



“The Wish”
by Mehmet Yıldırım

INHERENTLY
A BETTER
FUTURE

© TOWARDS THE AGE OF SUSTAINABILITY BEING A PART OF THE CIRCULAR ECONOMY

Due to the Covid-19 pandemic, 2020 has become a year that deeply affected, transformed and strengthened the automotive industry like all other industries. As Doğu Otomotiv, we managed to leave the storm behind us in a year packed with many unknowns. In such an economic and social climate where future forecasts have been constantly changing, we have chosen to take firm steps ahead on the path leading towards the age of sustainability.

Although our planet faced staggering circumstances that it did not expect and prepared for in 2020, we know that coming years are about to sail towards a restorative and regenerative industrial economy cycle if approached with a goal-and purpose-oriented understanding. To be able to adapt to this cycle proactively, we continue to achieve our goals set to use our resources efficiently, to review all our operations in accordance with sustainability standards, and to be a part of this regenerative system.

By means of our business partners investing in new generation technologies and our efficiency-oriented process approaches, we will continue to be one of the important players in the automotive industry by developing the most suitable management models as well for the requirements of this new era.

Doğu Otomotiv in Brief in 2020

| | | | |
|--|---|-------------------------------------|------------------------------------|
| TL 18,900,148,000 Net Sales | 7.6% EBIT Margin | TL 142,000,000 Total Investments | TL 869,000,000 Local Purchasing |
| 125 gr/km CO ₂ Emission per Sold Vehicle | 120,476 Total Number of Vehicles Sold | 2,057 Number of Female Employees | 21.3% Female Employee Ratio |
| TL 12,000,000 Solar Energy Investment | TL 18,000,000 Savings from Digital Transformation Projects | 573 Service Points | 8,125,000 Community Investment |



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✎ MESSAGE FROM THE CEO AND CHAIRPERSON



The number of Authorized Dealers and Service Centers participating the Sustainability Report from our value chain reached to 24 and Suppliers to 32.



Dear Stakeholders,

We have left behind a year that proved to be particularly difficult for our country, as well as for all other communities in world. First off, I would like to start by thanking our healthcare professionals, the heroes at the forefront of the combat against a pandemic of a magnitude that humanity has not faced for over a century. All of our healthcare professionals, who with great sacrifice strive day and night to counter the effects of the pandemic and minimize the loss of life, have assumed this most vital of roles on behalf of us all so that we can, in good health, continue our businesses with minimum interruption to the daily flow of life. They have also clearly demonstrated that they are our top priority stakeholders in economic sustainability and industrial activity. We cannot thank them enough.

With the global Covid-19 outbreak, the agenda of the automotive industry has changed rapidly, as with all other industries. Our priority in the pandemic became to protect the health of our employees, their families and our customers, and to ensure the continuity of our business in step with the prevailing urgency. For many years, the seminars we have organized within the Company on global epidemics and disease control, and the information we have provided if and when they occurred have contributed greatly to our management of this process and swift action in response to it. Despite the pandemic, we managed to keep our rates of lost days per person due to illness at 1.56 for Doğuř Otomotiv and 2.91 for Doğuř Oto. In addition, we increased the number of our service points to 573 and our total number of sales to 120,476 units.

During this period, we improved our analytical capabilities, updating our risk scenarios and business continuity processes faster than ever before, employing

multi-stakeholder approaches. We have had the opportunity to test the limits of our operational flexibility in real time. We have managed the pandemic in the best possible way, which continues to transform global economies and social life alike. I am confident that by evaluating all risks and opportunities smartly, we will ensure that Doğuř Otomotiv is recognized as an exemplar company, even in this period.

Despite the adverse conditions of the pandemic and the challenges faced by the automotive industry, 2020 turned out to be a productive year in terms of sustainability due to Doğuř Otomotiv's risk management policies in place, also to the priority studies it carried out in 2019. Key areas in our corporate level sustainability strategy maintain their significance in the world today in terms of sustainability standards; in fact, they have greatly increased in significance. The climate change, circular economy and business ethics remain the areas where Doğuř Otomotiv has strived to excel in for many years with practices implemented in the field and performance indicators identified in its sustainability strategy. We are well-aware that in order to achieve sustainability in our business and long-term success in all our endeavors, we have to achieve sustainability across our entire value chain by prioritizing our supply chain in this regard.

The automotive industry has also given sustainability a much greater weight on its agenda over the past few years. Since 2019, there has been a dramatic increase in the scrutinizing of the sustainability performance of the industry players by investors. Studies conducted on this subject show that the sustainability priorities of the industry can be categorized under two headings: "commitment of senior management in regards to being a responsible company" and "monitoring and modeling the expectations of consumers within



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the sustainability framework". We recognize that sustainability-related processes need to be managed in quite a serious manner institutionally. The results in question mean knowing that we are doing our job accurately and bringing correctly identified and risk-bearing elements into focus. This central management approach enables us to integrate key elements to which importance is attributed in our business strategy.

As Doğu Otomotiv, we have been steering our sustainability strategy by following global sustainability-related developments, polling the expectations of our key stakeholders and following the compliance policies of our country since day one. We are proud that our performance of 12 years and developments we have implemented in this field have propelled our Company. As Doğu Otomotiv, we were among the first companies in Turkey to declare that sustainability would be the management model of the future, that this means the Company to improve its ability to manage a wide range of non-financial risks, and that a strategic integration focused on stakeholder participation is necessary. Hence, we have successfully



Climate change, circular economy and business ethics have been topics that maintained their significance for many years, along with operational practices and performance indicators, in Doğu Otomotiv's sustainability strategy.



appeared before our stakeholders every day with new action plans and renewed goals.

In 2020, we launched our efforts towards obtaining ISO 14001: 2015 Environmental Management System certification. We established our system by reviewing each operational process in terms of our environmental risks, and in 2021, we set our goals accordingly. While developing ourselves in our material issues in the environmental context, we also recognized efficient risk and opportunity analysis as a key performance indicator. With the solar panels we plan to install on the roof of our Şekerpınar logistics building with an investment of approximately 12 million TL, we will generate 62% of the electricity we consume from renewable sources, and will significantly reduce our carbon emissions by ensuring the transition of all Authorized Dealers and Service Centers to renewable energy over the coming years. As Doğu Otomotiv, we are also starting to monitor carbon markets by switching to world-standard carbon emission reporting in 2021. Being an establishment that accepted climate change as a financial risk, and one of the first companies to make this policy public, environmental awareness will retain its significance in the medium and long-term sustainability strategy of Doğu Otomotiv.

The criteria of sustainability and its coverage area are transforming in line with the developments of the new age and the changing expectations of stakeholders in in this context, as well as featuring fresh elements within its scope each year. For example, Digital Transformation has been an area where sustainability has been in focus for the past few years due to its efficiency, rapid response, adaptation and savings-oriented content. Especially during the outbreak, it has become much more of a priority, gaining importance due to its scope for yielding solutions to



During this course, we improved our analysis capabilities, and updated our risk scenarios as well as business continuity processes faster than ever before, with multi-stakeholder approaches.



all non-financial risks. For Doğu Otomotiv, digital transformation projects, which have been among our priority focus areas since 2018, significantly increased our flexibility in 2020. During the period of the pandemic, we have saved 18 million TL by means of our projects that enabled us to respond quickly to all crisis scenarios and consequently produce solutions. To the content of our sustainability report, which we have been publishing for the past 5 years to enhance the awareness of sustainability within our value chain, we had included our Authorized Dealers, Service Centers and Suppliers, and this year we increased the number of our participating suppliers to 32, marking an increase of 23% compared to last year. The share of our suppliers participating in the sustainability program in 2020 in the total purchase amount reached 15%. Meanwhile, our Authorized Dealer and Service Center network, included within the scope of the program, approached 73% of our entire dealer network, including Doğu Oto. Our goal now is to include our entire dealer network in the sustainability program by 2025. With this implementation, our Sustainable Supply Chain Management Model was deemed worthy of the Platinum Award at the 12th Corporate Social



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In recent years, digital transformation has been an area where sustainability has also been scrutinized due to its content focused on efficiency, quick response, adaptation and savings.



Responsibility Summit organized by the Corporate Social Responsibility Association in 2020. Furthermore, within the scope of the DRIVE Program, which is one of the key parts of our sustainable supply chain model, the DRIVE Human Resources Awards we launched in 2020 were given to our Authorized Dealers and Service Centers that achieved outstanding success.

To summarize, 2020 was a challenging year for Doğu Otomotiv as it was for companies all over the world, but also one in which we tested ourselves under all conditions and diverse scenarios whereby we gained greater experience in terms of foreseeing our risks well in advance. It was also a year in which we remodeled all our non-financial risks, accelerated our policy-setting and compliance efforts, improved our product and service development processes together with digital transformation, and one where we benefited greatly from the synergy generated by our entire team over previous years in the field of sustainability through the investment of time and effort. I hope that our performance and targets, which we have shared in detail and transparently within the scope of our 12th Sustainability Report, will shed light on the development-oriented strategies of our Company in this field over the years to come.

The vision of sustainability is not only based on the need for a strategy and goal-oriented perspective, but also on the effective utilization of opportunities and the ability of Doğu Otomotiv managers and employees, and indeed all our business partners, to do their jobs in a participatory sustainability culture capable of elevating on the global stage in this endeavor. That is the reason why, I would like to thank first and foremost our employees and business partners who, always on our side in these matters, have carried Doğu Otomotiv towards new targets with the understanding of full participation in 2020, which was a difficult year for all of us.

Respectfully yours,
E. Ali Bilaloğlu
CEO and the Chairperson of the Board



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CORPORATE PROFILE

Doğuş Otomotiv enjoys being the company with the widest brand and service network in the Turkish automotive industry today. Representative of 11 international brands and one affiliated product group, each of which is the leader of its own industry in the fields of passenger cars, light commercial vehicles, heavy vehicles, industrial and marine engines, and cooling systems, Doğuş Otomotiv offers its individual and corporate customers a wide product portfolio consisting of Volkswagen Passenger Cars, Audi, SEAT, ŠKODA, Bentley, Lamborghini, Bugatti, Porsche, Volkswagen Commercial Vehicles and Scania brands as well as more than 80 of the model varieties of these makes. Moreover, the Company competes in the industrial and marine engines market with the Scania Power Solutions brand, and in the cooling systems market with the Thermo King brand. Additionally, Doğuş Otomotiv provides service to its customers in the second-hand market with the DOD brand. With the disclosure made to the Public Disclosure Platform (KAP) on December 25, 2020, it was announced that Doğuş Marine Services, which will provide after-sales and replacement parts services in the maritime industry, will also join the Doğuş Otomotiv value chain as of January 1, 2021.

More than 570 customer service points spread all over Turkey offer Doğuş Otomotiv's customers extensive and uninterrupted sales, after-sales and replacement parts services. The Company offers 24/7 roadside assistance service to its customers through the Value and Interest Center, which was established in 2014 as the product of efforts aimed at increasing customer satisfaction. With more than 2 thousand employees strong, Doğuş Otomotiv is one of the most significant players of the Turkish automotive industry. Doğuş Otomotiv shares, which were started to be offered to the public in 2004, are traded on the Borsa Istanbul (BIST) with the code "DOAS.IS". The Corporate Governance Compliance Rating of the Company increased to 9.67 in 2020 (2019:9.65). Doğuş Otomotiv is an affiliate of the Doğuş Group, a holding company operating in six sectors, including automotive, construction, media, food and beverage, tourism and retail, and energy, with over 300 companies and over 18 thousand employees. The Group provides service to its customers with a dynamic human resource pool utilizing superior technology and offering high brand quality.



