013 was ensured, updates on distributor-based quality processes were made.
- Participation in Volkswagen Group Dealer Audit New Regulations training was ensured, auditor certification renewed.
- 320 Quality and Brand Standards Audits in Sales and After-sales Services (Volkswagen Passenger, Volkswagen Commercial, Audi, SEAT, Porsche, Scania) and 27 Brand Standards Audits were performed in 2013, totaling 347. The reason of decrease in the number of audits (from 432 in 2012) is directly related to increase in the success rate of Authorized Dealers and After-sales Service Centers in the first audits and their successful implementation of quality standards.
- in 2013, Skoda Authorized Dealers and After-sales Service Centers were subjected to brand audits for the first time and a total of 76 audits have been performed; thus the total number of audits reached 423 with Skoda brand audits.

# Corporate Responsibility in Authorized Dealers and After-sales Service Centers<sup>38</sup>

## Acarlar

Volkswagen Authorized Dealer Acarlar Otomotiv has been providing superior service approach in Beykoz, İstanbul, since 1998. With a 1,700 m<sup>2</sup> showroom and 12,000 m<sup>2</sup> after-sales service area, Acarlar Otomotiv provides service with its Volkswagen Passenger Cars and Commercial Vehicles showroom, mechanical workshops, original parts warehouses, guest cafeteria, and administrative and social units.

Doğuş Otomotiv Authorized Dealer Acar Otomotiv brings solutions for all the needs of automotive industry from sales and after-sales services to loan services under a single roof with its expert staff of 140 well-trained people for Volkswagen customers.

### Risk Management

Acarlar Otomotiv closely monitors Turkey's and the world's economy, and makes necessary plans regularly by evaluating interest rates, foreign exchange rates and general and sectoral trends within the year. Decisions taken in Risk Analysis Meetings, held every two months, are implemented.

### Environmental Responsibility

#### Water Consumption

Acarlar Otomotiv plans to establish a treatment plant to ensure the re-use of waste water within the next years. Replacing the water batteries at the facilities is among the objectives as well.

84% of water consumption stems from washing vehicles that have been serviced by the Sales and After Sales departments. Instead of providing washing service to vehicles, alternatives with different advantages are being developed. In addition, new generation cleaning and washing machines are used to reduce the water consumption in the sales, after sales and washing units.

#### Waste Management

Within the scope of KOMPOST (Zero Waste) System established in cooperation with Beykoz Municipality and Acarlar Otomotiv, waste management is effectively applied through contracts carried out with Anel Doğa and Vebsan companies.

### Energy Consumption

Acarlar Otomotiv service buildings are planned in a way to benefit from maximum daylight. Energy saving bulbs are used in the lighting systems. A motion-sensitive lighting system has been established in warehouses and parking areas, so lighting systems in all operation areas are automatically switched on or off during breaks, rest periods and closing hours.

### Environmental Awareness

All of Acarlar Otomotiv employees have been trained in the efficient use of electricity and electrically powered equipment and their awareness on this issue has been increased. Since savings are among the priorities of process improvement, both verbal and written disclosures are made about increasing savings and reducing costs during meetings. There are also efforts to raise awareness on the tangible and intangible benefits of using environmentally friendly products as well as their contributions to environment.

The superior features of the brands sold and provided service for, such as fuel consumption rate, exhaust emissions, periodic maintenance intervals, BMT technology, octane and cetane rates of the fuel and quality of the oil, are transferred to our customers as priority marketing argument, and special care is given to increase the awareness of customers in these issues.

### Employees

#### Employee Benefits

Following benefits are provided to employees: transportation, meals, clothing, medical check-ups, education allowances, scholarships, gift packages, free of charge service for auto repair and maintenance services, 7.5% discount in replacement parts, financial support with appropriate maturity in case of economic problems, bonuses and financial and intangible support in potential major health problems and accidents.

<sup>38</sup> 6 of our Authorized Dealers and After-sales Service Centers were included in the pilot study in 2013. One company, included in the report last year within the scope of pilot study, was not included in the 2013 report.

### Customer Satisfaction

In line with the policy for improving the work and social life of employees, a reasonable salary and premiums, motivation strengthening activities and rewards are among the practices carried out to increase employee satisfaction. Creating and maintaining a corporate family culture is the objective, therefore employees are included in all processes. An Employee Satisfaction Survey is planned for 2014.

### Occupational Health and Safety

A physician responsible for occupational health and a specialist responsible for occupational safety are present at the Company. Risk analyses on fields of activity are performed and necessary actions and application are implemented according to these analyses. No work-related accident occurred in 2013.

## Employee Development

All primary school graduate employees who started to work before 2004 have been encouraged to carry on their education and receive their High School or Industrial Vocational High School diplomas. A foreign language (English) teaching program has been initiated for the managers at the workplace. Technical Training support has been provided for the IT expert. Technicians who are working in body-work and painting departments have participated in the certification programs to obtain their Certificate of Craftsmanship.

### Trainings

In 2013 employees of Acarlar Otomotiv received training on occupational safety, employee health, first aid and fire, with both technical and nontechnical courses in their areas of expertise. 2,672 hours of external trainings on product, marketing and technical issues, and 138 hours of internal training was given: a total of 3,207 hours of training (22.90 man/hour) was provided.

### Performance Management

Monthly and annual performance assessments are carried out in Acarlar Otomotiv. Monthly objectives are delivered to employees every month and feedback is provided after the evaluation of the results in the following month. The same system is applied in the annual performance assessment.

### Customer Health and Safety

Complete and accurate information on customer health and safety issues is among the corporate

priorities of Acarlar Otomotiv. For example, customers are informed that stopping distance can be extended during the first 1,000 km for vehicles whose brake pads and tires have been changed. Appropriate warnings in written form are put inside the vehicle in a visible place. Acarlar provides Safe and Economical Driving Techniques training to foremen, sales representatives and service advisors who take customers for test drives subsequent to after-sales service.

### Community Engagement

#### Community Investments

Acarlar Otomotiv made a donation of TL 29,810 to Turkish Education Foundation, Turkish Spastic Children Foundation, Charity and Solidarity Organization of Artvin and Mentally Handicapped Children Foundation of İstanbul in 2013.

## Başaran Oto

Başaran Otomotiv Otelcilik Turizm İnşaat San.ve Tic. A.Ş. began as a distributorship of Doğuş Otomotiv Servis Tic. A.Ş. in Antalya in 1996. Since then the service network has been expanded in the Antalya and surrounding region, opening Başaran Alanya in 2002 and Başaran Fethiye branch in Muğla region in 2008. Başaran Scania Heavy Vehicles and Antalya Döşemealtı / Yeniköy branch, with new plaza, opened in 2006 and 2009 respectively. Afterwards, Başaran Isparta started to operate as the sole Authorized After-sales Service Center in its region. Başaran Oto provides continues service with its 9,124 m<sup>2</sup> after-sales service area and an expert staff of 103 in Isparta, Fethiye and Alanya regions.

### Quality Standards

Monthly assessment meetings with employees aim to continuously improve quality standards and raise awareness; planned activities are implemented rapidly. Compliance studies required by ISO standards were also carried out in 2013. Annually prepared internal targets are evaluated with the employees and the studies are carried out jointly.

### Environmental Responsibility

#### Environmental Awareness

During workplace visits and the meetings held with employees, sales and After-sales Service Managers seek to increase environmental awareness.

Reforestation and sodding activities in certain areas around the facility are conducted.

There are visible charts on vehicles showing their emissions rates and customers are informed about this issue by sales representatives. 300 kg of waste paper was collected and sent for recycling in 2013.

### Employees

#### Employee Health and Safety

Ambient measurements are made on a regular basis in Başaran Oto and use of personal protective equipment is provided. The workplace physician informs employees regarding health and safety issues in discussions held. 7 minor work-related accidents occurred in 2013 and necessary measures have been taken.

During internal and Doğuş Otomotiv trainings, safe driving techniques and issues requiring attention while driving are shared with our employees and necessary practices are implemented.

### Employee Development

In addition to Doğuş Otomotiv's technical trainings, blue-collar employees have received vocational, chemical products and on-the job trainings. Performance evaluation is conducted on an efficiency-effectiveness basis and reported through the automation system; feedback is provided according to the results of the report.

### Employee Suggestion System

Department managers make personal interviews with the employees and question their opinions and suggestions regularly. Employee suggestions delivered via e-mail (birfikrimvar@basaranoto.com.tr) are collected and evaluated.

### Customers

#### Customer Health and Safety

Before and during test drives, sales representatives provide information on seatbelts, child seats, correct sitting position, safe driving distance and similar topics to users.

Sales representatives also provide basic information about the complete and accurate use of products and services during test drives and run the process together with the users for better control. Visual warnings and notifications are placed inside the vehicles on mirror cards.

Sales representatives instruct drivers following the process determined by the brand. When there is a complaint occurring pursuant to misinformation, the relevant employee returns to the customer to clarify the situation, and if necessary, visits the customers to solve the problem.

### Community Engagement

#### Community Investments

Annual community investments include school construction, donations to associations and organizations, and scholarships that amount to TL 64,550.

Financial support was provided for a school construction in the region and scholarship aid has been provided for a certain number of students. Contributions and construction support to the shared public areas in our region are also conducted.

## Mercan

Mercan Otomotiv has been operating in Edirne since 2006 as a Doğuş Otomotiv Authorized Dealer and After-sales Service Center. Located on a 900 m<sup>2</sup> showroom and 1,214 m<sup>2</sup> after-sales service area, it brings solutions for all the needs of automotive industry from sales and after-sales services to loan services under a single roof with its expert staff of 33.

### Employees

#### Customer Satisfaction and Development

An Employee Satisfaction Survey is deployed twice a year, and employee performance assessment is carried out once a year. The results are shared with employees and feedback is provided. According to the results of the performance evaluation, employees are rewarded with gifts like vacations or white goods.

Employees can communicate their suggestions and complaints with e-mail or anonymous letters. The Company supports personal development of employees; those receiving open education are granted paid leave for their exams and scholarships are provided as well.

During the year, employees were provided with occupational health and safety trainings. No work-related accident occurred in 2013. All e-training modules, starting with model-based training, were

completed by sales employees. The entire team has received customer satisfaction survey training.

#### Business Ethics

Rules of ethical conduct and behavior are in the policies and procedures of Mercan Otomotiv. Accounting and finance departments carry out cross financial controls during the year; the details of balance sheet are analyzed with monthly controls.

#### Customers

All customers are informed in detail about vehicle-related operations during the vehicle delivery. Customers are provided with given information about what they can do in emergency situations and leaflets explaining the warning lights of the vehicle. Sales representatives receive safe and economical driving training as well.

### Community Engagement

#### Community Investments

Mercan Otomotiv supplies parts to the Automotive Laboratories of Edirne Anatolian Technical and Industrial Vocational High School. In 2013, four Bulgarian students were trained for 20 days within the scope of a European Union project. Mercan Otomotiv is also among the sponsors of the Olin Edirne Basketball Team.

## Özsa

Doğuş Otomotiv Authorized Dealer and After-sales Service Center Özsa Otomotiv has been operating in Kayseri since 1995. With a 1,200 m<sup>2</sup> showroom and 6,500 m<sup>2</sup> after-sales service area, Özsa Otomotiv service units have an expert staff of 130.

### Environmental Awareness

#### Water Consumption

Activities to reduce water consumption are conducted. There is a water treatment system in the cafeteria section, where drinking water is provided. Washing machines in the car-wash area function with limited water and high pressure to minimize water consumption.

### Employees

#### Trainings and Performance Management

Employees are encouraged to develop their educational level. Employees who are continuing their education in the national open high school programs are supported, and special permission is given to those who continue their second degree education at late hours. Performance evaluations with feedback are performed for employees in the sales department continuously. Assessments are shared with charts and graphs in regular meetings. Sales and After-sales Service Departments give 5<sup>th</sup> and 10<sup>th</sup> year recognition awards, respectively.

### Communication with Employees

Senior managers and department managers meet twice a month and review the process improvement plans prepared to increase the quality standards. There are also weekly meetings with employees to exchange opinions.

After-sales Service Department employees go on holiday to different regions twice a year so that they can rest and are encouraged to communicate with

each other. According to the results of customer satisfaction survey published every three months, dinners are organized with foremen, front office and customer relations employees.

During regular briefings held every year, suggestions and information on the use of credit cards, healthy lifestyles, social and family life are shared with the employees.

## Tamaş

Tamaş Otomotiv has been operating in İstanbul since 2000 and has a showroom of 1,895 m<sup>2</sup> and a service area of 7,500 m<sup>2</sup>. The Doğuş Otomotiv Authorized Dealer Tamaş Otomotiv brings solutions for all the needs of automotive industry from sales and after-sales services to loan services under a single roof with its expert staff of 137.

### Employees

#### Employee Satisfaction and Development

Tamaş provided a total of 1,030.5 hours of training (7.14 man/hour) in 2013. Employees receive Doğuş Otomotiv training courses and other courses on communication, occupational safety, group productivity, business and relationship management; those who take a course or a seminar for their personal development are granted paid leave. The Company encourages any kind of course, schooling or training that employees plan to take for their personal development.

Tamaş conducts periodic employee satisfaction surveys to measure the satisfaction level. Employees can also share any suggestions with Company executives through the suggestion system. Performance assessment is carried out every month

regularly, and employees included in this assessment are informed about the results by e-mail.

Employees and managers come together every month for a "General Celebration" organization.

#### Employee Health and Safety

Occupational Health and Safety meetings are regularly held at Tamaş with the participation of selected employee representatives. Hygiene training was provided to employees in 2013. No work-related accident has occurred during the year.

#### Business Ethics

All units are audited by Tamaş Business Development Department every month. Internal audit scores of employees are determined according to the results of the audit, which includes ethics rules and behavior patterns as well. Internal audit scores are directly reflected to the performance employees.

### Community Engagement

#### Community Investments

Hacıahmetli Village Muazzez - İsmail Çam Elementary School was built by Tamaş. Continuous support is provided to the school regularly.

## Vosmer

Vosmer Otomotiv A.Ş. is among the Doğuş Otomotiv Authorized Dealers and After-sales Service Centers and provides sales and after-sales services of Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Porsche, SEAT, Skoda, DOD and Scania Engines brands.

