

# Investor Relations Presentation

## Q2 2021 Results

Updated: October 2021

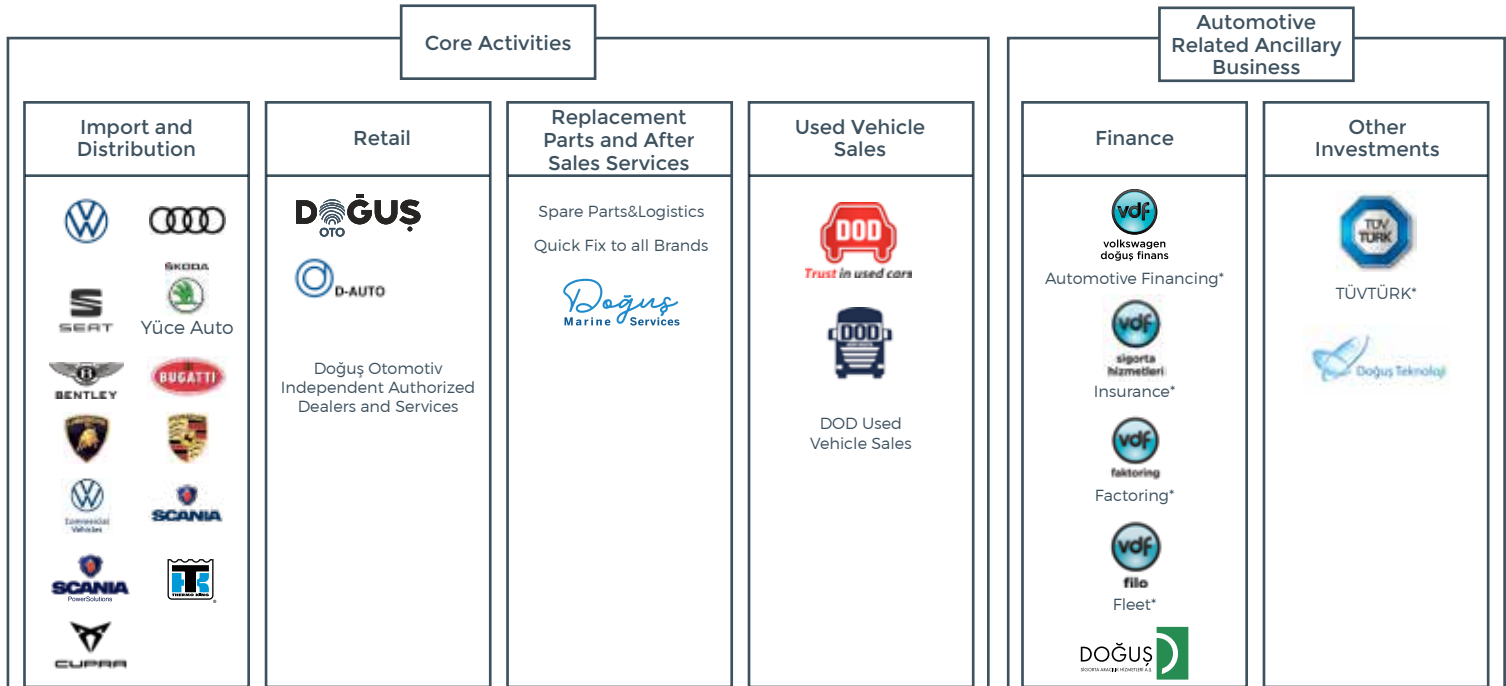


# Agenda

- Doğu Otomotiv
- Macroeconomic Outlook
- Automotive Market
- Financial Performance

# Doğuş Otomotiv / Value Chain 2021

## Presence in Every Stage of the Lifecycle of Owning a Vehicle



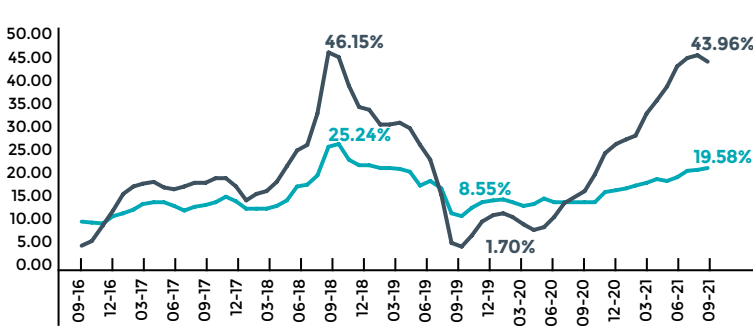
\*Subsidiaries

# Macroeconomic Outlook



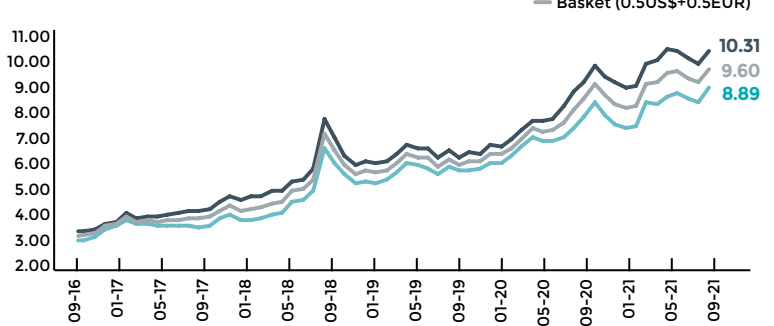
# Macroeconomic Indicators

## YoY Inflation (%)



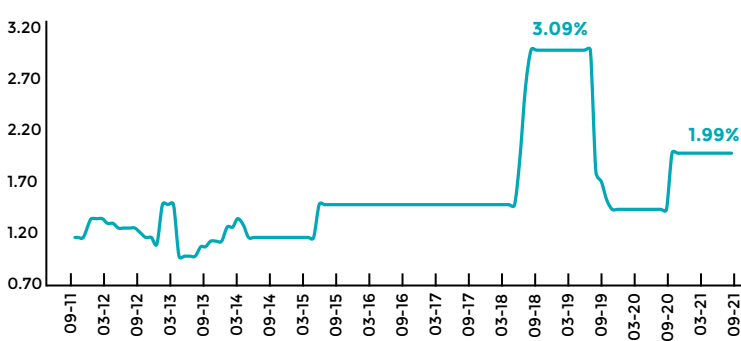
Source: The Central Bank of the Republic of Turkey (CBRT)