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AUTHORIZED DEALER AND SERVICE CENTER NETWORK



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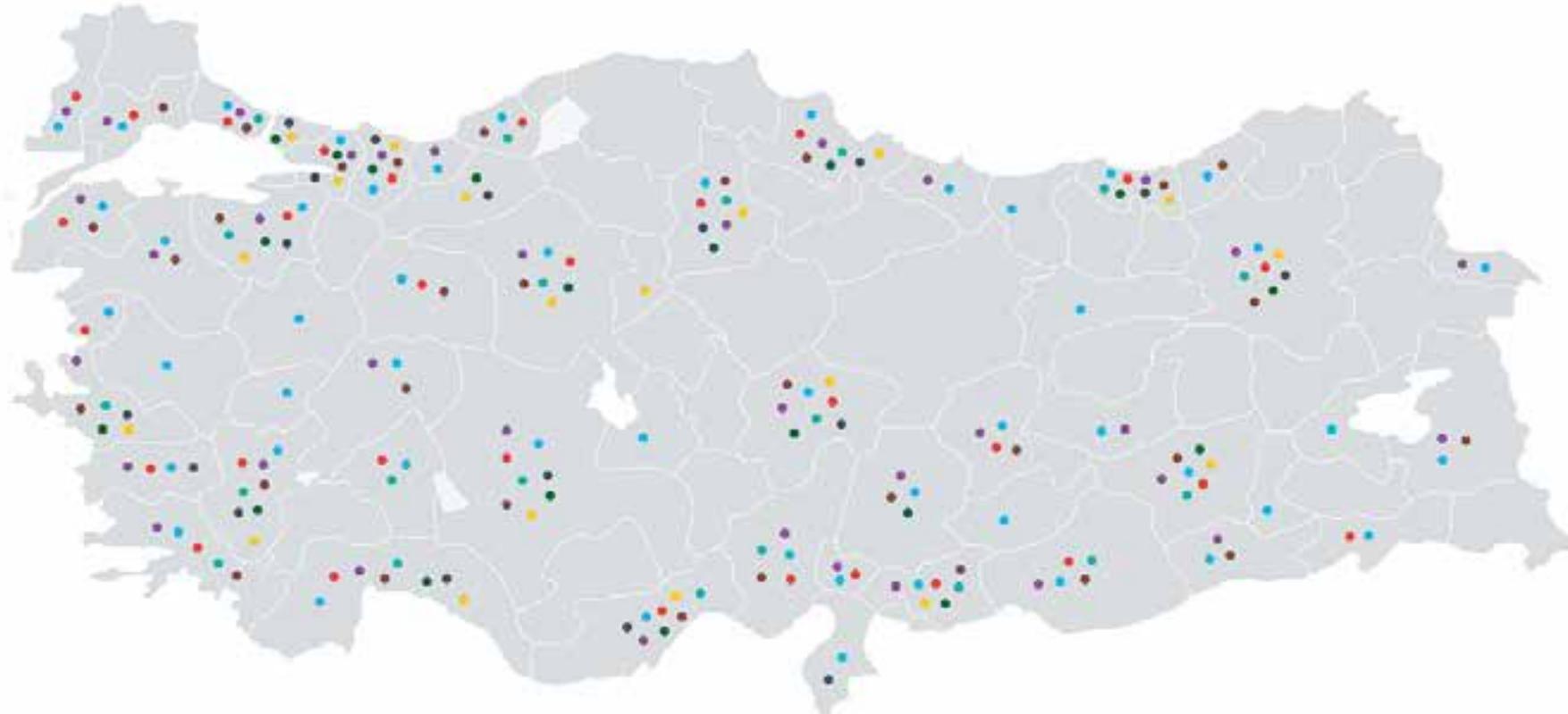
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- VW
- Audi
- SEAT
- ŠKODA
- Porsche
- Scania
- Thermo King
- Scania Power Solutions

DOĞUŞ OTOMOTİV 2021 VALUE CHAIN

CORE ACTIVITIES

Import and Distribution



Retail



Doğuş Otomotiv
Independent
Authorized
Dealers

Replacement Parts and After-Sales Services

Spare Parts and
Logistics



Fast Solutions to
All Brands

Secondhand Vehicle Purchase and Sales



Secondhand
Vehicle Purchase
and Sales

AUXILIARY ACTIVITIES

Finance



Automotive
Financing
Factoring
Fleet



volkswagen
doğuş finans



Insurance

Other Investments



TüvTürk*



D-Teknoloji



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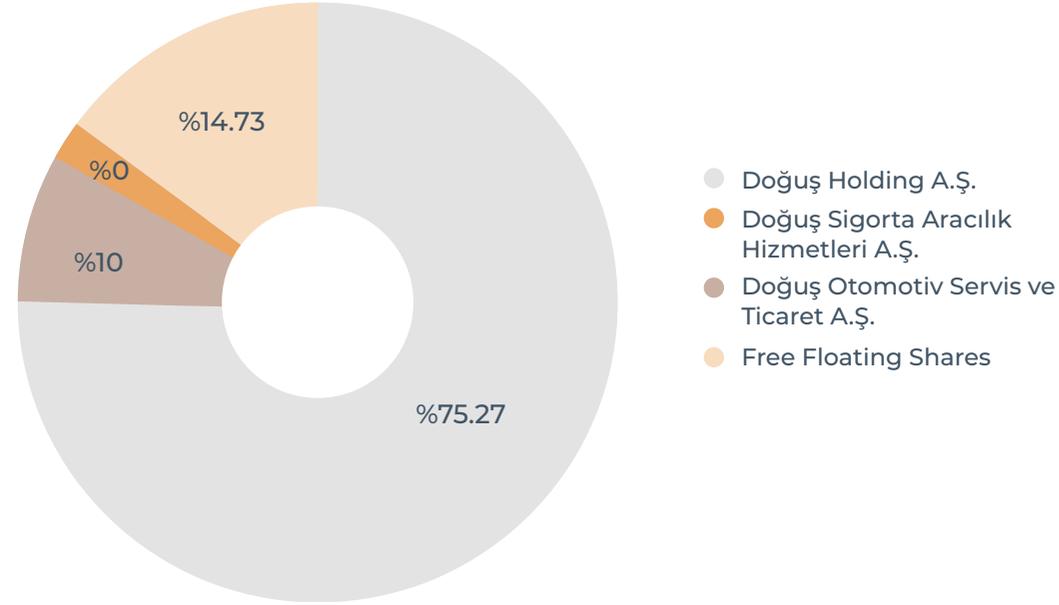
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* Subsidiaries

AFFILIATE STRUCTURE

As of December 31, 2020, there is no change in Doğuř Otomotiv's capital structure.

Detailed information about the Doğuř Otomotiv Board of Directors and its structure can be found in the annual report as well as Doğuř Otomotiv 2020 Corporate Governance Compliance Report and Corporate Governance Information Form, which are included in the same content.



| Commercial Titles of Affiliates | Capital Share (TL) | Capital Share (%) |
|--|--------------------|-------------------|
| Doğuř Holding A.ř. | 165,584,715 | 75.27 |
| Doğuř Otomotiv Servis ve Ticaret A.ř. ¹ | 22,000,000 | 10.00 |
| Doğuř Sigorta Aracılık Hizmetleri A.ř. | 292 | 0.00 |
| Free Floating Shares | 32,414,993 | 14.73 |
| Total | 220,000,000 | 100 |

¹ Our company keeps its own shares purchased from Borsa Istanbul A.ř. in its portfolio.



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ABOUT DOĞUŞ GROUP

Striving to set the standards for a better living by taking the lead of new discoveries that shape the modern life, Doğuş Group was founded in 1951. Incorporating best-in-class lifestyle brands that would turn into a passion for its employees, customers, business partners and even its competitors alike, Doğuş Group continues its operations with the goal of becoming a global player in its fields of activity.

Operating in seven sectors including automotive, construction, media, tourism and services, real estate, energy and food, Doğuş Group, in addition to the existing sectors it provides its services, continues to grow with new investments in the fields of technology, sports and entertainment. With over 300 companies and over 18 thousand employees, the Group provides service to its customers with a dynamic human resource pool utilizing superior technology and offering high brand quality. Behind the success of Doğuş Group is a customer-oriented and productivity-centered management approach. Consequent to this approach, the Group represents Turkey all over the world through its affiliations with world-class and well-reputed brands. Doğuş Group has collaborations and partnerships with major global players, such as; Volkswagen AG and TÜVSÜD in automotive and Hyatt International Ltd. in tourism, as well as international Azumi Group which incorporates brands such as Coya, Roka, Zuma and Oblix, and Paraguas Group, the owner of Amazonico, Ten Con Ten, El Paraguas brands in the food and entertainment industry. Furthermore, Doğuş Group is an important player in the media with the industry's leading brands such as NTV, Star, Kral, TV8 (30% Partnership) and with Puhu Tv in television, radio and digital broadcasting.

Doğuş Group's management approach also reflects the awareness of corporate citizenship that the whole society benefits from today and will benefit from in the future. In conducting its social responsibility activities, Doğuş Group strives to leave a mark in people's lives by making their daily lives better. The Group's social responsibility projects are managed with the aim of contributing to the society in its endeavors to create a constantly progressing and improving future. Aware of its responsibilities in all corporate social responsibility and sponsorship projects it has actualized, Doğuş Group acts with the mission of being a pioneer and example for the society, while contributing to the national economy and employment with its investments. Recognized as being among the pioneers of change in Turkey, Doğuş Group draws advantage from its wide service, know-how and cooperation network in achieving its goals in the best way. With the vision of becoming a global player that sets standards and progresses through discoveries, Doğuş Group continues to pursue cooperation and investment opportunities, which it believes will benefit the Turkish economy.