Vosmer Otomotiv is Doğuş Otomotiv and Yüce Oto Authorized Dealer and has been providing sales, after-sales, original spare parts, used car trading, vdf

(Volkswagen Doğuş Finance) and insurance services in the Alsancak, Gaziemir and Bayraklı regions since February 2009, September 2010 and August 2012, respectively.

Vosmer Otomotiv has brand-specific showrooms, mechanical ateliers, spare part warehouses, vdf, guest cafeterias and administrative and social units. Vosmer Otomotiv provides service with the most up-to-date tools and equipment.

As required by the quality standards of Doğuş Otomotiv, Vosmer Otomotiv goes through the quality standards audit every year to reach high quality levels in all departments. Doğuş Otomotiv standards such as customer health and safety, and customer satisfaction are complied with fully.

In order to reduce energy and water consumption, waste is collected in accordance with the laws and

sent to authorized institutions for disposal, and employees are reminded regularly.

There are no employees under 18 years of age, and ethical rules regarding child labor are complied with.

Various meetings and events with employees and customers are held to exchange opinions and the feedback received is evaluated.

## Corporate Responsibility Practices By Brands<sup>39</sup>

At Doğuş Otomotiv, the implementation of Corporate Responsibility practices is strategically based on brands that we represent, as well. Our manufacturer companies attach importance to Corporate Responsibility performance in their global strategies and implement various practices in social, environmental, economic and ethical areas. The information included in the 2013 Corporate Responsibility Report is selected among 2013 performances of our brands and they are within the scope of Doğuş Otomotiv.

### Volkswagen Commercial Vehicle

#### Environmental Awareness and Corporate Responsibility

In 2013 we organized a product training event for sales advisors, of our Authorized Dealers and After-sales Service Centers. We aimed to raise awareness among participants by producing all printed materials such as room cards, badges and programs from recycled paper.

In addition to printed material, recycling bins were placed next to each activity table and the litter

emerged during the organization was properly disposed of. Informative cards were put in the rooms of the sales advisors as well. Thus, in the event, which was attended by 300 people, the importance of recycling was emphasized in every part space.

Again in 2013, the first Volkswagen Commercial Vehicle Regional Sales Meetings were held with the participation of Sales Managers and Sales Chiefs of our Authorized Dealers in 6 different regions. Opinions of the participants about the subjects like improvement of sales process, quality management in sales, product and business development were received. We have agreed on the actions to be taken for developing sales and quality management in sales. By agreeing on actions, which may be helpful for improving service quality, with the input of sales teams, we have delivered the message that our sales teams are a big part of the brand. At the beginning of the meeting, attended by 128 people, participants watched Doğuş Otomotiv Corporate Responsibility film.

### Corporate Responsibility Themed Sketches in Volkswagen Commercial Vehicles Sales Trainings

In 2013 we continued with training courses that will enable the Volkswagen Commercial Vehicles Sales Team to increase its experience and to benchmark its know-how with case examples. The event was carried out in Northern Cyprus in May 2013. Employees had the opportunity to discuss various case studies in an enjoyable environment, and special sketch scenarios related to responsible marketing and providing accurate information to customers were prepared, emphasizing our Corporate Responsibility focus areas. These sketches were performed during the training, knowledge levels of the participants were measured and awareness was improved. 300 people participated in this event.

<sup>39</sup>The performances carried out from our brands required by Doğuş Otomotiv Customer Health and Safety, Product Safety, Accurate and Timely briefing of Customers, Environmental Policies and OEM Standards are available in our website. For more information visit: <http://www.dogusotomotiv.com.tr/en/corporate-responsibility/product-and-service-responsibility.aspx>

### **Premium Customer Program**

Volkswagen Commercial Vehicle launched its Premium Customer Program in 2013. Customers, who preferred Transporter and Caravelle models for years, are provided with many innovations which will make their lives easier. Users, who prefer these models at every stage of their life, can make service appointments, obtain vehicle status reports, and learn the recommended vehicle price through a designated phone line (0212 335 04 89). The exclusive call center will remind the Premium vehicle owners of their examination or service periods, making their life easier.

### **Audi**

#### **Authorized Dealer Sales Training**

Audi AG's Authorized Dealer Sales Training has been adapted for the Turkish market by Audi Turkey. A basic training program and certification process defined for Audi Sales Advisors and Sales Managers is available (for example, a program of 4 modules for advisors – 12 days). Sales advisors receive information on Audi history and brand culture, the models, the technologies and the sales process. Managers receive information on managerial issues such as leadership, sales process management, business management, etc. At the end of basic training, a written test and an exam containing role-plays are applied, and participants are awarded International Audi Sales Advisor or International Audi Sales Manager certificates.

Within the context of Audi Sales Training, we continued to provide product training, international basic Audi training, Audi certification training and international sales manager training in 2013. 54 man/hour of training was provided for 89 employees over 67 days.

#### **Examples from 2013 Audi Applications**

In order for our technicians to obtain information through the online education portal, Audi has chosen a technical subject from Audi Service TV every week and transferred it to its Authorized Dealer and After-sales Service Center employees. In addition, to increase employee motivation and ensure follow-up of the screens in the ateliers, technical questions were asked, and the answers were received through the education portal. We have given awards, chosen by lot, among the employees with right answers. Rewards included dinner with families, Audi vehicle assignment for weekend or participation in touristic regional tours.

In order to promote the use of PCs and tablets at Audi trainings, interactive sections were added to courses in 2013, contributing to the reduction of paper use. A3 Sportsback, technical training and Audi Service web based training were enabled in this perspective.

The number of our diagnostics technicians and service technicians has reached 43 and 31, respectively, in 2013.

#### **Sales of Environmentally Friendly Vehicles**

Although Audi Turkey did not market eco-friendly vehicles with Euro6 emission engines in 2012, we sold 896 (5.5% of our total sales) Euro6 compliant vehicles in 2013. The sales of environmentally friendly vehicles will continue to increase in the coming years. Many engines will be produced in line with Euro6 norm, beginning from June, 2014.

#### **Community Engagement Programs**

To contribute to the development of marine sports and yachting, which lack attention in our country despite the fact that all three sides are bordered with sea, we sponsored Göcek Race Week. It is one of the major yachting competitions held in Turkey on an international level and was held in 18-22 May.

With this partnership we support the Göcek Yacht Club within their program, which provides activities and training courses to bring children into sailing and marine activities. This cooperation with the Göcek Yacht Club started in 2012. We don't consider this cooperation as an event sponsorship only, but believe that we can contribute to the development of today's children toward becoming the national athletes of the future. In 2012, 65 children started sailing courses and 2 of them rose to the national team. 100 children received this course in 2013. With the support of Audi, the number of children trained by the Göcek Yacht Club is expected to increase to 300. In addition, a donation of TL 11,500 was given to TEMA.

### **SEAT**

#### **Authorized Dealers**

The number of SEAT Authorized Dealers and After-sales Service Centers has reached 25 and 39 respectively with the addition of new Authorized Dealers: Gaziantep Şahintaş Otomotiv in March, Ankara Doğuş Oto Çankaya in August and Eskişehir Asil Otomotiv in December, 2013.

### Corporate Responsibility Awareness

A motivational and informational meeting was held for SEAT Service Managers in 2013, using printed materials produced from recycled materials. 55 people participated at the event. In order to raise awareness, part of the event was dedicated to the Doğuş Otomotiv Corporate Responsibility film and participants received information about Corporate Responsibility -related practices.

### Volkswagen Passenger Cars

#### Authorized Dealers

The number of Volkswagen Passenger Cars and Commercial Vehicles Authorized Dealers and After-sales Service Centers has reached 65 and 70 respectively with the addition of new ones: Edremit Yağcı Otomotiv (Balıkesir) in July and Vimsa Otomotiv (Adıyaman) in September, 2013.

#### Volkswagen SAT Sales Academy Turkey

Volkswagen Passenger Cars initiated the Volkswagen SAT (Sales Academy Turkey) Project to establish a more knowledgeable team to work long-term within "Mach 18" objectives at the beginning of 2010. Our consulting team, including 188 people in the beginning, expanded to 331 in 2013; 173 of these have Volkswagen International Sales Diplomas and 72 have Volkswagen International Sales Certificates. The turnover of our staff was 19% in 2013; we aim to decrease this rate to below 15% in 2014.

#### 2013 Sales Advisors Trainings

All our sales advisors have completed 75 training modules within our e-education system, and Presentation Skills Training was completed in 2013 as well. The certificate exam was also prepared and 30 managers have been provided with certificates. Considerable success was achieved, delivering 12,656 man/days of training in 2013.

#### P&R Days at Universities

In order to introduce the Volkswagen brand to university students, we visited 6 universities of 3 big cities during May-June, 2013 and organized seminars on photography with photo artist Mehmet Turgut within this context. We also became a sponsor of the 14<sup>th</sup> Antalya Piano Festival.

### Scania

#### Customer Satisfaction Survey

In 2013, Scania Turkey renewed its CSI-Customer Satisfaction Survey and reporting system to increase

customer satisfaction. CSI surveys, fully upgraded to meet global standards and organized by Swedish Scania, will be carried out and reported for sales and service customers quarterly.

#### Scania Trainings and Customer Satisfaction

Scania uses highly developed technology, and is pioneer in this field with its R&D expenditures and investments. Maintaining the perspective that human capital is the most important investment, Scania is a pioneer in education, as well. At Doğuş Otomotiv Scania we aim to maximize customer satisfaction at every point of our service with a variety of training programs in Turkey. The knowledge and techniques required for becoming a manager is transferred to Scania Authorized Dealer and After-sales Service Center owners through the Committed Manager Training. The Scania Sales Olympics aims to ensure the development of the sales team. Over 3,000 drivers have benefited from Driver Trainings which aim to increase the profitability of customers while reducing costs.

#### Environmentally Friendly Vehicle Sales

97% of the vehicles sold by Doğuş Otomotiv Scania in 2012 consisted of Euro5 engine and 3% consisted of Euro4 engine, and 100% of the Scania vehicles we sold in Turkey in 2013 had Euro5 engine. Scania also supports the sales of vehicles with Euro5 SCR system in Turkey in line with legal requirements. Euro5 engine technology is used in all our Scania models in Turkish market. Our goal is to provide savings in fuel consumption and present environmentally friendly vehicles to our customers.

CO<sub>2</sub> emissions have decreased to 45% from 2008 to today, thanks to Scania Transport Laboratory.

#### Waste Management

In 2013, we offered trainings for standardization on environmental and occupational safety issues to our Authorized Dealer and After-sales Service Center employees, in collaboration with companies such as BASF and Glassurit. We run a joint project with Anel Doğa Company for the professional disposal of warranty parts, instead of using on-site destruction in order to protect the environment, contribute to recycling and raise this awareness among our Authorized Dealers and After-sales Service Centers.

## Krone

Renewable and re-usable raw materials are used in the Krone-Doğuş trailer manufacturing plant, which began operating in Tire, İzmir, in compliance with its environmental policy. In addition, some portion of heat energy generated during production is re-used in production, thereby minimizing CO<sub>2</sub> emission. Fuel saving up to 7% is provided with Profiliner Eco concept-model developed by Krone, wherein CO<sub>2</sub> emission values of vehicles are reduced considerably. This product is still under development, and related information is available through print media, fairs and various other communication tools. Krone Profiliner Eco model is still under development, mass production has not started yet.

## DOD

### Authorized Dealers

DOD has continued to invest in its Authorized Dealer Network in 2013; Yağcı Edremit facility and Adana Aykan Prime DOD building were put into operation.

One of the most important aspects of the used car market in vehicle supply is the large scale car park of operational fleet leasing companies. A profit of over TL 1,000,000 was achieved with the vehicles supplied by new fleet partners in 2013. We will continue to work on new supply channels in 2014.

DOD Authorized Dealer Performance System was revised in 2013; the “Committed Sales Number” was included as performance criterion in order to provide better service to customers, protect Authorized Dealers for after sales service and increase DOD Warranty sales. As a result, the number of committed sales increased by 39%.

### DOD Used Car Training

“DOD Used Car Training” is provide to our Authorized Dealers and After-sales Service Centers annually. The purpose of this training is to help our employees to conduct their businesses in a more knowledgeable way and thereby increase customer satisfaction. Trainings include general information on DOD products, “101 Point Expertise”, basic sales techniques, pricing, and marketing courses. The trainings are completed with an assessment test after case study analyses; 27 people participated in DOD Used Car Training in 2012.

### DOD Rally

The DOD Rally consists of 13 stages like “dealer with the best sales record”, “dealer with the best credit sales record”, etc. Trips are awarded to the winners. As a result of the DOD Rally competition, 26 Authorized Dealer employees won a trip to Paris in May, 2013.

## Doğuş Oto

### Water-Based Paint Use

Doğuş Oto has continued its activities in 2013 toward minimizing the environmental impact of its operations. One of our most important applications is the use of acrylic, water-based paint, which dry by evaporating water and are therefore not harmful. It provides advantages to synthetic-based paints in this context. Synthetic-based paints can be harmful as they emit chemicals while drying. Water-based paints are more long-lasting than oil paints. By using water-based paints we also consume less water during the delivery of vehicles. In 2014, we aim to install water meters in all washing units to monitor water consumption and raise awareness among the employees to reduce water consumption.

### Community Engagement Programs

Supporting community engagement activities in the area of arts, Doğuş Oto is the transportation sponsor of International Bursa Festival, which is Turkey’s only festival continuing uninterruptedly for 51 years.

The Koruncuk Foundation was contacted regarding the needs of children in need of protection; summer clothes and textile products were donated to this foundation which takes children to summer vacations.

Blood Donation, initiated in 2012 for contributing to the Red Crescent through blood donation and raising awareness among our employees on social responsibility issues, is ongoing on a regular basis. A total of 177 employees, 102 people in İstanbul and 75 people in Ankara, donated blood in 2013.

# International Links in the Doğuş Otomotiv Value Chain - LeasePlan

Founded in the Netherlands in 1963, LeasePlan, the world's largest fleet leasing company with over 50 years of experience, runs a huge fleet of 1,400,000 vehicles in 32 countries on five continents with 6,500 employees. LeasePlan Otomotiv Servis ve Ticaret A.Ş. is a subsidiary of LeasePlan Corporation N.V. and Doğuş Otomotiv Servis ve Ticaret A.Ş., and operates in İstanbul.