## Nominal Exchange Rates



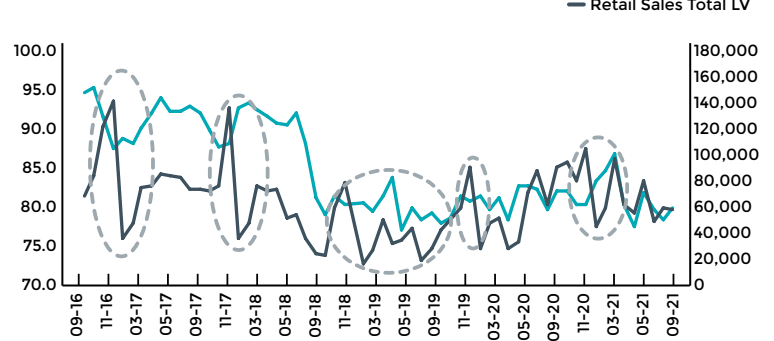
Source: The Central Bank of the Republic of Turkey (CBRT)

## Auto Loan Rates (%)



Source: Garanti BBVA

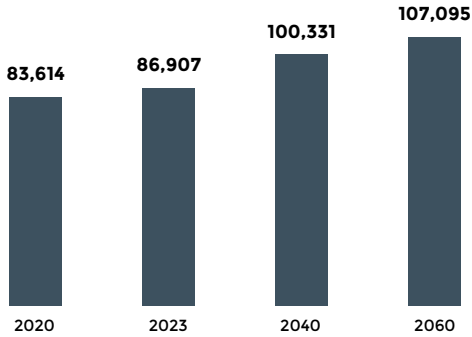
## Consumer Confidence Index



Source: The Turkish Statistical Institute (TurkStat) and Automotive Distributors Association  
 \* The calculation method of the Consumer Confidence Index was updated on September 22, 2020 in order to ensure the international comparability of the index.

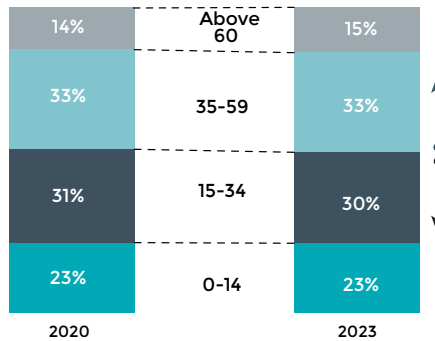
# Population & Demography

## Population Statistics ('000)



Source: The Turkish Statistical Institute (TurkStat)

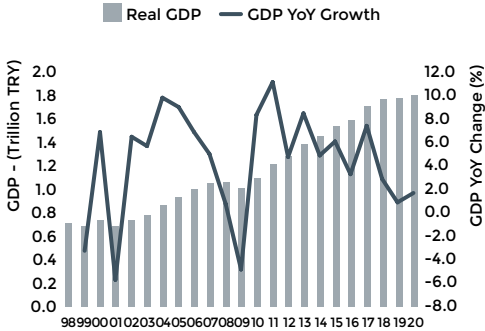
## Age Demography



Source: The Turkish Statistical Institute (TurkStat)

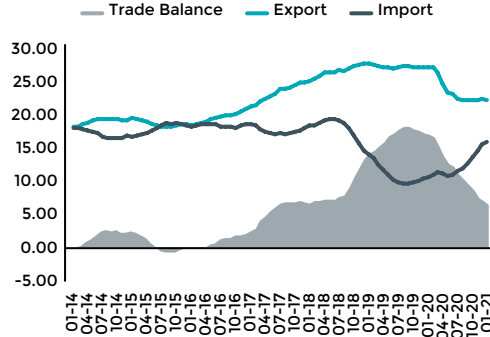
- Young population is a main driver in Turkey.
- Population is expected to grow above 10%.
- Over 50% of the population will be between the age group of 15 to 59 years by 2060.
- Median age is expected to increase by 9% by 2060.

## Economy



Source: The Turkish Statistical Institute (TurkStat)

## Auto Industry Trade Balance (US\$ bn)



Note: All figures are rounded.  
Source: The Turkish Statistical Institute (TurkStat)

