

PROGRESS WITH CONFIDENCE...



Towards our ideal...

Using sometimes the same, sometimes different paths, we reach some shining goals...

At the moment of birth, each human being makes his/her first step... Now there are some dreams and ideals to be reached step by step...

At Doğuř Otomotiv, we confidently pursue our dreams on our own path without compromising our ideals. We seek to be with our stakeholders wherever they travel, every kilometer of the way, as they head safely, confidently and comfortably along the road.

Automobiles, which bind people to the road, be they for transport or providing the dream itself, are the vehicles, whereby we realized our own dream as well. For seventeen years we have stood with our stakeholders, doing business responsibly and without compromising quality.

We have an ideal. We desire a sustainable world for all our stakeholders, and we, as the Doğuř Otomotiv family, strive hard for it bunching together.

Last year we released our first Corporate Social Responsibility Report; this was a major step on this journey. In order to continue as a responsible and transparent company, we move on with decisive steps and we are pleased to share this, our second CSR report with you.

As we follow this path on which we have embarked towards our ideals and in pursuit of our dreams, we acknowledge that we have chosen the route toward a more sustainable world from now on. Promising to move forward in the same manner, we are proud to present our second report to our stakeholders.

**DOĐUŐ OTOMOTİV
CORPORATE RESPONSIBILITY
REPORT 2010**

Contents

CHAIRMAN'S MESSAGE	02
CEO'S MESSAGE	04
ABOUT THE REPORT	06
DOĞUŞ OTOMOTIV 2010	07
CORPORATE RESPONSIBILITY STRATEGY AND MANAGEMENT	11
Strategy	11
Methodology	12
Management Approach to Corporate Responsibility	13
Global Cooperations	14
Awards 2010	14
Stakeholder Engagement	14
Goals	20
Strategy and Corporate Governance	21
ECONOMIC IMPACT	22
Economic Responsibility Policy	23
Financial Efficiency	23
Lean Management and Risk Management	24
OEM Relations	25
Authorized Dealers and Service Centers	28
Suppliers	31
Responsible Marketing Communication	32
Climate Change	33
ENVIRONMENTAL IMPACT	34
Environmental Policy	35
Water Use	36
Waste Management	36
Energy Use	38
Environmentally Friendly Products	40
EMPLOYEES	44
Employees and Decent Work Policy	45
Group Values and Employee Satisfaction	46
Employee Health and Safety	46
Employee Development	47
Employee Rights	48
Dialogue Platforms with Employees	48
Human Rights	51
CUSTOMERS	52
Product and Service Responsibility Policy	53
Health and Safety Impact of Products and Services	53
Product and Service Information	56
Customer Satisfaction Process Management	57
Customer Privacy	59
COMMUNITY ENGAGEMENT	60
Community Engagement Policy	61
Indicator Rooms Application	61
Cooperation with Vocational High Schools	62
2011 Goals	64
Traffic is Life	64
Equality of Opportunity in Education and Darüşşafaka	65
Memberships with Associations, Unions and Initiatives	66
GRI INDEX	67
UNGC INDEX	76

Chairman's Message



“ Doğuş Otomotiv has enlarged its scope of responsibility in parallel with its size in the sector for all the stakeholders to live in a sustainable world. ”

We have defined our principles and policies with the purposes to implement our concept of responsibility into all business processes, to ensure the continuity of this understanding and to meet the expectations of our stakeholders, and in line with these policies we have drawn our roadmap.

To Our Esteemed Stakeholders,

Since our beginning seventeen years ago, Doğuř Otomotiv has aimed to provide the highest quality service in the automotive industry, and to raise the standards of this area. Keeping this in mind, we have continuously researched developments that might contribute to the progress of our country as well as enhance the services we offer.

We know that the continuous and sustainable progress of our company can be accomplished only in parallel with the development of the society that surrounds us. Sustainable development occurs on a platform that has continuity of environmental and social, as well as economic factors.

In today's world of huge and rapid changes in economic, social and environmental terms, ancient boundaries have crumbled and every community is affected by the socio-economic developments. As the Doğuř Otomotiv family, we believe that every business contribution we make in the field of sustainability, beginning with our own society and environment, may well have distinct, positive impacts in completely different places in the world. We define business contribution as giving back to the society in every sense, identifying and fulfilling the responsibilities as citizens in the most effective manner.

This extraordinary new era has, by its very nature, significantly increased competition in all sectors. Nowadays, companies are not evaluated only on their products and/or services, but also on their business practices and responsible participation in the community to which they belong and, indeed, to the world as a whole. We have, therefore, enlarged our scope of responsibility in relationship to our size in the sector. We have been developing practices which will establish precedents to create sustainable environmental and living conditions which are the incontestable rights of our stakeholders. In order to evaluate the benefits in a systematic way, to strengthen our corporate responsibility performance built on a powerful base with new practices, we published our first Corporate Social Responsibility Report last year, which was the first in our sector. This year, we are happy to share our second CSR report. With this year's second CSR report, we underscore the importance we attribute to sustainability and the principle of transparency. Thus we can say that the most significant progress we have in this second report relies heavily on our management approach. We have defined our principles and policies for the implementation of this responsibility into all business processes, to ensure the continuity of this understanding and to meet the expectations of our stakeholders. We have drawn our roadmap in line with these policies, managing operations with the awareness that this understanding of corporate responsibility is effective when it is infused into all the units of the company. In 2010 this strategy enhanced awareness at each operational area and empowered our employees to reflect their creativity and positive energy in their work.

As Doğuř Otomotiv, we carry out our business with ethical and most accurate way. Our values are shaping our understanding of doing business. Our method of doing business established upon this perception makes us more valuable day by day in the eyes our stakeholders, including our employees, customers and business partners, and our relations are strengthened. In other words, happier employees and a sustainable world and society underlie our insight of corporate responsibility.



For Doğuř Otomotiv, 2010 brought enormous progress in the area of corporate social responsibility. We signed the United Nations Global Compact, once again happy for proving our decisive stance with regard to sustainable development to the whole world and our sector. 2010 was a significant indicator of our path towards permanent and continuous performance of our company embarked for the upcoming years.

We will continue to add value to our society and our planet through these practices that set a precedent for superiority in the field of sustainability, enlarging our scope of corporate responsibility throughout the coming years. We will continue our studies to create awareness of the topics of importance to our stakeholders: such as social, environmental and educational issues. We have always been careful, taking precautions and projecting probable challenges. Our management ethic turns all such challenges into opportunities; to maintain a valuable brand for our stakeholders has always been among our fundamental goals. We believe that this strategy will carry us forward, strengthening our symbolic significance.

On behalf of Doğuř Otomotiv, I would like to thank to our stakeholders who constitute the cornerstone of our corporate responsibility performance: firstly our employees, and additionally our hugely supportive investors and business partners for their valuable contributions. We expect to continue to share our achievements with you as we rise on these solid foundations to build a sustainable future in the coming years.

Yours faithfully,

Aclan Acar
Chairman

CEO's Message



“ Our company, which carries out its operations with practices responsible for the society lived within and even the world community and environment, has been in a leading position in the field of sustainable development. ”

Dear Stakeholders,

Over the past year at Doğu Otomotiv we have been moving with confident steps to secure our position as a leader in corporate social responsibility, in addition to providing high quality service to the automotive industry for many years. We released our first CSR (Corporate Social Responsibility) report in 2010, the first in the Turkish automotive sector to be prepared in accordance with the international reporting standards of GRI (Global Reporting Initiative).

Our strategic operations are always based on the quest to provide the best service while continuing to progress. This year we share our second report with the public, adding new activities in the field of CSR. We are proud and excited to demonstrate the evidence for the strong and steady progress

we have made with our second report, and aim to release CSR Reports each year on a regular basis.

Our company carries out its operations in full awareness of practices responsible for the society we live in, as well as the world community and the environment as a whole, and it is in a leading position in the field of sustainable development. Our company has taken the principles of accountability and benefits to society to be of primary importance in all activities, from manufacturing to operational practices, and it continues to work within these guidelines. With the Corporate Social Responsibility Reporting, from now on, our company will share the results of the decisions and practices made in this field as well as the progress, with the stakeholders on a regular basis. As a result, we will have the chance to observe the growth in value added to the society and to develop them even further.

Acting with the idea to leave a better and viable future for the next generations, our company carries out social and environmental investments in order to ensure sustainable growth in parallel to this understanding.

We will be able to carry out activities with a strong infrastructure in the field of corporate social responsibility.

Doğuş Otomotiv executes industry-leading and quality work today, with the advantage of the know-how obtained from operating in the automotive industry for many years. The automotive industry's nature requires quick response to any economic change and provides a major contribution to the economic strength of the country. Because of all these characteristics of the automotive sector we operate in, each responsible practice in this field, and each improvement of these practices, will indirectly and positively affect the society.

On the other hand, the global crisis which has affected the entire world caused difficulties in many sectors, including automotive, with decreasing but continuing effects during the last quarter of 2009. 2010 was a good year; successes were recorded for both the Turkish economy and our sector with positive developments in the economic sphere. This success of Turkey's economic performance has been a positive source of motivation and a driving force for our society and our company to accomplish our objectives.

Our investments at Doğuş Otomotiv are in line with quality and sustainable practices for our products, services and business processes, recognizing the significant potential Turkish automotive industry has. Our company operates in many different areas of the automotive industry and represents fourteen strong brands. With over 80 models at more than 500 customer contact points, Doğuş Otomotiv provides high quality, safe and fast service. We continue to be one of the nation's most important representatives in international safety and quality understanding; this is spread through all the rings of the automotive value chain, where we operate. It is obvious that Doğuş Otomotiv will continue to be one of the main players in the sector for many years to come, assured by its activities that focus on quality with long term prospects.

In the last 20 years, our world has undergone rapid social, economic and environmental change. Economic growth and rapid population growth led to an increase in the demand and pressure for natural resources. Those important issues related to ecological environment, society and economic development have boosted the need for powerful and responsible companies. Acting to leave a better, viable future for succeeding generations, our company carries out social and environmental investments in order to ensure sustainable growth in parallel to this understanding. Our exemplary practices within this vision have accelerated in recent years to provide benefits for our ecological and social stakeholders.

Our company has continued responsible and sustainable works practiced at great speed, adding new ones in 2010. We conducted expectation surveys to enhance awareness regarding corporate social responsibility open to all stakeholders; including particularly our most important stakeholders; employees, investors, and authorized dealers and service

centers. These were conducted both face to face and on internet. Our CSR activities for 2010 include a newly structured Code of Conduct Committee, a human rights e-learning module which is an output of our delicate stance about human rights, and the suggestion system established by examination of the voluntary programs at the international level. We actualized our first voluntary program with the attendance of our employees. The prevention of traffic accidents is in our area of impact and among the major problems in our country and the world, causing enormous loss of life. We decided to initiate an informational program to encourage the prevention of traffic accidents, and to raise awareness and consciousness about traffic safety as much as possible.

Doğuş Otomotiv respects the environment and regards the sustainability of the habitat as priority; it has therefore put its signature to effective practices regarding environment. The environmental policy is gathered under five main topics as water, waste, energy, logistics and environmentally friendly products. We developed analytical solutions and techniques and carried out awareness activities to support the reduction of paper and water use in the company. We also conducted studies for conversion to wind energy to gain a remarkable reduction in electric use. Another development demonstrating positive progress in the field of sustainability is the technological structure of the vehicles of the brands which our company distributes. It serves as a model for other brands in Turkey in being environmentally friendly with lower carbon dioxide emissions, hence supports the growth of environmentally friendly vehicles and practices.

Doğuş Otomotiv will sustain its pioneering activities also in the field of corporate social responsibility in the years ahead, serving as a model for other companies regarding its responsible way of doing business since its establishment.

We will continue to support rapid, value-adding steps in the field of corporate social responsibility as in the last two years, with projects beneficial to all our stakeholders in the upcoming years, and intend to spread our robust corporate social responsibility understanding and awareness to all stakeholders.

I deeply believe that our practices will develop further in the future, and our sustainable and responsible operations for the environment and society will accelerate with this common synergy created.

Yours faithfully,

Emir Ali BİLALOĞLU
CEO



About the Report

Doğuş Otomotiv 2010 Corporate Social Responsibility Report is the second public report our company has released. It has been prepared in accordance with application level B of the Global Reporting Initiative (GRI) reporting framework.

		C	C+	B	B+	A	A+
Mandatory	Self Declared		Report Externally Assured		Report Externally Assured		Report Externally Assured
Optional	Third Party Checked		Report Externally Assured		Report Externally Assured		Report Externally Assured
	GRI Checked						

The financial data given is the consolidated data of Doğuş Otomotiv Group. Unless otherwise stated, data displayed at Doğuş Otomotiv 2010 Corporate Social Responsibility Report consists of the social, environmental and economic performance data of Doğuş Otomotiv Servis ve Ticaret A.Ş and Doğuş Oto Pazarlama ve Ticaret A.Ş¹ actualized during the period January 1, 2010 and December 31, 2010. We are currently working on including other Authorized Dealers and Service Centers into our report.

For feedback, comments and suggestions, kindly contact:

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¹ Doğuş Oto Pazarlama ve Ticaret A.Ş, is the retail, sales and after sales service company of Doğuş Otomotiv Servis ve Ticaret A.Ş.

Doğuş Otomotiv 2010

Doğuş Otomotiv has the widest portfolio range of brands and services networks within its sector in Turkey. Our company, Turkey's leading distributor in the wholesale import market, is the representative of 14 international brands - each of which is the leader of its field among passenger cars, light commercial vehicles, heavy commercial vehicles, industrial and marine engines, and cooling systems.

Doğuş Otomotiv is the only company in the world which brings all the Volkswagen Group brands together under a single roof. The company is gradually expanding its portfolio of services in line with the strategy to be present at every stage of the automotive value chain in addition to its activities in the fields of import and distribution.

In addition to services in the fields of consumer financing, spare parts and accessories trading, logistics and customer services, used car trading, fleet leasing, quick service, vehicle inspection, and insurance services, Doğuş Otomotiv has signed agreements in important manufacturing investments with Meiller Doğuş Damper Plant in recent years, which started operations in Sakarya, and (in partnership with the Krone Company) the trailer factory built in Tire, Izmir. Doğuş Otomotiv also invests abroad, enhancing its successful operation in Turkey: The Porsche Authorized Dealership and Service Centre D-Auto Suisse was established in Lausanne, Switzerland as a result of trustworthy co-operation with Volkswagen Group, and has achieved major sales success in 2010, its first full year of service.

Doğuş Otomotiv offers both individual and corporate customers a wide product portfolio: Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Audi, Porsche, Bentley, Lamborghini, Bugatti, SEAT, Skoda, Scania, Krone, Meiller. We offer over 80 models of these brands. Also, Doğuş Otomotiv competes in the industrial and marine engines market through the brand Scania Engines, and in the cooling systems market through the Thermo King brand.

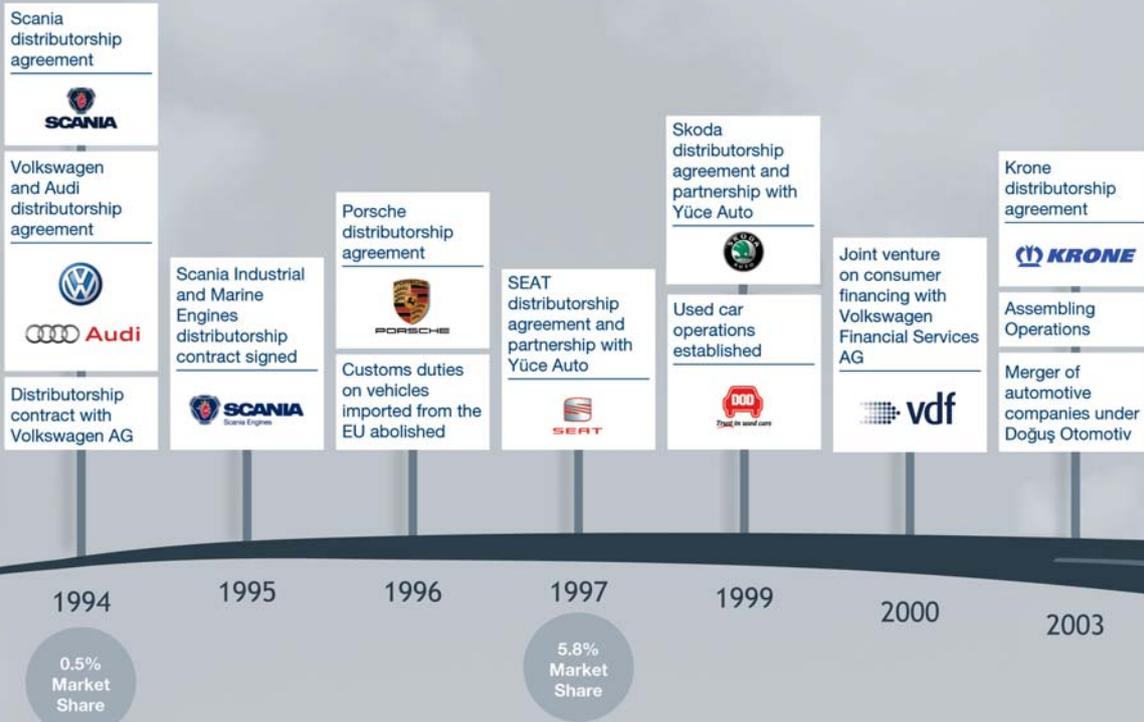


Embracing the concept of unconditional customer satisfaction as its number one priority, Doğuş Otomotiv has one of the widest Authorized Dealer and Service Center networks in Turkey: more than 500 contact points spread throughout the country enable us to render widespread and continuous services to our customers in sales, after sales and spare parts.

In order to further expand and improve the services offered to customers, Doğuş Otomotiv has continued its investments in 2010.

Milestones from Doğu Otomotiv's history

Total car park exceeding 700,000





Financial Highlights

CMB (mn TL)	2010	2009	2008
Sales (Unit)	89,202	50,789	55,307
DOAS Market Share	11.2%	8.9%	10.06%
Used Car Sales	12,550	10,746	13,125
Revenue	3,428	2,129	2,144
Operating Expenses	(283)	(224)	(269)
EBIT	202	78	23
EBIT Margin	5.9%	3.6%	1.1%
Gross Profit	485	302	291
Gross Profit Margin	14.1%	14.2%	13.6%
Net Profit	150	31	-110
Net Margin	4.4%	1.4%	5.1%

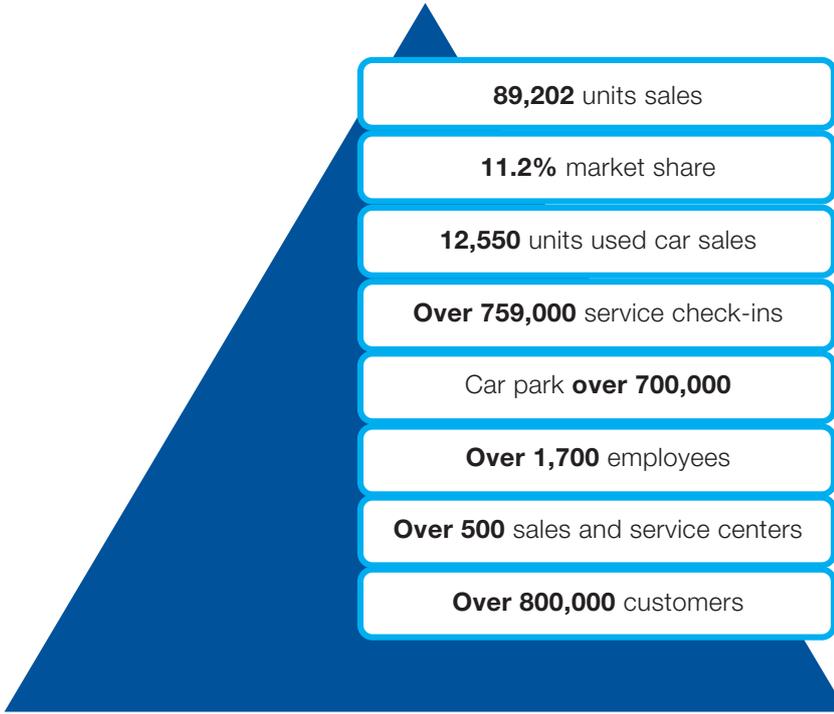
Doğuř Otomotiv shares are traded under the ticker symbol "DOAS.IS" on the Istanbul Stock Exchange (ISE) ISE 100.

Doğuř Otomotiv has combined the competitive advantage created by having one of the world's most valuable brand portfolios as a distributor with its customer-oriented service philosophy, lean management understanding and mission to exist at every stage of automotive value chain. As a result, the company has reaped the fruits of the progress made over many years in 2010 in a tangible way, and has further strengthened its market position. The crisis which left its mark in the past had been a major test for Doğuř Otomotiv and for each of its companies; the results show that Doğuř Otomotiv has emerged successfully.

Sales Units (Total)	2008	2009	2010
Passenger Cars	33,742	39,379	61,802
Volkswagen	21,485	26,862	39,974
Audi	5,647	6,260	9,753
Porsche	157	253	390
Bentley	12	7	14
Lamborghini	9	9	4
SEAT	2,874	2,577	5,149
Skoda	3,558	3,411	6,518
Light Commercial Vehicles	18,969	10,268	23,897
Volkswagen	18,969	10,268	23,897
Heavy Commercial Vehicles	2,596	1,142	3,503
Scania	1,894	800	2,500
Krone	518	208	556
Meiller	184	134	447
TOTAL	55,307	50,789	89,202

Doğuř Otomotiv supports its commercial operations and activities in line with its goals of continual improvement and corporate development, with its efforts in the fields of environment and social responsibility. Doğuř Otomotiv's vision of corporate responsibility begins with reliable business principles and practices, continues with products and services which adds value to all our stakeholders' lives and futures, and ensures full satisfaction at every stage of the automobile value chain.

Social and environmental investments made to contribute to sustainable development for a better, more viable future, aim to provide benefits for our ecological and social stakeholders.



Corporate Responsibility Strategy and Management

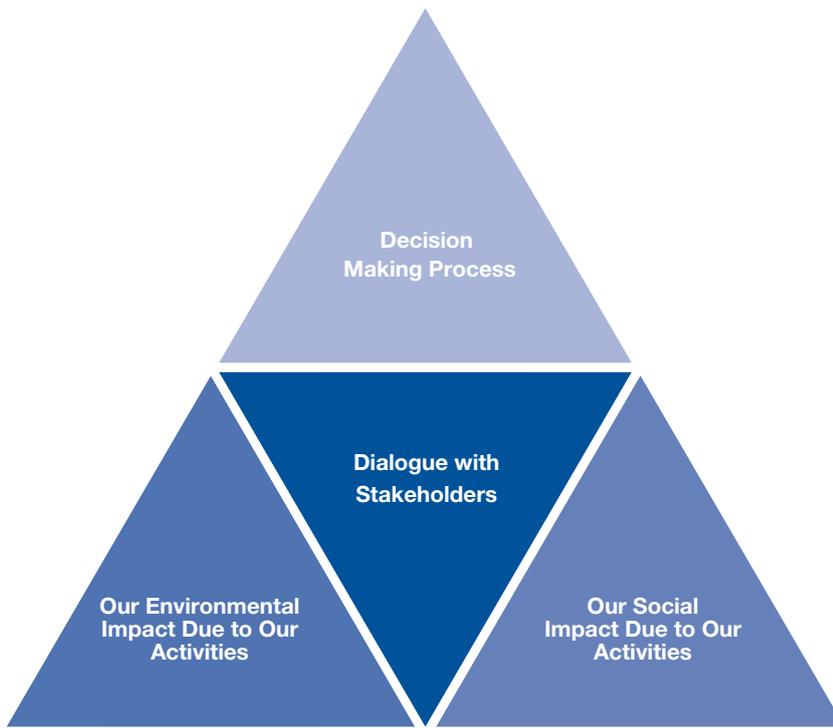
Strategy

Doğuş Otomotiv will continue to be an exemplary corporate citizen producing preeminently sustainable and innovative solutions for social and ecological stakeholders.

Our Corporate Responsibility strategy is to become an indispensable business partner for our stakeholders by focusing on continuous growth in the automobile 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 area, and the expectations of our stakeholders.