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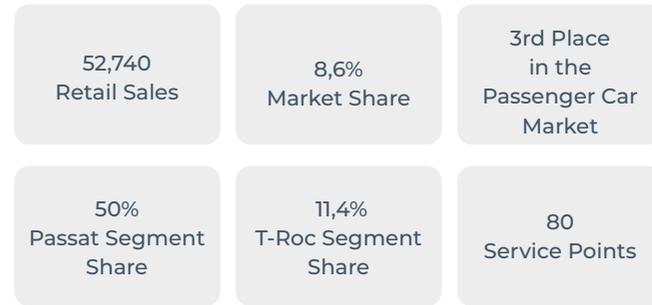
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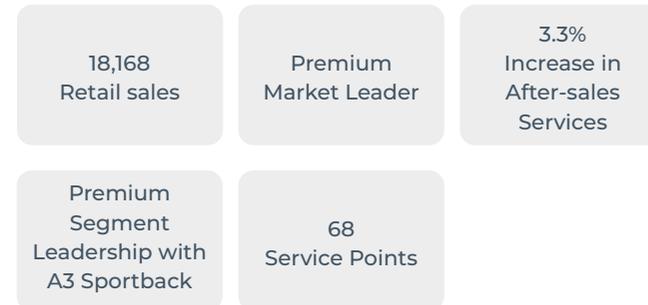
NEW PRODUCTS AND SERVICES IN 2020

Volkswagen Passenger Cars



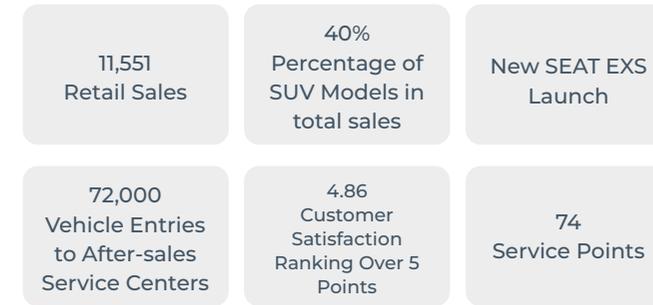
- Tiguan Facelift Model launch
- 15 million visits on the renewed website, and in
- SEO (Search Engine Optimization), the highest performance among the Turkish automotive industry
- 31,600 digital potential customers with an increase of 30% compared to 2019
- Over 320,000 downloads from the completely renewed "My Volkswagen" application
- New brand corporate identity launch
- Digital Dialogue Reception Process
- Vehicle Tracking System with License Plate Recognition

Audi



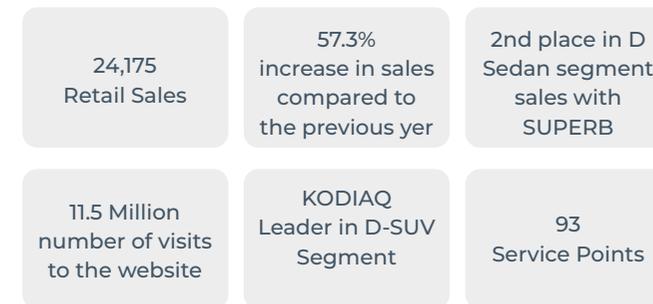
- New brand strategy: "Future is an Attitude"
- Audi Intelligence: CRM also being used in After Sales Services
- "Speech to Text" application in After Sales Services
- Switch to personalized modular training system in non-technical trainings.
- PPSO Project; the most appropriate repair and price quotation application in digital environment
- For the health and safety of our employees, Skelex Ergonomic Power System at 6 more Doğuş Oto and 2 more Authorized Dealer and Service Centers.

SEAT



- The first micro-mobility product; Launch of 100% electric SEAT EXS KickScooter
- Hygiene Standards Control and Improvement Application
- Launch of renewed Ateca Model

ŠKODA



- Launch of KAMIQ and SCALA Models
- Launch of new OCTAVIA and FABIA TSI DSG
- ŠKODA Vehicles of Good-deed Project



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BENTLEY ve LAMBORGHINI

With Super SUV URUS highest number of sales in Turkey

- New Bentley Flying Spur and New Bentayga launch
- Launch of URUS, the SUV model of the Lamborghini

PORSCHE

100 Electric Vehicle Charging Stations

With 303 Units the Most Sold Electrical Vehicle

20% increase in Service Turnover

119% Increase in Accessory Sales

1.05 MW Turkey's Fastest Charge Station

31 Service Points

- Preliminary controls at 310 locations for setting up charging stations
- 190 charger and 10.1 million TL investment target for 2021
- Online video call appointment system

Volkswagen Commercial Vehicles

12,036 Retail Sales

20.4% Market Share in Imported Commercial Vehicles Market

126,623 Service entry

80 Service Points

- Launch of Crafter Student and Employee Shuttle version in C-D Segment
- Caravelle Highline launch
- Launch of Caravelle Highline
- Conversion of the Smart Turkuaz Screen application to the CRM platform

SCANIA

1,157 Retail Sales

7% Market Share

10% Tow Truck Market Share

20% increase in Service Turnover

37 Service Points

- New V8 Engine power options
- Promotion campaign of the electric truck



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DOĞUŞ OTOMOTİV 2020 IN NUMBERS²

| | 2018 | 2019 | 2020 |
|---|-----------|----------|----------|
| Total Vehicle Sales (Unit) | 113,607 | 80,647 | 120,476 |
| Number of Employees | 2,099 (*) | 2,035(*) | 2,057(*) |
| Ratio of Female Employees (%) | 21.1 (*) | 21.5(*) | 21.3(*) |
| Number of Interns | 232 | 176 | 190 |
| Training Hours per Employee | 24.66 | 16.30 | 19.68 |
| Training Cost per Employee (TL) | 693 | 570 | 1,066 |
| CO ₂ Emission per Vehicles (kg) | 126 | 122 | 125 |
| Number of Suppliers | 603 | 601 | 567 |
| Total Amount of Local Purchases (Million TL) ³ | 1,191.5 | 908.0 | 869.1 |

FINANCIAL DATA

| Financial Indicators | 2018 | 2019 | 2020 |
|---|---------|----------------|--------|
| Net Sales (Million TL) | 10,688 | 9,844 | 18,900 |
| Gross Profit (Million TL) | 1,301 | 1,270 | 2,475 |
| Gross Profit Margin (%) | 12.2 | 12.9 | 13.1 |
| Operational Costs (Million TL) | 774 | 784 | 1,031 |
| Operational Costs/Sales (%) | 7.2 | 8.0 | 5.5 |
| EBIT (Million TL) | 527 | 486 | 1,444 |
| EBIT Margin (%) | 4.9 | 4.9 | 7.6 |
| Net Profit (Million TL) | 134 | 77 | 1,042 |
| Net Profit Margin (%) | 1.3 | 0.8 | 5.5 |
| ROA (%) | 2.8 | 1.7 | 14.6 |
| ROE (%) | 10.3 | 6.1 | 45.4 |
| Net Financial Debt/Equity ⁴ | 1.79 | 1.43 | 0.75 |
| Total Investments/CapEx ⁵ (Million TL) | 179 | 45 | 142 |
| Amount Paid to Shareholders ⁶ (Million TL) | 143 | 135 | 600 |
| Corporate Tax Expenditure (Million TL) | 1,674 | 0 ⁷ | 180.4 |
| Social Investments (Million TL) | 1,149 | 2,465 | 8,125 |
| Amount Paid to Suppliers | 1,191.5 | 908 | 869.1 |

2 Doğuş Otomotiv's approach regarding the Automotive Sector in Turkey and its 2020 market projections can be found in the relevant sections of the Annual Report: https://www.dogusotomotiv.com.tr/newdogusotomotiv_files/20214111944764_2021-3-26-en-135932779_Dogus%20Otomotiv%20FR_2020_EN_WEB-REV.pdf

3 In addition to the purchasing unit, the figure includes purchase totals of brands as well

4 Short-term borrowings, short-term portions of long-term borrowings, long-term borrowings and cash equivalents are taken into account.

5 Tangible asset entries are taken into account.

6 Dividend payment entries were recoded according to the cash out dates.

7 There is no Corporate Tax Payment in 2019, since no financial profit was made.



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SALES NUMBERS IN RETAIL

| | 2018 | 2019 | 2020 |
|---|----------------|---------------|----------------|
| Passenger | 95,345 | 70,506 | 107,283 |
| Volkswagen | 49,749 | 38,820 | 52,740 |
| Audi | 13,286 | 10,024 | 18,168 |
| SEAT | 10,383 | 5,914 | 11,551 |
| Škoda | 21,340 | 15,369 | 24,175 |
| Bentley | 10 | 9 | 11 |
| Lamborghini | 3 | 9 | 19 |
| Porsche | 565 | 361 | 619 |
| Light Commercial | 17,085 | 9,676 | 12,036 |
| Volkswagen | 17,085 | 9,676 | 12,036 |
| Heavy Commercial | 1,177 | 465 | 1,157 |
| Scania | 1,177 | 465 | 1,157 |
| TOTAL | 113,607 | 80,647 | 120,476 |
| Doğuş Otomotiv's Market Share (Retail) ⁸ (%) | 18.1 | 16.7 | 15.4 |
| Second Hand Sales Figures (DOD) | 21,767 | 18,067 | 14,625 |

OPERATIONAL INDICATORS

| | Doğuş Otomotiv 2018 | Doğuş Oto 2018 | Doğuş Otomotiv 2019 | Doğuş Oto 2019 | Doğuş Otomotiv 2020 | Doğuş Oto 2020 |
|---------------------------|------------------------|-------------------|------------------------|-------------------|------------------------|-------------------|
| Number of Sales | 113,607 | 40,341 | 80,647 | 27,649 | 120,476 | 40,613 |
| Number of Service Entries | - | 300,509 | - | 288,955 | - | 234,615 |
| Number of Employees | 629 | 1470 | 609 | 1,426 | 618 | 1,449 |

PURCHASING DATA⁹

| | Doğuş Otomotiv | | Doğuş Oto | | Total | |
|---|----------------|-------------|------------|------------|------------|-------------------|
| | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 |
| Total Amount of Purchases (Million TL) | 70,079,239 | 141,668,091 | 29,615,346 | 30,998,149 | 99,694,585 | 172,656,240 |
| Number of Transactions | 2,152 | 2,005 | 1,762 | 1,761 | 3,914 | 3,772 |
| Number of Suppliers | 412 | 478 | 466 | 430 | 601 | 567 ¹⁰ |

⁸ Škoda included.

⁹ Only the total amount of purchases made through the Purchasing unit.

¹⁰ Since Doğuş Otomotiv and Doğuş Oto have joint suppliers, the total number of suppliers is 903. When joint suppliers are subtracted, the figure is 567.



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Doğuş Otomotiv 2020 Sustainability Report is our Company's 12th Sustainability Report edition. The contents of the Report, which we approach as a direct dialogue platform with all our key stakeholders, is prepared in line with priorities identified by analyzing stakeholder expectations.

Regarded as the most important tool where we transparently convey to our stakeholders our performances carried in line with our sustainability strategies, related policies and practices as well as our priority issues since 2009, our Sustainability Reports also include our performances under the titles of United Nations Sustainable Development Goals (UNSDG), which we approach as a long-term value creation and business strategy.

In addition to the Sustainability Reports, which include Doğuş Otomotiv's non-financial information, there is also the Corporate Governance Report within the Annual Report, that provides financial and operational information. There are also consolidated financial reports, summary financial indicators and investor presentations for our shareholders and investors in the Investor Relations Section of our Company's website as well.

In addition to its own performance, Doğuş Otomotiv also includes to the process its Subsidiaries, Suppliers and Authorized Dealers and Service Centers in its value chain, to allow them to present their sustainability performances at an increasing rate every year. These performances, which we report under our impact, are also published on our website.

The content and scope of the report were determined by the Priority Study, which was conducted for the second time in 2018.



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Investor Relations



Sustainability Website



Impact



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REPORTING PRINCIPLES

Doğuş Otomotiv published its first Sustainability Report in 2009, following being a signatory to the United Nations Global Compact, in accordance with the principles of the Communication on Progress. The second report, published in 2010 with the title of Corporate Social Responsibility Report, is the first report published in accordance with the reporting principles of the Global Reporting Initiative. The reports, which continued to be published as Corporate Responsibility Reports from 2011 to 2014, started to be published at the comprehensive reporting datum level after GRI changed its reporting framework to the G4 Standard in 2014. Today, starting from the 2015 report, the reports published in the same scope and in compliance with the GRI Standards are titled as Sustainability Reports.

To facilitate the readability of the report, Doğuş Otomotiv publishes the GRI Content Index as well as UN GC and UN SDG Indexes separately in pdf formats on its website in Turkish and English. Along with the 2020 Report, pursuant to the amendment in the Corporate Governance Communiqué no II-17.1 published by the Capital Markets Board on October 2, 2020, it also included its declaration within the scope of the Sustainability Principles Compliance Framework, in the content of the annual report. The index of the aforementioned declaration has been started to be published separately on the website in pdf format, like other indexes, together with the 2020 Report.