# Automotive Market

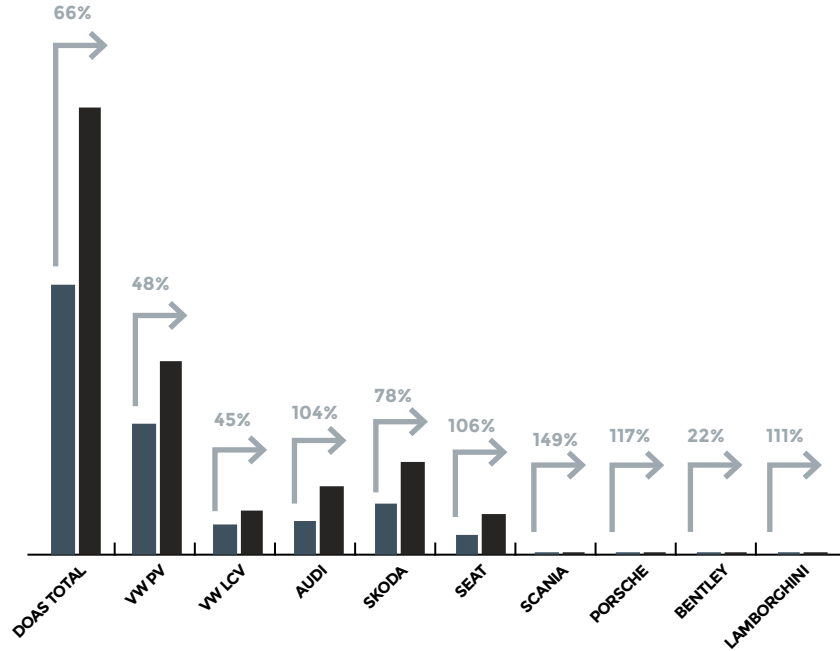


# DOAS Wholesales Performance - December 2020

	12M2019	12M2020	Change
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<b>DOAS TOTAL</b>	<b>76,004</b>	<b>126,095</b>	<b>66%</b>
VW PV	37,029	54,886	48%
VW LCV	8,253	12,006	45%
AUDI	9,576	19,537	104%
SKODA	14,600	25,965	78%
SEAT	5,765	11,866	106%
SCANIA	465	1,157	149%
PORSCHE	298	648	117%
BENTLEY	9	11	22%
LAMBORGHINI	9	19	111%

■ 12M2019 ■ 12M2020 → Change



Source: Automotive Distributors Association

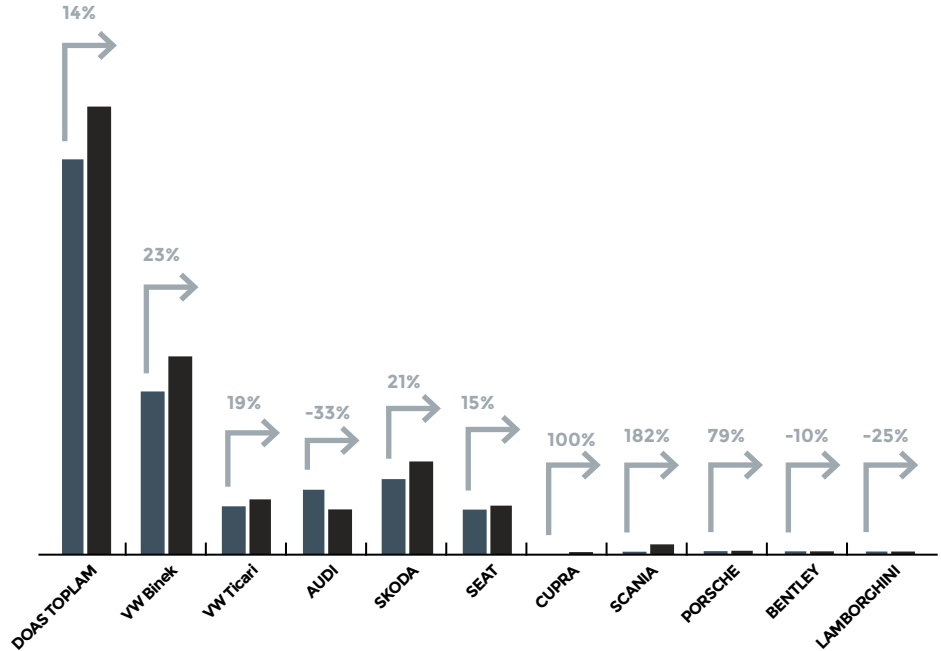


# DOAS Wholesales Performance - September 2021

	09M2020	09M2021	Change
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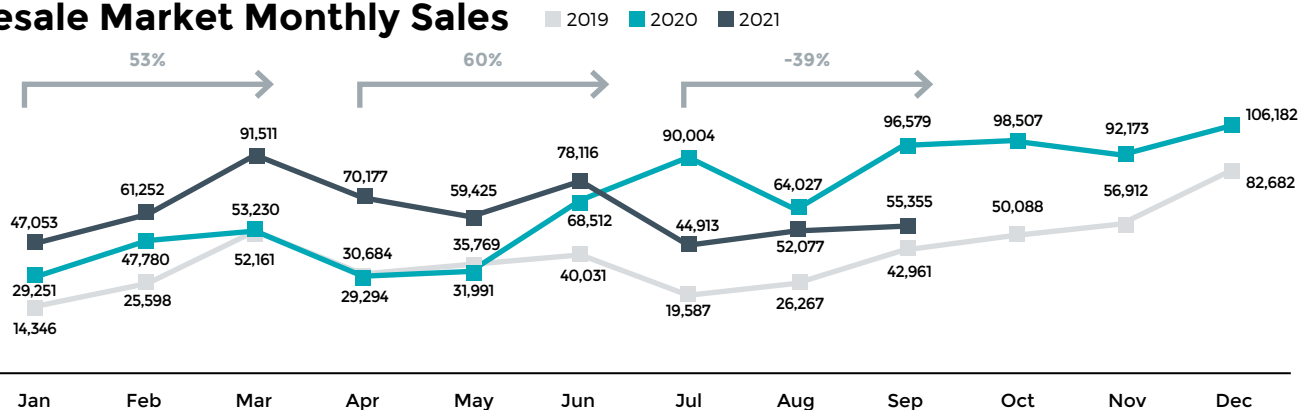
<b>DOAS TOTAL</b>	<b>85,735</b>	<b>97,340</b>	<b>14%</b>
VW PV	34,888	42,785	23%
VW LCV	9,997	11,851	19%
AUDI	14,098	9,457	-33%
SKODA	16,556	20,076	21%
SEAT	9,216	10,572	15%
CUPRA	0	157	100%
SCANIA	693	1,953	182%
PORSCHE	261	468	79%
BENTLEY	10	9	-10%
LAMBORGHINI	16	12	-25%