Corporate Responsibility is the method which we use while defining the solutions we develop for the social, economic and environmental problems of our sector, and our corporate behavioral pattern covering all our operations.



Methodology

Doğu Otomotiv 2010 Corporate Responsibility Report details our performance on material issues within our social, environmental and economic impact areas under the relevant headings.

The preparation of Doğu Otomotiv’s corporate responsibility policies was conducted by the Corporate Social Responsibility Committee, which has been working on reporting and strategy formulation in the company since 2009. It consists of all the company’s unit managers. The Policy Working Groups, which are established for six performance areas, formulated objectives, goals and methods in a workshop setting, which were then evaluated and approved by Doğu Otomotiv Executive Committee and Board of Directors. This report has been prepared according to twenty-six priority headings, which were formulated as a result of the policy work, as shown below. Doğu Otomotiv Corporate Responsibility goals will be realized by a special action plan giving precedence to these focus areas.

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



Strategy and Management

Management Approach to Corporate Responsibility²

Doğuş Otomotiv has always taken the priorities of its stakeholders into consideration for its corporate strategy. Corporate performance goals are set and its performance is monitored regularly by the Corporate Responsibility Steering Committee. This body is composed of the Corporate Responsibility Work Group, formed in 2009, and members of the Executive Board to whom the work group reports on a regular basis.

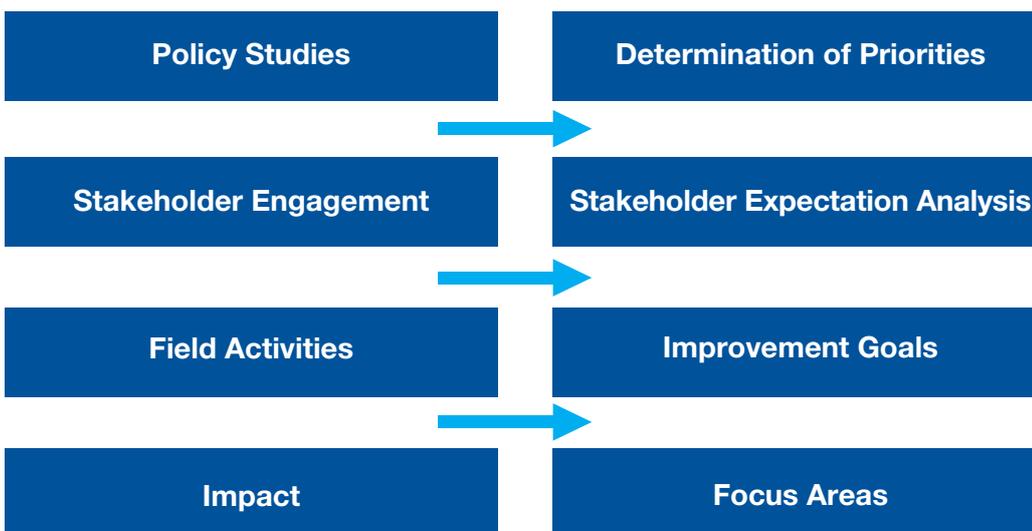
Corporate Responsibility performance is evaluated at strategic, corporate and operational levels, it is also included in the score cards of the unit managers of work group.

The duties of the Doğuş Otomotiv Corporate Responsibility Work Group include:

- To review the processes for implementation and realization of corporate responsibility rules and principles in all activities of Doğuş Otomotiv;
- To carry out studies to enhance the awareness among our employees on issues related to our areas of responsibility;
- To manage the data collection processes within the context of Corporate Responsibility Report and ensure regular reporting;
- To improve cooperation to identify progressive methods in the field of corporate responsibility;
- To conduct activities toward corporate responsibility strategies and policies and collaborate with the various units for the implementation of these policies during operations.

Duties of the Doğuş Otomotiv Corporate Responsibility Steering Committee:

- To evaluate, contribute and approve the plans, activities and proposals of the Corporate Responsibility Work Group;
- To ensure that activities carried out within Doğuş Otomotiv are in compliance with corporate responsibility policies, principles and goals, and to manage the related processes;
- To monitor and manage the mechanisms developed to raise awareness among employees;
- To lead Doğuş Otomotiv toward cooperative ventures on international platforms, and to assure participation in them.



² Corporate policies constituting Doğuş Otomotiv Management Approach are stated under the headings of the relevant topic and focus area.

Global Cooperations

The United Nations Global Compact (UNGC)

Doğu Otomotiv signed The United Nations Global Compact in March 2010. This was one of the primary targets toward the adoption of corporate responsibility understanding by all stakeholders and the creation of awareness of and cooperation with international platforms.

Doğu Otomotiv has contributed to the vision of sustainability by signing the Global Compact, subscribing to the following 10 fundamental principles on local and international platforms below.

Human Rights

Principle 1 - Businesses should support and respect the protection of internationally proclaimed human rights; and **Principle 2** - make sure that they are not complicit in human rights abuses.

Labour

Principle 3 - Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining, **Principle 4** - the elimination of all forms of forced and compulsory labour, **Principle 5** - the effective abolition of child labour; and **Principle 6** - the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7 - Businesses should support a precautionary approach to environmental challenges; **Principle 8** - undertake initiatives to promote greater environmental responsibility; and **Principle 9** - encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10 - Businesses should work against corruption in all its forms, including extortion and bribery.

When the United Nations Global Compact (which had been signed by Doğu Grubu in 2007, one of the firsts in Turkey) was also signed by Doğu Otomotiv, we were thereby committed to reporting with respect to the 10 core principles.

Awards 2010

- 'Most Appreciated Companies Survey in Turkey' 3rd Most Appreciated Company in Automotive Sector, Capital Magazine.
- Volkswagen Turkey website, Volkswagen Car Configurator Project, Altın Örümcek (Golden Spider) Web Awards, Automotive Category, First Prize.
- 'Fastest Growing Companies Survey in Turkey in the First Half of the Year' 17th Place, CNBC-E Magazine.
- Scania – 'Action of Responsibility in Traffic' Certificate of Appreciation.
- Doğu Oto and AVEK – Among the 100 Best Volkswagen Authorized Service Centers in Europe.
- Doğu Oto Twin Cup 2010 World Finals, second in the world in service division among 33 countries.³
- Autobiz, Doğu Otomotiv, Unit Sales – Europe's 7th largest Company; Revenues – Europe's 16th largest Distributor, Autonews Europe 2010

Stakeholder Engagement

Our stakeholders, affected from our operations and decisions directly or indirectly, likewise affect Doğu Otomotiv in various ways. They expect not only transparency, but also effective strategies, policies and goals concerning sensitivity to social issues, community engagement, and the protection of the ecological environment.

We regularly seek input from our stakeholders, to understand which topics are of primary concern, to assess our performance in their eyes, and to improve ourselves. We strive to fulfill these expectations by innovations in products and services, technological developments and multiple platforms of dialogue.⁴

Investor Meetings

Subsequent to the release of our first Corporate Responsibility Report in 2009, several conferences and meetings were organized, with the participation of 179 local and foreign investors and analysts. They also learned about the Doğu Otomotiv corporate responsibility performance through the monthly-revised investor relations presentation. Additionally, relevant information was released to the social media regularly. We received positive feedback regarding the company's performance through feedback-forms delivered after the investor disclosures; expectations were seen to be focused on concrete and measurable goals.

³ Twin Cup is a contest organized by Audi AG to measure the knowledge and skills of the service center teams. Every Authorized Service Center constitutes 2 types of teams as technical and service teams. International participation takes place every year among 35 to 40 countries.

⁴ A corporate responsibility expectation questionnaire was incorporated into the survey conducted in the context of employee satisfaction with Doğu Otomotiv employees. Relevant explanations can be found in detail at Employees section of our report.

Website Stakeholder Analysis

Doğuş Otomotiv has conducted research with regards to the opinions and expectations of key stakeholders about corporate social responsibility performance, in a variety of platforms in 2010. Expectation surveys were open to all stakeholders also available on the websites of Doğuş Oto and other brands distributed, in addition to the corporate website. The feedback taken from various stakeholder groups through the surveys are evaluated within the improvement goals of our 2011 performance.

The survey through the website was open to all stakeholders; within a month there were 812 respondents; 721 male and 91 were female. Age distribution of the respondents was between 20-30 years, 30-40 years, 40-50 years and over 50 years.

Corporate Social Responsibility Market Place



Doğuş Otomotiv's first Corporate Social Responsibility Report (which had the distinction of being the first in automotive sector) was distributed for the first time at the CSR Market Place Turkey, an event organized by the Corporate Social Responsibility Association of Turkey at Kadir Has University on October 15, 2010. The event, which is also organized in various countries around the world by CSR Europe, has taken place in Istanbul since 2009.

Doğuş Otomotiv attended the second such event in 2010 with its CSR Report and Indicator Project. The event included 600 participants - CSR specialists, academicians, professionals from the sector, and 20 companies exhibiting their CSR solutions. Our primary message to the participants centered on the release of the first CSR report of the automotive industry. At the same time, a simulation of the Indicator Rooms Project was performed, which showed safe driving practices on vehicle seats, seat belts and airbag use to the participants. **The Indicator Rooms Project** was presented on LCD screens; the importance of seat belt use

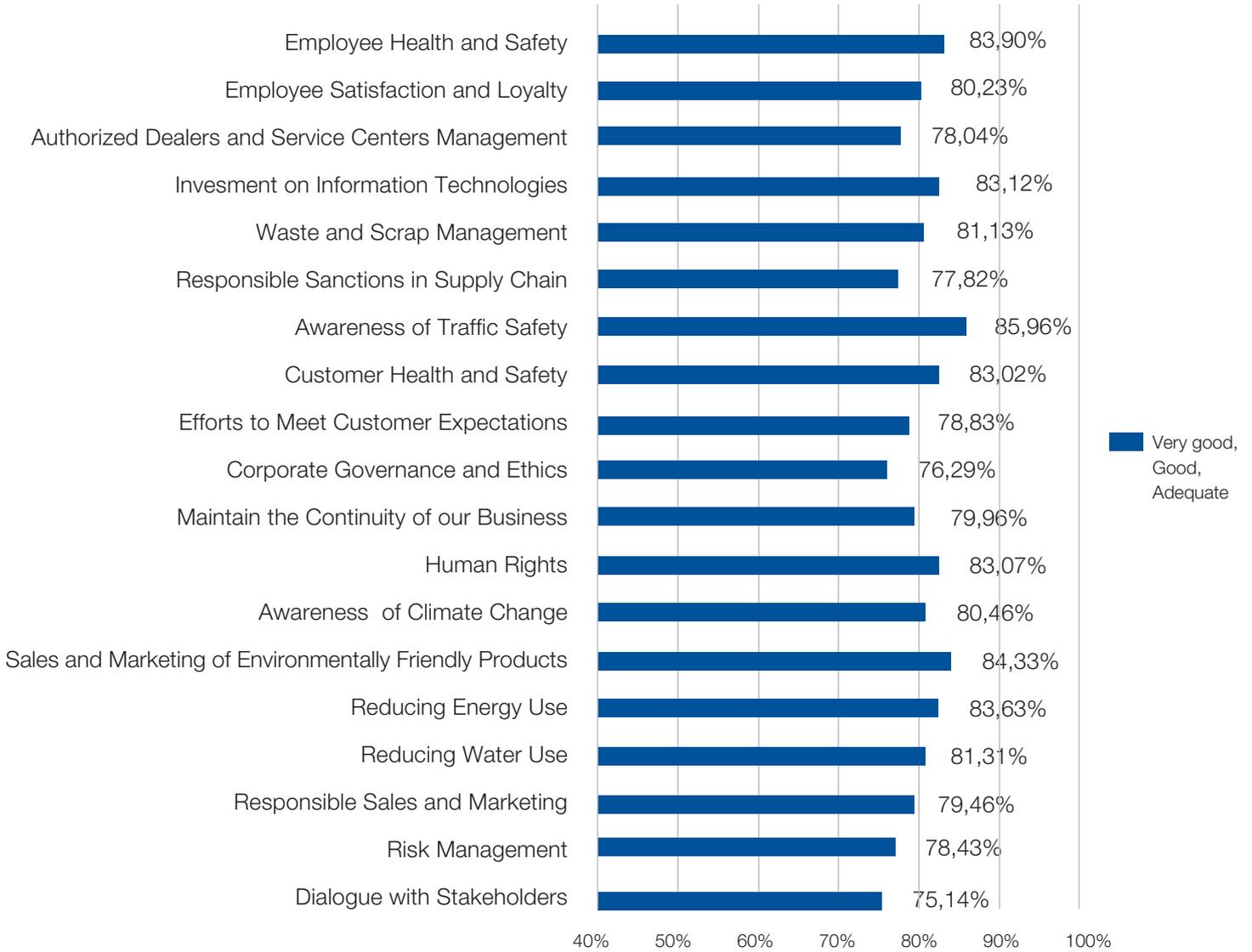
was explained with examples and on the simulation vehicle.

The event presented the opportunity to see other companies' projects, to relay information on the release of the first CSR report of both Doğuş Otomotiv itself and the automobile industry as a whole. **The Indicator Rooms Project** was met with great interest especially by university students. It was also a venue for networking with academics and industry representatives, and to promote Doğuş Otomotiv throughout the event: we distributed the Doğuş Otomotiv CSR Report, and recycled pens, to all the participants.

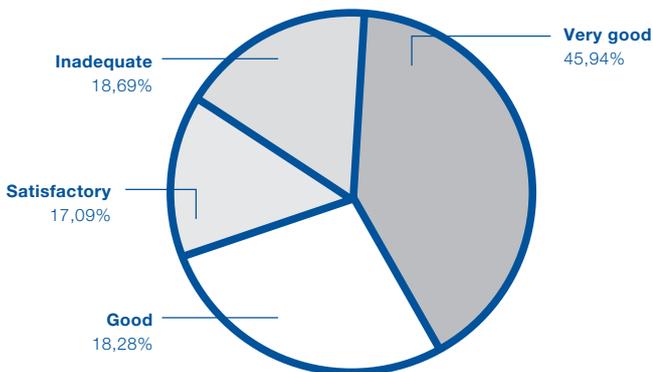
The stand, which was made completely from recycled material, was subsequently brought to Doğuş Otomotiv Şekerpınar Headquarters. An area near the entrance was allocated so that the employees could examine the report and become familiar and informed about CSR.

Doğuş Otomotiv will continue to show its pioneering identity and attitude for corporate social responsibility in all CSR platforms.

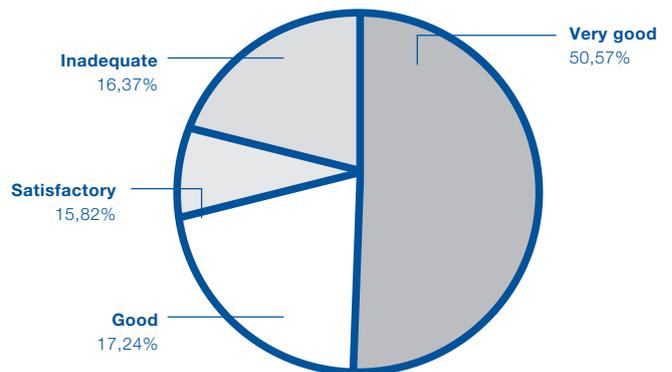
Stakeholder Expectation Analysis



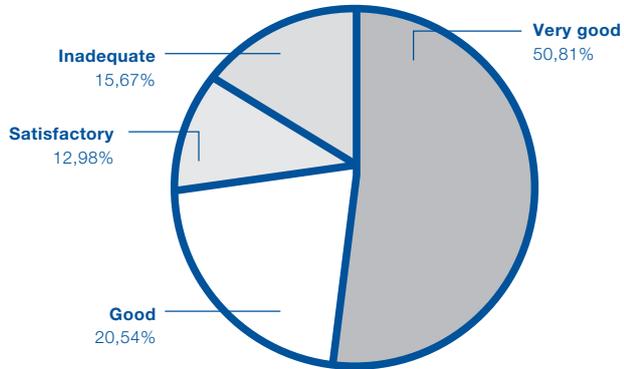
Reducing Water Use



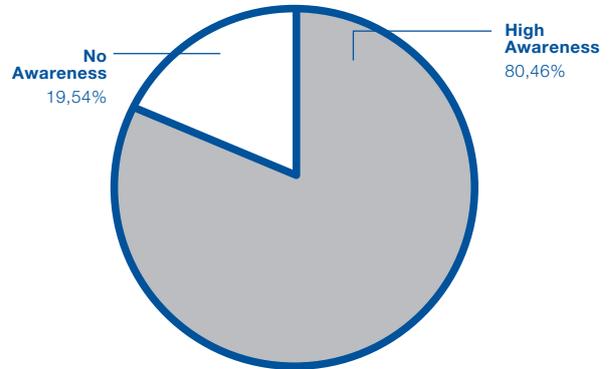
Reducing Energy Use



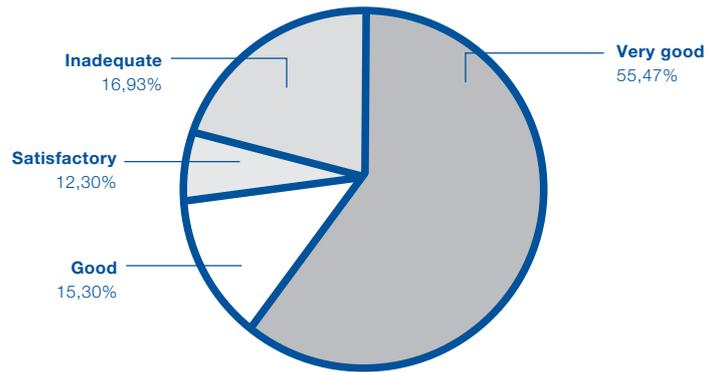
Sales and Marketing of Environmentally Friendly Products



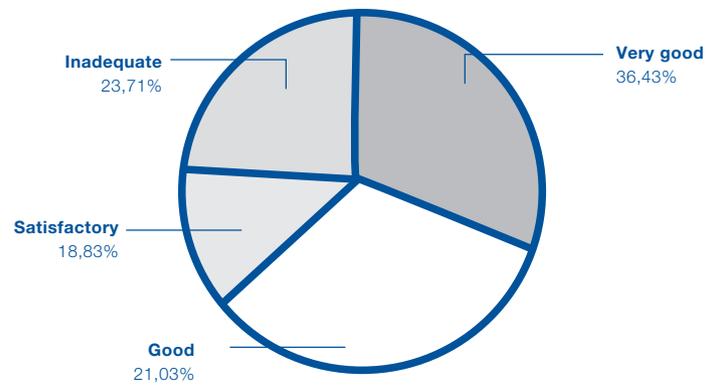
Awareness of Climate Change



Human Rights



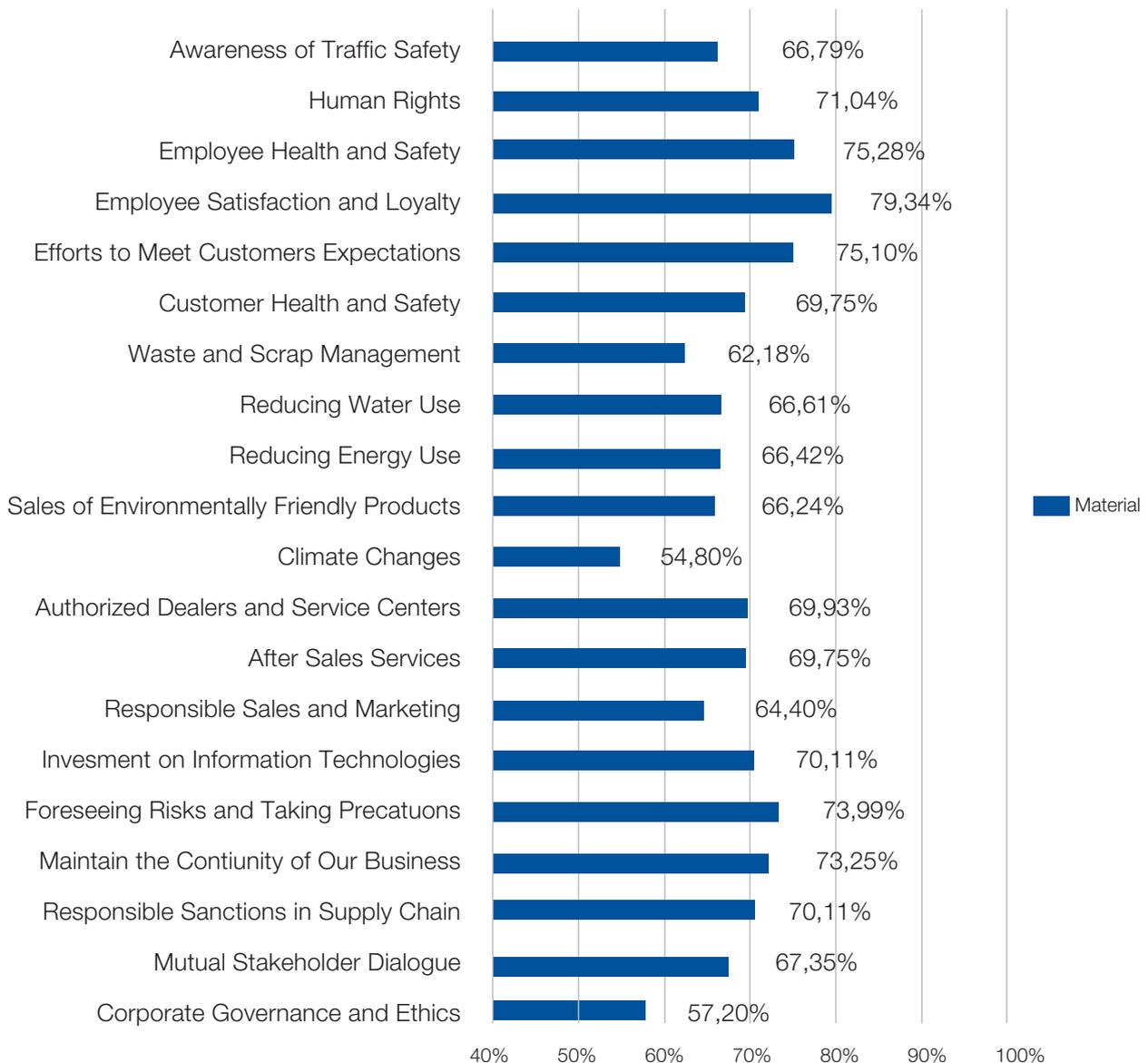
Performance of Corporate Governance and Ethics



Authorized Dealers and Service Centers Material Issues Analysis

Authorized Dealers and Service Centers, which we consider to be among key stakeholders of Doğu Otomotiv, participated in the surveys that were conducted in the context of 2010 material issues analysis. 542 Authorized Dealers and Service Center employees participated in the surveys. Areas where the current performance was found adequate were included in non-priority areas, and the areas expected to show continuous development in short or medium term, were prioritized. The results of the assessment, to ensure the continuity of our employees' satisfaction and loyalty, to continuously enhance our activities with renewed goals for health and safety of our employees and fulfillment of our customers' expectations, are considered to be priority.

Authorized Dealers and Service Centers Material Issues Analysis



What do our investors think about our 2009 Report?

“ Thank you very much for taking the first steps of such a report in the field of corporate responsibility. Well done, it has been a very successful study. ”

Barkın Yalçın
MEKSA

“ To be honest, this is the first time I have seen such a detailed report. Transparency is utmost importance. ”

Erkan Edincik
HORIZON TÜRK

What do our Authorized Dealers think about our 2009 Report?