## Governance Structure

LeasePlan Turkey Board of Directors consists of five members, who elect a chairman and a vice chairman, who has the power of attorney in case the chairman is not present. Management of the Company and its external representation is vested with the Board of Directors. The CEO, General Managers and Deputy General Managers are all appointed by the Board of Directors.

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

## Stakeholder Engagement in LeasePlan

In order to establish direct and open communication with its employees, LeasePlan Turkey implements many programs within the year. Briefings regarding the Company's general situation, financial results and operations are carried out with the participation of all employees every quarter.

We also organize annual events where employees and customers come together. A quarterly e-newsletter is sent to our customers and vehicle drivers, and our sales department meets our customers regularly during the year.

LeasePlan Turkey also meets its suppliers on average every three months on a regular basis.

We also provide regular communication for our stakeholders through [www.leaseplan.com.tr](http://www.leaseplan.com.tr), and potential customers are informed through [www.tiklakirala.com](http://www.tiklakirala.com).

## Economic Performance

### Position in the Market

In accordance with the mission and vision of LeasePlan, our primary goal is to facilitate the

service supply to users and customers, and enable a positive customer experience by developing internal processes and supplier management. In 2014 we will continue to pursue our strategy to 'grow above the market growth'. Our long-term goal is to be among the top three players in Turkey's market in terms of managed fleet size.

## Sectoral Cooperations

In order for our sector to have registered and measurable data, LeasePlan provides data support to TOKKDER (Association of all Fleet Leasing Companies) and the sectoral research managed by an independent research company, TNS.

## Quality Management

Our Process Management Department was founded in 2012. The time between order and delivery, one of the most important processes of LeasePlan, was analyzed and process improvements were made in 2013. The process reduced from 35 to 19.8 days. Process investigation and simplification studies continue.

## Suppliers

LeasePlan Turkey uses a service and price-oriented approach while determining its suppliers. In line with research conducted in 2013, the following articles will be added to new supplier contracts in 2014:

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

We had a total of 490 registered suppliers in 2013.

### Local Suppliers

Since Authorized Dealers and After-sales Service Centers carry out all the activities regarding purchase of vehicles, replacement parts, after-sales and repair services, all of our suppliers may be characterized as local suppliers.

### Ethics

Our values and business management Standards are included in our Code of Conduct. In line with our "Incident and Fraud" policy, any employee who suspects any incidence of corruption can communicate the incident up to the level of the Board of Directors. Our employees have all types of channels which support them for reporting their concerns of offending behavior to the Local Compliance Officer in line with the conditions stated in our 'Whistleblowing' policy.

E-learning and regular reminder procedures regarding human rights in Turkey are posted. The commitment of our employees to Company policies and the adequacy of their knowledge on the procedures are surveyed regularly during the year.

### Environmental Responsibility

#### Environmental Impact

The Kağıthane OfisPark building, where our new office is located, is a candidate project for LEED (Leadership in Energy and Environmental Design) certificate given by the U.S. Green Building Council. Criteria on the re-use of land, maximum benefit from the daylight, ensuring high insulation values at the coating of building, use of recyclable material, use of material for increasing indoor-living quality, use of efficient engineering systems which enable optimization in water and energy consumption are used in this project.

LeasePlan aims to provide sustainable fleet management for its customers, develop their fleet strategy and create a new vehicle policy. Our Fleet Balance product that we have offered in this context helps customers to balance environmental, social

and economic factors in fleet management strategy. Therefore the CO<sub>2</sub> emissions of vehicles are included in the proposals. We also adopt environmental approaches in our operational activities and provide necessary counseling. LeasePlan was recognized with fleet manager awards in environmental management categories.

In addition, to reduce negative environmental impact and foster awareness, we created LeasePlan's 50<sup>th</sup> Anniversary Memorial Forest in 2013 with 250 stone pine seedlings in Çavuşbaşı, Istanbul.

#### Energy Consumption

All servers of LeasePlan have been virtualized in 2013. In addition, fax machines have been replaced with multifunction photocopiers to reduce electricity consumption.

#### Emissions

To create awareness, we share the CO<sub>2</sub> levels of our vehicles offered to our customers through [www.tiklakirala.com](http://www.tiklakirala.com).

The NOVEC 2000 fire extinguishing system, with no emissions of ozone-depleting substances, is used in our server room.

Kağıthane OfisPark project, where our office is located, has LEED GOLD certificate.

#### Waste Management

5,000 tires were recycled through LASDER within the scope of LeasePlan waste management in 2013. We also provide financial support for recycling of waste replacement parts at Authorized After-sales Service Centers.

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

During our move to new offices in 2013, the redundant furniture was donated to Gebze Çayirova Tahsin Tarhan Primary School.

LeasePlan Paper Consumption	2013
Total amount of paper consumed	1,254 kg
The amount of paper sent to recycling	625 kg

### Logistics Impact

We have 550 contracted After-sales Service Center locations in 75 cities, aiming to reduce the amount of time that our customers spend on the road for their damage and maintenance needs, thereby saving on fuel consumption. Within the scope of our Human Resources Policy, our employees are allowed to work from home for two days a month, thereby decreasing the time spent in traffic and supporting the work-life balance.

### Environmental Awareness

During LeasePlan's 50<sup>th</sup> anniversary celebrations, an Audi A6 model car travelled through 25 countries to draw attention to environmental sustainability and efficient use of resources. Starting from the Netherlands, the car covered 20,000 kilometers, visiting Denmark, Norway, Sweden, Finland, Russia, Poland, Slovakia, Hungary, Romania, Turkey and turned back to Netherlands. LeasePlan team from Russia, Tuula Kärkkäinen and Victoria Solovenchuk, who attended the event, came first by consuming 5.39 liters of fuel per 100 kilometers in a journey from Moscow and Warsaw. Two of our employees, who joined the organization received training on economical driving techniques. After the event, the team with the lowest fuel consumption performance shared its own driving strategies with 6,000 LeasePlan employees around the world to set an example.

In 2013, all car users of the Company learned techniques to reduce fuel consumption and completed safe driving trainings.

## Employees

### Employee Satisfaction and Development

In order to ensure employee satisfaction, motivational activities/events are regularly held for our employees during the year.

Employee Loyalty and Satisfaction surveys conducted by TNS are applied in all countries where LeasePlan is present. The results of this survey are shared with the management teams in a detailed meeting, and then all managers and employees are provided with necessary feedback.

In line with the requests employees and managers, educational opportunities are provided. Within the

scope of Doğuş Otomotiv trainings, our managers are also provided with the opportunity to participate in Manager Development programs. (Sabancı University Management Development Academy, Solution Oriented Coaching, etc.)

### Employee Suggestion System

'Fikrini Söyle, Fikrimiz Olsun' (State Your Opinion so that We Also Have One), a project in which employee suggestions are evaluated, was carried out twice since 2011. The suggestions were evaluated by a committee and the suggestions that could make a difference, and could be implemented, were recognized with awards. The competition was first held in 2011; nearly 100 suggestions were made and 7 of them were rewarded.

Fleet Manager of the Year Award and Best User Award, organized in 2012, were implemented as a result of 2011 suggestions.

The contest was held for the second time in 2013 and garnered 150 different suggestions; 7 of these were considered worth applying and were rewarded at the end of this contest. The project plans for a certain number of suggestions, which will be implemented in 2014, have been developed.

In addition, before moving to our new office we conducted an activity with the heading 'Suggestions for the new Office'. This project evaluated expectations of employees from the new office. Several suggestions for the work space and social facilities were assessed and many improvements were made.

### Occupational Health and Safety

Counselling support is received in line with the legal requirements of Occupational Health and Safety (OHS). On-site physician is also working within the same legal limits in our Company.

We have prepared the Risk Evaluation report with our OHS expert and have taken necessary measures in this regard. During the year, 60 people were given eight hours of training on health and safety issues. The trainings of employees not covered yet continue in accordance with our plans.

## Human Rights

### Equality at Work

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

As stated in the LeasePlan Code of Ethics, LeasePlan Turkey and its employees show utmost effort on issues like respectful and thoughtful behavior, attitude, manner, appearance, ensuring internal hierarchy, compulsory attendance, sharing information with colleagues, transfer/delivery obligation, equal opportunity, HR regulation on equal opportunities in employment, Human Resources Policy, Code of Ethics and Code of Conduct, ensuring compliance to provisions and policies of Disciplinary Regulations. The Code of Ethics document is shared with and signed by employees when they are recruited.

## Product and Service Responsibility

### Customer Health and Safety

- In order to ensure the health and safety of our customers, all the maintenance and repairs of our vehicles are performed by Authorized After-sales Service Centers.
- Air and pollen filters are changed regularly; exhaust inspections are carried out in TÜVTürk stations.
- Tires must be changed after a maximum of 50,000 kilometers; customers are directed to authorized tire dealers for the necessary changes.
- During the regular maintenance of vehicles, any appropriate extra-maintenance and repairs recommended by any Authorized After-sales Service Center are carried out in situations that may threaten the health and safety of the users
- To ensure user safety in winter conditions, we supply winter tires for users who do not have winter tire allowance in their contracts, in accordance with the right to change tires after 50,000 km.



### SafePlan Application

In 2013 we developed SafePlan, a product which assesses the risk level of car users in traffic and reduces the risk level of fleet vehicles. The plan was prepared with the partnership of VVCR Europe and Cranfield University and includes assessments and training to determine driving profiles of the users through online tests. Users are then evaluated by a supervisor during time spent in traffic. The instructor relays information about how users can improve their driving skills, and environmental factors they should consider while driving. The application, encouraging users to exhibit more responsible behavior in traffic and improving their driving skills, also provides online training modules to improve deficiencies or inadequacies in their drive or behavior in traffic.

Our suppliers are required to use original spare parts to ensure health and safety of our customers. Therefore we only work with After-sales Service Centers that can fulfill this request. Thus, we prevent the use of non-original spare parts that may contain carcinogenic asbestos raw material.

Payment of taxes, traffic insurances, traffic fines of the vehicles and their inspection procedures are conducted within legal time limits.

### **Customer Satisfaction**

We measure customer satisfaction through a Customer Loyalty Survey (CLL) and a Driver Satisfaction Survey (DSS) each year, conducted by the independent research company TNS. TNS Turkey carries out the CLS Survey at LeasePlan customers with the help of decision-makers who evaluate the operational leasing offers and are authorized in the fleet management of their company. In 2013, 134 customers participated in the survey, and the T\*TRIM score was 80. 71% of LeasePlan customers were content with our services, and 75% recommended our services. The DSS survey was delivered to 3,715 LeasePlan leased car users via e-mail by TNS Netherlands. The satisfaction level of 580 users who participated in the survey was 87%.

There is a form on the LeasePlan web site that customers can use to communicate their suggestions and complaints. Complaints can also be delivered via phone or e-mail. All the complaints transmitted to LeasePlan are recorded and a complaint management process is conducted by employees in charge of this task.

### **Informing About Products and Services**

Information booklets and damage record kits are provided for LeasePlan leased car users during

vehicle delivery to provide information about the procedures they should follow in case of emergencies. Information about fire extinguishers and toolboxes is also provided during vehicle delivery. The fire extinguishers are purchased from the companies who fill in line with ISO standards and have TSE (Turkish Standards Institution) certificates. The content and materials of traffic sets are supplied in accordance with the standards specified in the regulations. Snow chains are supplied from brands complying with TSE and ISO standards as well.

### **Confidentiality of Customer Information**

Confidentiality is crucial for LeasePlan, hence we have an "Information Security Top Executive" and an "Information Security Manager". Applications with internet access go through penetration tests and each internal project is developed in line with our policy of information security.

Training is organized every year for raising awareness among Company employees on information security. As stated in LeasePlan Code of Ethics and Code of Conduct, we attach great importance to confidentiality of customer information. We only collect the personal information of our customers for clearly specified, pre-defined and legal reasons, and use these in accordance with the laws and regulations.

### **Marketing Communication**

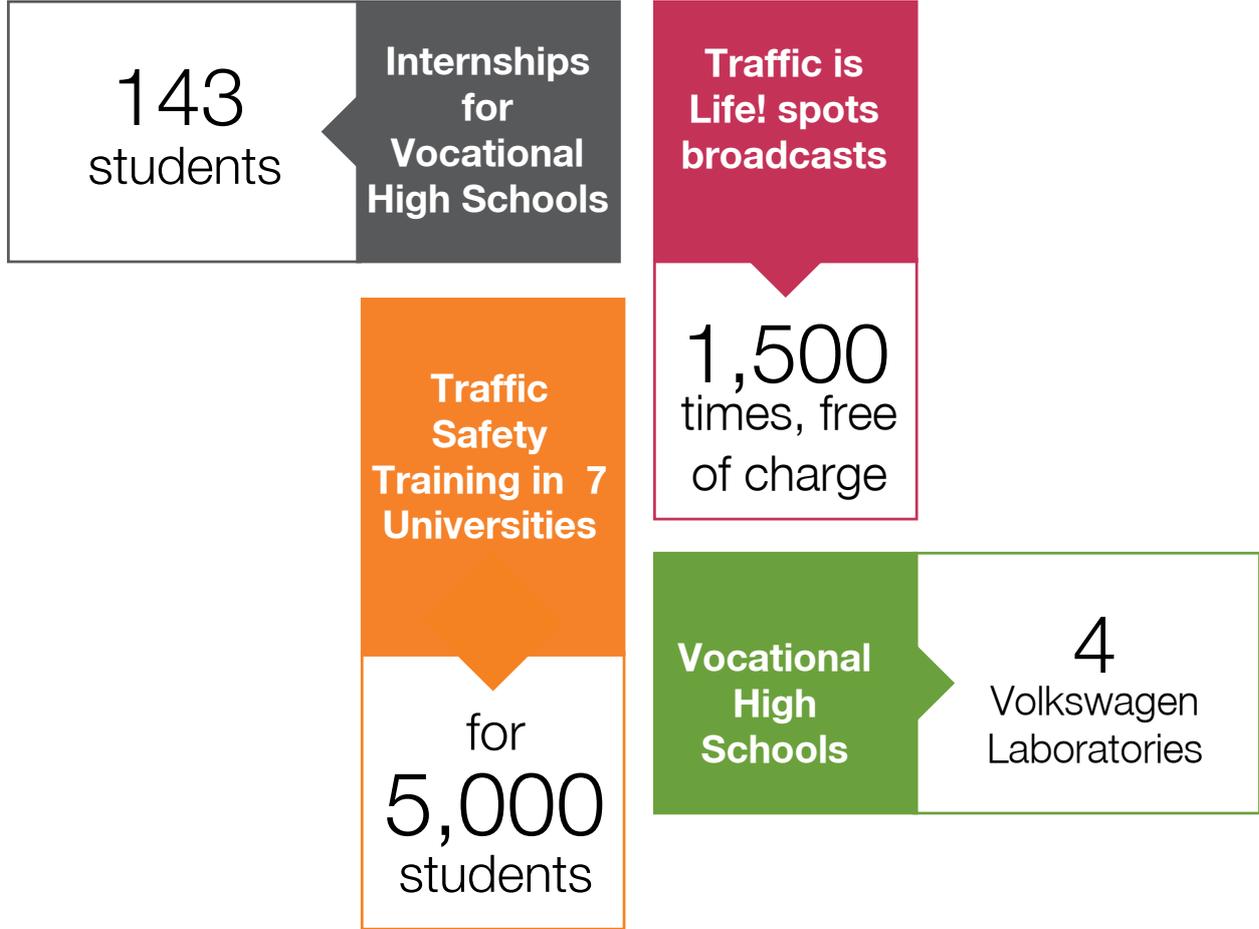
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*We fulfill our first responsibility towards the community by carrying out our operations in a correct, ethical and reliable manner. We are working to create a sustainable society and increase accessibility to social welfare by contributing to the socio-economic development of our society...*



# COMMUNITY ENGAGEMENT

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## Traffic is Life!