■ 09M2020 ■ 09M2021 → Change

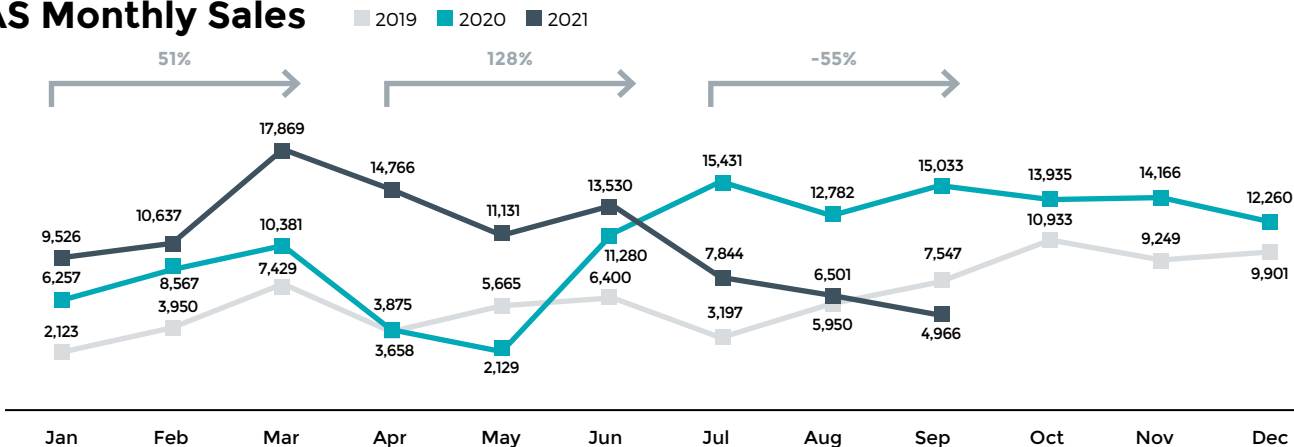


Source: Automotive Distributors Association

# Wholesale Market Monthly Sales



# DOAS Monthly Sales

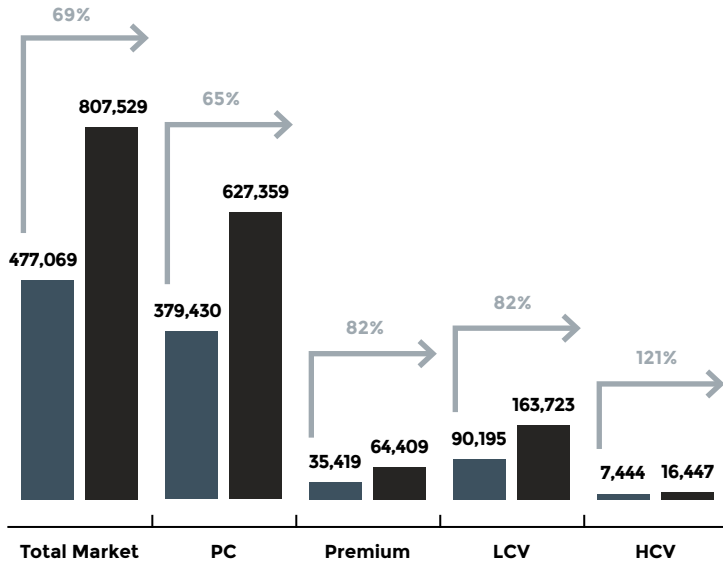


Source: Automotive Distributors Association, DOAS performance includes Škoda sales.

# Market Review - Wholesale - December 2020

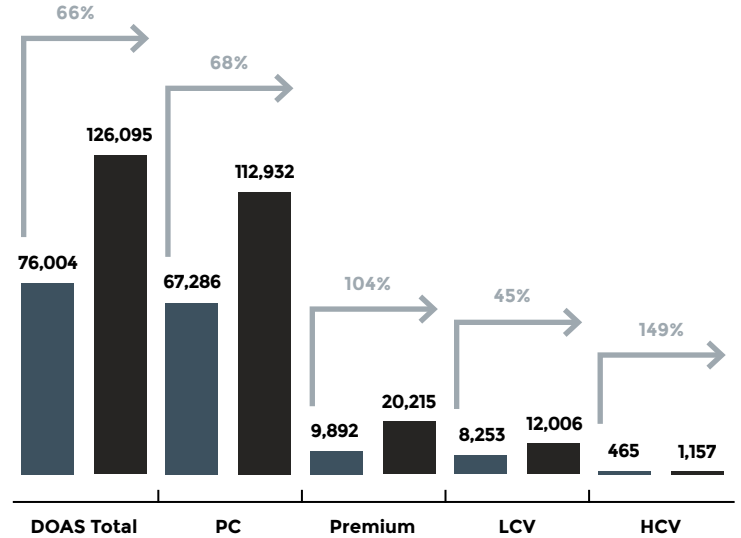
## MARKET

■ Dec 2019 ■ Dec 2020 → Change



## DOAS

■ Dec 2019 ■ Dec 2020 → Change

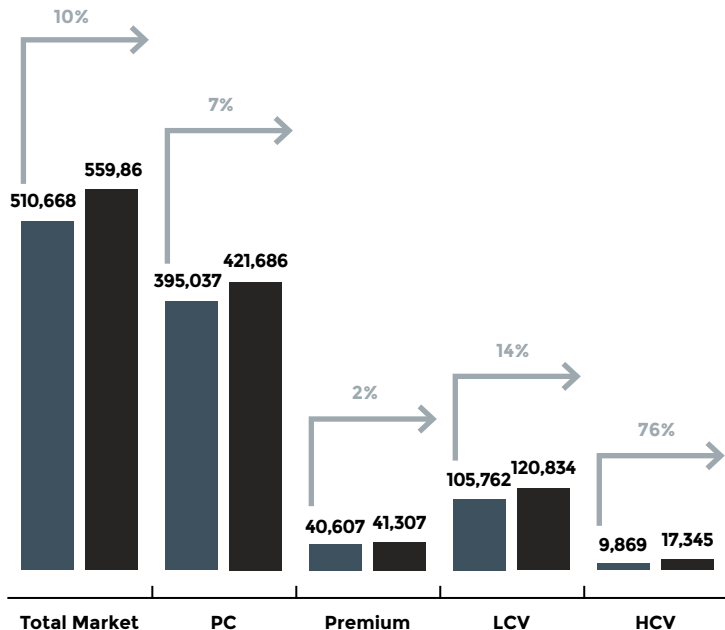


Source: Automotive Distributors Association, DOAS performance includes Škoda sales.