“ I appreciate that highly sensitive stance of Doğuř Otomotiv about customer satisfaction and brand image. Doğuř Otomotiv’s support meets our expectations. ”

We wish to continue to grow with Doğuř Otomotiv in the future. I believe there are issues we can advance together even further. ”

Osman Demirel
DEMOTO Manisa
General Manager



“ I believe that Doğuř Otomotiv contributes significantly to the provision of permanent and profitable being of our business through customer-oriented approaches without ignoring the technology of our age, and enhancing the corporate identity of authorized dealer. In general, Doğuř Otomotiv determines the standards and we exert ourselves to the utmost. I expect Doğuř Otomotiv to develop cooperation where Authorized Dealers will be more active and participatory. ”

Dilek Yılmaz
General Oto
Sales Manager



“ When compared with the other brands within the automotive industry, cooperation with Doğuř Otomotiv provides reputation primarily. The power of the brand and distributor creates a strong position for the Authorized Dealers in the economic and social sense. Comparing the profitability gained over the capital with the other brands within the scope of commerce, Doğuř Otomotiv still meets expectations. In addition, premiums and vehicle support are extremely motivating earnings. ”

I think opinions of representatives attending from the Authorized Dealers wing made a big contribution in the formations of Turkuaz system and vdf. ”

Erhan Kiraç
Erel General Manager



Goals

2009 Goal	Actualized 2010	Progress	Goal	Deadline	Impact
Stakeholder expectation analysis with at least 3 stakeholder groups	Online expectation surveys open to Employees, Investors, Authorized Dealers and Service Centers and all stakeholders	100%	Stakeholder panel, Continuity of Stakeholder expectation surveys	2012	Stakeholder Engagement
GRI B application level Reporting	2010 Corporate Responsibility Report	100%	GRI B+ Reporting	2012	Stakeholder Engagement
Management approach to 6 Performance areas, designation of policies	All the policies were designed and issued within the context of 2010 Corporate Responsibility Report.	100%	Sharing our policies with our affiliates, and studies on their adoption	2012	Economic
Start to work on Code of Ethics	Code of Ethics Committee was formed and started to work on the Code of Conduct studies.	50%	Publishing Code of Ethics and providing its recognition	2011	Economic and Community Engagement
Raising awareness of Authorized Dealers and Service Centers on Corporate Responsibility	Expectation survey and trainings for Authorized Dealers and Service Centers	100%	Diffusion of trainings and repetition of the expectation survey	2011	Economic
Human rights e-learning module	E-learning module was prepared, and completed by 77% of the employees.	77%	Ensuring the completion of the module by the authorized dealers and service centers including the employees who have just started to work	2012	Human Rights
Start to Voluntary Programs	Presentation about voluntary programs on global criteria was prepared and shared with the employees, and suggestion system was begun. The first program was performed.	25%	Maintenance of a voluntary program which will be embraced by all the employees of the company and enlisted by an average of 500 hours per year corporate participation.	2011	Employees and Decent Work
Reducing paper use	Efforts were initiated to reduce in-house paper use. General settings of the in-house printers were adjusted for double-sided printing. Awareness activities were initiated by warning signs.	25%	To decrease the paper use by 20% at Doğuş Otomotiv Gebze Center, and by 5% at Doğuş Otomotiv	2012	Environment
Reducing water use	Installation of mechanisms providing increase in air pressure upon checking the taps of Çayirova Center. Start of pilot measuring studies at Doğuş Oto.	25%	To establish mechanisms for measuring and monitoring, to develop applications according to the result of pilot studies 15% decrease of water use at Doğuş Oto	2012	Environment
Reducing energy use	Start to meet the electricity of Çayirova Center from wind power in 2011.	100%	Executing studies to increase efficiency and reduce consumption, Establishing measurement and evaluation systems, measuring and reporting carbon emissions on global standards	2012	Environment
Execution of Employee Satisfaction Survey and Values Research	The survey was completed. Moreover, a research relating to corporate values was conducted face to face with employees.	100%	Sharing the results of the survey and research, Taking the required improvement actions for the areas open for progress	2012	Employees and Decent Work
Implementation of Open Door Policy	Efforts were initiated for implementation of the policy.	25%	Organizing Open Door Meetings at least 3 times a year with the attendance of top management at Gebze Center	2012	Economic, Employees and Decent Work, Community Engagement
Start of works for awareness of corporate responsibility in the media	Invitation to most important Turkish economic writers to the GRI Conference held in Amsterdam	100%	Organizing trips and trainings to raise awareness about global sustainability standards among media members	2012	Stakeholder Engagement
Addition of articles concerning human rights and environmental awareness to the Supplier Agreements	Studies have started to add the related articles to the revised agreements drawn up with the 3 rd parties, and to sign.	75%	Make all the suppliers and 3 rd parties sign the revised agreements	2011	Economic
Diffusion of field activities to raise awareness about traffic safety	Field practices were decided at a workshop held with the participation of all unit managers. The work started.	50%	Organizing field practices, training all the employees for safe driving techniques, also training sales representatives of Doğuş Oto, Authorized Dealers and Service Centers	2011-2012	Community Engagement and Product/Service Responsibility
Corporate Governance Rating	Participation to Corporate Governance Rating	100%	Conducting studies to increase rating	2012	Strategy and Corporate Governance
Signing of the United Nations Global Compact	The UNGC was signed in March 2010. Our first Corporate Responsibility Report was published together with COP index and declared to UNGC.	100%	Continuing to report, and carrying out works about awareness on the UNGC	2011	Strategy and Corporate Governance
Indicator Rooms	Comprehensive planning studies were completed regarding the furnishing of Customer Waiting Rooms at Doğuş Oto and Authorized Dealers and Authorized Centers with means for direct disclosure.	25%	Implementation of technological infrastructure beginning from Doğuş Oto, starting the pilot applications of the new arrangements	2012	Community Engagement and Product/Service Responsibility
Waste Battery Boxes	Placement of waste battery boxes at Doğuş Oto was completed with regard to the studies of collection of waste batteries and environmental awareness.	100%	Dissemination of the application at all our Authorized Dealers and Service Centers	2012	Environment

Strategy and Corporate Governance⁵

Forming its business plans in accordance with the vision of *providing innovative service beyond expectations*, Doğuř Otomotiv structures its corporate strategy with the aim of *having a presence in every stage of the automotive value chain*. Doğuř Otomotiv has the widest network of brand portfolio and services of its sector in Turkey.

According to the annual survey of Europe's top 100 distributors conducted by Autobiz and published on the Autonews Europe website in 2011, Doğuř Otomotiv ranked as the 7th largest company in Europe in number of sales, and the 16th largest European distributor in revenues. We have participated in this study, by our own efforts, since 2008 and we are proud to have upgraded our rank from 18th to 7th in total number of sales compared to the previous year.

In addition, the most obvious indicator of the group's reliance on us is that Volkswagen Group assigned its executive candidates for training to Doğuř Otomotiv, among the group's largest distributors worldwide. Two regional director nominees completed their training at our company in 2010.

Vision, Mission and Strategic Goals of the Company

To determine Doğuř Otomotiv's strategy for the next 3-5 years in accordance with the changing market circumstances and environmental conditions, a team of 14 managerial-level employees completed studies within a specific methodology, in line with the directive of Strategy Steering Committee. The new strategy map was approved by Board of Directors.

No change has been made to Doğuř Otomotiv's Vision and Mission Statement. The strategic plans spotlight the growth and development of existing business lines, primarily in the domestic markets, also considering external opportunities, and to keep advancements in human resources and information technologies in the forefront.

⁵ For detailed information on Doğuř Otomotiv Corporate Governance performance, please find the Corporate Governance Compliance Report which we have released within the context of Annual Report 2010 on our website : <http://www.dogusotomotiv.com.tr/c/en/pdf/fr/EN/AnnualReports10-3.pdf>

Economic Impact



“ Doğuş Otomotiv has combined the competitive advantage created by having one of the world’s most valuable brand portfolios as a distributor with its customer-oriented service philosophy, lean management understanding and mission to exist at every stage of automotive value chain. ”

Economic Responsibility Policy

We comply with the following policies in order to sustain the economic well-being of Doğuř Otomotiv and all our stakeholders:

- We use our resources effectively by applying systems like lean management, budget management, and efficiency cards.
- We regard economic fluctuations and the corresponding causes as sectoral risk, and make the required agreements with OEMs within the framework of budget and risk management to manage (to minimize) those risks, take financial measures and update them according to market conditions.
- We regard climate change and the corresponding causes as sectoral risk, and aim to raise awareness among our stakeholders on this issue.
- We determine, assess, make the required contribution for development and audit standards to ensure the sustainability of our Authorized Dealers and Service Centers.
- We provide maximum contribution to local employment in our areas of operation through our Authorized Dealers and Service Centers.
- We provide equal opportunities for all of our suppliers.
- We embrace and abide by the global standards and policies which OEMs, one of our most important suppliers, implemented. We prepare an action plan with respect to the conditions considering the current global state of OEMs.

Focus Area (Economic Responsibility)	Goal	Method
Financial Efficiency	Effective use of resources	Lean Management, Budget Management, Score Cards
Economic Fluctuation	Proper budget and risk management	Managing Risks, Taking Financial Measures
OEM	Proper and timely dialogue, high standards	Taking Precautions According to Conditions, Improving OEM Standards
Suppliers	Equal opportunities and CSR awareness	Dialogue and Disclosure
Dialogue with Stakeholders	Continuous progress in transparency and accountability	Stakeholder Engagement and Expectation Analyses
Climate Change	Awareness among stakeholders	Regarding as Sectoral Risk, and Awareness Raising/Assessment, Evaluation

Financial Efficiency

Operational Indicators

Doğuř Otomotiv	2008	2009	2010	2009/2010 change (%)
Number of Sales	55,307	50,789	89,202	75.7
Sales Revenues (TL Thousand)	2,144,139	2,129,485	3,428,300	61
Number of Employees	2,005	1,769	1,817	3

Doğuř Oto	2008	2009	2010	2009/2010 change (%)
Number of Sales	15,273	14,126	24,200	71.3
Service Entries	169,495	175,736	171,074	2.6

TL Million	2008	2009	2010
Sales (Units)	55,307	50,789	89,202
Market Share	10.6%	8.9%	11.2 %
Used Car Sales (Units)	13,125	10,746	12,550
Net Revenues	2,144	2,129	3,428
Operational Expenses	269	224	283
EBIT (Operating Profit)	23	78	202
EBIT Margin	1.1%	3.6%	5.9%
Gross Profit	291	302	485
Gross Profit Margin	13.6%	14.2%	14.1%
Net Profit for the Period	-110	31	150
Net Profit Margin for the Period	-5.1%	1.4%	4.4%

Lean Management and Risk Management

Lean Management

The Lean Leadership Training Program was implemented for the fourth time in 2010. This program was first implemented in 2008, enabling departments within the body of Doğuř Otomotiv Group to conduct their own improvement activities in accordance with the Lean Management principles.

A savings of TL 91,000 was forecast within the eleven training projects, and eleven Lean Leaders completed successfully. Other than the Lean Leaders, 32 more employees attended training sessions and were introduced to the concepts of Lean Management.

The 4th Wave Lean Leaders received certificates at a ceremony in August 2010, attended by Doğuř Otomotiv senior management. Lean Leaders conducted quality and efficiency-based projects within the scope of the program.



With the 4th Wave Lean Leaders class of 2010, the number of active Lean Leaders is 32 at Doğuř Otomotiv, and 18 at Doğuř Oto.

Additionally, the 5-day training session for the 5th Wave Lean Leadership Program was completed during 2010, with project studies planned for 2011; two more Lean Leaders training programs are planned for 2011.

Value flow studies have been conducted by Doğuř Otomotiv in work areas determined by The Lean Management Board. While After Sales Services, Spare Parts Supply and Sales, New Vehicle Supply and Sales value flow studies had been made previously, in 2011 they will also be made for Support Processes.

Doğuř Otomotiv

Within the concept of Lean Management, 83 suggestions were received in 2010 – a participation by 10% of the employees – which should save as much as TL 100,000 per year in savings in the operational processes of Doğuř Otomotiv.

Doğuř Oto

In 2010, 16% of the Doğuř Oto employees made 570 suggestions for improvements to the company's operations and processes, resulting in savings of TL 185,000 per year.

Risk Management

Strategies to manage financial risks and measures take financial precautions specified by Doğuř Otomotiv in 2010

- Financing of our company's growing operations was accomplished with the most reasonable cost with regard to the market conditions.
- We managed our cash flow in order to serve the common interest in tandem with our OEMs, suppliers and our authorized dealers network.
- Foreign exchange and interest rate risk, currency risk due to the inventory cost, and risks stemming from funding needs, all of which we define as basic financial risk elements, were monitored by an integrated system on a daily basis and were managed effectively.
- Further, risk perception was increased throughout the company and proposed risk topics were broadened in 2010 in response to workshops held with the Risk Management Team of Doğuř Holding, and participation in seminars with a wide range of financial risk topics.

Strategies to manage financial risks and measures take financial precautions specified by Doğuř Oto in 2010

Doğuř Oto focused on cost management in 2010.

- Operations previously executed in seven regions were reconfigured into six regions by excluding one region.
- Staff recruitment gave priority to productive staff (sales representative – service center blue collar).
- Cost savings were achieved with effective management of suppliers.
- Payment collection intervals were improved by effective follow-up mechanisms.

With these precautions, a savings up to 17% was realized on TL basis in company expenses in 2010 over 2009, and an increase of up to 47% was achieved in turnover.

Internal audit evaluation score was added as a target to the score cards of regional directors. In determining this score, audit findings are assessed in accordance with their severity and the managerial action which should be taken. The degree of importance of each criterion is confirmed with the probability of the identified risk, and the effect of the risk on the organizational goals in case of realization.⁶

Original Equipment Manufacturer (OEM) Relations

Volkswagen

Intense collaboration and communication with Volkswagen A.G. continues during the after sales phase too, just as it is till the sales phase. Business plans made at the end of every year for Volkswagen Passenger Cars and Volkswagen Commercial Vehicles for the coming year are reviewed in meetings at regular intervals during the year. Customer satisfaction improvement, one of the most important agenda items in the business plans, is also closely monitored by Volkswagen A.G.

Our long-time successful cooperation with Volkswagen A.G. has been recognized by appreciation, thanks and praise many times. The impressive growth we have experienced in terms of repeated repair and customer satisfaction was presented as a case study to worldwide distributors for several years. We were granted to core team (Research – Development Team) membership on the subject of warranty because of the high scores we obtained from audits after we were selected as the pilot country (due to our successful practices in repeated repair), and placed among the five best countries in the RASE (Retail After Sales Excellence) project in 2005. Core team is the name given to a group of countries who participate in the decision-making mechanisms for warranty applications and perform pilot practices. Additionally, Volkswagen Passenger Car was selected the steering distributor in the field of technical product development. Spare Parts Target Compatibility Prize, given to just 10 distributors around the world, was awarded to Doğuř Otomotiv in 2010. Within this prosperous cooperation, Doğuř Otomotiv played host to the Volkswagen AG Global Technical Service Managers Meeting, held from 11 to 13 October 2010 in Istanbul.

Volkswagen Passenger Cars

Twice a year, meetings are held for the development of brand strategies and execution of annual plans concerning Turkey. Also, regular weekly teleconferences are run to discuss the configuration of short and medium term projects in compliance with the overall strategy, and issues related to the product and market competition. According to the cyclical structure, new plans of action may be generated in the fields of sales-marketing and after sales in additional meetings.

Volkswagen Commercial Vehicles

Volkswagen Commercial Vehicles incorporate Doğuř Otomotiv into the decision-making process from the beginning of every product development phase. Turkey has been one of the largest, most important markets for Volkswagen Commercial Vehicles, so our opinion is frequently asked about sales and marketing channels. Additional strategic planning meetings are held twice in each year, and regular monthly meetings are organized to facilitate permanent communication and quick action. Research into long term inventory planning was carried out with OEM representatives, closely following the Turkey market in 2010, and twice the production quota anticipated at the beginning of the year was agreed upon.

As a result of the close collaboration with the OEM representatives, the factory was able to meet the demand, and additional quotas from other European countries were also made available to meet the high sales figures.

⁶ Detailed information on internal and external audits can be retrieved from Doğuř Otomotiv Annual Report 2010 available at <http://www.dogusotomotiv.com.tr/c/en/annual-reports.aspx>

Communication Platforms with OEM 2010:

Volkswagen

- New Vehicle Introduction Meeting (Open Day – February 2010)
- Superstructure Manufacturers Meeting (Conversion Day – November 2010)
- Strategic Planning Meetings (MMI – May 2010, October 2010)
- Planning Meetings with German Sales Department (Monthly)
- International Marketing Conferences (IMC – April 22-23rd and November 4-5th)
- Product Launch Workshop (October 11th)
- Caddy - Amarok International Press Launch – Salzburg (September 2010)
- Amarok Train the Trainer Event – Hannover (April 2010)
- New Touareg International Regional Launch – Antalya (April 2010)
- New Jetta Launch – San Francisco (July 2010)
- Paris Fair, Marketing Managers Meeting (October 2010)
- New Passat Launch – Barcelona (October 2010)
- Volkswagen Authorized Dealers Congress – Sardinia, Italy (October 2010)

Audi

General meetings take place twice a year with OEM representatives. Along with these meetings, action plans for sales-marketing and after-sales channels are formed and enacted through additional meetings, held bi-monthly on a regular basis, focusing on market and brand performances and the economic and social indicators of our country.

Scania

In addition to the Annual General Assembly Meetings organized by Scania, round table meetings are held every year at a specified period, attended by OEM representatives and brand managers, for the purpose of developing brand strategies throughout Turkey, evaluating changing demands and needs of customers, and annual planning. Along with these meetings with brand management, OEM representatives frequently visit our country and meet with Authorized Dealers, Authorized Service Centers and press members at Authorized Dealers and Service Center Meetings, delivery ceremonies, fairs and similar events.

OEM Standards

Volkswagen

In order to retain the product quality of Volkswagen during a vehicle's life span after sales, to provide the customer with quality and reliable service, and to make no concessions regarding driving safety, the equipment used at service stations is stipulated on an approval system by Volkswagen AG. Volkswagen Authorized Service Centers only use the equipment supplied by Volkswagen AG or a producer whose product/production quality is approved by Volkswagen A.G. While this ensures the highest reliability at all service operations, it also defines after sales services, which emphasize safety of Volkswagen performers, all pedestrians and other drivers in traffic.

Our Authorized Dealers need to have facilities and processes, whose quality standards and procedures may sometimes even surpass those of Volkswagen AG occasionally, to provide authorized service operations of Volkswagen brand vehicles. These standards are assured through contracts signed and audited at regular intervals.

OEM standards are also applied to the accessories mounted on Volkswagen branded vehicles after sales. Volkswagen Technical Department examines the products of accessory producers, conducting tests on products obtained from suppliers, and recommends only the products which can be used without threatening driving safety or causing problems.



Das Auto.

Volkswagen Passenger Cars

Volkswagen is the locomotive brand of Doğu Otomotiv. The most innovative and advanced technical and hardware items such as TSI engine technology, Dual Shift Gearbox (DSG), Electronic Differential Lock (XDS), Electronic Dynamic Differential Lock and BlueMotion Technologies, which the OEM offers as options in order to preserve the technology leadership and innovative style secured in the market, are used as options in packages offered in Turkey.

Changes and improvements are carried out in the standard equipment list to meet changing customer expectations in the model life cycle. Volkswagen Passenger Car models offered for sale in Turkey have high security standards. Seven air bags, which are standard for Golf models, the Fatigue Detection System which was initiated in Passat Comfortline and Highline, and ESP (Electronic Stability Program) which was added into the standard equipment list of Jetta Comfortline and Highline have re-defined the segment standards.



Commercial Vehicles

Volkswagen Commercial Vehicles

As competition between and similarity among products and services increase with each passing day, Volkswagen Commercial Vehicles seek to further enhance customer satisfaction with better products and better service in order to fulfill the responsibilities incurred by holding the position of standard setter. Volkswagen Commercial Vehicles produce solutions to meet various needs in the commercial vehicle industry and excel in the market by taking advantage of the competition edge arising from product and technology through standardizing innovation, creativity, quality, superior technological hardware and safety elements. Volkswagen Commercial Vehicles have become the commercial vehicle brand with the most inclusive safety package of the model range by offering ESP (Electronic Stability Program) as standard in the new Caddy, which was launched in 2010. The New Caddy stands alone in its division, offering 7- speed DSG (Dual Shift Gearbox) and Hill Start Assistance, in addition to ESP.

Economic Impact

Other new improvements have also been added to the specifications of new Caddy, including cruise control, rain sensor, daytime running lights, automatic headlamp activation, automatically dimming interior rear-view mirror, passenger and luggage compartment interior lining and similar features, which carry Caddy beyond its class. By improvements to the engine, Caddy also offers an extremely high efficiency of up to 21%. The engine is totally compliant with Euro 5 exhaust emission standards, having both turbo and direct fuel injection. Four-valve TDI engines with 102 PS power advance with fuel consumption as low as 5.2 liters per 100 km.

Beyond OEM standards, a steering wheel with servotronic (speed-sensitive power control) features has been included in the standard equipment for all Caravelle models in 2010.



Audi

In order to provide higher customer satisfaction, Audi models offered in Turkey have higher standards than the vehicle standards presented by OEM. Additionally, vehicle standards are increased every year, considering the market and customer demands towards the transition to the new model each year. ISOFIX (the system which provides the child restraint to be fixed to the vehicle's chassis) was launched as a standard in all Audi models, insuring greater safety for the youngest passengers. Furthermore, with the pre-sense technology we introduced in 2010, we aim to render more protection to passengers inside the vehicle in the event of an accident. Distinctively from the OEM's standards, pre-sense basic technology is offered as standard in Audi A6 and A7 sportback models in Turkey (there are various preventive systems which are activated at critical driving situations to further protect the passengers by, including tightening the front seat belts, activating the lighting hazard warning flashers, closing the windows and sliding sunroof.)



SEAT

Surveys are sent to all distributors by OEM every year, and standards are improved in reference to the survey results.



Scania

Scania aims to provide the customers with the highest earnings and best work economics by reducing their operational costs. Scania's core values serve as a basis to advance its own working methods and to ensure employees' loyalty.

Scania utilizes the knowledge and experience obtained through research and development; great importance is attached to modern, rather than conventional, working methods, which are developed since 1900s. Continual progressive work contributes to the way of thinking for the Scania employees and organization.

Relying on the modular product system, over the years Scania has created product-specific structures with fewer parts, and hence appeals to wide customer masses. The modular product system renders costs on the value chain much more advantageous while offering the most appropriate product to the customer.

As all operations executed within the Authorized Dealers and Service Centers network are monitored via the brand's standards, the wide Authorized Dealers and Service Centers network facilitates the brand and customers getting together.

Scania has a short and stable delivery time, so customers can take delivery of their vehicles quickly. This speed is ensured by a global production system, global product range, flexible production cost structure, and the employees who preserve Scania's core values and manage the production capacity rapidly and efficiently.

Scania Core Values

Scania's three core values, described in detail below, guide the brand's corporate culture and daily busy schedule. The values: customers, respect for the individual and quality are closely related with each other. Scania shapes its basic corporate culture and begins its business development process on these three.

Customers First

Customers are at the center of the value chain, from the research and development phase to production, supply, sales and finance.

Quality

Customer satisfaction and profitability goals enable Scania to produce high quality solutions. Through customers' needs and information, Scania continuously enhances product and service quality.

Respect for the Individual

Scania encourages all employees to achieve the goal of enduring improvement of operations.

“Authorized Dealers and Service Centers invested TL 59,000,000 in total during 2010.”

Authorized Dealers and Service Centers

Doğu Oto will open a new facility in Bursa in 2011. Constructions of two new facilities, in Ankara and Istanbul, will be initiated in 2011 as well.

Doğu Oto employs 1,164 people in total, of whom 1,082 are on the payroll and 82 are outsourced. 802 employees reside in Istanbul and environs, 237 in Ankara and 125 in Bursa.

The launch of Volkswagen Authorized Dealerships⁷ is planned for Manisa, Elazığ and Düzce by 2011. Authorized Dealers and Authorized Service Centers employ 5,379 people in total.

To Our Esteemed Stakeholders,

Doğu Oto is the aspect of Doğu Otomotiv which lives closest to the customers. With our highly valued staff whom we continuously invest in, we perform comprehensive maintenance and repairs and detailed check-ups to retain our customers' vehicles in technical perfection. We offer our customers comfortable, modern service areas and the use of a broad range of test and exchange vehicles.

A dynamic and reciprocal relationship with our customers, and understanding of providing perfect, efficient service promote and demonstrate enthusiasm in discharging our social and environmental responsibilities.

In our business practices Doğu Oto strives toward smooth and ethical functioning for positive impact not just for the company, but for society as a whole, complying with the laws, moral standards and human rights, and minimizing potential harm to the environment. Environmental impact of our company is managed by reducing energy and water use, utilizing environmentally friendly technologies and products, and planning waste and scrap management.