Doğuş Otomotiv is an exemplary corporate citizen, producing sustainable and innovative solutions for its social and economic stakeholders in the value chain. Within our scope, we established the Traffic is Life! platform, a community engagement program on traffic safety. Since 2004, "Traffic is Life!" educational platform aims to engender cultural change regarding traffic safety and continued its activities in 2013 with this vision.

### Learning About Life!

#### Traffic Safety Training in Elementary Schools

#### Traffic is Life! Traffic Safety Course

According to a report of World Health Organization (WHO), traffic accidents are the second leading cause of death among people between the ages of 15-29, and in our country they are the primary cause of death for men between the ages of 15-29. Therefore Long Distance Learning Courses on Traffic Safety have been developed within the scope Traffic is Life! platform for university students, who generally fall within that age range.

#### Long Distance Learning Course on Traffic Safety

- The course was put into effect through the cooperation with private (Pirelli) and public sectors.
- This is the first thematic Corporate Responsibility practice included within the curriculum of universities in Turkey.
- The course is designed by academicians for long distance education, all traffic related facts are explained within the content, wherein traffic is considered as a science.
- The course is included in the universities either as a social elective credit course or as an online course within a certification program. Courses are suitable for all university students.
- A pilot study, with the participation of 588 students, began in Kocaeli University in the fall semester of the 2012-2013 academic year.
- By the end of the 2013 academic year, 5,000 students in 7 universities (Kocaeli, Marmara, Bahçeşehir, İstanbul Ticaret, Çukurova, Işık and Trakya) had taken the course.
- Our objective is to spread the course to all the universities in Turkey and then transfer it to YÖK (Board of Higher Education of Turkey).



### **Traffic is Life! Safe Driving Training**

Doğuş Otomotiv Safe Driving Training was provided for our employees and the participants of Kocaeli University Spring Festival, İstanbul Economic Forum in 2013.

In support of the Traffic is Life! platform, various information about safe driving was also provided through Scania Economic Driving Course to 261 drivers in 33 companies in 2013.

### **Public Spots Focused on Traffic Safety**

As in 2012, we prepared four Radio Public Spots in cooperation with the General Directorate of National Security in 2013 in order to increase public awareness about traffic safety. Awareness-raising activities continued with the broadcast of these spots during Kurban Bayramı (Festival of Sacrifice), as traffic is especially dense during that time. The spots were broadcast free of charge 1,500 times over various radio channels during the year.

### **Traffic Safety Oriented Field Applications**

#### **Traffic is Life! & Cooperation with İDO**

We carried out traffic safety communication on İDO (İstanbul Sea Buses) during 2013 Ramazan (Ramadan) and Kurban (Sacrifice) Festivals, considering the density of traffic and the number of traffic accidents in these periods. A brochure containing information about long-road trips was distributed to approximately forty thousand drivers and Traffic is Life! traffic safety messages were broadcast on the all İDO TV screens, where İDO has presence. Posters were hung on the walls and the radio spot broadcast in the ferries of İDO.

#### **Children and Traffic is Life!**

We participated in the "Children and Traffic Education Workshop" organized by General Directorate of National Security with our Traffic is Life! platform again in 2013 and sponsored it as well. The event was held in Ankara where representatives of ministerial, governmental and non-governmental organizations exchanged their opinions about one of the biggest problems of Turkey, namely traffic. The agenda of the workshop was the impact of traffic on children, and children's traffic education.

Another event that took place in 2013 was İstanbul Infant Festival; we reached some 30,000 with our

Traffic is Life! stand. We also participated in the national Children's Festival on April 23, in İstanbul Fenerbahçe facilities, providing information to 850 children about safety in traffic.

### **Traffic is Life! Safe Driving Training in Kocaeli University Spring Festival**

The training, held on Umuttepe campus of Kocaeli University on 29<sup>th</sup> of May, 2013, consisted of two stages.

**Theoretical Training:** Each participant in a three-person team was informed about fastening seat belts and its importance, mirror adjustment, seat height adjustment and etc.

**Practical Training:** The three-person teams accompanied by an instructor were provided with traffic safety-related issues to consider in moving vehicles.

### **Safe Driving Training for the Participants of İstanbul Economic Forum**

In the first day of this organization, volunteer participants were provided safe driving training in İstanbul traffic by an expert instructor. 9 people participated in the 4-hours training, repeated three times.

### **Traffic Safety Courses for Doğuş Otomotiv Employees**

We aim to reach all segments of society on the issue of traffic safety, starting with our employees. We have organized traffic safety and first aid in traffic courses exclusive for the employees of Doğuş Otomotiv and Doğuş Group since 2011. Nearly 3,000 Doğuş Group employees attended this training; new recruits have been trained regularly as well.

16 new recruits of Doğuş Otomotiv received training for two days on safe driving and first aid awareness in traffic on 17-18 December, 2013.

### **Traffic is Life! Workshop**

In order to evaluate the Traffic is Life! platform and exchange views on its development, we organized a Traffic is Life! workshop with the participation of authorized people from each department within the Company in 2013. With this workshop we drew the roadmap for the future projects of Traffic is Life! platform together with our employees.



**During 2013, our Company spokespeople met and shared their knowledge and experiences with university students by participating at nearly 30 conferences and symposiums.**

### **Shuttle Services and Responsibility in Traffic**

Safety of shuttles used for the travel of our employees was among our priorities in 2013. Within this context, we started to monitor the speed of our shuttle service vehicles with the Arvento vehicle tracking system, installed in each vehicle. This system monitors the routes and speed rates of vehicles in any particular period of time. Speeding above limits is automatically transmitted to us via e-mail. Maximum speed limit is 115 km/h. Penalty for exceeding the speed limit is deduction of half-day wage, and included in the contract. In August-December 2013 period, this has resulted in an 80% decrease in the number of shuttle services violations. Drivers who continue to violate the speed limit are assessed on a monthly basis, and the assignments of those, who continue to do so despite the sanctions, are terminated. There are 66 shuttle service vehicles at Doğuş Otomotiv.

## Supporting Equal Opportunity in Education

### **Cooperation with Turkish Petroleum Foundation and University Scholarship Program**

Equal opportunity in education, one of the cornerstones of social development, has an important place within the scope of our community engagement. We provide scholarships for 2<sup>nd</sup> and above year university students in the Engineering

Departments of Mechanics, Mechatronics, Industrial, Electrical, Electronic, Electrical and Electronics, Computer, Metallurgical and Materials, and Technical Faculties of Metal Education, Mechatronics and/or Automotive Education. Within this cooperation we provided scholarships for 180 students in 2013.

## Cooperation with Vocational High Schools

Activities of Doğuş Otomotiv at Vocational High Schools continued in 2013 at existing schools, and a new class has been added. Within the framework of a protocol made with Ministry of National Education, the fourth Volkswagen Training Laboratory was opened in the Burhanettin Yıldız Industrial Vocational High School in Diyarbakır. Physical improvements, equipment, material and hardware support were provided to this school. New students were selected by interview. Classroom teachers participated in Volkswagen Trainings. We continued to provide supporting materials such as demo parts (waste parts replaced under warranty) and educational

documents for schools; we supplied education materials to 109 schools in 2013.

Atelier internships were organized in 17 Authorized After-sales Service Centers for a total of 143 students from 4 Volkswagen Laboratories and Industrial Vocational High Schools in the 2013-2014 academic year. A total of 42 students graduated from two classes in 2013, 21 of whom have begun to work in our Authorized After-sales Service Centers, and another 16 continued their university education. Part-time employment has been provided for some who continue their second degree education. We



have also recruited 5 new graduates who finished their military service. 248 students have graduated from Doğuş Otomotiv Vocational Schools Program so far and 148 students still continue their education.

Equipment such as overalls, raincoats, school bags and books were supplied to all students in the new academic year as in the previous years. Tools, demo parts (waste parts replaced under warranty), various equipment and instruments, computers and printers were supplied, maintenance of training devices performed, atelier visuals renewed and training activities organized. Through continuous visits and interviews during the year, we have received the expectations, requests and wishes of students

and contributed to their personal and academic development with guidance and counseling activities.

Within the framework of European Union support projects, which also include Industrial Vocational Schools, we have explained our cooperation and support studies to our visitors and organized trips. We have arranged trips to Doğuş Otomotiv Logistics and Education Center and provided training for students of Şişli Industrial Vocational High School Volkswagen Laboratory. 4 teachers of Gazi Industrial Vocational School Volkswagen Laboratory received a total of 64 days of training in our Şekerpinar Training Center.

# 2013 CORPORATE RESPONSIBILITY PERFORMANCE OF DOĞUŞ OTOMOTIV IN FIGURES

## Economy

Economic Performance	2011	2012	2013
Sales (Retail Unit)	112,398	125,563	154,293
DOAŞ Market Share %(Retail)	12.6	15.8	17.8
Number of Used Car Sales (DOD)	15,559	17,000	20,206
Net Revenues (TL M)	4,808.3	5,132.3	6,602.7
(EBIT) Operating Profit (TL M)	240.3	306.3	306.9
Net Profit for the Period (TL M)	142.2	258.7	224.7

(TL M)	2012		2013	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Paid to Shareholders	100	-	220	-
Taxes	200.3	0.7688	153.5	1,026.9
Community Investments	1.8	0.076177	3,15	-
Paid to Suppliers <sup>40</sup>	180.9	1.570	339.2	2,245

## Operational Indicators 2013

	Doğuş Otomotiv	Doğuş Oto
Number of Sales	154,293	43,309
Number of After-sales Service Center Entries	-	205,741
Number of Employees	587	1,372

## Environment

### Energy Consumption<sup>41</sup>

	2011		2012		2013	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Natural Gas (m <sup>3</sup> /GJ)	283,250/ 10,857	701,594/ 26,892	323,725/ 12,408	713,325/ 27,342	380,025/ 14,566	1,038,557/ 39,808
Gasoline (Lt/GJ)	651,619/ 23,097	327,957/ 11,625	472,538/ 16,749	365,449/ 12,954	470,912/ 16,692	466,969/ 16,552
Electricity (kWh/GJ)	2,804,580/ 10,096	7,359,032/ 26,493	3,221,646/ 11,598	7,663,215/ 27,588	3,577,363/ 12,879	9,269,716/ 33,371
Total (GJ)	44,050	65,009	40,756	67,883	44,137	89,731

<sup>40</sup> Local procurement excluding vehicle purchases and purchases from Doğuş Group Companies.

<sup>41</sup> Calculation Method:

Natural Gas GJ : 1m<sup>3</sup>\*kcal(9155)\*joule(4,186.8)/10<sup>9</sup>

Gasoline GJ : 1lt\*kg(0.83)\*ton(1000)\*kcal(10,200,000)\*joule(4,186.3)/10<sup>9</sup>

Electricity GJ : (1kwh\*0.0036)

## Emissions

### CO<sub>2</sub> Emissions<sup>42</sup>

CO <sub>2</sub> (Tons)	2011	2012	2013
Natural Gas Consumption	2,118	2,230	3,050
Company Vehicles	2,571	2,201	2,463
Employee Transportation	349	390	408

CO<sub>2</sub> emissions driven by the electricity consumption for Doğuş Otomotiv and Doğuş Oto combined were 4,200 tons in 2013.<sup>43</sup>

Type <sup>44</sup>	2012		2013	
	Consumption	CO <sub>2</sub> per person (Tons)	Consumption	CO <sub>2</sub> per person (Tons)
Natural Gas – m <sup>3</sup>	323,725	1.29	380,025	1.345
Electricity - kWh	3,221,646	1.21	3,577,363	1.92 <sup>45</sup>
Liquid Fuel - Lt	472,538	2.31	470,912	2.037
Total		1.6	-	5.31

## Water Consumption

Per Vehicle Sold (m <sup>3</sup> )	2011	2012	2013
	0.66	0.59	0.57

## Waste

Type of Waste (kg)	2011		2012		2013		Other Authorized Dealers
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	
Oil and Fuel Filters	3,379	32,670	2,323	33,306	2,347	37,393	61,454
Contaminated Waste	1,431	2,294	781	3,627	2,671	4,558	1,152
Contaminated Packages	2,463	6,180	1,573	7,076	1,960	8,443	3,978
Waste Liquid Antifreeze	0	243	57	1,274	122	862	-
Brake Liquid	0	397	57	2,159	12	2,096	-

<sup>42</sup> Includes both Doğuş Otomotiv and Doğuş Oto.