# Market Review - Wholesale - September 2021

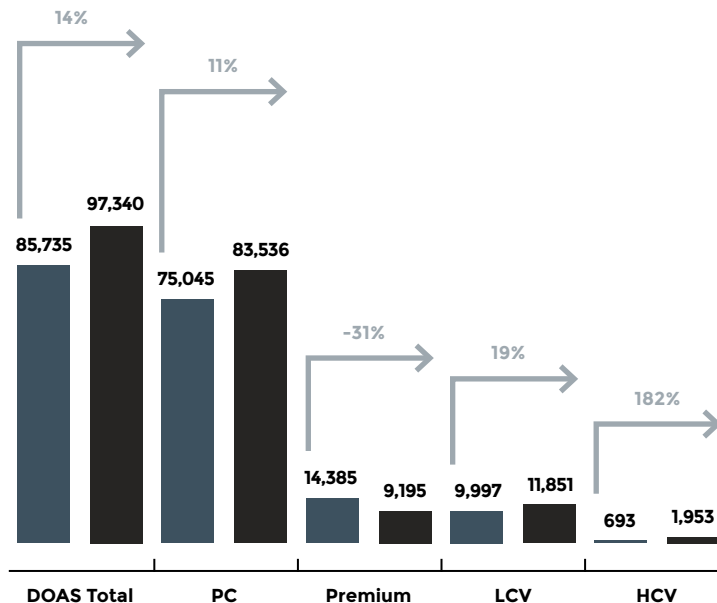
## MARKET

■ Sep 2020 ■ Sep 2021 → Change



## DOAS

■ Sep 2020 ■ Sep 2021 → Change



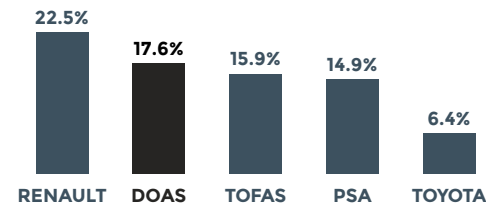
Source: Automotive Distributors Association, DOAS performance includes Škoda sales.

# Market Share - Retail - December 2020

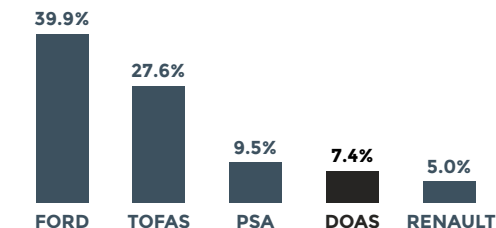
RETAIL MARKET	2018 YEAR END	2019 YEAR END	DEC 2019	DEC 2020	2019 YEAR END/ DEC 2020 CHANGE	DEC 2019/ DEC 2020 CHANGE
<b>PASSENGER VEHICLE %</b>						
RENAULT GROUP	26.3	23.3	23.3	22.5	-0.8	-0.8
DOĞUŞ OTOMOTİV	19.6	18.2	18.2	17.6	-0.6	-0.6
TOFAS	9.1	15.4	15.4	15.9	0.5	0.5
PSA GRUP	11.1	12.6	12.6	14.9	2.3	2.3
TOYOTA	6.3	6.1	6.1	6.4	0.4	0.4
FORD	4.9	4.1	4.1	4.5	0.5	0.5
HYUNDAI	6.6	5.9	5.9	4.5	-1.4	-1.4
HONDA	5.9	5.3	5.3	3.6	-1.6	-1.6
OTHER	10.3	9.3	9.3	10.0	0.8	0.8
<b>LIGHT COMMERCIAL VEHICLE %</b>						
FORD	31.0	34.2	34.2	39.9	5.7	5.7
TOFAS	21.1	20.8	20.8	27.6	6.9	6.9
PSA GROUP	7.3	11.3	11.3	9.5	-1.8	-1.8
DOĞUŞ OTOMOTİV	12.7	10.5	10.5	7.4	-3.1	-3.1
RENAULT GROUP	10.7	8.6	8.6	5.0	-3.6	-3.6
MERCEDES-BENZ	5.9	5.5	5.5	3.2	-2.4	-2.4
MITSUBISHI	2.7	2.1	2.1	2.9	0.8	0.8
KIA	1.5	1.5	1.5	1.2	-0.3	-0.3
OTHER	7.2	5.5	5.5	3.4	-2.1	-2.1
<b>LIGHT VEHICLE %</b>						
RENAULT GROUP	22.9	20.5	20.5	18.9	-1.6	-1.6
TOFAS	11.7	16.4	16.4	18.4	2.0	2.0
DOĞUŞ OTOMOTİV	18.1	16.7	16.7	15.4	-1.3	-1.3
PSA GROUP	10.3	12.4	12.4	13.7	1.4	1.4
FORD	10.5	9.8	9.8	12.0	2.1	2.1
TOYOTA	5.5	5.1	5.1	5.2	0.1	0.1
HYUNDAI	5.4	5.0	5.0	3.7	-1.3	-1.3
HONDA	4.6	4.3	4.3	2.9	-1.4	-1.4
OTHER	11.0	9.9	9.9	9.8	-0.1	0.0

Source: Automotive Distributors Association, DOAS performance includes Škoda sales.