SCOPE OF THE REPORT: The report contains the information and data of the subsidiaries and suppliers of Doğuş Otomotiv Servis ve Ticaret A.Ş. (Doğuş Otomotiv) in its value chain, as well as

some of its Authorized Dealers and Service Centers. Doğuş Otomotiv subsidiaries included in the 2020 Sustainability Report are; Doğuş Oto Pazarlama ve Tic. A.Ş. (Doğuş Oto), Doğuş Bilgi İşlem ve Teknoloji Hizmetleri A.Ş. (Doğuş Teknoloji), Yüce Auto Motorlu Araçlar Tic. A.Ş. (ŞKODA Türkiye), vdf Servis ve Tic. A.Ş. (vdf). Sustainability performances of our 32 suppliers as well as 24 Authorized Dealers and Service Centers are included in the 2020 Sustainability Report.

CORPORATE PROFILE, BRANDS AND FINANCIAL INDICATORS: Corporate profiles of Doğuş Otomotiv and its subsidiaries, the 2020 performances of the brands it represents, as well as detailed financial indicators are all included in the Company's annual report. The financial data provided in the Sustainability Report are discussed only in the context of Doğuş Otomotiv's contribution to economic development and its indirect economic impact.

REPORTING PERIOD: Although Doğuş Otomotiv 2020 Sustainability Report covers the fiscal year 2020 (1 January 2020 – 31 December 2020), some performances may also include early 2021 operations. Such cases are explained with footnotes in line with the principle of providing our stakeholders with exact information.

LEADING PRINCIPLES AND STANDARDS REFERENCED: Doğuş Otomotiv 2020 Sustainability Report is published in accordance with the comprehensive reporting content as per the Global Reporting Initiative (GRI) Standards Reporting Principles and is self-declared.

Doğuş Otomotiv 2020 Sustainability Report was prepared by taking into account the materiality analysis and management approach structure of

the GRI Standards as well, and in accordance with this structure, certain standard explanations are also included within the scope of the GRI Index. In line with the expectations of the standard, Doğuş Otomotiv's way of doing business, its performance in priority topics in the field of sustainability, the position it has taken and the Company's impact in non-financial areas constitute the content of the report.

The report also includes the United Nations Global Compact principles (UN GC) that we have been a signatory since 2010, and the United Nations Sustainable Development Goals (UN SDG) Index, which has become a direct part of our sustainability strategy since 2017. In addition, Doğuş Otomotiv makes use of the methodology proposed by AccountAbility AA1000SES (Stakeholder Engagement Standard) as a guide while determining its priority focus areas, key stakeholders and the strategy of dialogue platforms it maintains with all stakeholders. The Company acts by taking into account the framework and principles of the standard in all its stakeholder engagement-oriented performances. Doğuş Otomotiv 2020 Sustainability Report is published for the first time this year, taking into account the Global Automotive Sustainability Practical Guidance of the Automotive Industry Action Group (AIAG), which is supported by our most important stakeholders, OEMs.

For the *referenced reporting indexes*, you can refer to the Sustainability Reports Section on our website.

PRIORITY PRINCIPLE: Doğuş Otomotiv carried out the Priority Focus Areas study, which was carried out in line with the expectations of its key stakeholders, for the first time in 2009, and repeated the study in December 2017 to update it. The first content



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regarding new priority focus areas is included in the 2018 Sustainability Report. Detailed and comprehensive information on the priority focus areas is included in the relevant section of the report. Doğuş Otomotiv carried out its priority focus areas study using the methodology recommended by AA1000SES (AccountAbility Stakeholder Engagement Standard). Doğuş Otomotiv *key stakeholder map*, determined by the method of the said standard, can also be accessed on our website.

INTEGRATED APPROACH: Doğuş Otomotiv meets with its stakeholders via a number of different communication platforms throughout the year, and it adopts and implements the accountability principle in answering all queries regarding the Company's performance. Apart from these dialogue platforms, it publishes its annual report and sustainability report once a year. When both reports and corporate website contents are considered together, it adopts an integrated reporting approach. All of the aforementioned contents include the Financial, Assets-related, Human, Intellectual, Natural and Social Capital titles found in the IR (Integrated Reporting) Guidelines, but has not yet been published as a single report.

COMMUNICATION OF THE REPORT: The sustainability section, which also includes Doğuş Otomotiv's 2019 Sustainability Report, was viewed 1101 times in 2020 on the company website. Doğuş Otomotiv also includes its Sustainability Management approach within the contents of its Annual Report. In addition, every year, after the report is published, our stakeholders are informed about its publishing through all external communication tools. The report is announced to our stakeholders through notification letters signed by Company's senior management. After the publication

of the report, the information, which consists of the content of the performances selected from the report, is conveyed to our employees through bulletin boards, intranet system, screens present in the company buildings etc.

INDEPENDENT ASSURANCE STATEMENT: Doğuş Otomotiv 2020 Sustainability Report has been audited by PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. on selected data, under limited assurance. The audited data is included in the report with a (*) indentation as per the reporting guide. As indicated in the assurance statement, the accuracy of the data limited in nature has been reviewed in accordance with the ISAE 3000 (revised version) standard. The statement in mention can be found in the end section of our report.

INDEXES: DDoğuş Otomotiv has been among companies whose performance has been evaluated within the scope of Borsa Istanbul Sustainability Index since 2015. The 2020 index evaluation process will start in July 2021 and will be announced in October 2021. The evaluation of 2019 was announced in October 2020 and Doğuş Otomotiv's sustainability performance was deemed worthy of entry into the index.

Doğuş Otomotiv has been regularly publishing sustainability reports since 2009 within the scope of the Global Reporting Initiative (GRI Standards). Our Company, which publishes its reports in new reporting standards by complying with the reporting standard development activities carried out by GRI before the compliance period, has also been subjected to ratings since 2009 in the Borsa Istanbul Corporate Governance Index. The score of 9.67 out of 10 it received in 2020, it clearly demonstrates that it largely

complies with the Corporate Governance Principles published by the Capital Markets Board and sets an example with good practices it has implemented. The risks that may arise for the Company have been identified and rendered controllable. Its public disclosure practices and transparency are at a high level. Rights of shareholders and stakeholders are observed fairly. The structure and working conditions of the board of directors comply with corporate governance principles. As a result; this rating indicates that the Company well-deserved to be included in the BIST Corporate Governance Index at a high level.

Within the scope of the Capital Markets Board "Communiqué (II-17.1a) on Amending the Corporate Governance Communiqué (II-17.1) published in the Official Gazette No. 31262 on October 2, 2020, the sustainability principles that companies are required to disclose in their corporate governance compliance reports are settled. Regarding these principles, which were declared to be applicable in the 2021 annual reports, Doğuş Otomotiv added a limited compliance statement within its 2020 Annual Report. The reason for the limited disclosure is that the reporting principles of the principles have not yet been announced by the CMB until the publication date of the report.

REPORT PUBLISH DATE: June 2021
(The previous report was published in June 2020. Doğuş Otomotiv regularly publishes its Sustainability performance on an annual basis.)



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SUSTAINABILITY APPROACH

Doğuş Otomotiv believes that the sustainable growth of a company depends on its aptitude in managing its environmental, social and governance processes. Therefore, since 2009, our Company has been approaching sustainability in terms of non-financial risk management as well as impact management, and has been reviewing all its processes from this perspective and establishing its systems accordingly with this understanding.

This being said, when the global references concerning sustainability management are considered, an extremely far-reaching and broad concept is faced with. Recognizing environmental, social and governance risks, establishing systems to be prepared for them, and being more transparent every day while declaring these risks and the measures taken against them to the public require to be based on a thorough and accurate analysis of quite a detailed and intense content. Especially measurement and evaluation systems in these areas are complex and not applicable for every industry. For this reason, Doğuş Otomotiv monitors all relevant developments in the world and continues to manage its compliance processes accordingly. While our Company is developing its non-financial risk management model, it adopts the content of the relevant guidelines, which are formed by integrating environmental, social and governance risks into the ERM (Enterprise Risk Management) model, published in October 2018 in partnership with COSO (Committee of Sponsoring Organizations of the Treadway Commission) and WBCSD (World Business Council for Sustainable Development), as its benchmark.

Doğuş Otomotiv's sustainability approach includes the following perspectives and principles;

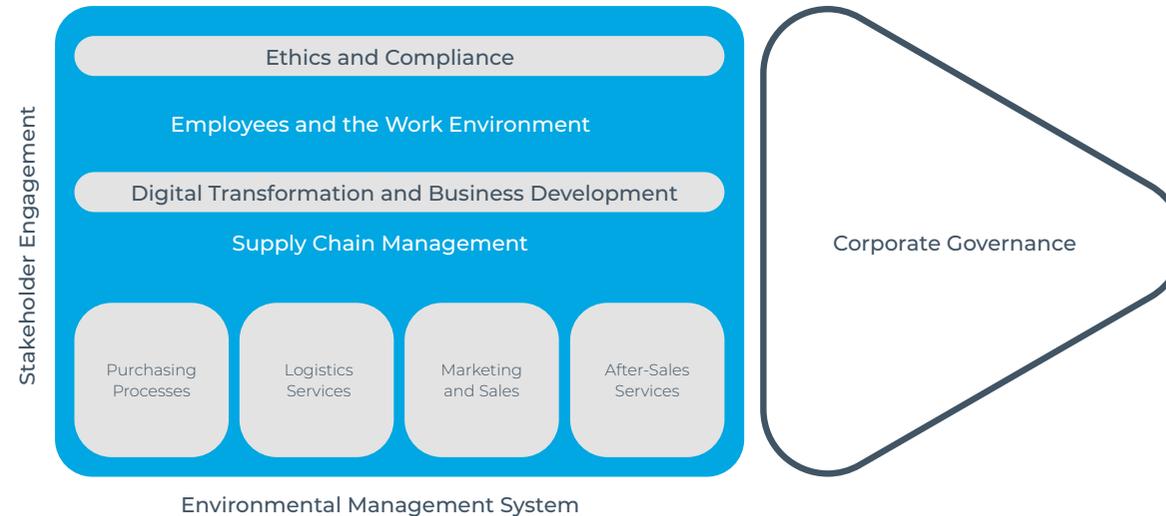
- Being able to respond transparently to the expectations and concerns of our key stakeholders regarding our Company's social, environmental and administrative impact,
- Developing our competences to establish measurement, evaluation, target setting and forecasting systems for our non-financial risks and to turn our risks into opportunities,
- Creating dialogue-centered "ask, learn, answer" communication models with our stakeholders in all sustainability areas and strategically manage these models,
- Being a part of the processes involving cooperation, informing, supporting, auditing and monitoring with all our stakeholders for a sustainable supply chain.
- Establishing ethics and compliance systems at international standards and to develop multifunctional monitoring mechanisms.

SUSTAINABILITY STRATEGY

Doğuş Otomotiv has set its Corporate Sustainability strategies and policies with the aim of being an exemplary corporate citizen in the world as well as in Turkey, by producing sustainable and innovative solutions at the highest level for its social and ecological stakeholders within the automotive value chain.

Our Corporate Sustainability strategy is to be an indispensable business partner for our stakeholders by focusing on continuous growth within the automotive value chain and by displaying superior performance with a full, timely and accurate service approach. We evaluate, monitor and manage our performance according to the priorities we set in line with our policies.