<sup>43</sup> CO<sub>2</sub> emission calculation is based on the average values provided by the supplier in 2013.

<sup>44</sup> Includes only Doğuş Otomotiv numbers.

<sup>45</sup> CO<sub>2</sub> emission calculation is based on the average values provided by the supplier in 2013.

## Hazardous Wastes

WASTE SOURCE	WASTE CODES															Amount (kg)	Value (TL)	
	05 01 06	07 06 01	07 06 08	08 01 11	08 01 21	08 03 17	08 04 09	12 03 01	13 07 03	14 06 03	15 01 10	15 02 02	16 01 07	16 01 13	16 01 14			20 01 21
Doğuş Otomotiv (Head Office + Scania Gebze)		64	575	66		17	242		18		1,960	2,671	2,347	12	122		8,094	5,772.30
Doğuş Otos (6 After-sales Service Centers)	71				535			850	505	2,877	8,443	4,558	37,393	2,096	862	158	58,348	39,147.90
Other Authorized After-sales Service Centers (42)										3,403	3,978	1,152	61,454				69,987	39,452.30
Total (49 After-sales Service Centers +Head Office)	71	64	575	66	535	17	242	850	523	6,280	14,381	8,381	101,194	2,108	984	158	136,429	84,372.50

Waste Code	Definition of Waste
05 01 06	Acid Bitumens (Oil-containing muds)
07 06 01	Aqueous washing liquids and mother liquors
07 06 08	Other bottoms (grease) and reaction residues
08 01 11	Waste paint and varnish containing organic solvents or other dangerous substances
08 01 21	Paint or Varnish Remover
08 03 17	Waste printing toners containing dangerous substances
08 04 09	Waste adhesives and sealants containing organic solvents or other dangerous substances
12 03 01	Aqueous Washing Liquids
13 07 03	Other fuels (including mixtures)
14 06 03	Other solvents and solvent mixtures
15 01 10	Packaging containing residues of or contaminated with hazardous substances
15 02 02	Absorbents, filter materials, wiping cloths, protective clothing contaminated by dangerous substances (contaminated waste)
16 01 07	Fuel and Oil Filters
16 01 13	Brake Fluids
16 01 14	Antifreeze containing dangerous substances
20 01 21	Fluorescent lighting and other waste containing quicksilver

## Paper Consumption

All in-office paper waste is collected and delivered to Sadık Kâğıt company for recycling

in coordination with the Ayhan Şahenk Foundation.

### Amount of Recovered Package Waste<sup>46</sup>

Kg	2011	2012	2013
Paper/Cardboard <sup>47</sup>	266,920	299,354	234,154
Plastic Packages	1,134	1,411	1,237
Wooden Packages	-	8,734	1,616
TOTAL	268,054	309,499 <sup>48</sup>	237,007

<sup>46</sup> Package wastes are sent to ÇEVKO, which is the authorized institution for recycling.

<sup>47</sup> When paper/cardboard recycling rates of 2010 and 2012 are compared, recycling rate of Doğuş Otomotiv has increased by approximately 54%.

<sup>48</sup> 41.99% of paper/cardboards waste of Doğuş Otomotiv sent to recycling in 2012 are delivered to ÇEVKO for recovery.

SOURCES OF WASTE	TOTAL AMOUNT OF WASTE (KG)	TOTAL AMOUNT RECOVERED (KG)	RECOVERY RATE (%)
<b>Packaged Materials put into Market</b>			
Paper-Cardboard Package	532,166	234,154	44
Plastic Package (PE/PA)	2,811	1,237	44
Wooden Package	32,316	1,616	5
<b>Logistics Warehouse</b>			
Paper-Cardboard Package	268,880	268,880	100
<b>Office Use</b>			
Paper-Cardboard	41,862	41,862	100
<b>TOTAL</b>	<b>878,035</b>	<b>547,749</b>	<b>62</b>

## A4 Paper Consumption (A4 Paper Consumption arising from Office Use)

Kg	2011	2012	2013
Doğuş Otomotiv	8,727.5	9,165	10,662
Doğuş Oto	26,250	28,860	31,200

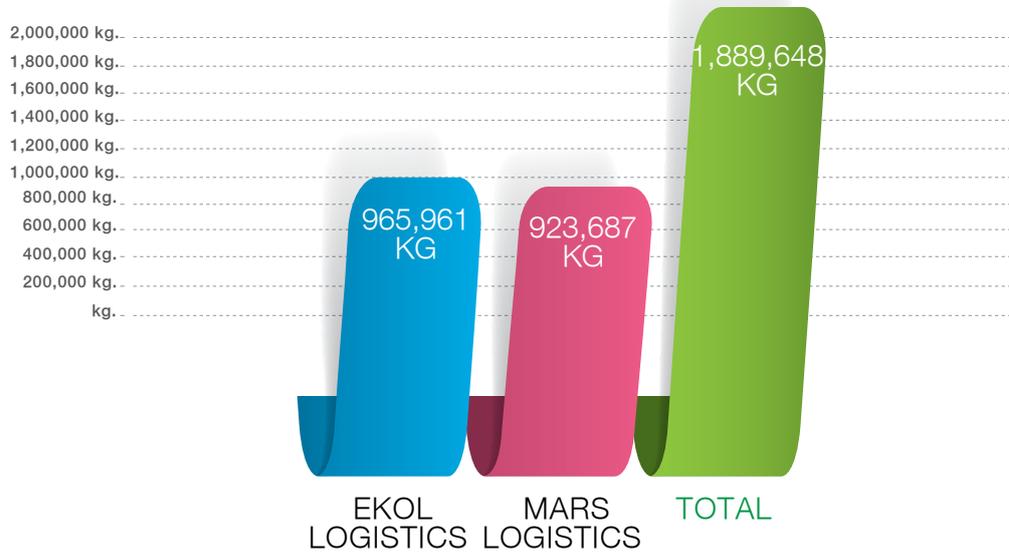
## Logistics Cage Export

	Annual Number of Volkswagen Trailers	Improvement on the Basis of the Number of Trailers	Fuel Savings (Lt)	CO <sub>2</sub> Emission (Tons)
2009	408	130	104,000	240
2010	400	159	127,200	305
2011	464	136	108,800	251
2012	537	117	93,600	216
2013	481	87	69,600	161

Year	Fuel Consumption	Number of Vehicles Delivered	Fuel Consumption Per Vehicle (lt)
2009	~ 10,000 Tons	47,040	210
2010	~ 10,000 Tons	85,916	120
2011	~ 11,000 Tons	109,914	100
2012	~ 11,000 Tons	123,996	90 <sup>49</sup>
2013	~ 8,500 Tons	152,591	56

<sup>49</sup> Diesel consumption of Doğuş Otomotiv resulting from vehicle delivery operations has decreased by 57% since 2009.

## Doğuş Otomotiv Carbon Foot Print



CO<sub>2</sub> Savings through Intermodal Routes

## Environmentally Friendly Vehicles<sup>50</sup>

	Sales Number (Retail)			Average Emission per Vehicle CO <sub>2</sub> Compound (g/km) <sup>51</sup>		
	2011	2012	2013	2011	2012	2013
Volkswagen Passenger Cars	55,550	66,792	88,304	130	128	125
Volkswagen Commercial Vehicles	26,361	26,048	23,752	172	175	178
Audi	12,064	13,720	14,987	150	132	124
Porsche	442	497	517	204	190	188
Bentley	10	18	21	387	342 <sup>52</sup>	293 <sup>52</sup>
Lamborghini	6	2	4	338	374 <sup>52</sup>	348 <sup>52</sup>
SEAT	6,059	5,811	11,065	131	132	121
Total Sales/All Brands Average	100,492	112,888	138,650	143	139	133

## Employees - Payments for Employee Benefits and Salaries

Scope (TL m) <sup>53</sup>	Doğuş Otomotiv		Doğuş Oto	
	2012	2013	2012	2013
Gross Salary Payments	51.0	54.85	43.5	48.16
Meals	1.5	1.8	3.3	3.5
Transportation Service	2.0	2.33	3.2	4.1
Bonus	29.7	34.83	18.4	19.2
Health and Life Insurance	0.79	0.82	1.5	1.7

<sup>50</sup> Scania, Krone and Meiller do not have CO<sub>2</sub> values.

<sup>51</sup> An improvement of 4.3% was observed in CO<sub>2</sub> values in 2013 compared to 2012.

<sup>52</sup> Total sales number does not change as it is retail.

<sup>53</sup> Figures include gross salary and bonus, social security premium, unemployment premium and gross overtime payments.

## Social

	2010	2011	2012	2013
<b>Employees</b>				
Total Workforce	1,652	1,779	1,827	1,959
% of Females	20.97	21.42	22.00	22.00
Work-related Accidents	4	11	10	22

	2013		2012	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Number of Full-time Employees	587	1,372	552 <sup>54</sup>	1,270
Number of Part-time Employees	0	0	5	0
Number of Permanent Employees for Undefined Period	581	1,372	552	1,270
Number of Seasonal and Temporary Employees	6	0	5 <sup>55</sup>	0
Total Number of Executives (Manager and Upper Level)	63	24	59	23
Total Number of Promotions	33	13	46	7
Number of Promoted Female Employees	13	6	16	1
Total Number of Recruited People	67	246	59	221
Total Number of Recruited Females	16	61	10	54
Ratio of Recruited Female Number to Total Number of Recruited People (%)	23.9	24.8	16.9	24.5
Resignations	46	149	50	178
Employee Turnover Rate (%)	7.84	10.86	8.97	14
Number of Male Employee Resignations	38	107	39	131
% of Male Employee Resignations to Total Workforce	6.47	7.80	0.7	10.3
Number of Female Employee Resignations	8	42	11	47
% of Female Employee Resignations to Total Workforce	1.36	3.06	1.97	3.7
Number of Resigned Employees Under 30	14	78	16	95
% of Resigned Employees Under 30 to Total Workforce	2.39	5.69	2.87	7.48
Number of Resigned Employees between 30 and 50	31	70	34	79
% of Resigned Employees Between 30 and 50 to Total Workforce	5.28	5.1	6.10	6.2
Number of Resigned Employees Over 50	1	1	0	4
% of Resigned Employees Over 50 to Total Workforce	0.17	0.07	0	0.3

<sup>54</sup> For 2012, Average age of Doğuş Otomotiv employees:36, Average age of female employees: 34, Average age of male employees: 37, Average seniority: 7.2, Average seniority of female employees: 7.0, Average seniority of male employees: 7.3.

<sup>55</sup> All employees are male.

## Breakdown of Female and Male Employees by Regions

Regions	Female		Male		Female		Male	
	Doğuş Otomotiv 2012	Doğuş Otomotiv 2013	Doğuş Otomotiv 2012	Doğuş Otomotiv 2013	Doğuş Oto 2012	Doğuş Oto 2013	Doğuş Oto 2012	Doğuş Oto 2013
Marmara	156	165	401	422	175	183	802	856
Aegean	0	0	0	0	0	0	0	0
Mediterranean	0	0	0	0	0	0	0	0
Eastern Anatolia	0	0	0	0	0	0	0	0
Southeast Anatolia	0	0	0	0	0	0	0	0
Central Anatolia	0	0	0	0	54	65	239	268

## Age Breakdown of Employees by Position<sup>56</sup>

	Female		Male		Under 30		Between 30 and 50		Over 50	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Board of Directors, Executive Committee	2	0	18	2	0	0	6	0	14	2
Senior Level Executive	11	5	36	17	0	0	44	22	3	0
Executive	38	0	125	0	0	0	152	0	11	0
Sales Employees	10	90	23	125	3	18	30	196	0	1
Blue Collar	3	0	91	645	8	112	78	522	8	11

## Breakdown of Female and Male Employees by Education Level

Education Status	Female		Male		Female		Male	
	Doğuş Otomotiv 2012	Doğuş Otomotiv 2013	Doğuş Otomotiv 2012	Doğuş Otomotiv 2013	Doğuş Oto 2012	Doğuş Oto 2013	Doğuş Oto 2012	Doğuş Oto 2013
Ph. D.	0	0	1	1	0	0	0	0
Graduate	26	28	71	68	6	7	11	13
Under-Graduate	101	111	183	204	124	151	208	248
Junior College	14	12	21	21	58	53	159	169
High School	14	14	99	103	41	37	376	405
Elementary - Secondary	0	0	27	25	0	0	287	289

<sup>56</sup> Total number of employees is different from the numbers above due to the fact that we have also different positions which are not included in the table.

## Training<sup>57</sup>

Man/Hour	2011		2012		2013	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Senior Management	32	9	48	33	23	30
Medium Level Executives	74.5	40.5	66	56	43	55
Others	64.5	26	42.5	35	22	18
Blue Collar	37	24	33.5	31	13	28
Overall Average	52	24.88	47.5	38.8	25	33

## Discrimination and Equal Opportunity

By Position <sup>58</sup>	FEMALE EMPLOYEES 2012			FEMALE EMPLOYEES 2013		
	Total	Gebze Headquarters (%)	Doğuş Oto (%)	Total	Gebze Headquarters (%)	Doğuş Oto (%)
Senior Level Executive	13	9 (20%)	4 (19%)	16	11 (23%)	5 (23%)
Executives	37	37 (22%)	0	38	38 (23%)	0
Sales Employees	81	9 (35%)	75 (40%)	100	10 (30%)	90 (42%)
Blue Collar	3	3 (3%)	0	3	3 (3%)	0
Other	250	97 (45%)	150 (34%)	254	104 (45%)	150 (31%)
Board of Directors, Executive Committee	1	1 (5%)	0	2	2 (10%)	0

## Wage Ratios of Female and Male Employees<sup>59</sup>

	2012		2013	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Ratio of Female Employees' Wages to Male Employees' Wages (%)	93	91	93	92

## Accident Rate

	Data Measurement Method <sup>60</sup>	Doğuş Otomotiv		Doğuş Oto	
		2012	2013	2012	2013
Rate of Days Lost Due to Illness – Full-time Employees	(AR)	1.27%	1.47%	1.46%	1.72%
Accident Rate Recorded	(IR)	0.0%	0.0%	0.0%	0.01%
Rate of Days Lost Due to Accidents	(LDR)	0.14%	0.17%	0.0%	0.03%
Number of Fatal Cases – Full Time Employees	-	0	0	1	0
Rate of Days Lost Due to Occupational Illnesses	(ODR)	0	0	0	0

<sup>57</sup> The data collection system for training does not record participants by gender and training provided for the employees is based on equality criteria, therefore training by gender categories were not disclosed for the reporting period.