Doğu Oto defines its corporate responsibility in the categories of work life, customers, and social responsibilities towards environment.

Responsibility toward our employees comprises a significant aspect of corporate responsibility. We strive to provide a safe and healthy work environment, with respect for labor rights, and fair wages without discrimination on the basis of religion, language, race, or gender among employees.

Doğu Oto encourages our employees to continue learning and developing their innovative self-critical skills. Lean Management and suggestion systems are implemented in line with the benefits to our company and personal development of our staff, projecting the ideas and suggestions of the employees.

Another major element of our corporate responsibility is our customers, and we are intentionally customer-oriented in this regard. Customer needs and expectations as well as those of the society are assessed and necessary improvements are implemented. Aims and goals are defined accordingly. Procedures regarding customer complaints and customer satisfaction are refined and applied. Our customers are adequately and accurately informed about products, after sales services and pricing in line with proper business ethics. Doğu Oto provides reliable and quality products and services to its customers.

Doğu Oto fulfills its legal and statutory responsibilities, complying with the laws and regulations.

Doğu Oto Pazarlama ve Ticaret A.Ş. provides service in the provinces of Istanbul, Ankara and Bursa through 32 Authorized Dealers and Authorized Service Centers in total and 1,280 employees in an overall area of 175,000 m² for all the brands Doğu Otomotiv represents. Providing all kinds of services at a single point to its customers Doğu Oto is the largest and most distinctive member of this organization, by means of its facilities of the highest level of compliance with brand standards, original spare parts, 24-hour roadside assistance service, technical superiority (attested by the awards received at both national and international competitions in the field of after sales services), and fair and reliable labor practices, to ensure that we are an ideal corporate solution partner for retail and corporate customers. Doğu Oto continues to move toward offering perfect service in the automotive retail industry, and being an exemplary dealer in the service sector.

Doğu Oto will contribute to the individuals' development, take part in the progress of sectoral economy by undertaking corporate responsibility practices, and continue to carry out customer-focused corporate responsibility activities with perfect service understanding by expanding environmental protection activities.

Doğu Oto will continue to discharge all the responsibilities which fall on its shoulders for a better world and future, and to share Corporate Social Responsibility practices with business partners, employees and stakeholders.

Yours sincerely,
Zafer BAŞAR
Doğu Oto General Manager



⁷ Authorized Dealers excluding Doğu Oto.

Volkswagen Passenger Cars and Commercial Vehicles



Das Auto.



Commercial
Vehicles

The thriving countries of 2010 were prospected by Volkswagen A.G, and successful practices of those were scrutinized. Turkey was among the 5 most successful and hence prospected countries. Implementations of the 5 Authorized Service Centers prospected in Turkey have been turned to be a part of the project. Doğuş Otomotiv aspires to raise the bar through implementing the RASE (Retail After-Sales Excellence) project, consisting of the outstanding practices of 25 service centers from all 5 countries, including ourselves.

Another significant marker indicating where our authorized service centers have leveraged their after sales service quality and customer satisfaction in 2010 is that two of our Authorized Service Centers were honored with the **After-Sales Service Quality Award** which is given to 100 authorized service centers around Europe every year. This award was granted on the basis of customer satisfaction and the repeated repair ratio among 6,450 authorized service centers. By being in the **Top 100 list**, Doğuş Oto Etimesgut (Ankara) and AVEK A.Ş. (Istanbul) Volkswagen Authorized Service Centers demonstrated their sensitivity, determination and success about customer satisfaction and repair reliability of Authorized Service Centers as well as of Doğuş Otomotiv.

Building the after-sales regional management system upon the premise of always standing by Authorized Service Centers, Volkswagen provides all such installations with permanent and professional support, and enables successful application practices to spread rapidly within the service network. This results in harmonization with positive applications regarding customer satisfaction.

Training for Volkswagen Authorized Dealers and Service Centers

The Volkswagen brand is intentional about continuous training within the authorized after sales service network for increased customer satisfaction and driving safety, and therefore continuing education is among our priority issues. After-sales teams are trained in various skills: Technical, Non-technical, Bodywork-painting and IT. Training offered till the end of 2009 within the framework of Volkswagen Technical – Non-technical – IT trainings program (Export Training Concept) was resumed under the rubric of After Sales Services Training 2010, which has become the new training system of Volkswagen AG in 2010. All such training is in compliance with or above Volkswagen AG standards. All service center employees, from technicians to service managers, are included in the target group; there are 37 different learning components.

All our trainers have earned internationally valid Volkswagen Trainer Certificates completing Volkswagen AG's 4-week

professional training, 4-week pedagogical-didactic training and 3-day long brand trainings. At the end of 2010 our staff included four Technical, two Bodywork, two Non-technical and one IT certified trainers; Our trainers attended Volkswagen AG's annual training sessions, follow technology closely and update their knowledge.

Volkswagen Technician of the Year Competition which we initiated in technician category in 1999 has become an annual tradition and organized every year. The competition was proposed as a project to Volkswagen AG in 2002, has been taken over by Volkswagen AG and since 2008 has continued internationally under the category of Technician and Service Advisor. Similar competitions were been held in Bodywork and Painting fields between 2004 and 2007.

Within the context of distance education applications which have been necessity due to the technological development, Volkswagen Service Centers Training Website and Online Examination System were implemented in 2008. Volkswagen After-Sales Service Centers Training Website and Online Examination System has provided training documents and films, updated news and announcements regarding spare parts, accessories, model information and so on. These are available to users through the website, and the number of participants continues to increase.

Volkswagen Service Centers Training Workshops prescribed by Volkswagen AG standards, have also been organized since 2007. The workshops are two-day group courses with the participation of approximately 200 certificated Service Managers, Spare Parts Managers and Service Advisors. Participants contribute new ideas working on the issues which emerged during the year. These activities lead to increased competency for the after-sales service employees, and enable them to undertake the standards and responsibilities of Volkswagen brand. We can provide the highest level of service, such as customer satisfaction, safety and even management of their precious time through proper training system.

The quality of our products, and of our after-sales service, and our dignified stance which we show standing by our customers are also reflected in the warranty processes. Our warranty processes are always under control through Authorized Service Center Evaluation System (PBS) which was developed in coordination with Volkswagen AG. In this way, conditions and open-to-improvement processes of the authorized dealers can be responded to immediately. Our employees who are experts in warranty are kept update via annual training.



There are two basic training processes in order to become an Audi Sales Advisor or an Audi Sales Manager to improve our authorized dealers' skills. All the sales advisors and sales managers are obligated to complete the basic training which complies with international Audi standards. Sales advisors and sales managers who complete the training receive sales advisor and sales manager certificates

after the exams. There are also basic and advanced training courses regarding our products. We have been participating in international CLT trainings held by Audi AG every year within the scope of product trainings. We attended CLT trainings of A8 and A1 models in 2010 with 40-50 sales advisors on average. Advanced product training is offered in an annually-updated training schedule according to the results of mystery customer and customer satisfaction surveys and authorized dealer performance analyses, aiming at the continuing development of authorized dealers. The online Audi Training Portal is designed to international standards and is actively used by authorized dealers to follow up the training. Applied training is given after basic product training is completed via this portal; exams are taken over the portal as well.

Additionally, the Audi Sales Cup Competition is organized every year with the purpose to increase the knowledge level and strengthen the team spirit of our authorized dealers. In 2010 the competition was held with the participation of our entire authorized dealer organization, unique within the Audi family worldwide.

Technicians at authorized service centers are provided with technical training starting with the basic disciplines in accordance with Audi AG standards. Technicians who complete the training gain expertise in various fields. Besides, within the context of Audi Diagnosis Technician (technician who seeks for malfunction on vehicle) training, technicians who have already complete initial training and passed an entrance exam are given troubleshooting training with real failures in training vehicles, and so are enabled to handle with high-tech electronic infrastructure easily.

Audi service center training is responsible for all the training processes of service advisors, customer advisors, service managers, spare parts managers, emergency staff, warranty staff, and customer relations staff, in compliance with the Audi AG standards. Service advisors are responsible for four modules (16 days), customer advisors for 3 modules (9 days), service managers for 3 modules (12 days), spare parts managers for 3 modules (12 days) within the basic training process. All these occupations have certification procedures. Upon completing the training modules, participants are given a 2-day certification exam, and the basic training process is completed with an Audi AG endorsed certificate.

2-day basic trainings for warranty, emergency and customer relations staff are held once a year. After-sales service staff take advanced and product training after completing basic training. Within QSPL standards, all staff holding such positions within Audi Authorized Service Centers is required to attend the training and obtain certification.

An annual Audi Twin Cup competition is organized by Audi AG to assess the knowledge and skills of the after-sales service

teams. Every Authorized Service Center enters 2 types of teams - technical and service - and about 35 to 40 countries take part in the competition on international platform every year.

The Audi Twin Cup Turkey Practical Final has been held annually since 2006, and the 5th practical final was held on April 9, 2010. Participants perform at service stations and technical stations during practical finals. Applied service knowledge and skills are assessed at these stations. Each Technical team is responsible for diagnosis and mechanical knowledge, and the Service team is responsible for product knowledge, CSS[®] service work flow and behavior skills.



SEAT

Training is of the utmost importance, a must for SEAT brand, in order to enable retention of the service quality in sales and after-sales issues, and to sustain the knowledge level to satisfy our young customer profile. This goal is achieved through training sessions, meetings and competitions organized for our sales and after-sales teams.

Technical trainings are provided at Basic, Advanced and Master levels. Trainings offered by producers, which are organized in keeping with the present after-sales service network structure, are provided to our technicians at our training center. Market conditions are considered critically important criteria by SEAT S.A. and the trainings are generated within the structure to meet the market needs. Monitoring the occurrence of regional problems, actions are taken with regard to frequently encountered problems.

Current problems are dealt with by Technician Committees at certain intervals, and potential difficulties concerning repeated repair and customer satisfaction are addressed. During these committees, companies which operate in the critical issues regarding our after-sales services are invited to contribute, and the general knowledge level of our technical team is expanded. Customer transactions are expedited through warranty trainings. Warranty specialists are regularly trained about procedures and work flow issues.

A Virtual Campus training website meets a crucial need for distributors and service centers. Far beyond a resource for technical training documents, it is a pivotal tool for online training systems, brand vehicles and technologies.

In the fields of competition and motivation, a Top Service People Competition is organized by SEAT S.A. to honor the most outstanding technical team employees among Authorized Service Centers all around the world. The competition, held since 2003, is organized within the categories of Technician, Service Advisor, Service Manager, Technical Support Specialist, Warranty Specialist and Spare Parts Specialist. The competitions are carried out in two phases: theoretical and practical. The winners

⁸ CSS is a survey which questions the satisfaction of the customers who were served by our Authorized Service Centers, and makes it possible to detect the development areas of the authorized service centers in the light of information obtained from our customers. It is conducted by the independent research company GFK on a monthly basis and covers all Audi Authorized Service Centers in Turkey. The surveys can be followed instantly by both Doğuş Otomotiv and Authorized Service Centers, and must-be-developed areas can be attempted very quickly.

Economic Impact

of the national finals of each country go on to the international finals in Spain. Apart from competing, the contest improves brand and team spirit and increases motivation. Our employees entered the competition in the categories of service technician, service advisor and service manager in 2010. Our country team won first place in the Service Manager branch at the Top Service People Awards 2010.⁹

3-day basic level and 2-day advanced level trainings are conducted to expand the knowledge level of our Service Advisors. Our trainings are enriched through social topics like customer relations and conflict management, in addition to the basic topics like work processes and brand knowledge. Sales techniques are also communicated to our team through the advanced level trainings, being aware of the importance of sales advisor at selling parts and service. After the trainings, refresher courses are offered during Follow-Up trainings held at approximately monthly intervals. 3-day basic level and 2-day advanced level trainings are conducted also for the Sales Advisors. Within the context of these trainings, customer relations and sales techniques subjects are communicated to the participants as well as work flows and brand model information. The participants are asked to visit sales points of competitors and note their observations before the Follow-Up trainings, and thus correspondence between omissions they found out and training contents are brought to their attention. Sales team meetings are organized at certain intervals. Current issues and sales-marketing strategies are communicated at these meetings.



SCANIA

Scania brand emphasizes the development and standardization of Authorized Dealers and Authorized After-Sales Services. Obeying the rules prescribed by the producer, importance is given to the implementation of all processes at every point in the same manner. Starting with the owners of the Authorized Dealers and Service Centers, all the sales and service staff are trained by experts on a regular basis. The trainings are scheduled annually

and required of all Authorized Dealers and Service Centers network with the contents revised periodically. Employee development is followed closely and the successes are rewarded. DOS 3 (Dealer Operating Standards) certification processes, whose standards are determined by the producer, are applied at all Authorized Dealers and Service Centers that are under control of the Doğuş Otomotiv audit team. Besides, sanctions are applied to Authorized Dealers and Service Centers regarding safe work conditions and environmentally friendly service.

Within the framework of the Dealer Development Agreement (BGA), common goals are identified for the authorized dealers to improve the quality management processes. The achievers of these goals are rewarded. These studies ensure the desirable success in customer satisfaction by creating competition among the authorized dealers for premium service.

A Top Team competition is held by Scania once every two years to distinguish the best Scania technicians among Authorized Service Centers worldwide. The best technician teams of the participant countries are selected first, and then the representative technical teams of the countries 'battle it out' in the competition in Sweden. This competition, which indicates how much Scania emphasizes authorized service centers and after-sales services, consists of theoretical and practical phases.



DOD

DOD Authorized Dealers are subjected to internal trainings, organized periodically and repeated systematically, in the fields of sales, purchasing, pricing, expertise and marketing within the framework of the training program designated by DOD for the first time in Turkey. The knowledge level of authorized dealers is frequently tested and assessed. Successful completion of these tests is honored with a training achievement certificate. Also, DOD City Sales and Purchasing Staff are included in the Doğuş Otomotiv module trainings, which increase their level of technical knowledge.

Suppliers

Our criteria for supplier selection are framed from ISO quality standards. Our supplier selection criteria include possession of ISO 9001 Quality Certificate, adequate references, competence and market position of the company, previous history with Doğuş Group, work quality, turnaround time and price.

Prediction of economic, environmental, and social risks, and adoption of Doğuş Otomotiv's corporate responsibility vision also by suppliers will be ensured by preparing a supplementary protocol to the agreements signed with our suppliers in 2011.

“The services / commodities purchased from our local suppliers in 2010 cost TL 285,467,497.37¹⁰ in total.”

⁹ Doğuş Otomotiv - SEAT Authorized After Sales Center Avek Otomotiv Service Manager Yaşar Özüğür was selected for Best Service Manager surpassing his competitors among 26 countries.

¹⁰ Doğuş Otomotiv: TL 234,895,553.78

Doğuş Oto: TL 50,571,943.59

Responsible Marketing Communication

Doğu Otomotiv embraces the principles of United Nations Global Compact signed in 2010, also in its communication and marketing processes. Within the scope of environmental related articles of the initiative and environmental policy of Doğu Otomotiv, our corporate communication materials are prepared with recyclable paper. Moreover all press kits are prepared web-based, press releases and other printed materials are printed using recyclable paper. As Doğu Otomotiv, we uphold the corporate ethics and transparency principles through all our communication processes and show regard to international responsible marketing principles throughout all our communication mechanisms. We do not allow human rights violation, discrimination or similar unethical messages or practices to occur within our communication processes.

Additionally we are moving toward the international standards of ICCO-International Communications Consultancy Organization in terms of communication and public relations. The companies with whom we consult are also requested to comply with these standards. This issue is included as an article in business agreements.

Volkswagen Passenger Cars

Volkswagen Passenger Cars, which was among the first leading 25 countries worldwide among Volkswagen AG distributors in marketing means in 2010, implement marketing strategies designed in line with Volkswagen AG's vision for the year 2018, within the concept of responsible marketing communication.

Our customers are updated about our breakthroughs via informative e-mails and mobile messages sent them to inform about our campaigns.

In addition to participating in many organizations and holding various events in 2010, Volkswagen Passenger Cars launched the Passat and Touareg models. This occurred on a huge 2,400 m² platform at Autoshow 2010, where customer information was collected through the Turkuaz¹¹ system, for the first time, via iPad. Thus as paper use was reduced and we switched to a technological system with a lower margin of error. Social media applications which we initiated during the same period with Autoshow provided us with the opportunity to meet our target audience in a new digital environment.

Using the latest technology to meet our target audience, we have created new channels of communication. We have become the first automotive company to use the iPad application on this kind of new communication platform, and

we were the most visited automotive brand in the mobile applications, with as many as 3,500 users.

We also took part in the Junior Masters Cup U12 Football Tournament organized by Volkswagen AG this year. Volkswagen Passenger Cars, represented by Aydin Social Services and Child Protection Institution, reached the quarter finals in this tournament.

Additionally, 211 people attended our event at the Istanbul Park track, where we provided Volkswagen owners in Turkey with the opportunity to drive the F1 track with their cars.

Volkswagen Commercial Vehicles

The continuous mass communication conducted in a competitive market within the scope of brand communication took an important place in the marketing strategy in 2010 as well. Volkswagen Commercial Vehicles reached its target audience in a most effective way upholding the use of national channels with sectoral applications in terms of product and corporate communication. Both product and corporate identity communication was conducted comprehensively using local channels and outdoor as well as national channels.

In 2010 Volkswagen Commercial Vehicles achieved good visibility in the press through its intensive communication management, and preserved its position among the first three brands holding the second place in the news activity evaluation conducted among light commercial vehicles. Volkswagen Commercial Vehicles was the only European country representative attending the Amarak International Press Launch, held in Argentina just for South American countries, in February 2010. Volkswagen Caddy Press Launch was held in October 2010 as well. In 2010 direct marketing activities based on customer segmentation were conducted and investigative and direct marketing activities were carried out simultaneously in order to establish one-to-one communication especially for such targeted key commercial vehicle sectors as tourism, transportation, after sales, textiles.

Targeting the regions lacking in authorized dealers in Anatolia, the introduction of Volkswagen Commercial Vehicles is carried out with customized mobile Crafter vehicles. According to the Turkey results of the Large European Markets market brand image and recognition research conducted by Volkswagen AG, Volkswagen Commercial Vehicles has reached the highest image score of all times. Leaving all its domestic rivals behind in brand awareness and surpassing even the luxury brands in

¹¹ Turkuaz is the IT System of Doğu Otomotiv. Detailed information is available on page 59 of our report and on Doğu Otomotiv 2009 CSR Report reachable at http://www.dogusotomotiv.com.tr/c/pdf/kssr/Dogus_Otomotiv_CSRR_2009.pdf

Economic Impact

brand admiration, Volkswagen Commercial Vehicles has also become number one in the brand admiration index once again.

Within the framework of the Marketing Force Project, a sales and marketing strategy created and developed by Volkswagen Commercial Vehicles, Crafter was introduced to customers one-to-one simultaneously with Transporter, accurate, and updated customer information was collected, cross-selling of other products (finance, insurance and so on) within Doğuř Otomotiv offered, completing the holistic value chain.

Audi

An Audi Communication Meeting is organized once a year by Audi AG with the participation of the Doğuř Otomotiv Audi marketing team. Audi Dealers Meeting is attended by Audi Authorized Dealers and Doğuř Otomotiv Audi team, who confer about Audi strategies, communication works and introduction and sneak preview of the new models.

Scania

Scania implements responsible marketing communication tasks by organizing activities and sponsoring social responsibility activities.

Always standing by its customers and making a difference with its products and services in a market which is highly competitive through high technology vehicles, Scania held 40 various promotional activities during 2010 and reached 20,000 customers all around Turkey.

Doğuř Oto



In order to give factual information regarding products and services offered to its customers, Doğuř Oto carried out 70 events in 2010, and designated four campaigns in the after-sales services field. Doğuř Oto continued informative and introductory activities, sending customers 413,465 mobile messages and 122,571 e-mails, and publishing 71 newspaper advertisements in the same period.

DOD

As the brand bringing institutionalism to the used cars sector in Turkey, the DOD brand carried out effective marketing communication in its 10th year. In addition to advertising on national and local channels, customers were reached through several activities held around Turkey. Vehicle page views climbed to 2.5 million hits monthly over the website, and an increase of up to 25% was observed in the number of showroom visitors.

Climate Change

In keeping with our studies to spread our strategies, policies and goals in various Corporate Responsibility fields, precautions regarding the probable economic effects due to the climate change have being taken as of 2010.

Our risk management studies, including those of our affiliates, proceed through installing measurement, evaluation and monitoring mechanisms until 2012. Our intention to create awareness on the issue during the years 2010 and 2011 has been initiated through various field activities.

Environmental sensitivity-related articles embedded in the agreements drawn up with our Suppliers and Authorized Dealers and Service Centers have been initiated through a supplementary protocol in 2010.

Also, electrical energy consumed within Doğuř Otomotiv has been supplied from Fina Enerji since April 2010. Certification research continues toward renewable energy use, to be completed in 2011.

Environmental Impact



“ Doğuş Otomotiv considers environmental effects while giving managerial and operational decisions, examines the direct and indirect environmental effects derived from its operations, and is committed to reducing those effects. ”

Environmental Policy

Doğuş Otomotiv's environmental policy is defined under five main headings: water, waste, energy, logistics, and environmentally friendly products

Doğuş Otomotiv,

- Considers environmental effects while giving managerial and operational decisions, examines the direct and indirect environmental effects derived from its operations, and is committed to reducing those effects;
- Beyond the requirements of the law, feels responsibility for society about environmental protection and use of resources;
- Works at motivating employees, employee families, and business partners to gain the same level of environmental consciousness;
- Targets to install the required systems to measure, monitor and refine the environmental effects;
- Cooperates within the value chain and provides awareness for better recognition, understanding, and sales of high-standard, environmentally friendly products of brands distributed.

Focus Area (Environmental Responsibility)	Goal	Method
Water	Reducing the water used in all operations	Awareness, Measuring, Monitoring Mechanisms, Targeting
Waste	Waste Management, Awareness of Authorized Dealers and Customers	Waste Line, Waste Recycling Boxes, Pilot Study, Measuring, Monitoring, Targeting, Job Descriptions
Energy	Establishment of energy consumption monitoring mechanisms, Awareness	Measuring, Monitoring, Targeting, Thermal isolation and Efficient Use of Daylight, Stable Temperatures, Employee Compliance, CDP Reporting
Logistics	Reducing environmental effects, considering environmental effects in planning	Awareness, Measuring, Monitoring, Targeting, Environmentally Friendly Vehicles, Training, Advanced Technology
Environmentally Friendly Products	Support for the introduction and a better understanding of the products	Disclosure, Dialogue Platforms

WATER

- Water is an indispensable source of life to Doğuş Otomotiv.
- Doğuş Otomotiv implements mechanisms to measure and monitor water use, and plans the required processes.
- Doğuş Otomotiv sets goals to reduce water use and creates awareness among stakeholders.

WASTE

- Doğuş Otomotiv implements mechanisms to measure and monitor waste utilization, and plans the required processes.
- Waste management and waste utilization are not only a corporate responsibility, but also the responsibility of the Doğuş Otomotiv employees individually.
- Doğuş Otomotiv generates in-house awareness on the environmental impact of waste.
- It applies the Waste Line system to consult Authorized Dealers and Service Centers about waste.
- It adopts an action plan to embed waste-related responsibility matter into job descriptions.

ENERGY

- Doğuş Otomotiv creates corporate awareness and consciousness on reducing energy consumption.
- It implements mechanisms to measure and monitor energy use, and plans the required processes.
- It develops suggestion mechanisms about heat isolation and efficient use of daylight.
- It sets constant temperatures in the work areas and standards in regard to regional adaptation of the employees.

LOGISTICS

- It leads transportation and logistics processes via environmentally friendly vehicles.
- It carries out strategic logistics and efficiency plans.
- It provides route optimization, using advanced technologies.

Water Use

Unit (Consumed water per vehicle sold) m ³	2009	2010
	1.35	0.89

*Considering total transactions operated in sales and services, water amount consumed per transaction is 0.3 m³ at Doğu Otos. This value remained constant in 2009 and 2010.

Examples from Practices Executed to Reduce Water Use

We began irrigating gardens using a 'weeping hose' system controlled by a time clock. In 2010, flow rate settings were altered by decreasing the water pressure in taps used for general means.