Sustainability at Doğuş Otomotiv



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As Doğuş Otomotiv, we defined our understanding of Corporate Sustainability; by taking into account the requirements of global standards, our priorities directly related to our field of activity and the expectations of our stakeholders.

Corporate Sustainability is our corporate behavior pattern covering all our operations and the methods we use when determining the solutions that we have developed for the social, economic and environmental issues of our industry.

Doğuş Otomotiv Sustainability Strategy has been created by comprehensively evaluating social, environmental and economic impacts of our Company, stakeholder expectations and corporate strategies. Sustainability in Doğuş Otomotiv constitutes an important part of both the management of non-financial risks and supply chain management.

SUSTAINABILITY MANAGEMENT

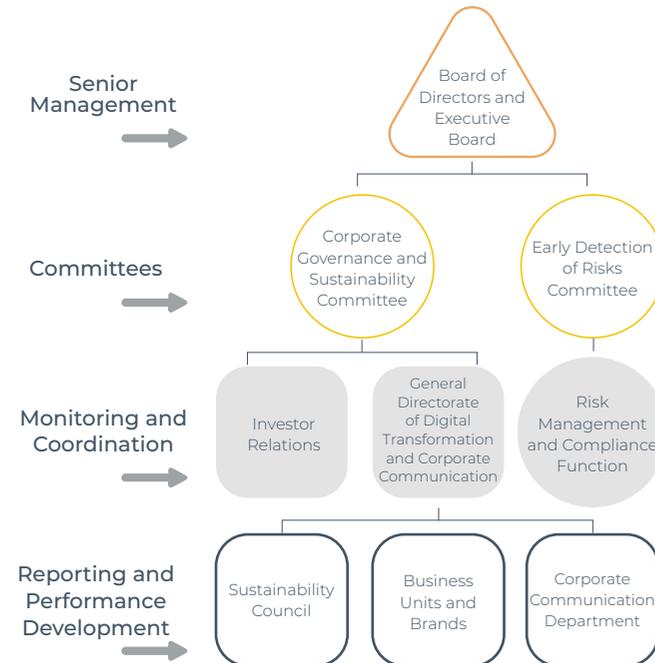
In line with our goal of creating long-term value, we believe in the importance of the right leadership for achieving the objectives of good and correct management of all our processes, and the development of business models in compliance with global standards and our Company culture. We are aware that the point we have reached in the field of corporate governance and our compliance strategy have a great role in the implementation of our sustainability strategy and policies. For this reason, we preferred to approach from a corporate management perspective while creating sustainability management mechanisms. You can find detailed information about Doğuş Otomotiv's Corporate Governance Structure and performance in the Corporate Governance Compliance Report included in the *2020 Annual Report*.

Corporate Governance and Sustainability Committee

In Doğuş Otomotiv, areas related to sustainability are managed by the Corporate Governance and Sustainability Committee, which is among the committees operating directly under the Board of Directors, including two Independent Members. Led by the General Directorate of Digital Transformation and Corporate Communications (DTCC), the infrastructure of the committee consists of the Sustainability Council, which contains managers from all units of the Company. The Investor Relations Department acts as a secretariat to the committee and is also a member of the Sustainability Council. The General Manager of DTCC is also a member of the Executive Board. Two of the members of the Corporate Governance and Sustainability Committee are also

members of the Early Detection of Risk Committee. The Corporate Governance and Sustainability Committee met four times in 2020 and evaluated the performances presented by the DTCC representatives who lead the Sustainability Council and reviewed the 2021 targets.

In 2020, the developments in the field of Sustainability and 2021 expectations were presented at the informative meetings held separately for the members of the Executive Board, and information was given about the sustainability targets corresponding to each General Directorate's field of activity. These meetings were held three times as separate meetings with the participations of General Manager of Human Resources and the General Manager of Logistics, Brand General Managers, CFO and DTCC General Managers.



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Sustainability Council Leadership and DTCC Department Role

According to the stakeholder engagement approach that constitutes the cornerstone of Doğu Otomotiv's strategic perspective on sustainability-related areas, activities such as monitoring and reporting the performance of the field, coordination of developments are managed under the leadership of the Digital Transformation and Corporate Communications General Directorate, in cooperation with Investor Relations, Financial Control and Risk Management Units and Human Resources General Directorates. The Digital Transformation and Corporate Communications Department carries out the task of monitoring and coordinating sustainability-related issues under the following headings:

- Leading the Sustainability Council, organizing meetings, communicating with council members, and managing internal communication programs
- Reporting of sustainability activities and managing data collection processes
- Monitoring sustainability activities carried out by other units, departments and brands and ensuring their compliance with the strategy
- Following-up and monitoring stakeholder dialogue platforms
- Undertaking the coordination task in the implementation of decisions determined by the Corporate Governance and Sustainability Committee
- Informing about the coordination of the cross functions related to the material issues within the Company and their compliance with the targets
- Cooperation and coordination with the training unit in training organizations

- Cooperation and coordination with the Human Resources Unit in the organization of the volunteering platform.

Business Units

Within the Company, business units and departments as well as brands assume the responsibility of priorities within their primary sustainability focus areas and report the progress made in these matters to the council and the upper committee through their representatives in the council. The determination of targets in line with the sustainability focus areas of each business unit, the methods and plans they implement to achieve these targets, measurement and monitoring processes are conveyed to the Digital Transformation and Corporate Communications Department. Some priority issues in sustainability-related areas may directly concern the activities of a large number of units or departments. In such cases, subcommittees or working groups affiliated to the council are established and multifunctional structures are formed. (For example, volunteering working group, environment working group, ethics committee, etc.)

Investor Relations and Sustainability

At the end of 2019 and throughout 2020, investor meetings were held in virtual environment due to the pandemic. In 2019, a total of 15 corporate fund management companies were met with and our sustainability performance was explained. A WebEx conference was held in April 2020 and approximately 100 participants were informed about our pandemic management. Nearly 30% of the more than 300 meetings held in 2020 were recorded as the first

meeting, 50% of these meetings are ongoing in terms of monitoring sustainability-related performances.

Doğu Otomotiv is represented in the Turkish Investor Relations Association at the board of directors' level, in the training working group, as well as in the Legislation and Sustainability working groups.

Doğu Otomotiv is among the first companies in Turkey to include the Sustainability Principles Index to its annual report in compliance with the Communiqué Amending the Corporate Governance Communiqué published by the CMB on October 2, 2020.



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OUR BUSINESS MODEL AND SUSTAINABILITY

Financial Capital

With the support of our shareholders, investors and powerful players in the financial markets, and as one of the largest automotive companies in Turkey, we make use of our financial resources to increase the efficiency of all our operations and to implement our growth-oriented strategy, while focusing on creating value for all our stakeholders.

Manufactured Capital

We offer distributorship, sales and after-sales services in the automotive industry. In addition to the operations of our subsidiaries, which support our operations and enable us to provide full and uninterrupted service to our customers, with OEM standards and our Company's key performance indicators that allow innovation, efficiency, and comparison with peers, we achieve continuous growth.

Intellectual Capital

Intellectual capital, which we see as a strategic asset for sustainable competition, is among the most important values for our Company. Every day, we develop new projects fostered by the General Directorate of Digital Transformation and Corporate Communications as well as the Business Development Unit to produce diverse, fast and efficient solutions for our stakeholders, and we encourage all our employees to contribute to this capital via the Suggestion System in this process.

Human Capital

As a company operating in the service sector, we are aware that our employees are our major and greatest capital. Ensuring our employees to be committed to our Company, that they develop themselves in every aspect, that they continue to learn throughout their careers, and that they invest not only in the work they perform, but also in their own personal development, is among our top priorities.

Social and Relationship Capital (Stakeholder and Community Engagement)

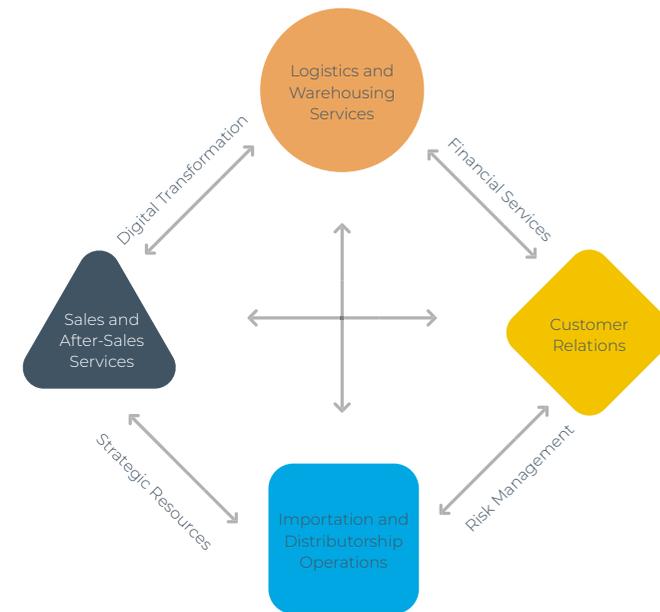
Stakeholder engagement is at the core of our Company's sustainability strategy. The views and expectations of all our key stakeholders and the dialogue platforms we have created to meet them are considered as the most valuable capital constituent that will carry us to the future. Our stakeholder engagement approach, which we manage in line with the "ask, learn, respond" cycle, is managed by being integrated into all our processes.

Natural Capital

We manage our environmental impacts arising from our activities in line with our general impact and priorities, as in other areas. Created to raise awareness on this issue in our entire value chain and to minimize the use of natural resources, to reduce our consumption and to minimize our fossil

fuel consumption by investing in renewable energy sources, our Environmental Management System and its related processes also form a significant share of our natural capital.

Doğuş Otomotiv Business Model



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Doğuş Otomotiv Capital-Impact Table

| Type of Capital | Input | | Impact | |
|-----------------------------------|---|---------------------------|---|---------------------------|
| Financial Capital (Million TL) | Total Assets | 7,117,134 | Turnover | TL 18,900,148,000 |
| | CAPEX | 142 | EBITDA Margin | 8.3% |
| | Net Financial Debt | 0.75 | EBIT Margin | 7.6% |
| | | | Cash Flows | 673,307 |
| Manufactured Capital | Number of Service Points | 573 | Net Sales (Million TL) | 18,900 |
| | Newly opened Authorized Dealers and Service Centers | 9 | Number of Sales (Wholesale/excluding SKODA) | 100,130 |
| | | | Retail Sales | 120,476 |
| | DİM Calls | 169,083 | Second-hand Sales | 14,625 |
| | | Doğuş Oto Service Entries | 234,615 | |
| Intellectual Capital | Number of Digital Projects | 85 | Number of Actualized Projects | 31 |
| | Annual Increase | | Savings to be Made | TL 18 Million |
| | Number of Electrical Vehicle Charging Stations | 106% | Number of Electrical Vehicle Sales | 303 |
| | | 100 | | |
| Human Capital | Number of Employees | 2,057 | Ratio of Female Employees | 21.1% |
| | Approximate Training Cost per Employee | TL 1,066 | Ratio of Female Executives | 33.68% |
| | | | Approximate Training Hours per Employee | 19.68 |
| | | | Occupational Accident Rate | 0.01% |
| | | | Lost Days Rate Due to Accidents | 0.02% |
| Social and Relationship Capital | Total Number of Suppliers | 567 | Number of Suppliers Participating in the Sustainability Report | 32 |
| | Number of Meetings Held with Authorized Dealers and Service Centers | 312 | Number of Authorized Dealers and Service Centers Participating in the Sustainability Report | 24 (39 service points) |
| | Hours Dedicated to Volunteering | 1,375 | With Traffic is Life! and Sustainable Supply Chain Management | 2 Prizes |
| | Social Investment Amount (Million TL) | 8,125 | Practices, at the Turkish Corporate Social Responsibility Summit | |
| | | | Number of participations to the Borsa Istanbul Sustainability Index | 6 Attendances |
| Natural Capital | Total electricity consumption | 5,179,752 kWh | Electricity consumption-based CO ₂ | 7.18 ton/per vehicle sold |
| | Total natural gas consumption | 402,652 m ³ | Natural gas consumption-based CO ₂ | 0.04 ton/per vehicle sold |
| | Total liquid fuel consumption | 223,695 lt | Liquid fuel consumption-based CO ₂ | 5.89 ton/per vehicle sold |
| | Total water consumption | 112,160 m ³ | | |



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GENERAL OVERVIEW OF 2020 IN TERMS OF SUSTAINABILITY RISKS

Socio-economic developments, which were effectual in every sector all over the world before 2020, perturbed the business world and social welfare with a much more devastating impact at the beginning of 2020 due to the Covid-19 epidemic. The social and economic impact of the epidemic had been severe. Consequently, long-standing progress in reducing global poverty and inequality has stalled, and approaches to social cohesion and global cooperation that were already weakened before the pandemic have been further reduced significantly.