<sup>58</sup> Ratio of female employees working in this position and location to total number of all employees working in the same position.

<sup>59</sup> Wage ratios by employee category were not disclosed, as they are not recorded in the data collection system.

<sup>60</sup> GRI G.3.1 Data calculation methods are used.

## Customer Satisfaction Survey Results (CSS)<sup>61</sup>

		2011	2012	2013
SALES	VW Passenger Cars	111.30	112.05	113.68
	VW Commercial Vehicles	111.09	112.51	114
	Audi	104.53	106.76	109.04
	SEAT	100.89	100.41	103.98
	Porsche	96.59	86.84	100.97
AFTER-SALES SERVICE	VW Passenger Cars	94.73	96.70	99.11
	VW Commercial Vehicles	95.17	96.03	97.04
	Audi	96.43	98.27	98.96
	SEAT	95.29	97.30	98.48
	Porsche	102.63	107.47	109.50

## Performance Indicators of LeasePlan in Figures Economy - Financial Indicators

Economic Performance TL M	2013
Sales (Unit/Number of Contracts)	4,744
Market Share	6%
Net Revenues	TL 169,439,163.07
Operating Expenses	TL 14,147,102.61
EBIT (Operating Profit)	TL 137,069,458.40
EBIT Margin	81%
Gross Profit	TL 30,905,452.11
Gross Profit Margin	18%
Net Profit for the Period	TL 9,959,026.03
Net Profit Margin for the Period	6%
Paid to Suppliers	TL 354,163,817.60
Paid to Government	TL 96,367,921.71

<sup>61</sup> DSS results of Doğuş Otomotiv; Sales:4,6; After-sales Service:4,7 (out of 5)  
CSS averages: Sales:108.67; After-Sales Service:100.81 (out of 120)

## Environment

### Energy Consumption from Primary Sources

2013

Natural Gas (m <sup>3</sup> )	29,000
Gasoline (Lt)	43,100 (including employee shuttles)

### Indirect Energy Consumption

2013

Electricity (kWh)	81,650
Heating and Cooling (m <sup>3</sup> )	33,800

### Water Consumption (m<sup>3</sup>)

2013

	700
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## Employees

2013

Number of Full-time Employees	73
Number of Part-time Employees	0
Total Workforce	73
Number of Female Employees	33
Number of Male Employees	40

## Employee Turnover

2013

Resignations	10
Employee Turnover Rate (%)	13.70
Number of Male Employee Resignations	6
Male Employee Turnover Rate (%)	15
Number of Female Employee Resignations	4
Female Employee Turnover Rate (%)	12.13
Number of Resigned Employees Under 30	4
Turnover Rate of Employees Under 30 (%)	15.38
Number of Resigned Employees between 30 and 50	6
Turnover Rate of Employees Between 30 and 50 (%)	12.77
Number of Resigned Employees Over 50	0
Turnover Rate of Employees Over 50 (%)	0

## Employee Trainings

Man/Hour	2013
Senior Level Executives	25.12
Medium Level Executives	47.08
Blue Collar	-
Others	19.42
Overall Average	26.55

2013 Employees by Position	Number of Female Employees	% of Female Employees	Employees by Age Group		
			below 30	30-50	above 50
Board of Directors, Executive Committee	0	0	0	0	0
Senior Level Executives	1	25	0	4	0
Medium Level Executives	7	36.85	0	19	0
Other	25	50	26	24	0

## Data of LeasePlan Mother-Infant Policy

	2013
The number and % of female employees that took parental leave	2
The number and % of male employees that took parental leave	0
The number and % of female employees who returned to work after parental leave	100%
The number and % of male employees who returned to work after parental leave	-

## Performance Indicators of Authorized Dealers and After-sales Service Centers in Figures Economy

Performance Indicator	Acarlar Otomotiv	Başaran Oto	Mercan	Özsa Otomotiv	Tamaş	Vosmer
Number of Suppliers	286	167	148	150	126.42	5
Paid to Local Suppliers (TL)	331,202,619.11	61,428,703	4,000,000.25	3,000,000	103,795,623	769,045
Community Investments (TL)	29,810	64,550	-	50,000	-	-

## Environment

Performance Indicators	Acarlar Otomotiv	Başaran Oto	Mercan	Özsa Otomotiv	Tamaş	Vosmer
Electricity Consumption (kWh)	631,472	941,112	120,000	467,360	779,555	588,708
Natural Gas Consumption (m <sup>3</sup> )	18,271	-	-	68,207	1,002,387	9,600
Gasoline Consumption (Lt)	78,572.13	91,752	11,500	-	18,164	14,696
Water Consumption (m <sup>3</sup> )	1,441	1,212	2,400	3,084	7,117	1,800

## Employees

Employees	Acarlar Otomotiv	Başaran Oto	Mercan	Özsa Otomotiv	Tamaş	Vosmer
Number of Full-time Employees	140	172	44	146	157	105
Number of Part-time Employees	-	-	3	-	4	-
Total Workforce	140	172	47	146	161	105
Number of Female Employees	26	32	7	28	33	22
Number of Male Employees	114	140	40	118	128	83
% of Female Employees	19	18	15	19	20.5	21
Employee Turnover (%)	16	25	14	30	0.51	18.8
Average Training Hour per Employee (Man/Hour)	22.90	19	12	17	7.14	10



# INDEXES

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
	<b>1. Strategy and Analysis</b>				
Senior Management Declaration	<b>1.1 / Full</b>	6.2		Message from the Chairman of the Board of Directors CEO's Message	7-9 11-13
Basic effects, risks and opportunities	<b>1.2 / Full</b>	6.2		Message from the Chairman of the Board of Directors CEO's Message Corporate Governance and Business Ethics Risk Management	7-9 11-13 20-21 21-22
	<b>2. Corporate Profile</b>				
Corporation Name	<b>2.1 / Full</b>			Back Cover	111
Brands, products and services	<b>2.2 / Full</b>			About Doğuş Otomotiv	5  Detailed information can be found at Doğuş Otomotiv 2013 Annual Report  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201432414491764_DOAS%20FR_ENG%20WEB2.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201432414491764_DOAS%20FR_ENG%20WEB2.pdf</a>  (Pages; 26-66)
Operational structure of the corporation	<b>2.3 / Full</b>	6.2		About Doğuş Otomotiv	5  Detailed information can be found at Doğuş Otomotiv 2013 Annual Report  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201432414495705_DOAS%20FR_ENG%20WEB1.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201432414495705_DOAS%20FR_ENG%20WEB1.pdf</a>  (Pages; 4-9)
Headquarters	<b>2.4 / Full</b>			Back Cover	111

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Countries in which the corporation operates	<b>2.5 / Full</b>			About Doğuş Otomotiv	5  Detailed information can be found at Doğuş Otomotiv 2013 Annual Report  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201432414495705_DOAS%20FR_ENG%20WEB1.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201432414495705_DOAS%20FR_ENG%20WEB1.pdf</a>  (Pages; 4-7)
Ownership properties and legal state	<b>2.6 / Full</b>			About Doğuş Otomotiv	5  Detailed information can be found at Doğuş Otomotiv 2013 Annual Report  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201432414495705_DOAS%20FR_ENG%20WEB1.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201432414495705_DOAS%20FR_ENG%20WEB1.pdf</a>  (Pages; 4-7, 25)
Markets serviced	<b>2.7 / Full</b>			About Doğuş Otomotiv	5  Detailed information can be found at Doğuş Otomotiv 2013 Annual Report  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201432414495705_DOAS%20FR_ENG%20WEB1.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201432414495705_DOAS%20FR_ENG%20WEB1.pdf</a>  (Pages; 4-7)
Corporation scale	<b>2.8 / Full</b>			About Doğuş Otomotiv	5  Detailed information can be found at Doğuş Otomotiv 2013 Annual Report  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014324144930143_DOAS%20FR_ENG%20WEB3.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014324144930143_DOAS%20FR_ENG%20WEB3.pdf</a>  (Pages; 90, 93, 101)
Important changes in size, structure and ownership situations	<b>2.9 / Full</b>			About Doğuş Otomotiv	5  Detailed information can be found at Doğuş Otomotiv 2013 Annual Report  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014324144930143_DOAS%20FR_ENG%20WEB3.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014324144930143_DOAS%20FR_ENG%20WEB3.pdf</a>  (Pages; 90)  There were no changes in the issued capital of Doğuş Otomotiv during the reporting period.
Awards	<b>2.10 / Full</b>				Awards can be found at <a href="http://www.dogusotomotiv.com.tr/en/corporate-responsibility/product-and-service-responsibility.aspx">http://www.dogusotomotiv.com.tr/en/corporate-responsibility/product-and-service-responsibility.aspx</a>

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
	<b>3. Report Profile</b>				
Reporting period	<b>3.1 / Full</b>			About the Report Report Content	17 17
Date of previous report	<b>3.2 / Full</b>			About the Report	17 Doğuş Otomotiv has published its Corporate Responsibility Report every year since 2009.
Reporting frequency	<b>3.3 / Full</b>			About the Report	17 Doğuş Otomotiv has published its Corporate Responsibility Report every year since 2009.
Contact information about report	<b>3.4 / Full</b>			Back Cover	111
Report contents	<b>3.5 / Full</b>	6.6.6		Report Content	17
Report contents limits	<b>3.6 / Full</b>	6.6.6		About the Report Report Content	17 17
Report scope and contents limitations	<b>3.7 / Full</b>			About the Report Report Content	17 17
Reporting principles on joint ventures and other subsidiary companies	<b>3.8 / Full</b>	6.6.6		About the Report Report Content	17 17
Data assessment techniques and calculation methods	<b>3.9 / Full</b>			Report Content	17
Reasons for the repetition of information in the previous report	<b>3.10 / Full</b>			Report Content	17 No previous information is repeated in 2013 Report. Whenever necessary; related links and footnotes are provided for the readers.
Important changes in the report scope and contents	<b>3.11 / Full</b>			About the Report Report Content	17 17
GRI Index	<b>3.12 / Full</b>			Indexes	92-108
Report supervision	<b>3.13 / Full</b>	7.5.3			Doğuş Otomotiv 2013 Corporate Responsibility Report was prepared in accordance with the level B requirements of the GRI G3.1 Principles. It did not receive an independent audit.

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
	<b>4. Governance, Liability and Sharing Practices</b>				
Corporation governance structure	<b>4.1 / Full</b>	6.2	Principle 10		Detailed information can be found at Doğuş Otomotiv 2013 Annual Report  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014324144930143_DOAS%20FR_ENG%20WEB3.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014324144930143_DOAS%20FR_ENG%20WEB3.pdf</a>  (Pages; 83-85, 91)
Autonomy of the Chairman of the Board	<b>4.2 / Full</b>	6.2			Detailed information can be found at Doğuş Otomotiv 2013 Annual Report  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014324144930143_DOAS%20FR_ENG%20WEB3.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014324144930143_DOAS%20FR_ENG%20WEB3.pdf</a>  (Pages; 83-85, 91)
Number of Independent Members in the Board of Directors	<b>4.3 / Full</b>	6.2			There are three independent members in our Board. The composition of Board of Directors is in line with the laws and regulations.  Detailed information can be found at Doğuş Otomotiv 2013 Annual Report  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014324144930143_DOAS%20FR_ENG%20WEB3.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014324144930143_DOAS%20FR_ENG%20WEB3.pdf</a>  (Pages; 83-85)
Stakeholders' and employees' involvement in management	<b>4.4 / Full</b>	6.2		Stakeholder Engagement	16  Detailed information can be found at Doğuş Otomotiv 2013 Annual Report  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014324144930143_DOAS%20FR_ENG%20WEB3.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014324144930143_DOAS%20FR_ENG%20WEB3.pdf</a>  (Pages; 78, 81-82, 97)
Linkage between compensation of the executives and the sustainability performance	<b>4.5 / Full</b>	6.2			Detailed information can be found at Doğuş Otomotiv 2013 Annual Report  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014324144930143_DOAS%20FR_ENG%20WEB3.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014324144930143_DOAS%20FR_ENG%20WEB3.pdf</a>  (Pages; 72-74, 92)

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Processes preventing conflicts of interest	<b>4.6 / Full</b>	6.2		Corporate Governance and Business Ethics  Business Ethics	20-21  22-23  Detailed information can be found at Doğuş Otomotiv 2013 Annual Report  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014324144930143_DOAS%20FR_ENG%20WEB3.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2014324144930143_DOAS%20FR_ENG%20WEB3.pdf</a>  (Pages; 82-87)  and Doğuş Otomotiv Code of Ethics  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20133129516847_DogusOtomotiv_Etik%20Kod11.03.2013.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20133129516847_DogusOtomotiv_Etik%20Kod11.03.2013.pdf</a>
CSR Management Strategy of the corporation	<b>4.7 / Full</b>	6.2		Corporate Governance and Business Ethics	20-21  Detailed information can be found at Doğuş Otomotiv 2012 CR Report  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201392616573476_dogus_otomotiv_CRR_2012_EN.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201392616573476_dogus_otomotiv_CRR_2012_EN.pdf</a>  (Pages; 24-26)
Corporation's rules of mission and behaviour regarding CSR performance	<b>4.8 / Full</b>	6.2		Message from the Chairman of the Board of Directors  CEO's Message  Our Approach to Relationship between Corporate Governance and Corporate Responsibility	7-9  11-13  21  Detailed information can be found at Doğuş Otomotiv Code of Ethics  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20133129516847_DogusOtomotiv_Etik%20Kod11.03.2013.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20133129516847_DogusOtomotiv_Etik%20Kod11.03.2013.pdf</a>
CSR performance and the supervision of its risks by senior management	<b>4.9 / Full</b>	6.2		CEO's Message  Our Approach to Relationship between Corporate Governance and Corporate Responsibility  Risk Management	11-13  21  21-22
Self-check of senior management about CSR performance	<b>4.10 / Full</b>	6.2		Our Approach to Relationship between Corporate Governance and Corporate Responsibility	21  Detailed information can be found at Doğuş Otomotiv 2012 CR Report  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201392616573476_dogus_otomotiv_CRR_2012_EN.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201392616573476_dogus_otomotiv_CRR_2012_EN.pdf</a>  (Page; 66)