Doğu Oto started to measure the water consumption of the car wash departments of all its branches in April 2011. The average water consumption of Doğu Oto is 63 liters per vehicle in the period April-July 2011. A relatively low consumption is provided by using pressure feed washing machines. The average water consumption per vehicle at public car wash facilities is stated as 80-120 liters, or US32 gallons, in most sources.

Waste Management

Waste of Doğu Otomotiv is dispatched with the national waste transportation form to authorized institutions for disposal. These forms are recorded officially on the website of the Ministry of Forestry and Water by regional administrative officers. Each region has its own authorization and password.

TYPE OF WASTE	Doğu Oto (Kg)	Doğu Otomotiv (Kg)
OIL AND FUEL FILTERS	18,799	1,366
CONTAMINATED WASTE	1,979	805
CONTAMINATED PACKAGES	2,395	1,753
SPRAY BOXES	133	0
LIQUID WASTE ANTIFREEZE	24	0
BRAKE FLUID	517	0
WASTE THINNER	70	0

There are waste collection boxes at Doğu Otomotiv Authorized Service Centers, and all paint shops have been using water based paint for about 10 years.

Cooperation with Anel Doğa

- Pursuant to the Regulations About the Control of End of Life Vehicles (ELVs), prepared by the Ministry of Forestry and Water, published in the Official Gazette dated 30/12/2009 and numbered 27448, Doğu Otomotiv Servis ve Ticaret A.Ş. has signed a 5-year agreement with Anel Doğa Entegre ve Geri Dönüşüm Endüstri A.Ş. for the period between 15/12/2010 and 15/12/2015. This serves the purpose to operate the ELV collection system and build the delivery points within the system involving the imported brands Audi, Bentley, Bugatti, Lamborghini, Porsche, SEAT, Volkswagen Passenger Cars

and Volkswagen Commercial Vehicles and assure that the treatment, reuse, recovery, and recycling of ELVs is done according to the statute.

- As a result of this cooperation, Authorized Service Centers also use Anel Doğa for the collection, interim storage, transportation, and disposal of hazardous waste in suitable equipment.
- Doğu Oto paid TL 51,635.41 to Anel Doğa for waste disposal in 2010.

In-house Awareness

Reducing Paper Waste

Within the context of our policy and focus area studies, it is our goal to minimize the waste by creating awareness on the issue, as an aspect of the studies regarding waste management which we plan to implement in short-medium and long term.

In addition to sending our paper waste for recycling, another application initiated to reduce paper use was that general settings of the in-house printers were adjusted for double-sided printing. Amount of the paper used at Doğuř Otomotiv and Doğuř Oto was 423,324 kg in 2010; we aim to decrease total paper consumption by 25% in 2011.

Abiding by the laws and regulations, our paper waste is sent to Tanrıkulu Recycling Plant, which works under contract with the Municipalities.

Additionally, collaboration with Çevko (Environmental Protection and Packaging Waste Recovery and Recycling Trust) continues. Our contract period has been prolonged to fulfill our responsibility as a distributing company.

2010 Paper Consumption (A4)

Doğuř Otomotiv	4,157,500 units/year
Doğuř Oto	2,146,500 units/year

“ Using recycled plastic boxes for spare parts deliveries from our logistics warehouse to Authorized Dealers and Service Centers provides savings by decreasing carton costs, and reduces paper use. ”

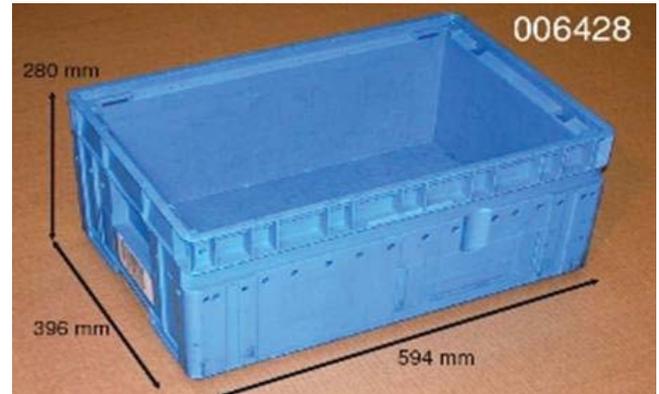
Collecting Waste Batteries

The batteries used in the company are collected in waste battery boxes placed to Doğuř Otomotiv units, and passed to the authorized institutions for safe disposal.

Recycling Packaging Materials

Approximately 12% of the parcels we purchase for packaging spare parts are returned to us. Parcels are gathered from Authorized Dealers in Istanbul, Ankara, Bursa, and some from Izmir, where Unsped vehicles make delivery constantly. Monthly packaging saving has averaged TL 8,500.

In addition, the blue plastic crates coming from the main source are also utilized. Since 2001, extremely heavy materials have been transported to Authorized Dealers through these crates and collected back. About 2,000 blue crates are used per month, netting a savings of approximately TL 10,000.



Annual recycling operations of packaging material are executed in tandem with Çevko, with whom we have worked since 2008. The packages released to the market are re-collected back by Çevko in accordance with the regulations of Ministry of Forestry and Water. Additionally, packaging material collected from nearby dealers to our spare parts warehouse is also re-used.

Energy Use

Energy Consumption

	2009		2010	
	Doğu Otomotiv	Doğu Oto	Doğu Otomotiv	Doğu Oto
Natural Gas - (m ³)	224,475	536,826	230,250	595,760
GJ	(8,757)	(20,942)	(8,982)	(23,241)
Gasoline - (lt)	343,949	367,474	439,081	410,150
GJ	(11,359)	(12,136)	(14,501)	(13,545)
Electricity - (kWh)	2,290,312	6,828,641	2,419,550	7,242,241
GJ	(8,245)	(24,583)	(8,710)	(26,072)

Total amount of energy saving (%)

Unit	2009	2010
Total Saving	13	1.5

CO ₂ Emissions (ton)	2009	2010
Electricity Consumption	6,051	6,411
Natural Gas Consumption	4,534	4,919
Company Cars	426	574
Employee Transportation	182	185
Business Trips	103	90
Total	11,566	12,179

Energy Saving by Technology Investments

Each of the physical servers located in the system control rooms is functioning 24 hours a day, 365 days a year. A server consumes electrical energy with an average of 7,000 kWh per year including the cooling process. 47 such servers were in operation in system control rooms before virtualization operations executed in 2010; the annual energy consumption totaled 329,000 kWh. In 2010, these servers were re-arranged, reducing the total number of physical servers to four, thereby reducing energy consumption by 87% from 376,000 kWh to 40,000kWh.

Logistics Management

Logistics management and maintenance of all the deliveries in an efficient manner is among Doğu Otomotiv's prominent priorities. An average of 23-24 vehicles per day depart from our Logistics Center, located in Gebze, for domestic transportation of spare parts. Occupancy rate of our vehicles is 80%.

An Exemplary Logistics Practice

Within our logistics system, spare parts are sent from abroad in iron and steel cages by OEM. Within the framework of import procedures, these cages are temporarily nationalized and returned to SEAT S.A Spain in containers and to Volkswagen AG Germany in trailer trucks overland.

Volkswagen AG requests the return of these cages addressed to Germany overland to be done in accordance with a specific arrangement and stacking in order not to create additional work load. This required a large number of trailer deliveries, adding expense and the increase of our negative environmental effects due to emission release.

Therefore, since 2009, within the context of project developed by Lean Operations, we have returned the cages nested inside each other, despite the demand of the OEM. An additional

process is created, where a subcontractor at a place near OEM ensures delivery with the arrangement style OEM expects

The subcontractor company has rented a warehouse at a near place to Volkswagen AG warehouse in Germany, and employed appropriately trained personnel to manage this operation, as well as the flow of documents, between Volkswagen AG. Because the cages are in various sizes and entitled by different codes, the reassembly was initiated right after the trainings given to the subcontractor staff about loading in the order that VW AG demands.

Thus by substantially reducing the number of trailer loads needed to return empty cages, a 50% saving has been realized. This project is considered an important business optimization project for Volkswagen AG, and displayed as an exemplary application for trade with other countries.

The advantage provided on the basis of number of trailers over the deliveries since 2009 is shown below.

The project application continues, increasing the figures by their realization percentages every year.

Environmental Impact

	NUMBER OF VW TRAILERS (MIXED DELIVERY) Annual Number of Trailers	NUMBER OF TRAILERS IN VW CONTRACT	IMPROVEMENT ON THE BASIS OF THE NUMBER OF TRAILERS	AVERAGE FUEL CONSUMPTION/ TRAILER	TOTAL KM/ TRAILER	TOTAL FUEL CONSUMPTION LT/TRAILER	FUEL SAVING (LITER)	EMISSION CO ₂ (TON)
2009 ACTUALIZED	408	538	130	0.32	2,480 km	800 lt	104,000	250
2010 ACTUALIZED	400	559	159	0.32	2,480 km	800 lt	127,200	305
2011 GOAL	489	665	176	0.32	2,480 km	800 lt	140,800	338
TOTAL								893

Deliveries ready for shipment made nested



Deliveries ready for shipment made by stacking as Volkswagen AG asks



In-house Awareness

- To reduce electricity consumption, light bulbs are replaced with energy saving products as they are out of use.
- Research was made toward building a system which enables the electricity to turn off automatically inside of the company at the end of the work hours. Studies have been initiated regarding the planning of the required investment.
- Route planning of employee bus services has been completed, anticipating a fuel saving of 5%.

Safe Driving Techniques Training for Service Drivers

Economic and Safe Driving Training was given to 200 employees of an employee bus service provider company, operating in Antalya, in 4 groups of 50, on December 14-15, 2010. All of the participants were commercial vehicle drivers, and some of them drive commercial vehicle models of our product, Volkswagen Crafter. Fuel conservation, environmentalist driving techniques, maintenance and importance of the vehicles, understanding and impact of meeting the service needs, the impact of using spare parts and labor at producer quality standards, conditions of use and effect of driving style, safety (mainly safety belt and air bag) hardware functions and correcting known errors are communicated to the participants within the context of the training.

Environmentally Friendly Products

CO₂ Emission Releases of the Vehicles According to the Doğu Otomotiv Sales Numbers

	Number of Sales (Retail)		Average Emission per Vehicle CO ₂ Compound (g/km)	
	2009	2010	2009	2010
Volkswagen Passenger Cars	26,929	39,966	155	144
Volkswagen Commercial Vehicles	10,223	23,909	192	183
Audi	6,255	9,752	164	157
Porsche	251	393	250	227
Bentley	8	14	404	394
Lamborghini	9	4	345	323
SEAT	2,572	4,410	154	139
All brands average	46,277	78,448	165	158

Scania, Krone and Meiller brands are not included in all brands. Because Krone and Meiller brand vehicles are not motor vehicles, and Scania is not obligated to declare CO₂ emissions like other heavy vehicles, measurement is not carried out.

CO₂ emission released per vehicle sold has improved by 4% in 2010 with comparison to 2009.

Euro 5 Engines

The European Union and numerous other developed countries have established and continue to develop various policies aimed at solving environmental problems, including global warming, arising from the greenhouse effect. To prevent global warming it requires the reduction of carbon monoxide and nitrous oxide gasses released into the atmosphere by the millions of vehicles moving in traffic, which would in turn reduce damage to the ozone layer and minimize the negative effect on human health.

Members of the European Union are requiring car makers to produce environmentally friendly vehicles by continuously raising the Euro0 Emission standard level, initiated in 1990. Traffic registration permits were given to vehicles meeting Euro3 norms in 2001, Euro4 norms in 2006, and Euro5 norms were made compulsory starting from October 2008 for new engines and in 2009 for all engines. These regulations set standards for fuel consumption, waste exhaust gas processing and diesel engines, which mean less pollution and more productivity. In order to achieve its goal, the European Union encourages Euro5 engines with promotions such as discounts in road tolls and taxes. The basic difference between Euro5 engines and Euro4 and earlier engines is that the amounts of nitrous oxide, carbon monoxide and hazardous particles they emit are reduced, and even though particle emission remains at a level of 0.02g/kWh as in Euro4, NO_x drops from 3.5 g/kWh to 2.0 g/kWh.

Volkswagen Passenger Cars

High-efficiency technologies are being utilized in Volkswagen Passenger Cars since the mid-2000s. Some examples can be cited are the new laser-welded chassis and bodies with decreased weight as well as increased robustness, powerful

and low-emission TSI engines all equipped with catalytic converters as a representative of the downsizing¹² wave, TDI CR diesel engines with diesel particulate filter, DSG transmission technology which minimizes the loss of time and fuel by performing high-speed gear-shift.

BlueMotion Technologies vehicles, which offer innovations conducive for clean and economic driving, were launched in 2010. Touareg and Passat models are the pioneer representatives of these vehicles. They offer low friction resistance tires, Start/Stop System and Brake Energy Recovery systems, in addition to TSI, TDI and DSG. Start/Stop System helps to reduce CO₂ emissions. The automobile cuts down fuel consumption and CO₂ emission by turning the engine off when stopped at traffic lights. Brake Energy Recovery relieves the alternator from the engine during acceleration and turns off the electric system, which consumes fuel unnecessarily, utilizing engine power only for acceleration; meanwhile, the car's electricity is provided by the accumulator. During braking, the alternator increases engine brake effect by pulling power above normal from the engine, and rapidly recharging the accumulator at the same time.

Through all these innovative technologies, CO₂ (g/km) value shrank to 144 with the 2,471 BlueMotion Technologies cars imported in 2010.

In addition to the efficiency technology infrastructure of BlueMotion Technologies, BlueMotion cars will be brought to the market in 2011 with improved aerodynamic structures which lessen CO₂ emissions even more. BlueMotion models are the most energy-saving and least emission-releasing models in their categories. Additional to the Touareg BlueMotion Technologies model, Touareg Hybrid model was put on the market 2011.

¹² It means that the engine volume, hence fuel consumption and emission values, decrease, so horsepower previously offered at 2,0 liter engine, now can be acquired at 1,4 liter in the TSI engine.

Environmental Impact

Customer Benefits

- Technologies easily understood by the customer
- Measurable and explicit features like fuel saving, low CO₂ emission
- Technologies offered on all models like TDI, TSI and DSG
- An average of 6% fuel saving through the Start/Stop System
- TDI, the cleanest and most quiet diesel technology

Besides all these, recyclable parts are used in the production, especially plastic and glass materials, on Volkswagen Passenger Cars. In addition, friction elements like brake pads which do not contain asbestos, known to be harmful to the environment and human health, are widely used in the entire model range.

Volkswagen Commercial Vehicles

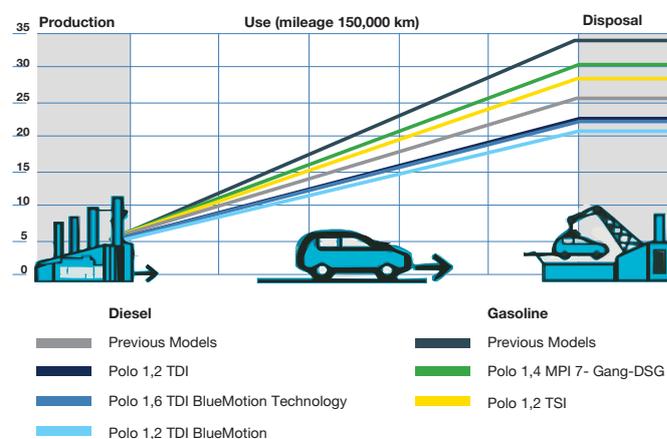
Our new Caddy vehicles, put on the market in October 2010, reduce the emissions of greenhouse effect gases further, through EU5 norms. Caddy EcoFuel vehicles, sold to specific order, are distinguished by considerably reduced exhaust waste, working on Compressed Natural Gas (CNG).

CaddyEcoFuel, produced by Volkswagen, works on Compressed Natural Gas (CNG) which has cleaner exhaust waste and is 50 % more economic than diesel fuel, has come to the forefront in the market.

The highest environmental benefit of Caddy EcoFuel, which uses CNG as fuel, is the noticeable reduction in exhaust waste. When compared to equivalent TDI engine, Caddy EcoFuel produces less carbon monoxide (CO) waste with a ratio exceeding 50%, 70% less nitrous oxide (Nox) waste, and no carbon black particles. CO₂ emission of Caddy EcoFuel is measured as 157 gr/km, a value 20% less than a normal gasoline engine. Offering extra 1,0 m³ load area, the larger Caddy Maxi EcoFuel is a convenient and alternative-fuel option for environmentally sensitive businesses.

Running on bio-ethanol, a sustainable fuel commercially obtained from renewable sources, or by CNG used in homes, Caddy EcoFuel also has got a 13-liter gasoline tank backup which is automatically activated in case of running out of gas.

Greenhouse Gas Effect on Volkswagen



Audi

At Audi our vehicles are furnished with many environmentally friendly technologies, notably technologies which reduce fuel consumption. Start/Stop System in our vehicles reduces fuel consumption and hence CO₂ emission by shutting down the engine when the automobile is not in motion.

Production of Hybrid and Audi E-tron is a significant indicator that environmental sensitivity of the brand will further increase in the future. Hybrid model sales will start with the Q5 model in the Turkish market in 2011.

New Audi A6, to be launched in 2011, is quite light due to its aluminum body technology, and thus even though it is stronger, more dynamic and sportier, the car has turned into a more environmentally friendly vehicle by reducing fuel consumption.

Through Audi Drive Select, which will be presented as standard of new A6, and the integrated efficiency module to be offered for the first time with Audi Drive Select, drivers will also receive advice during driving to drive more efficiently. For instance, the driver will be warned if the sunroof is open when the air conditioner is on, so that the driver's awareness on fuel consumption will be raised. It is known that driving style is as important as the car's technology on fuel consumption, and hence on CO₂ emission. Therefore, Audi both improves the cars and develops systems to give advice to the drivers.

SEAT

SEAT models use the high-tech, environmentally friendly engines of the Volkswagen Group. Gasoline models use low volume TSI engine technology with low fuel consumption and CO₂ emission, in addition to high performance. The Ibiza model uses 1.2 TSI and 1.4 TSI engines, Altea XL model uses 1.4 TSI, and Leon model uses 1.2 TSI and 1.4 TSI engines. Diesel models have DPF (Diesel Particulate Filter) mounted 1.2 CR and 1.6 CR engines with low CO₂ emission levels. Fuel consumption of automatic models is minimized by the DSG technology when changing gears. Engines of all SEAT models conform to EU5 standards.

1.4 TSI engine, used in the Alhambra model to be on the market in 2011, holds the Ecomotive title which represents the most environmentally friendly products of the SEAT brand. The Start/Stop System implemented in this car switches off the engine when the car stops in traffic to save fuel, becoming environmentally sensitive, with less CO₂ production.

SEAT SA brand has been continuously working on models with less fuel consumption and less exhaust gas production. The lowest fuel consuming and the lowest exhaust gas producing models are launched with the Ecomotive brand-name.

Scania

Scania brand holds its pioneering position in the automotive industry in these days of the ultimate importance of sensitivity about global warming and environmental pollution. The Heavy Commercial vehicle sector continues efforts for compliance with the emission standards which becomes more difficult with each passing day. Scania has launched vehicles with 440 and 480 horsepower and Euro 6 engine technology in May 2011, adding to the Euro 5 engine product range which came premiered in 2010. Scania's emission amount is reduced to the minimum allowable level for Euro 6 engines.

When nitrous oxide compounds, giving the greatest harm to the environment, couple with rain or water, they form acid dissolving in it. This also causes acid rain which is very harmful to the environment. To this end, Euro 6 engines are seen as

the most environmentally friendly engines for diminishing the acid oxide and particle amounts to minimum. Fully produced by Scania technology, Euro 6 engines show respect for nature with low emission values and at the same time contribute to our economy with low operating costs.

Euro 6 engines have 80% less nitrous oxide components and 50% less particle amounts in comparison to Euro 5 engines. Reduction of nitrous oxide components and particle amounts to the lowest levels is an indication that the Euro 6 engines are a very good solution in terms of fuel consumption and environmental sensitivity.

Environmental Commitment from Scania Authorized Dealers and Authorized Service Centers

Scania expects a commitment from its Authorized Dealers and Authorized Service Centers to reduce their negative environmental impact with the Authorized Dealer Operation Standards (DOS 3) Quality Profile Report. Authorized Dealers and Authorized Service Centers are expected to conform to minimum Scania standards to reduce waste fuel and hazardous chemicals. The employees of Authorized Dealers and Authorized Service Centers are also expected to learn the appropriate environmental arrangements for their facilities and act accordingly. Scania's Black/Grey List is used by all staff doing chemical purchasing. Chemicals on the black list are not used in the Company, nor are they distributed outside; instead of the chemicals in Scania's Black/Gray List other substitute substances, if they exist, are used. All Authorized Dealers and Authorized Service Centers are obliged to abide by this standard.

Each of the Authorized Dealers and Authorized Service Centers has a person assigned and a written plan of action for environmental matters. Also, there is an environmental policy documented for the Authorized Dealers and Authorized Service Centers. Environmental targets are embedded in the written plan of action. All environmental goals are aligned with the environmental policy. Environmental exercises are continuously a point of focus on the agendas of the executive staffs of the Authorized Dealers and Authorized Service Centers.

Environmental Impact

To Reduce Our Environmental Impact As Scania:

- Of the DOS audits of all the Authorized Dealers and Authorized Service Centers, the appropriate use of the chemical substances and prevention of their diffusion into nature is the concern of a specific audit department. Authorized Service Centers failing in this department are counted as failed in all matters.
- The collection of oils and used filters in the special waste tanks is required at all Authorized Service Centers; it is also an audit clause.
- All of our water discharge systems have chemical or physical treatment equipment.
- New and used accumulators are kept in special storage areas.
- Oil, accumulator, filter and other chemical substances are transferred to disposal companies.
- There are black and grey harmful substance lists. The use of chemical products like paint, glue etc which contain proscribed harmful substances and appear on the black and gray list is prohibited.
- Only clean energy sources are selected for heating purposes.
- Authorized Service Centers may not begin service before the implementation of ventilation and exhaust evacuation systems for the health of our employees.
- The use of insulated glass in facilities is standard.
- Efficient and renewable energy projects such as solar energy and ground heat pumps are investigated.
- Water based paint is used.
- Chemical substances are definitely not allowed to mix in soil and water.

Employees



“ Dođuř Otomotiv applies programs and determines goals to increase the life quality and social wellbeing of employees, and to make the working environment more efficient. ”

Employees and Decent Work Policy

Doğuş Otomotiv;

- Uses measurable recruitment tools to be transparent and traceable at recruitment processes; recruits employees of appropriate competency in accordance to the job description, making an assessment together with the related department manager.
- Human Resources policy aims to increase loyalty and ensure sustainable efficiency of its human resources. Therefore stakeholder-materiality analysis, employee satisfaction and loyalty surveys are conducted and improvement programs are carried out according to the results.
- Targets zero accidents, takes lessons from experience and improves processes; applies programs required to make the consequences of the accidents traceable and accountable.
- Attributes importance to the enhancement of employee awareness in public health and safety; thus organizes informative seminars to increase consciousness and awareness. These studies are brought to life in a systematic and planned way.
- Applies programs and determines goals to increase the life quality and social wellbeing of employees, and to make the working environment more efficient.
- Keeps transparency in the forefront at all processes of the employee applications; follows the legal processes regarding discrimination and monitors the data.
- Gives attention to dialog with the employees, questions their expectations regularly and applies open door policy.
- Specifies key performance indicators to acquire Best Company to Work For, The Best Employer goals on local and international platforms.