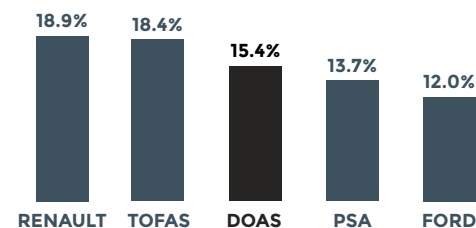
## PV TOP 5 DECEMBER 20



## LCV TOP 5 DECEMBER 20



## LV TOP 5 DECEMBER 20

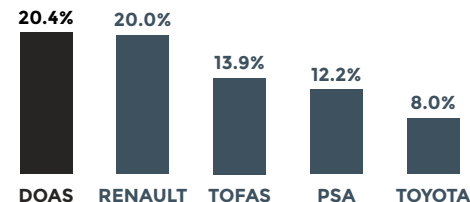


# Market Share - Retail - September 2021

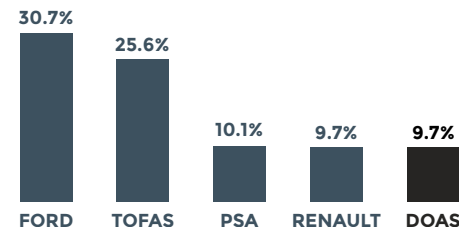
RETAIL MARKET	2019 YEAR END	2020 YEAR END	SEP 2020	SEP 2021	2020 YEAR END/ SEP 2021 CHANGE	SEP 2020/ SEP 2021 CHANGE
<b>PASSENGER VEHICLE %</b>						
DOGUS OTOMOTİV	23.3	22.5	18.5	20.4	-2.1	1.9
RENAULT GROUP	18.2	17.6	23.3	20.0	2.4	-3.3
TOFAS	15.4	15.9	15.6	13.9	-2.0	-1.8
PSA GROUP	12.6	14.9	14.9	12.2	-2.7	-2.7
TOYOTA	6.1	6.4	6.0	8.0	1.6	1.9
HYUNDAI	5.9	4.5	4.5	6.4	1.9	1.9
HONDA	5.3	3.6	3.5	4.8	1.2	1.3
KIA	1.3	2.2	2.2	3.1	0.9	0.9
OTHER	12.0	12.4	11.5	11.3	-1.0	-0.1
<b>LIGHT COMMERCIAL VEHICLE %</b>						
FORD	34.2	39.9	38.0	30.7	-9.2	-7.3
TOFAŞ	20.8	27.6	28.4	25.6	-2.0	-2.8
PSA GRUP	11.3	9.5	8.5	10.1	0.6	1.6
RENAULT GRUP	8.6	5.0	4.3	9.7	4.8	5.4
DOGUS OTOMOTİV	10.5	7.4	9.5	9.7	2.3	0.1
MERCEDES-BENZ	5.5	3.2	3.5	3.7	0.5	0.2
TOYOTA	1.0	0.9	0.7	3.6	2.7	2.9
MITSUBISHI	2.1	2.9	3.8	2.5	-0.4	-1.3
OTHER	8.1	6.6	3.4	4.6	-2.0	1.2
<b>LIGHT VEHICLE %</b>						
DOGUS OTOMOTİV	16.7	15.4	16.6	18.1	2.6	1.5
RENAULT GRUP	20.5	18.9	19.3	17.7	-1.1	-1.5
TOFAŞ	16.4	18.4	18.3	16.5	-1.9	-1.9
PSA GRUP	12.4	13.7	13.5	11.7	-2.1	-1.9
FORD	9.8	12.0	11.3	8.9	-3.1	-2.4
TOYOTA	5.1	5.2	4.9	7.0	1.8	2.1
HYUNDAI	5.0	3.7	3.7	5.2	1.5	1.6
HONDA	4.3	2.9	2.7	3.7	0.9	1.0
OTHER	9.9	9.8	9.7	11.3	1.4	1.6

Source: Automotive Distributors Association, DOAS performance includes Škoda sales.

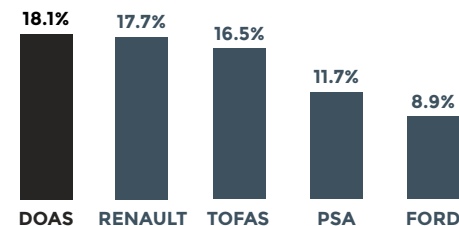
## PV TOP 5 SEPTEMBER 21



## LCV TOP 5 SEPTEMBER 21



## LV TOP 5 SEPTEMBER 21



# Financial Performance



# Consolidated Income Statement

(TL mn, CMB)	30-Jun-21	30-Jun-20	Change (%)
Revenue	13,600	5,727	137%
Gross Profit	1,707	750	128%
Operational Expenses	-506	-345	47%
Selling and Marketing Expenses	-157	-89	76%
General Administrative Expenses	-260	-207	26%
Warranty Expenses, net	-66	-40	66%
Other Operating Expenses, net	-23	-9	151%
EBITDA	1,285	468	175%
EBIT	1,201	404	197%
Net Profit	889	230	286%

Margins	30-Jun-21	30-Jun-20	Change (%)
Gross Margin	12.6%	13.1%	-4%
Opex/Sales	3.7%	6.0%	-38%
EBITDA Margin	9.4%	8.2%	16%
EBIT Margin	8.8%	7.1%	25%
Net Profit Margin	6.5%	4.0%	62%



# Consolidated Income Statement

(TL '000)	30-Jun-21	Vertical Analysis	30-Jun-20	Vertical Analysis	Change (%)
Revenue	13,599,744		5,726,649		137%
Direct cost of revenue	-11,892,286	87%	-4,976,679	87%	139%
<b>Gross profit</b>	<b>1,707,458</b>	<b>13%</b>	<b>749,970</b>	<b>13%</b>	<b>128%</b>
Selling, marketing and distribution expenses	-156,967	1%	-89,237	2%	76%
SG&A Expenses	-260,389	2%	-207,295	4%	26%
Warranty expenses	-66,183	0%	-39,830	1%	66%
Other operating incomes/losses, net	-22,891	0%	-9,133	0%	151%
<b>Results from operating activities</b>	<b>1,201,028</b>	<b>9%</b>	<b>404,475</b>	<b>7%</b>	<b>197%</b>
Income Loss from Investing Activities	16,512		12,364		34%
<b>Income Loss from Associates</b>	<b>177,280</b>	<b>1%</b>	<b>86,441</b>	<b>2%</b>	<b>105%</b>
Financial incomes/costs, net	-258,362		-225,626		15%
<b>Profit before income tax</b>	<b>1,136,458</b>	<b>8%</b>	<b>277,654</b>	<b>5%</b>	<b>309%</b>
Tax expense	-247,615		-47,251		424%
<b>Profit for the year</b>	<b>888,843</b>	<b>7%</b>	<b>230,403</b>	<b>4%</b>	<b>286%</b>