Increasing unemployment, widening digital divide, deteriorating social life and sudden changes in markets are likely to have dire consequences for a large part of the global population and may cause delaying many opportunities to be seized or even set them off to be lost. Some end results, such as public distrust, political crises and geopolitical tensions, will be shaped by how we respond to other major threats of the upcoming decade, and the actions we take to counter them. Among them are cyber-attacks, weapons of mass destruction, and most importantly, the climate change.

The next decade's most likely risks include extreme weather conditions, disruptions to climate action and human-induced environmental damage, as well as issues of digital supremacy, digital inequality and cybersecurity. In addition, while communicable diseases rank at the top of the risks with the highest impact for the next decade, there are also the failure of societies and institutions in climate action, other environmental risks, significant decline in economic welfare, debt and technological infrastructure crises.

It will probably not be long before these risks become a critical threat to the world. According to the World Economic Forum's 2021 Global Risk Report, the risks that seem most likely to materialize in the upcoming two years are employment and livelihood crisis, despair and disappointment that the youth encounters, digital inequality, economic recession, environmental damage caused by humans, social cohesion problems and terrorist attacks.

While the world's economies are shaken by the burden of shocks and incentives due to Covid-19, the business world, on the other hand, is faced with the effects of these shocks. However, it should be acknowledged that this crisis has given a new impetus to current concessions and ordinary business practices. New agendas should be set to be able to control and manage changes in the social structure, economic losses, technological transformation, consumer behaviors, as well as the systems we have established due to the nature of our activities, both in the business world and in our homes, including the role of technology. The financial risks arising from these trends in mention increased with the crisis and caused problems such as stagnation in developed economies, whereas resulting in potential losses in developing and emerging economies, financial difficulties for small businesses, deterioration of market dynamism and increase in inequalities. These problems render it difficult to reach the long-term sustainable development goals.

While the world's nations are looking for ways out of the current crisis, companies are also becoming aware of the changing business environment. It will be possible to turn these challenges into opportunities by investing in smart, equitable and inclusive growth that ensures productivity and sustainability with a shared wisdom.

Despite the difficulties experienced in vehicle supply due to global problems that affected the production in the first half of 2020, Doğu Otomotiv has been able to end the year with a successful sales performance. After-sales and logistics services, which have gained critical importance especially during the pandemic, have been systematically managed by forecasting all risks throughout the process, and uninterrupted service has been provided to our customers. All necessary measures have been taken in terms of health and safety, operational and risk management, encompassing primarily our employees, as well as our Authorized Dealers and Service Centers, our customers and suppliers. All business processes have been improved in terms of health and efficiency and remote working model has been adopted wherever possible. In 2021, by exploring all global risk models, our Company will manage the risk management system in line with its priorities, and will continue to review its processes accordingly.

IMPACT MANAGEMENT

Impact management is the practice of continuously measuring, evaluating and improving our impacts on sustainability-related issues. To put impact management into effect across all their material issues, companies need consistent guidelines on how to measure, report, compare and improve the solutions they implement regarding their relevant impacts.

Doğu Otomotiv continues its activities under the following headings in line with its impact management:



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| Risks and Opportunities | Inputs and Activities | Outputs | Results | Impact | UN SDG |
|---|---|--|--|--|--|
| Increase in carbon emissions caused by electricity consumption | Realizing the goal of zeroing emissions from electricity consumption by investing in solar energy panels to be placed on the roof of the logistics building | <p>Increasing awareness of emission reductions</p> <p>Reduction of costs caused by electricity consumption</p> | <p>Achieving carbon emission reduction targets</p> <p>Reducing the costs of Authorized Dealers and Services and increasing their awareness about the climate change</p> | <p>Significantly increasing the share of renewable energy in global energy resources by 2030</p> <p>Ensuring the sustainable management and effective use of natural resources by 2030</p> |       |
| Reducing fossil fuel consumption and combating climate change | Continuing the investment in Electric Vehicle Import and Sales as well as setting up Charging Stations | <p>Investment for setting up 100 Porsche Destination charging stations</p> <p>Setting up Turkey's fastest charging station with a total power of 1.05 MW</p> <p>Establishment of the Battery Repair Center to serve Central and Eastern Europe</p> | <p>Encouraging the increase in the use of electric vehicles and by setting up charging stations that would also serve the vehicles of other brands, meeting the needs of electric vehicle owners</p> | <p>Significantly increasing the share of renewable energy in global energy resources by 2030</p> <p>Ensuring the sustainable management and effective use of natural resources by 2030</p> |       |
| Ensuring the increase of female employment, increasing the number of female executives, and supporting women to be a part of the economic development | Gender Equality | <p>The coaching and mentoring program prepared specifically for women consists of 8 modules and 4 follow-up programs. By the end of 2020, 125 female employees have been participated in the program.</p> <p>Cooperation was established with the Turkish Education Foundation to develop the female workforce of the future and to prepare them for the business life. The program, in which young female TEV scholarship holders take part, includes training, interview experience, company and career introductions as well as mentoring. Internship opportunities are offered to all students participated in the program, and all students are evaluated for suitable positions to be placed after their graduation.</p> | <p>Ratio of female employees 21.1%</p> <p>Ratio of female executives 33.68%</p> <p>Free kindergarten and shuttle service opportunity for the children of our female employees at the nursery age.</p> <p>The right to unpaid leave after birth to women employees upon their request, the right to leave on the first day of school</p> <p>"The Handbook of Motherhood" for expecting and recent mothers</p> <p>For mothers who recently gave birth, full salary payment during their maternity leave periods and refund of SSI incapacity payment to the employee</p> | <p>The poor and vulnerable being the first and foremost, securing equal rights for all men and women by 2030 in matters such as financial services containing access to economic resources, access to basic services, ownership and establishment of control over land and other types of property, inheritance, natural resources, appropriate new technologies, and microfinance</p> <p>Ensuring women's full and effective participation in the decision-making processes of political, economic and social life and equal opportunities for women to be leaders in decision-making mechanisms at all levels</p> <p>The youth and persons with disabilities included, ensuring all women and men to have access to full and productive employment and decent work, as well as fully embracing the principle of equal pay for equal work by 2030</p> |     |



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| | | | | | |
|--|--|---|---|--|---|
| <p>Corporate governance of the digital transformation procedures by conducting training and awareness activities both inside and outside the company, including Authorized Dealers and Service Centers, to ensure compliance with digitalizing processes</p> | <p>Digital Inequality</p> | <p>The digital transformation process, which includes making all business processes more efficient, also aims all employees to adapt to the innovations brought by digital transformation, and is supported by personal development programs. The fundamental digital awareness and digital transformation trainings, which were initiated for all Doğu Otomotiv employees in 2020, continued after the pandemic by being moved to the online platform.</p> | <p>In 2020, due to the pandemic, Traffic is Life! Platform's trainings were moved to the Ministry of Education's online training platform EBA in cooperation with the Ministry. With educational videos, 1 million students were reached per day.</p> <p>"Distance Education on Traffic Safety" training program, which took its start in 2013, continued in 2020 as well. To date, more than 25,000 students have been reached at 14 universities.</p> | <p>Having the global number of deaths and injuries from road traffic accidents halved by 2030</p> <p>Proliferation of Global Partnerships for Sustainable Development, carried out by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources to support the achievement of the Sustainable Development Goals in all countries, particularly in developing countries</p> |   |
| <p>Encouraging sustainability reporting by increasing awareness and consciousness of sustainability across the entire value chain</p> | <p>Sustainable Supply Chain Management</p> | <p>Not only in environmental issues but also in social and economic development topics, the processes that we manage in the Supply Chain with a risk management, audit and development approach cause us to move towards more systematic and concrete targets, as well as allowing us to continue to be a part of the change and solution by creating more awareness.</p> | <ul style="list-style-type: none"> · Participation of our 32 Suppliers and 24 Authorized Dealers and Service Centers in the sustainability report and encouraging them in areas related to sustainability · Drive Programı · Incorporating Sustainability-related topics to Supplier Selection and Audit Criteria | <p>Encouraging companies, especially large and transnational companies, to adopt sustainable practices and integrate sustainability information into their reporting cycles.</p> <p>Ensuring everyone in everywhere to acquire knowledge and awareness on sustainable development and to lead a life in harmony with the nature, by 2030</p> |  |



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Corporate governance of the digital transformation procedures by conducting training and awareness activities both inside and outside the company, including Authorized Dealers and Service Centers, to ensure compliance with digitalizing processes

Digital Inequality

The digital transformation process, which includes making all business processes more efficient, also aims all employees to adapt to the innovations brought by digital transformation, and is supported by personal development programs. The fundamental digital awareness and digital transformation trainings, which were initiated for all Doğuř Otomotiv employees in 2020, continued after the pandemic by being moved to the online platform.

For the second half of 2020, also anticipating post-pandemic needs an additional budget was provided to be able to actualize digital software projects, and working on 60 software projects by the end of the year was targeted. As of the end of fiscal year 2020, a total of 85 digital projects had been on the works. 31 of them were completed, whereas 54 projects are ongoing. An increase of 106% was observed in the number of completed projects compared to 2019. Our estimated annual benefit from the completed projects is 18 million TL. Among these projects, in addition to processes such as sales, after-sales services and marketing, the Value and Interest Center (DİM), where we directly touch the customer, and different projects that we implement using digital technologies in areas such as replacement parts and logistic can be cited. In 2020, the Digital Competency Development Program was launched, and the GO-DGTL Academy was established. Within the scope of this program, horizontal and vertical programs were identified in order to increase awareness on digitalization and digital technologies throughout the Company.