Focus Area (Social Responsibility) Employees and Decent Work	Goal	Method
Employee Satisfaction	To be the best company to work for, to keep the employee turnover at minimum	Expectation Analysis, Surveys, Open Door Meetings, Continuous and Transparent Dialogue, Mother and Baby Policies, KPI
Employee Health and Safety	Zero accidents and maximum information disclosure	Training, Monitoring and Self-Audit Mechanism, Seminars Related to Mass Diseases
Sustainable Employment	Employee satisfaction and loyalty, contribution to local employment	Dialogue with Employees, Right Performance Management, Improvement Program According to the Survey Results
Equal Rights	Transparency in all processes, data monitoring mechanisms, taking opinion	Surveys, Evaluation Mechanisms, Information Disclosure, Dialogue
Dialogue with Employees	Open and transparent communication, direct dialogue platforms with senior management	Open Door Meetings, Suggestion Systems, Surveys

Doğuş Otomotiv			
	Number of full-time employees	1,665	1,652
	Number of part-time employees	-	-
	Total workforce	1,665	1,652

Employees according to regions		2009	2010
	Gebze Center	498	513
	Doğuş Oto	1,102	1,087
	Other Regions	65	52

Employees according to contract type		2009	2010
	Number of permanent employees for undefined period	1,665	1,652
	Number of seasonal and temporary employees	-	-

Group Values and Employee Satisfaction

Within the scope of a project titled *Increasing Awareness in Doğu Group Values*, 60% of the Doğu Otomotiv employees were interviewed face-to-face. The research included evaluation of our employees' *Perceptions of Group Values* together with their working environment and culture, with a view toward understanding how their behaviors and preferences are shaped. The research identified the company's cultural structure from a broad perspective, and in the light of all these findings, the degree to which the company values have been adopted. In response to the study results, plans of action will be generated, determining priority development areas on a company-wide basis. The improvement programs based on the survey results are being addressed.

Activities, Results and Targets Related to Employee Expectation Survey

A research company was retained to assess employee loyalty, willingness and satisfaction. The research helped identifying the material improvement areas and evaluating the overall success of the company in 10 criteria as stated below.

- The Meaning of the Work Done
- Work Conditions/Environment
- Leader/Manager
- Two-level Up Manager
- Remuneration and Social Benefits
- Recognition and Appreciation
- Personal/Professional Development
- Information Flow – Communication and Collaboration
- Performance Management
- Company Reputation and Recognition

The material company-wide improvement areas defined through the research were first evaluated by the Executive Board of the company, on the basis of which the company's four year goals were set to increase the Overall Satisfaction Index from 53% up to 58%, and plans of action were developed.

After defining the company-wide improvement suggestions and sharing them with the units, separate meetings were held with each department/unit and plans of action were developed for the material improvement areas of the units.

Beyond these headings, questions from the following headings, devoted to how successful the CSR-related applications of the company are considered, were added to the research. Development opportunities in this area were also investigated within the scope of the research.

- Corporate Governance and Ethics
- Mutual Dialogue with Stakeholders
- Responsible Sanctions in the Supply Chain
- Ensuring the Continuity of Our Business

- Taking Measures Foreseeing the Risks
- Investment in Information Technologies
- Responsible Sales and Marketing
- After Sales Services
- Authorized Dealers and Authorized Service Centers
- Climate Change
- Sales and Marketing of Environmentally Friendly Products
- Reducing the Energy Use
- Reducing the Water Use
- Waste and Scrap Management
- Customer Health and Safety
- Efforts to Meet Customer Expectation
- Employee Satisfaction and Loyalty
- Employee Health and Safety
- Human Rights
- Awareness on Traffic Safety

The company's Employee Satisfaction goal, our related material improvement areas and the improvement actions planned will be shared with all the employees when the study is complete.

Employee Health and Safety

There is an Employee Health and Safety (EHS) Committee in our company in charge of employee health and safety. The workforce involved here is 2% of the total workforce. Meetings are held the last week of each month, with input from the consulting service. Agreements with suppliers include EHS related rules in their addenda as well.

Doğu Oto started to take consulting services in addition to making own studies within the context of Employee Health and Occupational Safety, in 2010. Inspection and improvement activities were carried out by two A-Class Certified Occupational Safety Specialists over a total period of 72 days, at all Doğu Oto agencies. Within this concept, Doğu Oto targets 216 days of work for its Occupational Safety Specialists in 2011.

During the year, the following events were organized to help employees, their families and/or society related to serious mass diseases:

- Oral and Dental Health Discussion,
- H1N1 Panel,
- Healthy Nutrition and Diet Seminar,
- Civil Defense and Service Trainings.

Doğu Otomotiv plans to give support to awareness activities within its sphere of influence by getting involved in the global campaign of awareness against HIV/AIDS disease, to be initiated by Volkswagen AG in the second half of 2011.

Employee Development

We offer career development programs in the following areas: mentorship; competence development; potential and succession development; general manager trainings; and a management development academy.

The Mentorship Program is a project we plan to realize in 2011. Employees working within the Doğu Otomotiv body for at least 10 years who are distinguished by their outstanding performance and exemplary behavior will share their know-how with newcomers.

The Competence Development Program prepares highly competent employees to increase their contribution to the company through project work and their own skill development.

The Potential and Succession Development Program is designed for developing employees with great potential, who could quickly rise to the next level, take higher duties in various functions at Doğu Otomotiv. It comprises 8 modules based on leadership.

General Manager Training is the senior executive development program, determined according to need; finding preferred training institutions abroad to equip our General Managers with more visionary, strategic points of view, as submitted to the approval and preference of the General Managers in 2010.

The Management Development Academy Program seeks to contribute to the development of strategic leadership competencies and approaches to doing business, rooted in the perpetual development understanding entailed by the increasing growth in today's business world and achievement goals. Blending business life and personal development, based on business administration executive-level master degree program, the Management Development Academy Program is to be carried out collaborating with a university in 2011.

The Internal Training Program is initiated to meet all training requirements using internal resources and know-how, instead of using external sources, to increase the employees' levels of competence and job related skills.

Course headings are: Basic-Advanced Excel, Powerpoint, Access, Consumer Law, Effective Communication, Time Management, Basic Accounting Practices, Emotional Intelligence, Marketing Techniques, Sales Methods According to Behavior Patterns, Lean Basic Concepts, Problem Solving Techniques, Customer Relations, Market Planning Trainings, Professional Attitude and Behavior Training, and Recruitment and Evaluation.

Internal trainers help with the development of other employees through their know-how, keeping alive the continuous learning

environment in the Company while working in their own fields.

We also cooperate with universities to create synergy as corporate strategic partners, aimed at enabling employees to benefit from educational programs.

Performance Management

Within the Doğu Otomotiv body in 2010:

- Common goals of Sales, After Sales Services and Marketing units were stated company-wide following workshops organized by a company specialized in this field.
- The Target Expansion team was trained in goal setting, and its progress was noted.

In line with the development areas set during the performance management process, a **Performance Management System Improvement Project** was put into practice for the managers; the suggestions received within the project's context are realized after approval by the Executive Board.

Communication meetings were held with all employees within the performance management system headings, and Human Resources processes were shared as well. **D-Human** system infrastructure was updated in keeping with our employee expectations and the today's conditions.

Doğu Oto has initiated the **Employee of the Month and Year** recognitions in 2010. Two employees, one from the sales and support functions and one from after sales service units, were singled out in each region, announced at the company and rewarded. In 2010, awards totaling TL 20,400 were given in this program.

Employee Volunteerism

In 2009 – 2010 Academic year, **Long Live Our School - Support for Sister Schools Project** was initiated under the scope of voluntary projects. During the first year five bookcases, painting of walls and ceilings, cleaning the floor, classroom curtains, teacher's desk, three PCs and sports equipment were delivered to Akçakoca Primary School in Çayırova district for building the Turkish language classroom.

Missing books for the school library, sports equipment, and three PCs were supplied for Tahsin Tarhan Primary School as well.

In 2010 – 2011 Academic year, a Science and Technology Laboratory with all the equipment was set up at Tahsin Tarhan Primary School. In 2011, we plan to support Sevgi Evleri Social Services and Child Protection Institution.

Employee Rights

It is clearly stated in the Doğu Otomotiv Basic Rights and Responsibilities Procedure that Doğu Otomotiv employees, all full-time, have the same rights and each employee is one of the key stakeholders of our company. Health insurance, life insurance, meals and transportation service are social rights that all the employees benefit from. We also give support to employees with new babies, to work in a more comfortable and peaceful working environment through a system enabling them to visually monitor their homes during the hours they are in the company. Through a system set up within the company, the employees with babies are given the right to use the company network to monitor the camera system which they have established in their homes and they are provided with the opportunity to see their homes on their computer screens while working.

Dialogue Platforms with Employees

- Management information meetings
- Information disclosure via intranet and e-mail

Direct Dialogue Platforms with Senior Management

- Executives and senior management share information about the company's activities and operations at the management information meetings every three months.
- Human Resources Department organizes communication meetings to share HR processes when there is a change in applications and at years' end.
- Each employee of Doğu Otomotiv can directly communicate with the related manager whenever he/she wishes.

Suggestion System

Through the Doğu Otomotiv Employee Suggestion System, 653 suggestions were received from Doğu Otomotiv and Doğu Oto employees in 2010, and 205 of these suggestions were approved. Annual Return Estimation of the suggestions delivered to the system and approved is TL 285,000 in 2010.

Examples from the suggestions taken into practice in 2010:

- To prevent the possible financial loss and customer complaints by tracking the new model launch processes within a plan;
- Instead of the Regional Managers conducting the vehicle quota changes upon requests from Authorized Dealers via

e-mail or phone, Authorized Dealers conducted the changes through the system themselves and hence a gain of *454 man hours/year* was obtained.

- A gain of ~ 517 man hours/year was obtained by enabling the Authorized Dealers and Service Centers to access their own scores in CSS reports. Also, the Authorized Dealers had the opportunity to take CSS related actions faster through actual data they can access any time.
- File transfer is realized easier and faster by creating a common file share area between the logistics building and the Center building. (~ 70% shortening of the file delivery time)
- Updating user information and adding the phone numbers of the employees located out of Şekerpınar on the computer programs provided saving 1,7 minutes per phone number shortening the time spent to find the related employee's phone number. (~%90 time saved from time spent to find the number).

In response to feedback received from employees, it was decided to update the IT infrastructure, and to work together with all Lean Leaders within the context of Suggestion System through the organization of Lean Workshops; this task is intended to be executed in 2011. The goals related to the suggestion system are planned to be inserted in the score cards of Lean Leaders and Managers during 2011.

Intranet System

The Intranet is the homepage for all Doğu Otomotiv employees and it is visited frequently.

As a part of intranet improvement studies, the intranet system has been renewed because of user demands and suggestions. The improvement continues in line with these demands.

Local Employment

Three Executives and 61 employees at Çayırova Center making a total of 64 people within the Doğu Otomotiv body, and 802 people in Istanbul, 237 people in Ankara, 125 people in Bursa making a total of 1,164 people at Doğu Oto are employed from the provinces in which they reside.

Employees

Employee Turnover

Doğuş Otomotiv		2010
Number of employees resigned	212	259
Employee turnover rate (%)	13%	16%
Number of male employees resigned	147	211
Male employees resigned (%)	70%	81%
Number of female employees resigned	64	48
Female employees resigned (%)	30%	19%
Number of resigned employees under 30	124	109
Resigned employees under 30 (%)	59%	42%
Number of resigned employees between 30 and 50	82	146
Resigned employees between 30 and 50 (%)	39%	56%
Number of resigned employees over 50	5	4
Resigned employees over 50 (%)	2%	2%
Number of resigned employees from Gebze HQ	69	48
Resigned employees from Gebze HQ (%)	33%	18%
Number of resigned employees from Doğuş Oto	131	207
Resigned employees from Doğuş Oto (%)	62%	80%
Number of resigned employees from other regions	12	4
Resigned employees from other regions (%)	5%	2%

Doğuş Otomotiv	Data Measurement Method	2009	2010
Rate of lost days due to illness – Full Time Employees	Days lost in total/Lost days due to illness	10,466/5,543 Days	11,777/5,966 Days
Rate of lost days due to illness – Subcontractors	Days lost in total/Lost days due to illness	-	-
Accident rate recorded	Number of accidents	4 accidents	4 accidents
Rate of lost days due to accidents	Days lost in total/Lost days due to accidents	10,466/151 Days Incapacity	11,777/56 Days Incapacity
Number of fatal cases – Full Time Employees	Number of cases	-	-
Number of fatal cases - Subcontractors	Number of cases	-	-
Rate of lost days due to occupational illnesses	Days lost in total/Lost days due to occupational illnesses	10,466/-	11,777/-
Doğuş Otomotiv rate of lost days due to accidents	Days lost in total/Doğuş Otomotiv lost days due to accidents	2,876/-	4,029/-
Doğuş Oto rate of lost days due to accidents	Days lost in total/Doğuş Oto lost days due to accidents	7,590/151	7,748/56

Employees According to Positions	Female Employees			Age Groups								
	Total Number of Employees	Doğuş Otomotiv (%)	Doğuş Oto (%)	Total Number of Employees			Doğuş Otomotiv (%)			Doğuş Oto (%)		
				Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50
Middle and Senior Level Executive	14	8	4	-	70	5	-	42	3	-	23	1
Executive	43	35	-	10	154	3	7	133	1	-	-	-
Sales Employee	61	5	54	74	88	-	10	6	-	59	80	-
Blue Collar	3	-	-	271	254	9	-	-	-	239	315	5
Other	224	94	110	255	341	8	80	103	4	154	207	3
Board of Directors, Executive Board	1	1	-	-	5	5	-	5	4	-	-	1

	2009	2010
Ratio of female employees' wages to, male employees' wages	107%	109%

Basic Sales Training

Basic training for the certification program organized for Volkswagen Commercial Vehicles sales representatives was carried out this year, as usual. This nineteen day program emphasizes technical and product topics for 12 days and behavior topics for 7 days, and is a regular part of the company's annual calendar, diffused over 21 weeks during the year. 1,128 days/man capacity targeted in this training program has been reached.

211 sales representatives participated in the basic training and 47 employees from our sales team gained the right to take the certification exam. After this successful year, the number of our certified sales representatives has reached 130.

Our sales team members all attended the Caddy launch training which we organized for the Caddy model put on the market with its new face in 2010, and the training was evaluated positively by Authorized Dealers and Service Center organization and distributors.

A one day competition training was delivered to agency employees, who support us for our marketing activities and should be familiar with all our models and the competitive aspects of the market. Static and dynamic investigations of the models of the competitors, and of Volkswagen Commercial Vehicles were made within the training, and test drives were also given.

A modular training system similar to this is also provided by our other brands.

Trainings

Employment Type	2009 (Average hour per employee)	2010 (Average hour per employee)
Senior Management	1	0
Middle Level Executives	12	48
Other	10	73
Blue Collar	4	17
General Average	9	55

Human Rights

Doğuş Otomotiv Human Rights Policy

Doğuş Otomotiv,

- Doğuş Otomotiv bases its commitments regarding Human Rights on the United Nations Global Compact which was signed already and the United Nations Universal Declaration of Human Rights.
- Human rights are also an integral part of Doğuş Otomotiv Ethical Principles and all of the employees and business partners are expected to comply with these principles and Doğuş Otomotiv Human Rights policy.
- Doğuş Otomotiv obeys national and international laws and regulations related with human rights, and expects that business partners do as well.
- Doğuş Otomotiv safeguards the rights of the people living in the regions where it operates and takes precautions against violation of rights and manages the related risks.

The number of distinct persons visiting the Human Rights e-learning application was 360. There are 469 white collar employees using computers; as such the read rate of the e-learning is 77%.

Customers



“ Doğuş Otomotiv, consistently audits service standards, aims to reach the highest standards of customer satisfaction by taking special action concerning issues to be improved. ”

Product and Service Responsibility Policy

Doğuş Otomotiv tracks the social and environmental impacts stemming from its products and services, and is aware of the responsibility towards all of the social stakeholders and ecological environment. Doğuş Otomotiv adopts and implements the following policy within the framework.

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

Focus Area (Social Responsibility) Product and Service	Goal	Method
Customer Health and Safety	International standards of service and a full, accurate and timely information disclosure	Process Management, Audit and Controlling Mechanisms, Disclosure, Dialogue, Training
Training and Disclosure	Informing the stakeholders effected from our products and services, trainings in cases of need	Dialogue Platforms, Safe and Economic Driving Techniques Trainings, Indicator Rooms, Being a Role Model
Customer Satisfaction	Trust, loyalty, service beyond expectations	Choosing the Right Equipment, Reasonable Price, Right Launch, Authorized Dealers and Service Centers Trainings, Informing the Customer
Responsible Marketing	Responsible communication techniques, accordance with OEM expectations	Responsible Approach Beyond The Laws and Regulations, Preliminary Evaluation and Follow-up of The Global Voluntary Codes

Health and Safety Impact of Products and Services

Volkswagen

ISO audits are made every year for safe transfer of parts from Authorized Service Centers and Doğuş Otomotiv central warehouse to customers. Parts with a shelf-life of are defined in the system, and carry shelf-life tags to be visible in the warehouses. Used parts like oil, oil filters, fuel filters, tires, accumulators, etc. which might be harmful for the environment are not transferred to customers, but sent to the authorized entities for disposal.

In addition to the standards they must comply with Volkswagen, service centers are also subject to ISO audits. These audits ensure the procedures and services provided to the customers as well as the facilities of the authorized service centers to be maintained at the highest level.

Volkswagen Passenger Cars

Volkswagen Passenger Car models aim to secure maximum customer safety through the best active and passive safety systems of the industry; their bodies are made of high-strength steel. Thanks to this high level safety, the Polo, Golf, Passat, Scirocco and Tiguan models which are still on the market were awarded 5-stars in the EuroNCAP crash tests.

Since the Polo model the ABS brake system, inertia reel front seat belt, front airbags and ISOFIX child seat anchorage sockets are offered as standard. In the Golf model, seven airbags are standard; this characterizes the peak point of the segment. In the Passat model, dangerous situations such as driver distraction are identified in advance by the Fatigue Detection System.

In addition, the 4-wheel drive 4Motion system, used in the Touareg, makes this large off-road vehicle's road-holding almost perfect. This drive system is also used in Golf R, which as a sports car requires a high cornering ability. Touareg is able to distinguish the characteristics of the ground, and adjust the behavior of the brake system accordingly via ABS Plus.

We aim to raise consciousness of our customers about proper use of the entire security infrastructure and the systems so they can benefit from the potential offered by the vehicles as much as possible during any difficult situation.

Additionally, sales and service teams regularly attend relevant training programs, to keep their information levels up to date in order to raise consciousness of the customers. Also through Volkswagen Driving Experience organizations, our customers can receive trainings concerning safe driving techniques under different driving conditions.

Asbestos-free brake and clutch linings, and fluids not detrimental to human health, have been standard on Volkswagen Passenger Car models for many years; this also protects the health of maintenance staff.

Volkswagen Commercial Vehicles

The Volkswagen Commercial Vehicle brand distinguishes in the market by its technological and product-based competitive advantages, standardizing innovation, creativeness, quality and superior technological equipment and safety. The Volkswagen Commercial Vehicle brand has the most comprehensive standard safety package in the entire model range of commercial vehicles, offering ESP as standard on the New Caddy in 2010. The New Caddy is the only vehicle in its range which also offers 7-speed DSG and Hill Start Assistance together with ESP.

The New Caddy has had many improvements to its product specifications. Cruise control, rain sensor, daytime running lights, automatic headlamp activation, automatically dimming interior rear-view mirror, passenger and luggage compartment, interior lining and similar features carry Caddy beyond its class. Due to the improvement of the engine, Caddy also offers an extremely high efficiency of up to 21 percent. The engine is entirely compatible with Euro 5 exhaust emission standards, with both turbo and direct fuel injection. With other features like four-valve TDI engines with 102 PS power it consumes fuel as low as 5.2 liters per 100 km. A very quiet and efficient joint-line fuel injection system (common rail - pressure generation and injection are separate; a high-pressure pump continuously feeds the fuel line) has TDI engines with direct injection and diesel particulate filters as standard.

The steering wheel with servotronic (speed-sensitive power control) features has been included as standard equipment for all Caravelle models in 2010.

Audi

We offer very comprehensive safety-related solutions and technologies to our customers with the Audi brand. First of all ISOFIX technology, of utmost importance for the safety of child passengers, is standard on all of our brands. Audi A6, A7 Sportback and A8 models have Pre-sense basic, a series of preventive systems activated at critical driving situations such as accidents to protect passengers, including stretching the front seat belts, lighting hazard warning flashers, closing the windows and closing the sunroof, as standard.

In addition, the car can be ordered with the integrated advanced driver and passenger support systems such as the Audi Pre-sense plus (Audi side assist) and adaptive cruise control systems.

When a collision is unavoidable, the pre-sense plus system, in addition to the functions of pre-sense front system, activates the Audi braking guard and initiates full braking to reduce the severity of the collision as much as possible. The vehicle can be completely stopped within the system limits. Audi Side Assist is designed to support customers at blind spots during lane changes. Technologies like Audi Lane Assist support system allowing the driver to remain in the same lane; and adaptive cruise control are available in a wide model range on the Turkish market. We have been training our Authorized Dealers about these technologies and, in order to raise awareness in our customers, we have been sharing information regularly both on our website and through social media tools like LinkedIn.

Furthermore, Product Portal intranet system, established to increase the information level of our Authorized Dealers, includes detailed information about all Audi accessories, thereby enabling all Authorized Dealers instant access to accurate information. We also provide our customers with training about safe driving techniques via Audi Driving Experience organizations.

SEAT

Vehicle safety standards of all SEAT products have been boosted in line with customer needs. All of our models have been furnished with advanced active and passive safety systems. ESP (Electronic Stability Program), TCS (Traction Control System) and the latest technology ABS (Anti-lock Brake System) are the most significant of those technologies.

In addition, the three-point rear seat belts, the middle safety belts and the ISOFIX child seat fixing system on the rear side seats to provide children with maximum safety; are standard to all models.

SEAT Ibiza and Altea XL model families have earned the five-star rating, the highest score of Euro Ncap crash tests regarding the passenger safety.

The advanced safety systems being offered in the product portfolio are displayed in detail on the brand website for customer information.

Scania

Scania's values project the requirements of the suppliers with ISO / TS 16949 quality management standards and as ISO 14001 certified. Scania's supply policy calls for the suppliers to meet high quality standards, provide a certified environmental management system, and commit to basic human rights, employee health, safety, remuneration and working conditions and the UN Universal Declaration of Human Rights. Scania is always in contact with its suppliers to support them to meet these needs.

Customer Health and Safety

Volkswagen

Through the BAK (Dialogue Reception) practice of our Authorized Service Centers, when comprehensive inspections are conducted on vehicles brought to service centers, customers are informed about their vehicles' situations in detail. These inspections aim to identify and prevent conditions which might endanger the safety of our customers, and provide our customers with awareness about their vehicles.

Inspection conducted in the presence of the customer at the vehicle reception is repeated by experienced service staff after the transaction is finished as a comprehensive final check, and during delivery, the service transactions are explained to the customer to whom the vehicle is delivered. Additionally, parts which have a shelflife are checked periodically and those parts over the shelf life are disposed of.

Volkswagen Passenger Cars

Volkswagen Passenger Cars aims at enabling customers to fully utilize their vehicle's potential in undesirable situations, by raising their awareness to ensure correct use of the systems. Volkswagen Driving Experience events are organized for this purpose. These consist of teaching safe driving techniques under different driving conditions to our customers. Within this context, life-saving techniques are taught through theoretical and practical trainings like accurate cornering, braking on slippery surfaces and avoiding hurdles.

Customers are also given the opportunity to participate in test drives under the conditions which make the systems like ABS, ASR and ESP work, and experience active safety conditions.

Volkswagen Commercial Vehicles

Volkswagen Commercial Vehicles began to offer ESP, an important safety component, in the standard equipment package on all models in 2010, maintaining its position in the commercial vehicles market as the brand presenting the most inclusive safety package. A test movie has been produced indicating the difference between vehicles with ESP and without ESP by experienced drivers on a special track, to demonstrate the benefit of ESP offered on all Volkswagen Commercial Vehicles models. In addition to being broadcasted in the ad zone of some television channels, this short film has also been constantly displayed on the LCD screens in showrooms.

SEAT

Active Vehicle Reception is exercised at the Authorized Service Centers, especially for customers coming by appointment.

Throughout this application, vehicles are inspected in detail with the customer present, and potential problems are

prevented by our expert teams' findings and identifications. Vehicles with completed service process are subjected to a final check, in line with our procedures, to minimize any unnoticed issues related to the customer safety.

A check-up application performed without charge for all customers who update information on our website is also a part of the awareness activities of our brand related to customer safety.

More detailed information about customer awareness will be shared through the Online Service application to be ready on our website soon.

As with all other group brands, the parts which have a shelflife are checked periodically and the parts found over the shelflife are disposed of.