	Passenger Segment	Commercial Segment	Other Segment	Total
Revenue from external customers	9,736,122	2,903,871	959,751	13,599,744
Cost of sales	-8,726,391	-2,507,085	-658,429	-11,891,905
<b>Gross Profit</b>	<b>1,009,731</b>	<b>396,786</b>	<b>301,322</b>	<b>1,707,839</b>
Gross Profit Margin	10.4%	13.7%	31.4%	12.6%

Income/Loss from Associates	30 Jun 21 Cumulative	30 Jun 20 Cumulative
VDF Group	68,318	20,388
VDF	13,400	16,158
VDF Servis Holding	54,918	4,230
Doğuş Sigorta	1,892	970
SKODA (Yüce Oto)	27,752	11,894
TÜVTURK Group	77,977	55,270
Meiller-Doğuş	0	0
Doğuş Technology	1,341	-2,081
<b>Grand Total</b>	<b>177,280</b>	<b>86,441</b>

# Financing Costs

(mn TL)	30-Jun-2021	30-Jun-2020	(% Change)
<b>Financing Cost, net</b>	<b>258,362</b>	<b>225,626</b>	<b>15%</b>
<b>Finance Expenses</b>	<b>283,829</b>	<b>256,551</b>	<b>11%</b>
Interest Expense on Borrowings	227,828	193,783	18%
Commission Expenses on Letters of Guarantee	32,914	31,149	6%
Foreign Exchange Losses on Borrowings, net	0	15,112	-100%
Interest Expense on Lease Liabilities	12,796	10,729	19%
Other	10,291	5,778	78%
<b>Finance Incomes</b>	<b>25,467</b>	<b>30,925</b>	<b>-18%</b>
Interest Revenue	25,467	30,925	-18%

# Consolidated Balance Sheet

(TL '000)	30-Jun-21	31-Dec-20
<b>ASSETS</b>	<b>8,037,412</b>	<b>7,117,134</b>
Cash and cash equivalents	1,241,335	655,599
Trade receivables	1,478,475	1,047,149
Inventories	2,645,157	2,751,843
Tangible and intangible non-current assets	1,020,708	956,338
Financial Investments	561,545	561,545
Investments in equity accounted investees	677,685	790,730
Right of Use Asset	87,913	75,855
Other	324,594	278,075
<b>LIABILITIES</b>	<b>5,420,453</b>	<b>4,821,400</b>
Financial liabilities	2,940,762	2,386,916
Trade payables	1,590,515	1,853,830
Provisions	165,938	137,346
Other	723,238	443,308
<b>EQUITY</b>	<b>2,616,959</b>	<b>2,295,734</b>

## Inventories:

- Inventories: Number of vehicles decreased from 13,129 units on 31.12.2020 to 11,696 units on 30.06.2021.

## Financial Liabilities:

- Financial Liabilities; Use of financing was realized as expected at TRY 2.9B.

Investments in Equity Accounted Investees	30-Jun-21	31-Dec-20
<b>Associates</b>		
Doğuş Sigorta	40,635	38,743
vdf Group	439,736	371,418
vdf Servis	439,736	240,012
vdf *	0	131,406
Yüce Auto (Škoda)	54,347	86,595
Doğuş Technology	31,250	29,909
<b>Joint Ventures</b>		
TÜVTURK North - South (Consolidated)	111,717	264,065
Meiller-Doğuş	0	0
<b>Total</b>	<b>677,685</b>	<b>790,730</b>

Provisions	30-Jun-21	31-Dec-20
Warranty provisions	68,447	48,666
Legal provisions	33,163	32,483
Non-current provisions for employee benefits	64,328	56,197
Other provisions	0	0
<b>Total</b>	<b>165,938</b>	<b>137,346</b>

\* The Group has transferred its shares in vdf to vdf Servis with the "partial demerger through associate model".

# Consolidated Balance Sheet

(Balance Sheet mn,TL)	30 Jun 21	31 Dec 20	Change (%)
Total Assets	8,037	7,117	13%
Total Equity	2,617	2,296	14%
Net working capital	913	448	104%
Net cash position	-1,590	-1,722	8%
Receivable Turnover (day)	20	20	-2%
Inventory Turnover (day)	41	61	-34%
Payable Turnover (day)	24	41	-41%
Net Debt/EBITDA	0,7	1,1	-40%

(Balance Sheet mn,TL)	30 Jun 21	31 Dec 20	Change (%)
CAPEX	97	142	-32%
ROA	11.1%	14.6%	-24%
ROE	34.0%	45.4%	-25%