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Risk management attitude of the corporation in fields related to CSR	<b>4.11 / Full</b>	6.2	Principle 3,4,5,6	CEO's Message Corporate Governance and Business Ethics Risk Management	11-13 20-21 21-22
Foreign enterprises and activities in areas regarding CSR	<b>4.12 / Full</b>	6.2	Principle 1,2	Forecasting Mechanisms and Collaborations in Risk Management	22
Union and association memberships	<b>4.13 / Full</b>	6.2			Associations and Memberships can be found at  <a href="http://www.dogusotomotiv.com.tr/en/corporate-responsibility/product-and-service-responsibility.aspx">http://www.dogusotomotiv.com.tr/en/corporate-responsibility/product-and-service-responsibility.aspx</a>
Stakeholders list	<b>4.14 / Full</b>	6.2 6.8.3			Our stakeholder list can be found at Doğuş Otomotiv web site:  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012831894100_Stakeholder_Engagement.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012831894100_Stakeholder_Engagement.pdf</a>
Key stakeholders determining process	<b>4.15 / Full</b>	6.2 6.8.3		Stakeholder Engagement	16  Our stakeholder list can be found at Doğuş Otomotiv web site:  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012831894100_Stakeholder_Engagement.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/2012831894100_Stakeholder_Engagement.pdf</a>  Doğuş Otomotiv identified all its key stakeholders in line with AA1000SES standard in workshops, where all departments participated, and published them in its Corporate Responsibility Report.
Stakeholder participation process	<b>4.16 / Full</b>	6.2 6.8.3		Stakeholder Engagement  Our Approach to Relationship between Corporate Governance and Corporate Responsibility	16 21 Detailed information can be found at Doğuş Otomotiv 2012 CR Report  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201392616573476_dogus_otomotiv_CRR_2012_EN.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201392616573476_dogus_otomotiv_CRR_2012_EN.pdf</a>  (Pages; 16-17)
Stakeholder participation and primary subjects, responsiveness performance	<b>4.17 / Full</b>	6.2 6.8.3		Stakeholder Engagement	16  Detailed information can be found at Doğuş Otomotiv 2012 CR Report  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201392616573476_dogus_otomotiv_CRR_2012_EN.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201392616573476_dogus_otomotiv_CRR_2012_EN.pdf</a>  (Pages; 16-17)

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
	<b>Performance Indicators</b>				
<b>Management Approach</b>	<b>Economic Performance / Full</b>	6.2 6.8	Principle 1,2,7	Economic Responsibility Policy	<a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf</a>  (Page 23)
Direct economic value produced and distributed	<b>EC1 / Full</b>	6.8 6.8.3 6.8.7 6.8.9		Corporate Responsibility Performance	18-19  Detailed information can be found at Doğuş Otomotiv 2013 Annual Report  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201432414495705_DOAS%20FR_ENG%20WEB1.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201432414495705_DOAS%20FR_ENG%20WEB1.pdf</a>  (Pages; 5, 16-18)
The effect of climate change on the financial success of the corporation, risks and opportunities	<b>EC2 / Full</b>	6.5.5	Principle 7	Doğuş Otomotiv Environmental Impact	33  Detailed information can be found at our Economic Responsibility Policy  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf</a>  (Page 23)
Corporate liabilities regarding defined benefit pension plan	<b>EC3 / Full</b>				There is no salary based pension contribution at DoğuşOtomotiv.
Important financial assistance received from the state	<b>EC4 / Full</b>				No significant financial assistance was received from the government in the reporting period.
Starting wage level rates interval in contrast to local minimum wage in important operation locations	<b>EC5 / Partially</b>	6.3.7 6.4.4 6.8			Starting salary is in compliance with laws and regulations and varies according to the position at Doğuş Otomotiv and Doğuş Oto.
Policy, practice and rates of payment regarding payments made to local suppliers	<b>EC6 / Full</b>	6.6.6 6.8 6.8.5 6.8.7		Corporate Responsibility Performance  Supply Chain Management	18  31
Local employment	<b>EC7 / Full</b>	6.8 6.8.5 6.8.7	Principle 6	Corporate Responsibility Performance	18  70 employees (11,92% of headquarter employees) reside in Gebze, where our Company headquarters is situated. Among the 70 employees, there are 1 General Manager and 5 Executives.

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Investments made for public interest	<b>EC8 / Full</b>	6.3.9 6.8 6.8.3 6.8.4 6.8.5 6.8.6 6.8.7 6.8.9		Economic and Social Development  Community Engagement  2013 Corporate Responsibility Performance of Doğuş Otomotiv in Figures	30  76-79  80
Important indirect economic effects	<b>EC9 / Full</b>	6.3.9 6.6.6 6.6.7 6.7.8 6.8 6.8.5 6.8.6 6.8.7 6.8.9		Corporate Responsibility Performance  Economic Development  Supply Chain Management	18-19  28-29  31
<b>Management Approach</b>	<b>Environmental Performance / Full</b>	6.2 6.5	Principle 7,8,9	Environmental Policy	<a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf</a>  (Page 35)
Direct energy consumption	<b>EN3 / Full</b>	6.5 6.5.4		Energy Consumption	80  Natural gas and gasoline consumption
Saved amount of energy due to improvements	<b>EN5 / Full</b>	6.5 6.5.4			Energy consumption at Doğuş Otomotiv increases because of the investments and growth.
Products and services that provide energy efficiency	<b>EN6 / Full</b>	6.5 6.5.4			Environmental Responsibility by Brands can be found at;  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/ENVIRONMENTAL%20RESPONSIBILITY%20BY%20BRANDS.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/ENVIRONMENTAL%20RESPONSIBILITY%20BY%20BRANDS.pdf</a>
Attempts to reduce indirect energy consumption and reductions obtained	<b>EN7 / Full</b>	6.5 6.5.4		Reducing Paper Consumption  Environmental Impact of Logistic Operations  Green Technology	37  37  38
Total amount of water used according to its sources	<b>EN8 / Full</b>	6.5 6.5.4		Water Consumption	81
Water sources significantly affected by water extraction	<b>EN9 / Full</b>	6.5 6.5.4			There are no water sources significantly affected by withdrawal of water. Doğuş Otomotiv uses water from public water system.

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Production centres within protected areas	<b>EN11 / Full</b>	6.5 6.5.6	Principle 8		Doğuş Otomotiv does not have any operations in or adjacent to protected areas of high biodiversity value.
Effects on biological diversity	<b>EN12 / Full</b>	6.5 6.5.6	Principle 8		Doğuş Otomotiv does not have any operations in or adjacent to protected areas of high biodiversity value.
Protected or reclaimed living spaces	<b>EN13 / Full</b>	6.5 6.5.6	Principle 8		There is no orbit of Doğuş Otomotiv in the protection area.
Strategies regarding bio-diversity, activities in progress and future plans	<b>EN14 / Full</b>	6.5 6.5.6 6.8.3	Principle 8		Doğuş Otomotiv does not have any operations in or adjacent to protected areas of high biodiversity value.
Number of the species in IUCN Red List in the living spaces in the areas affected by the operations and the species in the national protection list, according to extinction risk level	<b>EN15 / Full</b>	6.5 6.5.6			Doğuş Otomotiv does not have any operations related to IUCN Red List.
Total direct and indirect greenhouse gas emission	<b>EN16/Full</b>	6.5 6.5.5		CO <sub>2</sub> Emissions Environmentally Friendly Vehicles	81 84
Indirect greenhouse gas emission	<b>EN17/Full</b>	6.5 6.5.5		CO <sub>2</sub> Emissions Logistic Cage Export	81 83
Attempts to reduce emissions	<b>EN18 / Full</b>	6.5 6.5.5	Principle 8,9	Waste Management Environmental Impact in Administrative Operations	33-35 37 Environmental Responsibility by Brands <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/ENVIRONMENTAL%20RESPONSIBILITY%20BY%20BRANDS.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/ENVIRONMENTAL%20RESPONSIBILITY%20BY%20BRANDS.pdf</a>
Total water discharge	<b>EN21 / Full</b>	6.5 6.5.3			Doğuş Otomotiv discharges its waste water, which is supplied from the local administrations, directly into the citysewer system. 100% of the used water is discharged to the city sewerage systems in the operation areas.
Total waste according to type and disposal method	<b>EN22 / Full</b>	6.5 6.5.3		Waste Management Waste Hazardous Wastes	33-35 81 82

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Total number of and size of important leakage	<b>EN23 / Full</b>	6.5 6.5.3			There was no leakage caused by activities of Doğuş Otomotiv. The company's operations have no risk of dangerous leakage in significant quantities. Wastes carrying leakage risk (batteries, etc.) are classified according to their types and sent to the relevant companies for proper disposal, in compliance with laws and regulations.
The weight of hazardous wastes and percentage of internationally dispatched transported wastes	<b>EN24 / Full</b>	6.5 6.5.3		Waste Management	33-35  Wastes carrying hazardous risk are classified according to their types and sent to the relevant companies for proper disposal, in compliance with laws and regulations.
Names, sizes, protection states and bio-diversity value of water bodies and related living spaces significantly affected by the water discharges and leakages of the corporation	<b>EN25 / Full</b>	6.5 6.5.3 6.5.4 6.5.6			Doğuş Otomotiv has no operations which significantly affect habitat because of the discharge of water.
Attempts to reduce the environmental effects of products	<b>EN26 / Full</b>	6.5 6.5.4 6.6.6 6.7.5	Principle 7,8,9	Waste Management  Environmental Impact in Administrative Operations	33-35  37  Environmental Responsibility by Brands  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/ENVIRONMENTAL%20RESPONSIBILITY%20BY%20BRANDS.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/ENVIRONMENTAL%20RESPONSIBILITY%20BY%20BRANDS.pdf</a>
Percentage of recollecting of sold products and their packaging materials in categories	<b>EN27 / Full</b>	6.5 6.5.3 6.5.4 6.7.5		Waste Management	33-35
Discordances with environmental laws and regulations	<b>EN28 / Full</b>	6.5			Doğuş Otomotiv was not fined in 2013 because of not complying with environmental laws and regulations.
Effects caused by product transportation and employee logistics	<b>EN29 / Full</b>	6.5 6.5.4 6.6.6	Principle 7,8,9	Environmental Impact of Logistics Operations  Logistics Cage Export	37  83
Total amount of environmental expenses and investments	<b>EN30 / Full</b>	6.5		Corporate Responsibility Performance	18

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
<b>Management Approach</b>	<b>Labor Practices and Decent Work / Full</b>	6.2 6.4 6.3.10	Principle 1,3,6	Employees and Decent Work Policy	<a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf</a>  (Page 45)
Total number of employees according to employment type, contract and district	<b>LA1 / Full</b>	6.4 6.4.3		2013 Corporate Responsibility Performance of Doğuş Otomotiv in Figures	85
Total number of employees and their circulation according to age groups, gender and district	<b>LA2 / Full</b>	6.4 6.4.3		2013 Corporate Responsibility Performance of Doğuş Otomotiv in Figures	85
Benefits provided for the full time employees	<b>LA3 / Full</b>	6.4 6.4.3 6.4.4	Principle 6	Employee Benefits	44
Number of employees covered by collective bargainings	<b>LA4 / Full</b>	6.4 6.4.3 6.4.4 6.4.5 6.3.10	Principle 1,3		There is no labour union in our Company.
Period of notice due to operational changes	<b>LA5 / Full</b>	6.4 6.4.3 6.4.4 6.4.5			Legal notice period is used in cases of dismissal. There is no standard notice period in cases of position change or transfer, which depends on the process and type of duty.  Annual vacation periods are in compliance with the applicable labour law. Three days leave is permitted to employees in cases of marriage, fatherhood, and in decease of first level relatives.
Percentage total labour represented in the health and safety committees	<b>LA6 / Full</b>	6.4 6.4.6		Occupational Health and Safety	45
Injury, occupational illness, days lost and absence	<b>LA7 / Full</b>	6.4 6.4.6		Occupational Health and Safety  2013 Corporate Responsibility Performance of Doğuş Otomotiv in Figures	45  87

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Consultancy, precaution and risk control regarding serious illnesses	<b>LA8 / Full</b>	6.4 6.4.6 6.8 6.8.3 6.8.4 6.8.8	Principle 1	Occupational Health and Safety	45  For detailed information:  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/OCCUPATIONAL%20HEALTH%20AND%20SAFETY.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/OCCUPATIONAL%20HEALTH%20AND%20SAFETY.pdf</a>
Health and safety matters existing in the agreements with unions	<b>LA9 / Full</b>	6.4 6.4.6			There is no labour union in our Company.
Annual average training hours per employee	<b>LA10 / Full</b>	6.4 6.4.7		2013 Corporate Responsibility Performance of Doğuş Otomotiv in Figures	87
Employee training	<b>LA11 / Full</b>	6.4 6.4.7 6.8.5		Training Programs  University Collaborations	43  44
Regular performance and development monitoring	<b>LA12 / Full</b>	6.4 6.4.7		Career and Performance Management	41-42
Inventory of employees' age, gender and minority group	<b>LA13 / Full</b>	6.3.7 6.3.10 6.4 6.4.3		2013 Corporate Responsibility Performance of Doğuş Otomotiv in Figures	85-86
Men-women wage rates according to employee category	<b>LA14 / Partially</b>	6.3.7 6.3.10 6.4 6.4.3 6.4.4	Principle 1,6	Wage Ratios of Female and Male Employees	87
Return to work and retention rates after parental leave, by gender	<b>LA15 / Full</b>	6.4 6.4.4		Mother-Infant Policy	51
<b>Management Approach</b>	<b>Human Rights Performance / Full</b>	6.2 6.3 6.3.3 6.3.4 6.3.6 6.6.6	Principle 1,2,6	Doğuş Otomotiv Human Rights Policy	<a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf</a>  (Page 51)