Supporting domestic technological development, research and innovation in developing countries through the creation of a favorable policy environment for enhancing the value in industry diversity and industrial products



Promoting innovation by 2030 in all countries, especially in developing countries; and boosting scientific research and expanding the technological capabilities of industrial sectors by means of significantly increasing the number of research and development workers per 1 million people, public research, private research, and government spending

MATERIAL ISSUES

Doğuř Otomotiv's material issues were identified in December 2017 by assessing our Company's impact and key stakeholder priorities with a long-term value creation approach. Company impact is defined as the social, environmental, economic and governance dimensions arising from Doğuř Otomotiv's activities throughout its business lifecycle and value chain. While determining the subjects related to the impact, the targets in the GRI Standards (Global Reporting Principles Standard) and the United Nations Global Development Goals were taken into consideration.

In addition, the Global Automotive Sustainability Practical Guidance of the Automotive Industry Action Group (AIAG) was also observed.

The Process of Determination of the Material Issues

1. Based on the GRI Standards (Global Reporting Principles), UN GC and UN SDG principles, identifying the subjects within the Company's impact, in line with the opinions of key stakeholders,
2. Prioritizing the identified subjects using the

AA1000SES methodology and placing them in the matrix

3. Evaluating the compliance of the subjects marked as priority with the Company strategy
4. Appraising stakeholder expectations, concerns and feedback regarding each focus area and preparing the analysis report
5. Submitting the identified material issues and their related targets to the Board of Directors and obtaining their approval.



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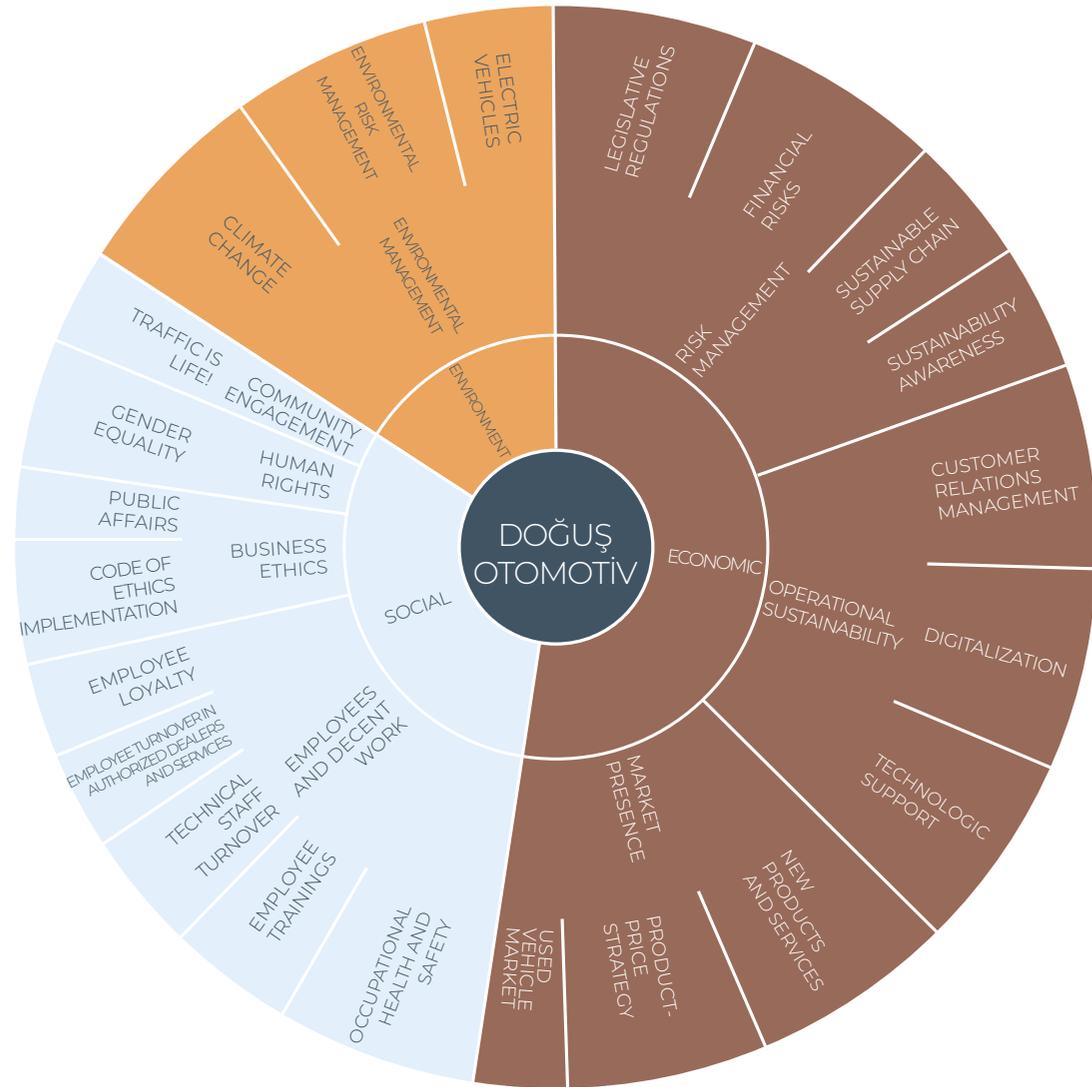
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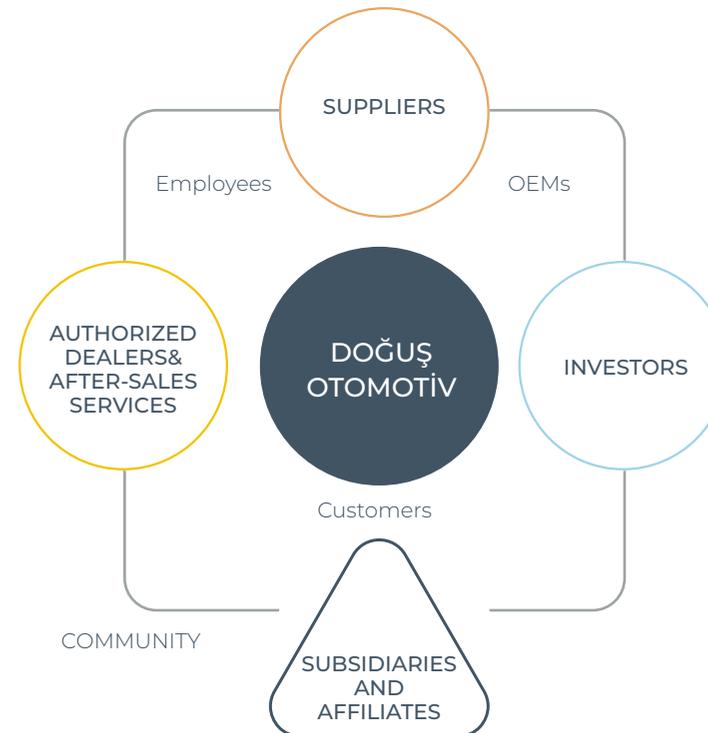
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STAKEHOLDER ENGAGEMENT

Stakeholder Engagement strategy, which is the most important part of Doğuş Otomotiv sustainability management, is carried out together with our key stakeholders within the scope of the “ask, learn, respond” cycle. Our strategic approach is to get feedback from our stakeholders by coming together on various platforms throughout the year, and by evaluating these feedbacks, to be able to be accountable for their results.

Doğuş Otomotiv Key Stakeholders are identified as individuals, institutions and organizations that are directly affected by our Company's activities as well as those that directly affect our activities.



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Doğuş Otomotiv Key Stakeholders and Dialogue Platforms

| Primary Focus Area | Stakeholder Group | Dialog Platforms | Doğuş Otomotiv 's Response |
|--|--|---|---|
| Sustainable Supply Chain | Authorized Dealers and Service Centers, Investors, OEM, Suppliers | Information Meetings | Supplier Contracts, Supplier Audits, Supplier Reporting, Authorized Dealer and Service Center Reporting, Corporate Reports, Authorized Dealer and Service Center Audits |
| Sustainability Awareness | Investors, OEM | Information meetings, Investor presentations | Corporate Sustainability Report, website, Press bulletins, Traffic is Life! Platform, Volunteering Platform |
| Customer Relations Management | Employees, Affiliates and Subsidiaries, Authorized Dealers and Service Centers, Customers, Investors, OEM | DİM, Trainings, Surveys and Research, Information Meetings, DİM Introduction Programs | Corporate Reports, DİM Operations |
| Digitalization and Technological Support | Employees, Affiliates and Subsidiaries, Customers, Investors, OEM | Workshops, Social Media Information Platforms, Digital Transformation and Corporate Communication Units' Operations | Digital Transformation Platforms and Digital Projects |
| New Products and Services | Yetkili Satıcı ve Servisler, Müşteriler, Yatırımcılar, Tedarikçiler, OEM | Surveys and Customer/Market research, Information Platforms, Social Media | Evaluation of the results of field research, 2nd Hand Vehicle Market (DOD), DİM, Activities and Programs on Digital Transformation |
| Used Vehicles Market | Authorized Dealers and Service Centers, Customers, Investors, Suppliers, OEM | Surveys, Social Media, Customer Relations Management Tools, Information Platforms, DOD Authorized Dealers Meetings | DOD, Compliance with Laws and Regulations, Employee trainings and certification |
| Occupational Health and Safety | Employees, Affiliates and Subsidiaries, Authorized Dealers and Service Centers, Customers, Investors, Suppliers, OEM, Public | Occupational Health and Safety Boards, Information Meetings, Suggestion System | Occupational Health and Safety related practices, Information messages, Corporate Reports, Compliance with Laws and Regulations, Trainings |
| Employee Trainings | Employees, Authorized Dealers and Service Centers, Customers, Investors, OEM | Suggestion System, Human Resources Training Programs, Mentorship Programs, Trainings, Surveys, GO-DGTL Academy for Improving Digital Competency | Development programs at initiation, personal development, leadership development, competence and values development programs, article and video content supporting self-learning, workshop activities, internal trainings, coaching, mentoring programs, GOWell Events, GO-DGTL Trainings |
| Technical Staff Turnover | Employees, Authorized Dealers and Service Centers, Customers, Investors, OEM | Vocational High School Co-operations, Information Meetings | DRIVE Program, Vocational High School Volkswagen Laboratories, Internship and Employment Programs, Young Women's Empowerment Project with the cooperation of TEV |
| Authorized Dealer Employee Turnover | Authorized Dealers and Service Centers, Customers, Investors, OEM | Vocational High School Co-operations, Information Meetings, University Co-operations | DRIVE Program, Vocational High School Volkswagen Laboratories, Internship and Employment Programs, Young Women's Empowerment Project with the cooperation of TEV |