## 2021 EXPECTATIONS

Mobility

Digitalization

Service Areas

Operational Efficiency and  
Cautious Expenditure Management

Optimum  
Profitability

**OEM Strategy: Maintain represented brands'  
competitive position.**

### **Total Automotive Market (PC+LCV+HCV)**

800,000 units

### **Doğuş Otomotiv Sales Volume (excluding ŠKODA)**

100,000 units

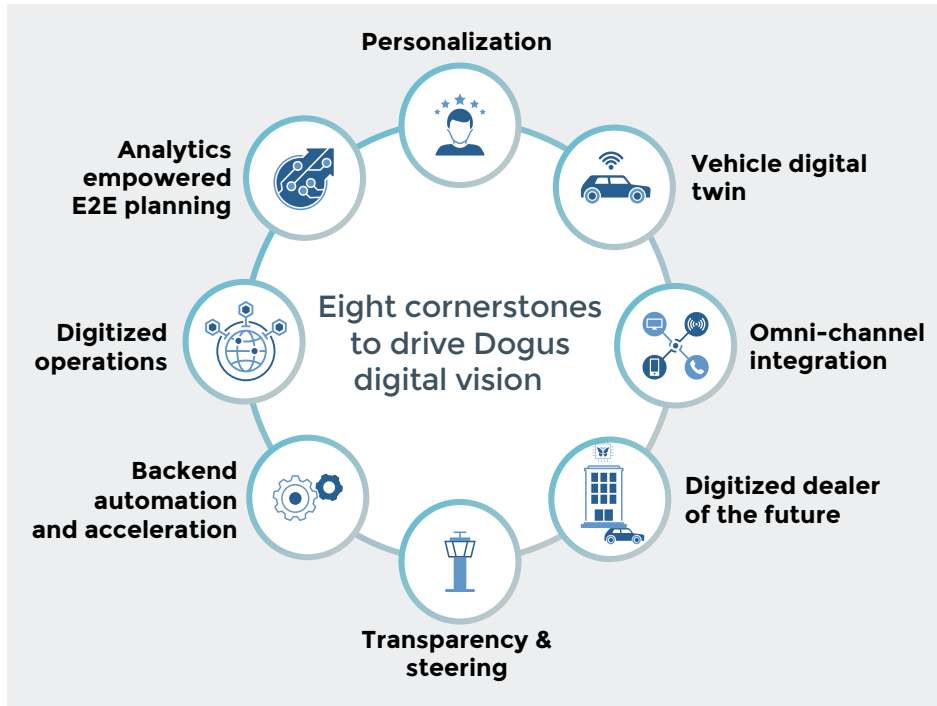
### **Investment Expenditure**

TRY 360 mn

- Expenditures for head office, logistics, spare parts, training areas and subsidiaries
- **Machinery and equipment** investments
- Test vehicles
- Investments in **information technologies and Digitalization Project**
- Investments presenting potential to create value.

# Digital Transformation Strategy of DOAS

## Doğuş Otomotiv Road Map for Digital Vision



## Enabling factors

### 3 digital foundations

Data & systems

People, skills & working mode

Digital governance & transformation

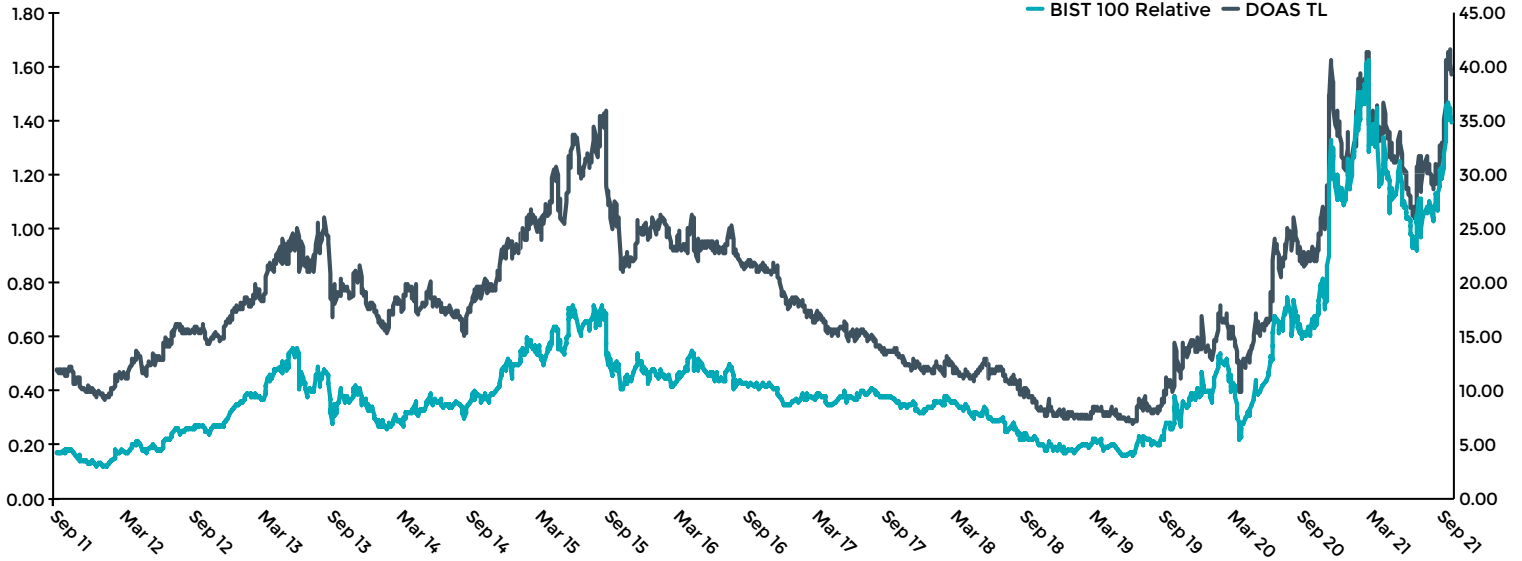


### Growing beyond the core

Business innovation



# Stock Price History



Shareholder's Commercial Title	Share in Capital (TRY)	Share in Capital (%)
Doğuş Holding A.Ş.	165,584,715	75.27
Doğuş Otomotiv Servis ve Ticaret A.Ş.	22,000,000	10.00
Doğuş Sigorta Aracılık Hizmetleri A.Ş.	292	-
Free Floating Shares	32,414,993	14.73
<b>Total</b>	<b>220,000,000</b>	<b>100.00</b>

\* In accordance with communique of CMB, the Company reacquired 22,000,000 units of its own shares, which is equivalent to 10% of its paid-in capital in 2016.

# Disclaimer

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