Doğuş Oto

Doğuş Oto completes the (PDI) controls, conducting a detailed inspection on the newly sold cars before delivering them to the customers. On delivery, all customers are given a user's manual and provided with the features of the vehicle in detail. Doğuş Oto realized 24,200 vehicle sales in 2010.

171,074 service entries were recorded at Doğuş Oto service centers in 2010. All vehicles coming out of service of Doğuş Oto get a final check on the engine, the inside and underside of the vehicle, and a general check. They are also cleaned inside and out before delivery to the customer.

All the vehicles served at Doğuş Oto service centers are insured against any kind of risk during the time they are in the center.

Doğuş Oto sends automatic mobile messages to the owners of all vehicles whose tires are more than 4 years old, and/or passenger vehicles with more than 40,000 km and commercial vehicles and all-terrain vehicles that have more than 20,000 km, to remind them of the need to change tires. 6,744 mobile messages were sent for this purpose in 2010.

Recall campaigns forwarded by Doğuş Otomotiv are exercised. As a result of recall campaigns, 8,264 vehicles received service form Doğuş Oto service centers in 2010.

Informative brochures are available in all Doğuş Oto's service center waiting lounges and vehicle admission areas to provide information on fuel saving, warning signs on the display panel, used vehicles, security systems, pets, and child safety.

In case of an accident or a breakdown, Doğuş Oto service is immediately available to customers 24 hours a day, 365 days of the year, with 13 tow trucks and 15 emergency assistance vehicles for prompt response to problems.

We provided temporary replacement vehicles to the comfort of our customers during repair of their vehicles from a fleet of 172 vehicles a total of 1,795 times, for a total of 15,789 days in 2010.

Safe and Economic Driver Trainings

Doğu Otomotiv takes, among its areas of responsibility, the creation of awareness on such topics as the importance of traffic safety and safe vehicle driving for sake of all the stakeholders within its sphere of influence, and the dissemination of information to assist the development of safe vehicle driving culture in Turkey, by collaborating with the relevant institutions and organizations for the awareness works. To this end, enlarging the scope of the Traffic is Life awareness campaign, which has been carried out for years, in order to reach more people, Doğu Otomotiv plans to organize Safe Driving Days, beginning with its employees, at Istanbul Park in 2011. The program's goal is to extend training to include employees of all the Doğu Group companies in the next phases. Traffic Safety e-learning application is planned for the sales teams of all the Authorized Dealers again within the Traffic is Life campaign. A First Aid in Accidents course for all Doğu Otomotiv employees is also planned within 2011 targets.

Safe driving trainings such as sudden braking and quick lane change were offered to our customers through the Audi Driving Experience event, organized at Istanbul Park in 2010. Both Audi customers and demanding potential customers participated in the driving trainings of Audi AG abroad, which were provided at levels like driving on ice, basic driving training and intensive training.

Scania Safe and Economic Driving Trainings

Doğu Otomotiv has been giving free training for drivers in Turkey since 2005 as part of the global vision of Scania for reducing traffic accidents and safe and economic driving. 2,452 drivers from 235 companies have been trained to date. In the theoretical training, given by Doğu Otomotiv's professional driving trainers, drivers are given useful information on the using of Scania vehicles' ABS and exhaust brake systems and using the sequence of differential locks. The vehicles are introduced, and points which affect safe driving, fuel consumption, safety and vehicle maintenance are analyzed.

In the second, practical section of these lessons, instructors assist drivers with the suggested driving styles, and correct their mistakes through one-to-one drives. Finding the opportunity to learn how to develop their reflexes correctly, drivers experience more economic driving with less fuel consumption. During the daily training where theory meets practice, drivers are provided with information on how to act in all road conditions. This training is also given to the sales teams of Scania Authorized Dealers.

Product and Service Information

Audi

Audi publishes all detailed information about the pricing of our products and services over our website in order to be clear, transparent and understandable. Again over the website, our customers can access the details of standard equipment and the technical data of and technologies offered within each model. For any information they cannot find on the website, our customers can reach our brand representatives directly via our call center, facebook or twitter pages, and ask their questions. Also through the car design module on the website, our customers can see the prices of the accessories they want, and make a comfortable decision examining the interior and external visuals projected there.

In addition to the website, our customers can obtain access to model details, price information, contact information of the authorized dealers and service centers, emergency roadside assistance service over Audi Mobil website via their mobile phones. Model catalogues are another source displaying all information wondered about Audi models in detail.

SEAT

We deliver our product information through car introduction brochures and the website. We announce any change in the prices on all related platforms as soon as possible. In addition to our own communication channels, we share our prices with the press for publication in sectoral journals.

Scania

As Scania brand, we carry out open, understandable, clear, detailed, and above all, in compliance with the legal requirements, to promote our products and services through channels easily accessible to the customers. Our website enables our customers both to communicate their demands and complaints, to easily reach the information they seek from authorized dealers and service centers and to follow brand activities. In addition, Scania Dünyası Magazine is sent free to our customers quarterly to inform customers about new developments and activities of our brand. Customers have access to highly detailed product information through product brochures available from all the authorized dealers and service centers. When changes occur, all users and others concerned are informed through revisions of the information in these brochures, on our website, technical information sheets, announcements, and advertisements.

With regard to pricing, we make our updated and recommended prices in detail available to the customers through the mentioned channels.

Customers

All our processes are implemented by experts in the field. Important issues are prescribed taking opinion of the law department.

Doğuş Oto

Doğuş Oto provides consultation services to customers during the purchasing phase to pick the car which suits best to their needs, and provides them with test drives through the 104 test vehicles from every brand of the Volkswagen group to gain a better idea about the car of their interest. 6,368 test drives were performed at Doğuş Oto agencies during 2010.

DOD

DOD's Pricing module is obtained through analysis of data on approximately 25,000 vehicles of different brands and models on the market, and continuously updated. Consumers are informed through a clear, transparent and understandable structure over www.dod.com.tr website with the support of DOD's pricing specialists. Additionally the consumers are given the opportunity to be able to determine the actual value of their own vehicle, considering the vehicle's mechanical and bodywork-paint conditions, via the virtual expertise module keyDOD, a first in Turkey. The evaluation processes executed at DOD sales points and their results are shared with the consumers transparently. Detailed information regarding the vehicle details, past and current situations is communicated during vehicle sales. Customers have access to any information with regard to changed and/or repainted parts of all the vehicles put up for sale at DOD, as well as the results of the mechanical evaluations.

Customer Satisfaction Process Management

Doğuş Otomotiv regularly evaluates our customers' expectation and satisfaction levels through Customer Satisfaction Surveys (CSS) and measures the satisfaction levels. We review services offered and carry out the required improvements and arrangements in line with these expectations. In 2010, the following processes were rearranged due to the customer expectations:

- Online appointment scheduling system
- BAK (Dialogue Reception) service
- Express after sales service
- Door-to-Door pick-up and delivery service
- Service bus transportation for the customers
- Increasing the number of test vehicles
- Hiring new employees with the duty to meet the customers before the sales advisor
- Quickly acknowledging customers who communicate their complaints via surveys or various channels, and providing full satisfaction
- 24/7 Call Center service concerning Volkswagen, Audi, SEAT and Scania brands, accessible from all around Turkey without dialling the area code

Volkswagen Passenger Cars and Commercial Vehicles

One of the chief goals of the *MACH 18* project comprising the year 2018 vision of Volkswagen AG is leadership in customer satisfaction. Therefore the responsibility of this vision conduces to increase our company's responsibilities related to customer satisfaction.

Through the CSS – Customer Satisfaction Survey workshops, organized for the first time in 2010 and ongoing in 2011, methods to uphold our performance in customer satisfaction at the highest level were discussed and responses were sought, in consultation with investors and executives of the Authorized Service Centers. The workshops focused solely on performance for customer satisfaction, and the results were rendered to decisions and carried out quickly.

A significant point of the *RASE (Retail After-Sales Excellence)* project targets is also to increase customer satisfaction. By this project, Volkswagen shows its determinism in this field.

There have been several applications aiming to raise the customer satisfaction at our Authorized Service Centers. When a customer's vehicle is picked up from and delivered to the door, the customer is also supplied a temporary vehicle. BAK (Dialogue Reception) application includes our customers in the service procedure, and shows that we care about their vehicles as much as we do about them.

Our complaint and request lines are available to our customer 24/7, and complaints are concluded within 3 days, on average. Our first reaction occurs within 24 hours at maximum. Similarly, the customers sending e-mails are also ensured of a response within 24 hours at latest. All the complaints and requests received are interpreted and analyzed. Volkswagen brand understands complaints as gifts from our customers to help us to better our business.

An online application will be launched to instantly message our customers through our website starting at the second half of 2011. The application aims to enable the communication with our customers via instant messages.

Audi

One of Audi's practices oriented to customer satisfaction is the *Audi Product Portal*, prepared to increase the information level of Audi Authorized Dealers, enabling them to reach the information needed quickly and shortening the processes needed to give faster and more accurate responses to customers' product-related questions. The Audi Product Portal includes technical data about the products, standard equipment, detailed explanations of the technologies offered, visuals to share with the customers and videos depicting how the systems work. Through this portal it is aimed that before ordering a vehicle, customers can approach Authorized Dealers without any questions remaining in their minds about the vehicle they want to buy.

In 2010, BenimAudim (MyAudi) website was also put into service for Audi customers, who can make appointments online at any service point and gain a 10% discount on workmanship in return for using this service. Our customers can also enjoy conveniences like the temporary vehicle or taxi service requests, see service information and interim invoices on their vehicles during service transactions through this website. BenimAudim(MyAudi) provides access to bank account information and contracted insurance company information of the concerned service centers, and the possibility to have detailed information on services provided at the Service Centers, Audi original accessories and Audi boutique products.

The number of temporary vehicles kept at the Authorized Service Centers for customers leaving their cars for after-sales service has been increased. Also, the number of drivers has been increased for door-to door delivery of customer's vehicles in need of after-sales service to save their time. Quality control technicians were trained to render healthier quality control of all the vehicles coming out from the service center; these training sessions will be continued every year on a regular basis.

SEAT

The customer's expectation is always asked at SEAT when they call the Call Center, or communicate their request or complaint via e-mail. Complaint management is supervised through Turkuaz, the common information system of Doğu Otomotiv.

The following activities are carried out for customer satisfaction at SEAT:

- Surveys
- Process improvements
- Instant solutions from call center

Customer satisfaction is surveyed both for customers purchasing new vehicles and for customers who received after-sales service from Authorized Service Centers. The feedback from these surveys is evaluated on a regular basis, and improvements are executed as well. The survey results serve as important outputs also to preserve the service quality of our Authorized Dealers at a certain level.

Scania

Presenting its customers with many kinds of standard equipment to reduce operating costs, including engines with low fuel consumption, Scania continuously assists its customers with its after sales service and approach.

Our service centers gained "DOS 3 Certification" through compliance with the criteria set to provide the same quality service to the customers around the world.

The general outline of the customer satisfaction studies conducted at Scania is as follows:

- Customer satisfaction index conducted for sales and after sales customers in certain periods (CSI),
- SMS and e-mails sent to the customers at feasts and the New Year period,
- SMS sent to existing customers for informational purposes during campaigns,
- The Scania Dünyası Magazin including comments from our customers,
- Special customer interviews and photo shoots to be included in our magazines or press releases,
- Customer-specific delivery ceremony activities accompanied by the press,
- Domestic and international customer visits.

DOD

The DOD Customer Satisfaction Index (CSI), the first such index in the used car retail sector in Turkey, which provides periodical assessments from customers for sales and purchasing, has been improved in 2010. The values gained on the basis of the Authorized Dealers' and customers' feedback were evaluated by the brand management teams, and field executives trained the Authorized Dealers to provide them with the necessary development.

We enhance our synergy and customer satisfaction, prompting customers who sell their used vehicles via DOD and want to have a "brand new vehicle", to the related brand new sales units.

Studies are carried out at DOD to understand the customers' expectations both face-to-face (during sales - after sales service) and through the surveys. Taking actions on repeated complaints and failures mentioned in the complaints are given precedence. All of our activities are in line with related laws and regulations.

Audi

Audi customers receive communication in accordance with a systematic plan following purchase through our Customer Relationship Management application entitled as Customer Dialogue Programs. The aspects of Customer Dialogue Programs are summarized as follows:

- Informing Audi customers via relevant e-mails about insurance, car insurance, service and motor vehicles tax after the vehicle is sold,
- Sending Audi Magazine to the Audi customers quarterly,
- Sending Audi e-bulletin to the Audi customers monthly,
- Informing existing customers about the launch of new products via online and offline e-mails,
- Audi Driving Experience events, launches, sponsorships and special activities,

Customers

- Invitation to and free accommodation at international organizations held by Audi AG before the model launches, like A8 and A6,
- Customers-only launches with the Authorized Dealers activities and test drives,
- Recording the customer requests and delivering them to the Authorized Dealers through Audi brand portal.

Doğuş Otomotiv Customer Satisfaction Research Surveys

The accord with service quality standards is computed on the basis of customer satisfaction measurements to enable the producer companies to monitor the performance of Doğuş Otomotiv, and Doğuş Otomotiv to monitor the performance of the Authorized Dealers.

Survey Methodology

- Surveys are conducted weekly and published online over the system on between 12th and 15th of each month (www.doguscscs.com)
- The overall score range is between -40 and 120.
- The Satisfaction Questions which are responded by all the customers are queried via the following options: Perfect (12), I am quite satisfied (8), I am satisfied (4), I am not so satisfied (0), I am not satisfied at all (-4).
- Response options to Control Questions are either Yes or No. The positive responses are given 12 points, and negative ones -4.

SALES	SERVICE
Customer Loyalty	Customer Loyalty
Customer Retention	Vehicle Record
Test Drive	Repair
Delivery	Invoice
Follow up – Communication	Vehicle Delivery
Introducing to the Service Staff	General
Appearance	Personal Approach to the Customer

2010 Customer Satisfaction Survey Results¹³

Doğuş Otomotiv Sales: 100.58

Doğuş Otomotiv After - Sales Service: 91.18

Authorized Dealers and Service Centers Satisfaction Surveys

The satisfaction surveys prepared for the Authorized Dealers and Service Centers are conducted by the Authorized Dealers and Service Centers through Turkuaz, 3 days after the vehicle sales or service entry. They are not subjected to any kind of scoring.

Customer Privacy

Turkuaz System

Privacy principles and sharing rules of the customer data on Doğuş Otomotiv Turkuaz System abide by precise and highly detailed rules. First of all, any person or institution, including the Authorized Dealers and Service Centers, is authorized to see only the part of the customer data entered by them. Additionally, the employees of different brands within the same institution are not authorized to see each other's customer data.

Role-based authorization model is applied for each user of Turkuaz. Users can see only the transaction pages which are appropriate to their operational roles. Pages, processes and functions which are not attributed to their roles are hidden from other users. The brands which each user is authorized to see and operate in the customer data are also considered system-wide. The rights of users authorized by more than one corporation can be defined separately for each corporation.

The hosting of application and database servers is assured by expert staff. Access of the Authorized Dealers and business partners to any application is provided through the special VPN access under security. Turkuaz application and database are audited by various control mechanisms quarterly on a regular basis, wherein security elements such as access to the application, user management and authentication, database access, and compliance with defined processes are scrutinized by independent experts.

¹³ This survey covers the brands Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Audi, Porsche and SEAT.

Community Engagement



“ Doğu Otomotiv values the importance of traffic safety and human’s life. Our company commits to provide appropriate services for its products and services having higher standards and preventing these qualifications during their life span. ”

Community Engagement Policy

Doğuş Otomotiv;

- Knows the importance of traffic safety and the value of human life. It is committed to providing the necessary services for the products and services to have high standards and maintain their properties during usage;
- Presents a model for the importance of traffic safety, and responsible behavior through its employees;
- Guarantees the high standards of its products in terms of customer health and safety;
- Ensures maintenance and repair services with quality and high standards in order to preserve those standards of the products throughout their lifecycles;
- Conducts and manages information and awareness activities regarding traffic safety with continuous dialogue and cooperation with the relevant institutions and organizations;
- Maintains ethical principles that are lucid and accessible, supported by multiple participation, approved by senior management, and are among the main elements of our corporate governance principles;
- Continues to work on the ethical principles to make them a comprehensive framework that covers all the processes;
- Avoids unethical situations such as fraud and abuse, communicates the required information for employee awareness and undertaking responsibility in this regard; starts works to establish fraud and abuse prevention mechanisms, and sets goals thereto.

Focus Area (Social Responsibility) Community Engagement	Goal	Method
Traffic Safety	Consciousness, awareness, cooperation, high standards in after sales services	Indicator Rooms Application, Safe Driving Techniques Trainings, Doğuş Otomotiv Employees Being Role Models, Cooperation Platforms, "Traffic is Life"
Business Ethics	Establishment of the systems required to create understanding of ethics in global standards, prevention and audit mechanisms, transparency	Doğuş Otomotiv Code of Ethics, In-house Awareness, Trainings, Ethics Line, Definition of the Processes
Training and Disclosure	Public Awareness on Traffic Safety and After Sales Maintenance and Repair of the Vehicles, Increase Cooperation with Vocational High Schools	All Activities Executed within the Context of "Traffic is Life" Program
Cooperation and Dialogue	Local and global cooperation and leadership at dialogue platforms and being role model about Traffic Safety	Cooperation, Dialogue Platforms, Memberships, Support Programs, Trainings and Information Disclosures

Ethical Principles

It is essential that all Doğuş Otomotiv Group employees and executives comply with the following ethical principles:

1. We carry out our activities in compliance with Doğuş Otomotiv's mission and goals and the basic Principles of the United Nations Global Compact.
2. We protect the principles of integrity, honesty and transparency in all of our actions within Doğuş Otomotiv's sphere of influence.
3. We treat all of our stakeholders and each other justly and avoid discrimination.
4. We respect the reputation, property and all other human and commercial rights of others.
5. We make decisions and executions indepent from individuals and bodies outside the corporation.
6. We respect different cultures and opinions.

Indicator Rooms Application

Indicator Rooms application was derived in 2009 from a vehicle's indicator, which is a hardware informing, warning and directing the drivers in most accurate and fast way. The research and development work for Indicator Rooms continued in 2010 with the prototype at Kocaeli Authorized Service Center Ark Oto, and customer feedback is evaluated.



The selected stand layout was standardized with a dynamic look after the development work to ensure effective functionality. The stand is double-sided, movable, has real parts with product/dealer standards on it, and has a screen to display movies etc. Indicator Rooms became display units which can be placed in the customer waiting rooms.

Simulation in an actual vehicle aiming at awareness of safety belts, airbags, etc. has been quite difficult to apply and is not functionally effective, so filmmaking was preferred in the end. Films shown on the screen of the display unit are in correspondence with the Traffic is Life idea and have a positive approach.

In order to display real parts, simulate real occurrences and present real stories concerning service needs, the parts to be displayed were carefully accumulated by assigned teams of dealers, whose names were cited, using sustainable data/material gathering method. In its final form, Indicator Display Unit was tendered, and production started according to the shapes/numbers to put them into use firstly in Doğu Oto agencies operating in Istanbul, Ankara and Bursa.

Approximately 10-14 real parts/objects will be exhibited in a display unit and changed according to update requirements once in about 6 months. The display unit will be presented for sales and after-sales customer feedback, with a film about making use of the safety equipment consciously being displayed on the screen over the display unit.

By using positive and effective information disclosure methods in line with the Traffic is Life vision, the targets of the Indicator Display Units are:

- *to draw attention to the conscious use of safety equipment, create awareness, ensure memorability and form habits;*
- *to make people learn what the transactions executed to meet the service needs of their cars are; how they are carried out, whether they add to safety or not, their necessity, their importance, and how to improve their ability to foresee the needs;*
- *to communicate and correct known errors and their impact on environment.*

To encourage conscious usage style in traffic and in vehicles, it is planned to build several Indicator Rooms to show and explain that traffic actually means life and how to survive happier, longer and healthier during this life.



Cooperation with Vocational High Schools

Our educational activities continued in 2010 as well, notably with Şişli and Samandıra Industrial Vocational High Schools Volkswagen Laboratories. Activities carried out within this context in 2010 include:

- In 2010/ 2011 academic year, 26 new students were accepted to the 10th class to Şişli Industrial Vocational High School (IVH) VOLKSWAGEN Laboratory and 16 new students to Samandıra IVH VOLKSWAGEN Laboratory.
- Operational internships of 88 students were organized at Authorized Service Centers for 2010 / 2011 academic year.
- Şişli IVH VOLKSWAGEN Laboratory received Honorable Mention in Production and Engineering Project category of Project-Based Skill Competition in Istanbul region, held on 28 April 2010 by the Ministry of National Education.
- One of our graduates from Şişli IVH VOLKSWAGEN Laboratory represented Turkey in the automotive area within the Euroskills competition held in 46 occupational branches in Lisbon on December.
- 60 students were graduated from the two classes in overall in 2010, and 18 of them were employed at the Authorized Service Centers.

Community Engagement

- A training atelier was initiated with Doğuř Otomotiv's contributions to Düzce University Vocational Graduate School Automotive Department on June 13, 2010.
- Őiřli IVH VOLKSWAGEN Laboratory represented Turkey at the Junior Mechanic Competition held in Poland.
- Within the context of the service training program which was held by the Ministry of Education General Directorate of Apprenticeship and Non-Formal Education, 16 Technical Teachers attended a seminar on gasoline engines hosted at Doğuř Otomotiv Training Center.
- In 2010, 23 schools received various contributions within the scope of the support given to the schools such as educational documents, demo components, etc. To date, 92 schools have been supported in this context.
- 12 of the first wave students graduated from Őiřli IVH VOLKSWAGEN Laboratory who completed their university education or military service have been employed by Authorized Service Centers.

Within the framework of the importance *Scania* attributes to education, engine atelier students of Namık Kemal University Çorlu Vocational Graduate School Automotive Technology Department started to be educated on the Scania diesel engine, delivered in 2010. Stemming from the fact that creating a difference in design and technology today is not sufficient for the absolute success in its industry any more, Doğuř Otomotiv believes that education is the key to meet customer expectations, taking full account of the tough competitive environment, and to achieve success. For this reason, Scania training department continues to deliver technical, commercial and driving training to stakeholder groups of strategically utmost importance. Aware of that training is a major factor of the quality of the service given to the end-customer; Scania provides training both in-house and to customers, and also continues its support to education in order to make the young people feel safe with their futures.



Students

To work at Doğuř Otomotiv is good for my references and I do not worry about my employment in the future.
Burcu Kurt

The career opportunities and every kind of support Doğuř Oto and Doğuř Otomotiv provide the employees fulfill my expectations. I expect the program carried out with Doğuř Otomotiv to continue also growing in the future and the sense of mutual trust to reflect on the works without deterioration.
Duygu Kurt

The occasions which Doğuř Otomotiv renders for me are influential on my social and economic status and personal development. We look forward the cooperation with Doğuř Otomotiv also to embody a visual-weighted program on digital platform.
Celal Yalnız

The collaboration I do with Doğuř Otomotiv makes me work more disciplined and have more responsibility.
Onur Avutmuřlu

Mutual work with Doğuř Otomotiv allows me to learn the working principles of a corporate company, stand close to the technology and be open-minded.
Uđur Karatař

Teachers

Thanks to our cooperation with Doğuř Otomotiv, we are able to follow the current technology closely. As teachers, we are trained by Doğuř Otomotiv. Our knowledge is refreshed. Our educational documents and books are renewed and given us as they are re-printed every year. We attain also technological capabilities. Our students begin to work directly at the end of the school, and since they already give a start to their careers with internships, they are hired for important and promising positions (Service Advisor etc.) and they proceed successfully. On the other hand, there are students who enter relevant universities, work during their education, and afterwards start to work directly at Doğuř Otomotiv.

In the future, to maintain the efficiency of the program, information and trainings can be added within the scope of the European Union. We wish the opening of similar laboratories in different provinces.