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Percentage and total number of significant investment agreements comprising human rights clauses and screened for human rights	<b>HR1 / Partially</b>	6.3 6.3.3 6.3.5 6.6.6	Principle 1,2,6	Suppliers	31
Number of suppliers and contractors screened for human rights	<b>HR2 / Full</b>	6.3 6.3.3 6.3.5 6.4.3 6.6.6	Principle 1,2,6	Corporate Responsibility Performance  Suppliers	18-19  31
Total number of hours for human rights training	<b>HR3 / Full</b>	6.3 6.3.5	Principle 1,2,6	Human Rights	50
Total number of incidents regarding discrimination and precautions taken	<b>HR4 / Full</b>	6.3 6.3.6 6.3.7 6.3.10 6.4.3	Principle 1,2,6	Human Rights in Our Suppliers  Equal Rights at Doğuş Otomotiv	31  50-51  Doğuş Otomotiv did not report any incidents of discrimination during the reporting period.
Freedom of organization and collective bargaining	<b>HR5 / Full</b>	6.3 6.3.3 6.3.4 6.3.5 6.3.8 6.3.10 6.4.3 6.4.5	Principle 1,3	Human Rights in Our Suppliers	31  Detailed information can be found at Doğuş Otomotiv Code of Ethics: <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20133129516847_DogusOtomotiv_Etik%20Kod11.03.2013.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20133129516847_DogusOtomotiv_Etik%20Kod11.03.2013.pdf</a>  UNGC Principles 3
Child employment and precautions taken	<b>HR6 / Full</b>	6.3 6.3.3 6.3.4 6.3.5 6.3.7 6.3.10 6.6.6	Principle 1,2,5	Human Rights in Our Suppliers	31  Detailed information can be found at Doğuş Otomotiv Code of Ethics: <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20133129516847_DogusOtomotiv_Etik%20Kod11.03.2013.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20133129516847_DogusOtomotiv_Etik%20Kod11.03.2013.pdf</a>  UNGC Principles 5

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Operations having the risk of forced labour and precautions taken	<b>HR7 / Full</b>	6.3 6.3.3 6.3.4 6.3.5 6.3.7 6.3.10 6.6.6	Principle 1,2,4	Human Rights in Our Suppliers	31  Detailed information can be found at Doğuş Otomotiv Code of Ethics: <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20133129516847_DogusOtomotiv_Etik%20Kod11.03.2013.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20133129516847_DogusOtomotiv_Etik%20Kod11.03.2013.pdf</a>  UNGC Principles 4
Rate of security personnel trained on the corporation's policy and procedures regarding human rights factors	<b>HR8 / Full</b>	6.3 6.3.5 6.4.3 6.6.6	Principle 2		Detailed information can be found at Doğuş Otomotiv 2012 CR Report  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201392616573476_dogus_otomotiv_CRR_2012_EN.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201392616573476_dogus_otomotiv_CRR_2012_EN.pdf</a>  (Page; 88)  There have been no changes in the reporting period.
Total number of incidents which resulted in the violation of the rights of the native public and precautions taken	<b>HR9 / Full</b>	6.3 6.3.6 6.3.7 6.3.8 6.6.7			Detailed information can be found at Doğuş Otomotiv 2012 CR Report  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201392616573476_dogus_otomotiv_CRR_2012_EN.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/201392616573476_dogus_otomotiv_CRR_2012_EN.pdf</a>  (Page; 88)  Doğuş Otomotiv did not report any incidents of violations involving rights of indigenous people during the reporting period.
Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms	<b>HR11 / Full</b>	6.3 6.3.6			No grievances related to human rights were reported by Doğuş Otomotiv through formal mechanisms during the reporting period.
<b>Management Approach</b>	<b>Product Responsibility Performance / Full</b>	6.2 6.6 6.7	Principle 1	Product and Service Responsibility Policy	<a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf</a>  (Page 53)
Health and safety in the life cycle of products and services	<b>PR1 / Full</b>	6.3.9 6.6.6 6.7 6.7.4 6.7.5	Principle 1,2	Corporate Responsibility Practices by Brands	66-69  Customer Health and Safety by Brands can be found at;  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/CUSTOMER%20HEALTH%20AND%20SAFETY.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/CUSTOMER%20HEALTH%20AND%20SAFETY.pdf</a>

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Number of incidents in discordance with the regulations and voluntary rules regarding health and safety effects of products and services	<b>PR2 / Full</b>	6.3.9 6.6.6 6.7 6.7.4 6.7.5			Product Safety at our Brands can be found at;  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/PRODUCT%20SAFETY.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/PRODUCT%20SAFETY.pdf</a>  No incidents were reported for non-compliance with laws and regulations concerning health and safety impacts of products and services of Doğuş Otomotiv during the reporting period.  For related technical and security specifications of products:  <a href="http://www.dogusotomotiv.com.tr/en/about-us/dogus-group.aspx">http://www.dogusotomotiv.com.tr/en/about-us/dogus-group.aspx</a>
Labelling	<b>PR3 / Full</b>	6.7 6.7.3 6.7.4 6.7.5 6.7.6 6.7.9			Informing the Customers Accurately can be found at;  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/INFORMING%20THE%20CUSTOMERS%20ACCURATELY.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/INFORMING%20THE%20CUSTOMERS%20ACCURATELY.pdf</a>  Doğuş Otomotiv fully complies with laws and regulations about the product and service labeling.
Total number of incidents displaying discordance with regulations and voluntary rules regarding labelling	<b>PR4 / Full</b>	6.7 6.7.3 6.7.4 6.7.5 6.7.6 6.7.9			Informing the Customers Accurately can be found at;  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/INFORMING%20THE%20CUSTOMERS%20ACCURATELY.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/INFORMING%20THE%20CUSTOMERS%20ACCURATELY.pdf</a>  Doğuş Otomotiv complies with regulations and voluntary codes concerning its products and services. There were no incidents of non-compliance with regulations and voluntary codes regarding labeling.
Customer satisfaction	<b>PR5 / Full</b>	6.7 6.7.4 6.7.5 6.7.6 6.7.8 6.7.9		Customer Satisfaction  Corporate Responsibility Practices by Brands	53  66-69  Customer Satisfaction by our Brands can be found at;  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/CUSTOMER%20SATISFACTION%20BY%20BRANDS.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/CUSTOMER%20SATISFACTION%20BY%20BRANDS.pdf</a>
Adherence to laws and regulations regarding marketing communication	<b>PR6 / Full</b>	6.7 6.7.3 6.7.6 6.7.9			Informing the Customers Accurately can be found at;  <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/INFORMING%20THE%20CUSTOMERS%20ACCURATELY.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/INFORMING%20THE%20CUSTOMERS%20ACCURATELY.pdf</a>  Doğuş Otomotiv fully complies with laws and regulations about marketing communications.

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Total number of incidents displaying discordance with regulations and voluntary rules regarding marketing communication	<b>PR7 / Full</b>	6.7 6.7.3 6.7.6 6.7.9			There were no recorded significant incidents about non-compliance with laws and regulations regarding marketing communication in the reporting period.
Confirmed complaints regarding customer confidentiality	<b>PR8 / Full</b>	6.7 6.7.7			Doğuş Otomotiv fully complies with laws and regulations about customer information security and uses international standards and systems to protect customer information. There were no incidents recorded about confirmed complaints regarding customer confidentiality.
Non-compliance with laws and regulations regarding supplying and usage of product and services	<b>PR9 / Full</b>	6.7 6.7.6			There were no recorded resulted incidents of non-compliance with laws and regulations regarding supply and use of product and services. There may be some cases in sales and service industry, in which we operate. In such cases, the necessary actions are taken within the scope of legal regulations.
<b>Management Approach</b>	<b>Social Performance / Full</b>	6.2 6.6 6.8	Principle 10	Community Engagement Policy	<a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/kssr/Corporate_Social_Responsibility_Report_10.pdf</a>  (Page 61)
The influence of our activities on local public	<b>SO1 / Full</b>	6.3.9 6.8 6.8.3 6.8.9		Activity-D Voluntary Programs  Community Engagement	47-48  76-79
Risk analysis regarding corruption	<b>SO2 / Full</b>	6.6 6.6.3	Principle 1,2,10	Risk Management  Business Ethics  Fight against Bribery and Corruption	21-22  22-23  23
Corporation's policies against corruption and trainings on the subject	<b>SO3 / Full</b>	6.6 6.6.3	Principle 10	Fight against Bribery and Corruption  Human Rights	23  50-51  Detailed information can be found at Doğuş Otomotiv Code of Ethics: <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20133129516847_DogusOtomotiv_Etik%20Kod11.03.2013.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20133129516847_DogusOtomotiv_Etik%20Kod11.03.2013.pdf</a>  (Pages; 35-37)

Performance	GRI G3.1	ISO26000	UNGC	Information	Reference Pages
Precautions taken against incidents of corruption	<b>SO4 / Full</b>	6.6 6.6.3	Principle 10	Risk Management Business Ethics Fight against Bribery and Corruption Human Rights	21-22 22-23 23 50-51  Detailed information can be found at Doğuş Otomotiv Code of Ethics: <a href="http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20133129516847_DogusOtomotiv_Etik%20Kod11.03.2013.pdf">http://www.dogusotomotiv.com.tr/dogusotomotiv_files/20133129516847_DogusOtomotiv_Etik%20Kod11.03.2013.pdf</a>  (Pages; 19, 21, 35-37)
Public policy positions and participation in public policy development and lobbying	<b>SO5 / Full</b>			Forecasting Mechanisms and Collaborations in Risk Management	22
Financial and real contributions to political parties, politicians and related institutions	<b>SO6 / Full</b>	6.6 6.6.4 6.8.3			Doğuş Otomotiv does not provide any kind of financial or other kind contributions to political parties, politicians and related institutions.
Number of legal cases regarding behaviour outside competition and monopolism	<b>SO7 / Full</b>	6.6 6.6.5 6.6.7			Criminal action of Turkish Competition Authority arising from the anticompetitive situation was not finalized during the reporting period of 2011. In the calendar year of 2012 Doğuş Otomotiv applied for objection, the appeal proceedings were not concluded yet.
Number of fines due to discordance with laws and regulations	<b>SO8 / Full</b>	6.6 6.6.3 6.6.7 6.8.7			Doğuş Oto has been fined by the Ministry of Customs and Trade by TL 5,347,520 during the reporting period.
Operations with significant potential or actual negative impacts on local communities	<b>SO9 / Full</b>	6.3.9 6.5.3 6.5.6 6.8			Activities of Doğuş Otomotiv and Doğuş Oto have no negative impact on the local community. Activities related to the safe use of vehicles in traffic are carried out under the platform Traffic is Life!
Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities	<b>SO10 / Full</b>	6.3.9 6.5.3 6.5.6 6.8			Activities of Doğuş Otomotiv and Doğuş Oto have no negative impact on the local community. Activities related to the safe use of vehicles in traffic are carried out under the platform Traffic is Life!



## Statement GRI Application Level Check

GRI hereby states that **Doğuş Otomotiv Grubu** has presented its report “2013 Corporate Responsibility Report” to GRI’s Report Services which have concluded that the report fulfills the requirement of Application Level B.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see [www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf](http://www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf)

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 8 May 2014

Ásthildur Hjaltadóttir  
Director Services  
Global Reporting Initiative



*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world’s most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. [www.globalreporting.org](http://www.globalreporting.org)*

**Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 29 April 2014. GRI explicitly excludes the statement being applied to any later changes to such material.

# Doğuş Otomotiv Corporate Responsibility Team



**Koray Bebekoğlu**  
Strategic Marketing and  
Corporate Communications



**Aylin Bekem**  
VW Commercial  
Vehicles



**Bekir Barın**  
Doğuş Oto Marketing



**Beyza Özkan Topçu**  
HR Training



**Bulut Ejder**  
Porche Marketing



**Burak Uyanık**  
Financial Controlling



**Burçin Cengiz**  
Logistics



**Cem Kaya**  
Dealer Development



**Ceylan Aksak**  
Strategic Marketing and  
Corporate Communications –  
Brand and Media Management



**Çiğdem Kahyaoğlu**  
Financial Controlling



**Gözde Araç**  
Budget Planning



**Gizem Aclan**  
LeasePlan Marketing



**Mete Akmantürk**  
Doğuş Technology –  
System and Infrastructure



**Murat Kozan**  
DOD Marketing



**Müge Yücel**  
Investor Relations



**Ozan Tiryakioğlu**  
Audi Marketing



**Özgecan Üstün**  
Process Management



**Pinar Tuncer Doğanç**  
Strategic Marketing and  
Corporate Communications –  
Brand Management



**Rana Suzan Emre**  
Strategic Marketing and  
Corporate Communications –  
Communication Management



**Selin Kayhan**  
SEAT Marketing



**Serkan Uzunay**  
Doğuş Oto Marketing



**Sertaç Arda**  
Logistics



**Sibel Gürkan**  
HR Recruitment



**Suat Aktürk**  
VW Technic



**Şeref Kurtarıcı**  
VW Technic



**Zeynep Çetinkaya**  
Scania-Krone-Meiller  
Marketing



**Zeynep Mert**  
Purchasing



**Zuhal Özkan**  
VW Passenger Cars  
Marketing

## **Doğuş Otomotiv Servis ve Ticaret A.Ş.**

### **Management and Contact:**

Şekerpınar Mahallesi, Anadolu Caddesi, No: 22  
Şekerpınar, Çayırova - Kocaeli  
T +90 (262) 676 90 90

### **Legal Headquarters:**

Maslak Mahallesi, G-45, Ahi Evran Polaris  
Caddesi, No: 4  
Ayazağa Maslak, Şişli - İstanbul  
[www.dogusotomotiv.com.tr](http://www.dogusotomotiv.com.tr)

### **Corporate Responsibility Consultancy:**

FCS Finansal İletişim Hizmetleri Ltd. Şti.  
[www.finansaliletisim.com](http://www.finansaliletisim.com)  
[info@finansaliletisim.com](mailto:info@finansaliletisim.com)  
T +90 (212) 283 41 46

### **Design:**

Çağlar Yücealp  
[cyucealp@gmail.com](mailto:cyucealp@gmail.com)

For feedback, comments and suggestions,  
kindly contact:

Koray Bebekoğlu  
Strategic Marketing and Corporate  
Communications Director  
Tel: +90 (262) 676 90 90  
E-mail: [kbebekoglu@dogusotomotiv.com.tr](mailto:kbebekoglu@dogusotomotiv.com.tr)