Rıdvan Demirkıran / Ercan Dođan
Őiřli Industrial Vocational High School Teachers

2011 Goals

1. Upon the requests of Ankara Authorized Service Centers and Gazi IVH, the establishment of a laboratory was initiated for Gazi IVH in Ankara. A detailed project was prepared, after visiting the related school.
2. In May 2011, Şişli IVH VOLKSWAGEN Laboratory will be hosting Junior Mechanic competition which it attended as observer in 2009 and as competitor in 2010; this is held on an international level, among 8 European countries.
3. Acceptance of 40 new students is planned to the VOLKSWAGEN Laboratories in 2011/2012 academic year.
4. Operational internships of 100 students will be carried out at Istanbul Authorized Service Centers in 2011/2012 academic year.
5. We are still working through our Human Resources Unit and Authorized Service Centers on the employment of the students to be graduated in 2011.

Traffic is Life

In parallel with our continuous development, as Doğu Otomotiv, we plan to continue improving our *Traffic is Life* corporate social responsibility activities in 2011, focusing on our employees, who we hold to be the cornerstone of our understanding of corporate social responsibility. In order to raise the awareness of Doğu Otomotiv employees on traffic safety, trainings will be organized on such subjects as first aid intervention techniques following traffic accidents and safe driving techniques. With the purpose of adoption of the traffic safety concept by our employees, works will be conducted about the corporate traffic safety principles.

Another goal is to deliver traffic training on a special track, to be prepared for the children of our employees at the Doğu Fair, when the Doğu Group employees' families come together every year.

As Doğu Otomotiv, we have been constantly working on corporate contributions in the field of sustainability starting from the society and environment we live within. We plan, within this context, to design training about traffic safety oriented to our Authorized Dealers and Service Centers organization, which is our contact points with customers and share the training online with the entire Authorized Dealers and Service Centers network. Additionally the vehicle delivery procedures will be renewed to deliver traffic safety training to our customers throughout the year.

As Doğu Otomotiv, we intend to complete our work within the scope of *Traffic is Life* with activities for all segments of the society, not restricting ourselves to company employees only. We will continue our efforts at enlarging the impact and improving methods in the future.

Additionally, various activities will be organized through the media and on site to drive our works on a wider community. Also, *Traffic is Life* corporate website and the social media pages are intended to go live in 2011.



TÜVTURK Scania Cooperation in Safe Vehicles Movement Project

Scania provided a tow truck to be used within the *Safe Vehicles Movement* activities, which were held in 18 provinces. '*Responsibility Movement in Traffic*' is conducted by Ministry of Transport and Communications and TÜVTURK, an affiliate of Doğuş Otomotiv, in order to take protective measures against the loss of life and property and to develop sense of responsibility in Turkey.

Within the project, initiated in May 2010, applications such as the seat belt simulator, psychotechnics device and 'drunk goggles' were performed for visitors to activity centers at those locations where the specially designed Scania tow truck positioned, and both light commercial and heavy vehicle drivers were trained by experts in the field as well.

The volunteers who worked to enlarge the Responsibility Movement in Traffic over a large area in a short time were recognized at a ceremony with the participation of the Ministry of Transportation, representatives of the stakeholder institutions and TÜVTURK senior executives. Celebrities and media institutions giving support to the Responsibility Movement in Traffic project, coordinated by the Ministry of Transport and Communications with the purpose to develop the sense of responsibility in traffic, were also presented with appreciation plaques. The Land Transport Deputy General Ali Rıza Yüceulu from the Ministry of Transport and Communications presented the appreciation plaques to Doğuş Otomotiv CEO Ali Bilalođlu for providing the vehicle for the project, and Scania General Manager Tolga Senyücel for providing the trailers.



Scania and Krone Sponsorship for the 'We Are Measuring Turkey's Blood Pressure' Project of the Turkish Association of Hypertension and Kidney Diseases, held with the approval and support of the Ministry of Health

Within the context of the project which is carried out through the vehicle sponsorships of Scania and Krone, citizens' blood pressures were measured in various provinces and local people were informed especially about hypertension. Within the scope of the project, the blood pressures of 24,000 people in 4 provinces were measured in 2010.

Scania Sponsorship for "Adidas World Basketball Tournament" held with Adidas Sponsorship and supported by the Basketball Federation

The National Basketball Team Jersey was brought to the public attention, being exhibited in the trailer linked to the Scania brand vehicle which was used as the Adidas Basketball truck during the project.

The National Basketball Team Jersey on display was delivered to Hidayet Türkođlu before the opening match of the World Basketball Championship.

"Young European Trailer Driver 2010" event supported by European Union and Turkey was attended for the third time

This event, organized by Scania to improve road safety, reduce traffic accidents and raise driver consciousness, is the biggest trailer driver event of Europe and is repeated every two years.

Equality of Opportunity in Education and Darüşşafaka

One of Turkey's long-established non-governmental organizations, Darüşşafaka, has been providing orphans and children who lack financial potential with an opportunity for qualified education, thereby changing their lives, since 1863.

Depending on the support given by many persons and institutions since the day it was established, Darüşşafaka Cemiyeti (The Darüşşafaka Association) has been providing full scholarships and boarding facilities for more than 800 students each year.

Up to the present Darüşşafaka has provided more than 7,000 students' education at the Darüşşafaka Eğitim Kurumları from fourth grade to graduating from high school, and has made it possible for many to go to university on scholarship. Going back a century and a half, the institution has embraced the 'Lives Changing with Education' mission, believing that throughout history the development of the country has been parallel to the development of individuals.

Providing equality of opportunity in education, Darüşşafaka Education Institute aims at bringing up modern and self-confident leaders responsible to the society, who are lifelong learners.

In 2010 Doğuş Otomotiv contributed USD 500,000 to the Darüşşafaka Association, in support of the continuation of the institution's mission.

Memberships with Associations, Unions and Initiatives

- TAİD Association for Heavy Commercial Vehicles
- ODD Association of Automotive Distributors
- KALDER Turkish Quality Association
- ÇEVKO Environmental Protection and Packaging Waste Recovery and Recycling Trust
- TÜSİAD Turkish Industrialists' and Businessmen's Association
- DEİK Foreign Economic Relations Board
- KİD Corporate Communication Association
- RVD Advertisers Association of Turkey
- DENTUR Turkish Marine Industry Association
- AKÜDER Accumulator and Recycling Industrialists Society
- PETDER Turkish Petroleum Industry Association
- UNGC United Nations Global Compact

GRI Index



Profile Indicators	Remark	State	Department Name and Location	Reference Pages
1. Strategy and Analysis				
1.1	Senior Management Declaration	Full	Chairman's Message CEO's Message	2-3 4-5
1.2	Basic effects, risks and opportunities	Full	Chairman's Message CEO's Message Goals Strategy and Corporate Governance Risk Management	2-3 4-5 20 21 25
2. Corporate Profile				
2.1	Corporation Name	Full	Identification Bracelet	78
2.2	Brands, products and services	Full	Doğu Otomotiv 2010 Health and Safety Impact of Products and Services	7-10 53-54 Detailed information can be found at Doğu Otomotiv Annual Report http://www.dogusotomotiv.com.tr/c/en/annual-reports.aspx (Pages; 22-60) and Web Site http://www.dogusotomotiv.com.tr/c/en/brand-names.aspx
2.3	Operational structure of the corporation	Full	Doğu Otomotiv 2010	7-10 Detailed information can be found at Doğu Otomotiv Annual Report http://www.dogusotomotiv.com.tr/c/en/annual-reports.aspx (Pages; 4, 8-9, 72, 74-75, 89)
2.4	Headquarters	Full	Identification Bracelet	78
2.5	Countries in which the corporation operates	Full	Doğu Otomotiv 2010	7-10
2.6	Ownership properties and legal state	Full	Doğu Otomotiv 2010	7-10 Detailed information can be found at Doğu Otomotiv Annual Report http://www.dogusotomotiv.com.tr/c/en/pdf/tr/EN/AnnualReports10-3.pdf (Pages; 72,73)
2.7	Markets serviced	Full	Doğu Otomotiv 2010	7-10 Detailed information can be found at Doğu Otomotiv Annual Report http://www.dogusotomotiv.com.tr/c/en/pdf/tr/EN/AnnualReports10-1.pdf (Pages; 4-7, 16-17)
2.8	Corporation scale	Full	Doğu Otomotiv 2010 Financial Indicators	7-10 10 Detailed information can be found at Doğu Otomotiv Annual Report http://www.dogusotomotiv.com.tr/c/en/pdf/tr/EN/AnnualReports10-1.pdf (Pages; 4-7, 16-17)
2.9	Important changes in size, structure and ownership situations	Full	Doğu Otomotiv 2010 Financial Indicators	7-10 10 There were no changes in the issued capital of Doğu Otomotiv during the reporting period. Detailed information can be found at Doğu Otomotiv Annual Report http://www.dogusotomotiv.com.tr/c/en/pdf/tr/EN/AnnualReports10-3.pdf (Pages; 72, 76)

Profile Indicators	Remark	State	Department Name and Location	Reference Pages
2.10	Awards	Full	Awards 2010	14
3. Rapor profili				
3.1	Reporting Period	Full	About the Report	6
3.2	Date of Previous Report	Full	About the Report	6
3.3	Reporting frequency	Full	CEO's Message	4-5
3.4	Contact information about report	Full	About the Report	6
3.5	Report contents	Full	About the Report Methodology	6 12
3.6	Report contents limits	Full	About the Report	6
3.7	Report scope and contents limitations	Full	About the Report	6
3.8	Reporting principles on joint ventures and other subsidiary companies	Full	About the Report	6 Doğuş Otomotiv CR Report 2010 includes all social, economic and environmental corporate performance of Doğuş Otomotiv Servis ve Ticaret A.Ş. and Doğuş Oto Pazarlama ve Ticaret A.Ş. group companies.
3.9	Data assessment techniques and calculation methods	Full	Corporate Responsibility Strategy and Management Methodology	11 12
3.10	Reasons for the repetition of information in the previous report	Full	About the Report	6
3.11	Important changes in the report scope and contents	Full	About the Report	6
3.12	GRI Index	Full	GRI Index	67-76
3.13	Report supervision	Full		Doğuş Otomotiv 2010 CR Report was prepared in accordance with the level B requirements of the GRI G3 Principles. It did not receive an independent audit.
4. Governance liability and sharing practices				
4.1	Corporation governance structure	Full	Management Approach to Corporate Responsibility	13 Detailed information can be found at Doğuş Otomotiv Corporate Governance Compliance Report http://www.dogusotomotiv.com.tr/c/en/pdf/tr/EN/AnnualReports10-3.pdf (Pages; 68-71)

Profile Indicators	Remark	State	Department Name and Location	Reference Pages
4.2	Autonomy of the Chairman of the Board	Full		Detailed information can be found at Doğu Otomotiv Corporate Governance Compliance Report http://www.dogusotomotiv.com.tr/c/en/pdf/fr/EN/AnnualReports10-3.pdf (Pages; 68, 71)
4.3	Number of Independent Members in the Board of Directors	Full		There are no independent members in our Board. The Board of Directors consists of people in line with the laws and regulations. Detailed information can be found at Doğu Otomotiv Corporate Governance Compliance Report http://www.dogusotomotiv.com.tr/c/en/pdf/fr/EN/AnnualReports10-3.pdf (Pages; 68, 71)
4.4	Stakeholders' and employees' involvement in management	Full	Stakeholder Engagement	14 Detailed information can be found at Doğu Otomotiv Corporate Governance Compliance Report http://www.dogusotomotiv.com.tr/c/en/pdf/fr/EN/AnnualReports10-3.pdf (Pages; 62-67)
4.5	Fee paid to senior management and connections with sustainability performance	Full	Management Approach to Corporate Responsibility	13 Detailed information can be found at Doğu Otomotiv Corporate Governance Compliance Report http://www.dogusotomotiv.com.tr/c/en/pdf/fr/EN/AnnualReports10-3.pdf (Pages; 71, 141)
4.6	Processes preventing conflicts of interest	Full	Risk Management Ethical Principles	25 61 Detailed information can be found at Doğu Otomotiv Corporate Governance Compliance Report http://www.dogusotomotiv.com.tr/c/en/pdf/fr/EN/AnnualReports10-3.pdf (Pages; 68-71)
4.7	CSR Management Strategy of the corporation	Full	Corporate Responsibility Strategy and Management Management Approach to Corporate Responsibility	11-12 13
4.8	Corporation's rules of mission and behaviour regarding CSR performance	Full	Corporate Responsibility Strategy and Management Management Approach to Corporate Responsibility Ethical Principles	11-12 13 61
4.9	CSR performance and the supervision of its risks by senior management	Full	Management Approach to Corporate Responsibility Economic Responsibility Policy	13 23
4.10	Self-check of senior management about CSR performance	Full	CEO's Message Management Approach to Corporate Responsibility	4-5 13
4.11	Risk management attitude of the corporation in fields related to CSR	Full	Chairman's Message CEO's Message Management Approach to Corporate Responsibility Strategy and Corporate Governance Economic Responsibility Policy	2-3 4-5 13 21 23
4.12	Foreign enterprises and activities in areas regarding CSR	Full	Global Cooperations Human Rights	14 51
4.13	Union and association memberships	Full	Memberships with Associations, Unions and Initiatives	66
4.14	Stakeholders list	Full	Stakeholder Engagement	14 Our Stakeholder List can be found our Web Site: http://www.dogusotomotiv.com.tr/c/en/pdf/Stakeholder_Engagement.pdf

Profile Indicators	Remark	State	Department Name and Location	Reference Pages
4.15	Key stakeholders determining process	Full	Stakeholder Engagement	14 Detailed information can be found at Doğuş Otomotiv Web Site: http://www.dogusotomotiv.com.tr/c/en/pdf/Stakeholder_Engagement.pdf
4.16	Stakeholder participation process	Full	Stakeholder Engagement	14 Detailed information can be found at Doğuş Otomotiv Web Site: http://www.dogusotomotiv.com.tr/c/en/pdf/Stakeholder_Engagement.pdf Detailed information can be found at Doğuş Otomotiv Corporate Governance Compliance Report http://www.dogusotomotiv.com.tr/c/en/pdf/fr/EN/AnnualReports10-3.pdf (Pages: 64-67)
4.17	Stakeholder participation and primary subjects, responsiveness performance	Full	Stakeholder Engagement	14 Detailed information can be found at Doğuş Otomotiv Web Site: http://www.dogusotomotiv.com.tr/c/en/pdf/Stakeholder_Engagement.pdf
Performance Indicators				
Economic Performance	Management Approach	Full	Economic Responsibility Policy	23
EC 1	Direct economic value produced and distributed	Full	Financial Indicators Financial Efficiency Equality of Opportunity in Education and Darüşşafaka	10 23-24 65 Detailed information can be found at Doğuş Otomotiv Annual Report http://www.dogusotomotiv.com.tr/c/en/annual-reports.aspx (Pages: 5, 73-74, 76)
EC 2	The effect of climate change on the financial success of the corporation, risks and opportunities	Full	CEO's Message Economic Responsibility Policy Climate Change	4-5 23 33
EC 6	Policy, practice and rates of payment regarding payments made to local suppliers	Partly	Suppliers	31
EC 7	Local employment	Partly	Local Employment	48
EC 8	Investments made for public interest	Partly	Community Engagement	61-65
EC 9	Important indirect economic effects	Partly	Chairman's Message CEO's Message Financial Indicators Financial Efficiency Authorized Dealers and Service Centers Suppliers	2-3 4-5 10 23-24 28-31 31
Environmental Performance	Management Approach	Full	Environmental Policy	35
EN3	Direct energy consumption	Full	Energy Use	38

Profile Indicators	Remark	State	Department Name and Location	Reference Pages
EN4	Indirect energy consumption	Partly	Energy Use	38 All types of energy consumed by Doğu Otomotiv are from non- renewable sources.
EN5	Saved amount of energy due to improvements	Full	Energy Use	38
EN6	Products and services that provide energy efficiency	Full	Energy Use Energy Saving with the help of Technology Investments Corporate Awareness Environmentally Friendly Products	38 38 39 40-43
EN7	Attempts to reduce indirect energy consumption and reductions obtained	Full	Energy Use Energy Saving with the help of Technology Investments Corporate Awareness Environmentally Friendly Products	38 38 39 40-43
EN8	Total amount of water used according to its sources	Full	Water Use	36
EN11	Production centres within protected areas	Full		There is no orbit of Doğu Otomotiv in the protection area.
EN12	Effects on biological diversity	Full		There is no orbit of Doğu Otomotiv carrying high biodiversity in or near the protection area.
EN13	Protected or reclaimed living spaces	Full		There is no orbit of Doğu Otomotiv in the protection area.
EN14	Strategies regarding bio-diversity, activities in progress and future plans	Full		There is no orbit of Doğu Otomotiv carrying high biodiversity in or near the protection area.
EN15	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	Full		There is no orbit of Doğu Otomotiv in the protection area.
EN16	Total direct and indirect greenhouse gas emission	Full	Energy Use Environmentally Friendly Products	38 43
EN17	Indirect greenhouse gas emission	Full	Environmentally Friendly Products	40-43
EN18	Attempts to reduce emissions	Partly	Energy Use Logistics Management Environmentally Friendly Products	38 38-39 40-43

Profile Indicators	Remark	State	Department Name and Location	Reference Pages
EN22	Total waste according to type and disposal method	Partly	Waste Management	36
EN26	Attempts to reduce the environmental effects of products	Full	Waste Management Corporate Awareness Environmentally Friendly Products	36 37 40-43
EN27	Percentage of recollecting of sold products and their packaging materials in categories	Partly	Waste Management Recycling of Packaging	36 37
EN28	Discordances with environmental laws and regulations	Full		Doğuş Otomotiv has not fined in the year of 2010 because of not complying with environmental laws and regulations.
EN29	Effects caused by product transportation and employee logistics	Partly	Logistics Management	38-39
EN30	Total amount of environment expenses and investments	Partly	Waste Management Energy Saving with the help of Technology Investments Logistics Management	36 38 38-39
Labor Practices and Decent Work	Management Approach	Full	Employees and Decent Work Policy	45
LA1	Total number of employees according to employment type, contract and district	Full	Employees	45-50
LA2	Total number of employees and their circulation according to age groups, gender and district	Full	Employee Circulation Employees	49 50
LA3	Benefits provided for the full time employees	Full	Employee Rights	48
LA5	Period of notice due to operational changes	Full		Notice period in our company is in line with Turkish laws and regulations.
LA6	Percentage total labour represented in the health and safety committees	Full	Employee Health and Safety	46
LA7	Injury, occupational illness, days lost and absence	Partly	Employees	49

Profile Indicators	Remark	State	Department Name and Location	Reference Pages
LA8	Consultancy, precaution and risk control regarding serious illnesses	Partly	Employee Health and Safety	46
LA10	Annual average training hours per employee	Full	Trainings	50
LA11	Employee training	Full	Employee Development	47
LA12	Regular performance and development monitoring	Partly	Performance Management	47
LA13	Inventory of employees' age, gender and minority group	Full	Employees	50
LA14	Men-women wage rates according to employee category	Full	Employees	50
Human Rights Performance	Management Approach	Full	Doğu Otomotiv Human Rights Policy	51
HR1	Percentage and total number of significant investment agreements comprising human rights clauses and screened for human rights	Partly	Goals Suppliers Scania	20 31 54
HR3	Total number of hours for human rights training	Full	Goals Human Rights	20 51
HR4	Total number of incidents regarding discrimination and precautions taken	Partly	United Nations Global Compact Agreement (UN Global Compact - BM KIS Principles) Responsible Marketing Communication Employees and Decent Work Policy Employee Rights Human Rights Ethical Principles	14 32 45 48 51 61
HR5	Freedom of organization and collective bargaining	Partly	United Nations Global Compact Agreement (UN Global Compact - BM KIS Principles)	14
HR7	Operations having the risk of forced labour and precautions taken	Full	United Nations Global Compact Agreement (UN Global Compact - BM KIS Principles) Doğu Otomotiv Human Rights Policy	14 51
HR9	Total number of incidents which resulted in the violation of the rights of the native public and precautions taken	Full	Doğu Otomotiv Human Rights Policy	51 There has been no incident against human rights and Doğu Otomotiv has not been fined because of this reason.
Product Responsibility Performance	Management Approach	Full	Product and Service Responsibility Policy	53

Profile Indicators	Remark	State	Department Name and Location	Reference Pages
PR1	Health and safety in the life cycle of products and services	Full	Suppliers Health and Safety Impact of Products and Services	31 53-54
PR2	Number of incidents in discordance with the regulations and voluntary rules regarding health and safety effects of products and services	Full	Health and Safety Impact of Products and Services Product and Service Information	53-54 56-57 There has been no incidents of non-compliance with regulations and voluntary codes concerning health and safety impact of products and services during their life cycle, by type of outcomes. For related technical and security specifications of products: http://www.dogusotomotiv.com.tr/c/en/default-en.aspx
PR3	Labelling	Full	Product and Service Information	56-57
PR4	Total number of incidents displaying discordance with regulations and voluntary rules regarding labelling	Full	Product and Service Information	56-57 Doğuş Otomotiv complies with regulations and voluntary codes concerning its products and services. There has been no incidents non-compliance with regulations and voluntary codes regarding labelling.
PR5	Customer satisfaction	Full	Customer Health and Safety Customer Satisfaction Process Management Customer Satisfaction Surveys at Doğuş Otomotiv	55-56 57-59 59
PR6	Adherence to laws and regulations regarding marketing communication	Full	Responsible Marketing Communication Product and Service Responsibility Policy	32 53
PR7	Total number of incidents displaying discordance with regulations and voluntary rules regarding marketing communication	Partly	Responsible Marketing Communication Product and Service Responsibility Policy	32 53
PR8	Confirmed complaints regarding customer confidentiality	Partly	Customer Privacy	59
PR9	Non-compliance with laws and regulations regarding supplying and usage of product services	Partly	Suppliers Health and Safety Impact of Products and Services Customer Health and Safety	31 53-54 55-56
Social Performance	Management Approach	Full	Community Engagement Policy	61
SO1	The influence of our activities on local public	Partly	Stakeholder Engagement Goals Employee Volunteerism Community Engagement	14 20 47 61-65
SO2	Risk analysis regarding corruption	Partly	Risk Management	25
SO3	Corporation's policies against corruption and trainings on the subject	Partly	Community Engagement Policy Ethical Principles	61-65 61
SO4	Precautions taken against incidents of corruption	Partly	United Nations Global Compact Agreement (UN Global Compact - BM KIS Principles) Risk Management	14 25 Detailed information can be found at Doğuş Otomotiv Corporate Governance Compliance Report. http://www.dogusotomotiv.com.tr/c/en/pdf/fr/EN/AnnualReports10-3.pdf (Pages; 64, 68-70)

United Nations Global Compact Communication on Progress Index



UN Global Compact Principles	Stance of Performance Information in Report
Human Rights	
Principle 1. Businesses should support and respect internationally proclaimed human rights.	CEO's Message – 4-5 Human Rights – 51
Principle 2. Businesses should take all precautions in order not to be complicit with human rights abuses.	Goals – 20 Employees and Decent Work Policy – 45 Doğuş Otomotiv Human Rights Policy – 51
Labour	
Principle 3. They should respect freedom of union and collective bargaining.	Employees and Decent Work Policy – 45 Human Rights – 51
Principle 4. They should work for the elimination of all forms of forced and compulsory labour.	Goals – 20 Employees and Decent Work Policy – 45 Human Rights – 51
Principle 5. They should work for the complete abolition of child employment.	Goals – 20 Employees and Decent Work Policy – 45 Human Rights – 51
Principle 6. Businesses should uphold the elimination of discrimination regarding employment and occupation.	Economic Responsibility Policy – 23 Employees and Decent Work Policy – 45 Employee Rights – 48 Human Rights – 51
Environment	
Principle 7. Businesses should support a precautionary approach to environmental challenges.	Chairman's Message – 2-3 CEO's Message – 4-5 Climate Change – 33 Environmental Policy – 35 Waste Management – 36 Product and Service Responsibility Policy – 53
Principle 8. Businesses should support all forms of activity and formations that would increase environmental responsibility.	Chairman's Message – 2-3 CEO's Message – 4-5 Goals – 20 Suppliers – 31 Environmental Commitment from Scania Authorized Dealers and Authorized Service Centers – 42
Principle 9. They should encourage the development and diffusion of environmentally friendly technologies.	Environmentally Friendly Products – 40-43
Anti-Corruption	
Principle 10. Businesses should fight against all kinds of corruption including bribery and extortion.	Risk Management – 25 Community Engagement Policy – 61 Ethical Principles – 61

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