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|-------------------------------|--|---|--|
| Employee Loyalty | Employees, Affiliates and Subsidiaries, Authorized Dealers and Service Centers, Customers, Investors, OEM | Surveys, BizBize Meetings, Performance System, Bir'iz Workers' Committee, Intranet, Social Media | Bir'iz common language and shared company culture, GO Development Academy Platform, Go-Fest, All training and development-related activities, Workshops, GoWell Events, Hello to Motherhood Event, Organic Market, March 8 International Women's Day Event, Seminars, Equality at Work Program, Suggestion System, Employee Volunteering, General Manager Talks, Briefings for Senior Management, Oktoberfest, Birthday of Ideas |
| Ethics Code Applications | Employees, Affiliates and Subsidiaries, Authorized Dealers and Service Centers, Customers, Investors, Suppliers, OEM, Public | Ethics Code one-on-one Trainings, Ethics Hotline, Information Meetings | Ethics Code and Ethics Hotline, Ethics Code e-learning modules, Orientation program ethics code section |
| Public Relations | Employees, Authorized Dealers and Service Centers, Investors, OEM | Meetings, Seminars | Automotive Distributors' Association Membership, Traffic is Life! Platform |
| Gender Equality – Diversity | Employees, Affiliates and Subsidiaries, Authorized Dealers and Service Centers, Customers, Investors, Suppliers, OEM, Public | Surveys, Information Meetings, Seminars, Without Disabilities Career Fair, Social Media Platforms | Equality at Work Platform, BIST Women Empowered Board of Directors Index, Young Women's Empowerment Project with the cooperation of TEV |
| Traffic is Life | Employees, Affiliates and Subsidiaries, Authorized Dealers and Service Centers, Customers, Investors, Suppliers, OEM, Public | Surveys, Panels, Seminars, Training and Information Meetings, Radio Programs, | Road Safety Trainings, University Co-operations, Co-operations with Ministry of National Education and General Directorate of Security, Road Safety Distance Learning, HOP!, Facebook Chat Bot Application (driver's license exam preparation tests), Public Service Ads, Social Media Channels, Ministry of National Education EBA TV ¹¹ |
| Electric Vehicles | Employees, Affiliates and Subsidiaries, Investors, OEM, Public | Perception research, Information Meetings, Workshops | Import and promotion of electric vehicles, setting up charging stations, awareness-raising activities on electric vehicles |
| Environmental Risk Management | Affiliates and Subsidiaries, Investors, OEM, Public | Workshop, Efficiency analyses, Pre-evaluation activities, corporate reports, investor presentations, social media | Sustainability Reporting, Internal awareness activities, internal communication activities, efficiency analyses |
| Climate Change | Affiliates and Subsidiaries, Investors, OEM, Public | Workshop, survey and awareness activities | Sustainability Reporting, Risk Management and early detection of risk studies |

¹¹ The television channel established by the Ministry of National Education for primary school students during the pandemic where the classes are broadcasted.



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STAKEHOLDER VIEWS

VOLKSWAGEN AG ON DOĞUŞ OTOMOTİV'S SUSTAINABILITY PERFORMANCE

We reviewed the 12th Sustainability Report of our business partner Doğuş Otomotiv, the sole distributor of all Volkswagen AG brands in Turkey, and the performances included in the report with great pleasure. The fact that sustainability is one of Doğuş Otomotiv's strategic priorities and that it has prepared its report at international standards by approaching this matter from a non-financial risk management perspective for 12 years fully coincides with Volkswagen AG's policy of expanding sustainability practices in its entire distribution and service center network.

We also found the Impact Management practices implemented in line with the United Nations Sustainable Development Goals by our business partner, who is a signatory to the United Nations Global Compact, very impressive. We hope that the 2020 Doğuş Otomotiv Sustainability Report, which emphasizes almost all the main areas of sustainability and prepared in line with the principle of priority, will meet the expectations of all stakeholders of the company. We closely follow the company's achievements in this field and its progress every year with great respect.

Ines Roeßler
Volkswagen Aktiengesellschaft
General Secretariat and Group Strategy
Sustainability Management



Volkswagen AG Sustainability Report 2020



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Collaborations

While implementing its sustainability strategy, Doğuş Otomotiv particularly strives for cooperating with non-governmental organizations, professional associations, public institutions and other institutions and organizations in line with the stakeholder participation practices that it attaches systematic importance to, and to conduct improvement-oriented activities by evaluating their feedback in the process.

| Primary Focus Area | Collaborating Institutions and Organizations |
|-------------------------------|---|
| Risk Management | Automotive Distributers' Association, Turkish Investor Relations Society, Enterprise Risk Management Association of Turkey, AFAD (Ministry of Interior, Disaster and Emergency Management Presidency) Kocaeli Metropolitan Municipality Fire Brigade Department - Prevention and Training Branch Directorate |
| Operational Sustainability | Automotive Distributers' Association, Bahçeşehir University, TEHAD (Turkish Electric and Hybrid Vehicles Association), TAPDER (Portable Battery Producers and Importers Association), BTK (Information and Communication Technologies Authority) |
| Market Presence | Automotive Distributers' Association, TR Ministry of Trade |
| Employees and Workplace | TEV (Turkish Education Association), Women in the Board of Directors Association, PERYÖN Turkey Human Management Association, Ministry of Family and Social Policies, Chamber of Mechanical Engineers of TM-MOB (Union of Chambers of Turkish Engineers and Architects), AFAD (Ministry of Interior Disaster and Emergency Management Presidency), Kocaeli Metropolitan Municipality Fire Brigade Department - Prevention and Training Branch Directorate, Enterprise Risk Management Association of Turkey |
| Business Ethics | - |
| Human Rights | - |
| Community Engagement | TR Ministry of National Education, General Directorate of Security, TRT, RTÜK, Doğuş Media Group, Istanbul Technical University, WHO, Council of Higher Education, Ayhan Şahenk Foundation, Darüşşafaka Society, Association for Supporting Contemporary Life, Fenerbahçe Sports Club Association. |
| Climate Change | Petder, Çevko |
| Environmental Risk Management | Petder, Çevko |
| Electric Vehicles | TEHAD (Turkish Electric and Hybrid Vehicles Association), TAPDER (Portable Battery Producers and Importers Association) |



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RISKS AND OPPORTUNITIES

Being Part of the Circular Economy

A superior sustainability perspective is needed at every management level of companies in order for the business world to see every problem they encounter as a business opportunity and to establish systems that will turn these opportunities into a product or service. It is also a fact that entrepreneurship plays a vital role in guiding economic development. According to the announced data, with the transition to the circular economy by 2030, there will be a global growth of 4.5 trillion dollars. As stated by the European circular economy report, it is foreseen that adopting circular economy principles will not only bring environmental and social benefits to Europe, but also generate an economic benefit of 18 trillion dollars by 2030. This huge leap in global economic growth as a result of the adoption of a circular economic model also appears to be sustainable in the long run.

Many issues in the ecological environment and social areas can put the sustainability of companies at risk. However, as with the perspective of the circular economy, the solutions developed by companies to solve these issues would also bring about many opportunities. Doğu Otomotiv completed its studies on identifying risks and opportunities in line with its material issues in 2020.



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RISKS AND OPPORTUNITIES IN TERMS OF OUR MATERIAL ISSUES

| Priority Area Heading | Focus Area | Internal/External | Operational Opportunity | Governance Opportunity | Financial Opportunity | Product and Service Opportunity | Goals |
|--------------------------|-------------------------------|-------------------|---|---|--|--|---|
| Business Ethics | Public Relations | External | Trust and loyalty to the company being increased with honest and reliable employees | Top-level performance in the field of governance with top-level ethical practices | Developing the ability to take action against risks that may result in financial penalties for the company | - | Publication of the updated ethical code Giving ethics code trainings to newly recruited employees |
| Business Ethics | Ethics Code Application | Internal | Implementation of ethical processes in international standards and adopted by employees | Corporate trust and reputation | Reducing possible costs that may arise from ethical processes | - | Putting the Document Management System into use |
| Environmental Management | Environmental Risk Management | External | Developing strategies focused on savings and efficiency, environmental awareness among employees | Possibility to rank higher in governance indices that are the outcome of environmental performance, environmental approach in risk management and opportunity to develop strategy | Opportunity to achieve significant reduction in electricity consumption costs by means of the Solar Power Plant investment of the logistics building, environmental awareness in the impact area | Electric vehicle charging stations investment | 2% reduction in electricity consumption in 2022 compared to 2021 1% reduction in water consumption in 2022 compared to 2021 2% reduction in natural gas consumption in 2022 compared to 2021 Reducing the amount of recyclable waste per vehicle sold by 5% in 2023 Reducing the amount of hazardous waste per vehicle sold by 3% in 2023 compared to 2021 Providing environmental awareness trainings to all employees until 2023 |
| Environmental Management | Electric Vehicles | External | Gaining an innovative perspective in the operational sense, and the chance to compete | Possibility to increase performance in ESG-based indexes where environmental performances are effective | New markets and opportunity to compete | Improving the product and service range with new electric vehicle models | Completion of setting up charging station at 310 more locations by 2023 |
| Human Rights | Gender Equality | Internal | Creating equal opportunities for employees within the company with the increase in the ratio of female employees, increase in the number of female executives | High performance in governance indices | - | A priority service product for female customers at DIM | Completing the Human Rights Priority Study and increasing human rights performance to higher levels in 2022 with result-oriented strategies |
| Employees and Workplace | Employee Loyalty | Internal | Decrease in employee turnover, increase in customer satisfaction | High performance in governance and sustainability indices | Reduction in employee training and staff training-related costs | - | Renewal of Employee Loyalty survey in 2021 and increase in satisfaction rate compared to 2019 (target is set depending on the pandemic) |



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|-------------------------|-------------------------------------|-------------------|---|---|--|---|---|
| Employees and Workplace | Employee Trainings | Internal | Better and higher-quality service with a highly competent employee profile, increase in employee loyalty | High performance in governance and sustainability indices | - | - | Training-related targets will be set after reviewing the results of the pandemic in 2021. However, online trainings will continue within the Go-DGTL Academy to create digital equality in our company and value chain. |
| Risk Management | Sustainability Awareness | Internal/External | Ingraining of savings and efficiency-oriented business style | High performance in governance and sustainability indices | Cost savings with efficiency and savings-oriented projects | Electric vehicles, electric charging stations | Completion of environmental awareness trainings, that include environmental risks as well, by 2022 |
| Risk Management | Sustainable Supply Chain Management | Internal | Adoption of savings and efficiency-oriented business conduct, ensuring business continuity by increasing sustainability awareness in the supply chain | High performance in governance and sustainability indices | Controlling Business Continuity-related costs | - | Continuing business continuity studies that include Covid-19 risk scenarios as well |
| Community Engagement | Traffic is Life! | Internal/External | - | High performance in governance and sustainability indices, brand reputation | Increase in brand value | - | Continuing and expanding co-operations carried out by Traffic is Life!. Expanding and maintaining online trainings and social media awareness activities |

RISK MANAGEMENT

Managing risks in a rapidly changing world is becoming increasingly challenging for the entire business world. For this reason, it is important to evaluate corporate risk management from multiple perspectives and to consider it as an integral part of stakeholder engagement. As stakeholder expectations also include social and environmental risks, they also bring about significant opportunities for the business world. Doğuş Otomotiv has been managing its risks for many years by including social and environmental factors in its risk management outlook. The Early Detection of Risk Committee, Financial Control and Risk Management Unit, which operate directly among the committees of the board of directors, determine the strategic steps of the Company regarding these topics and implement them upon the approval of the board. The ISO 14001 Environmental Management System setup

process, which started in 2020, was completed, an Environmental Committee was instituted within the company, and an Authorized Environmental Officer was appointed.

No changes were made to the corporate risk management structure in 2020. However, new analyses were carried out due to the Covid-19 pandemic. Some of these are follows;

- The effect of the Covid-19 pandemic on sales and after-sales services
- Scenario-based liquidity and limit risk analyses
- Macro-economic risk analyses conducted specifically for the automotive industry

The purpose of these studies is to identify potential financial and non-financial risks that our company may encounter, and to take quick action in case if risk-

posing scenarios materialize. Results of the relevant analyses concluded that the current situation did not have a negative impact on the Company or its operations in 2020.

Compliance Function

Doğuş Otomotiv believes in the necessity of full compliance with all applicable laws and regulations in order to gain the trust of its key stakeholders and therefore, the society. In addition, compliance with our Ethics Code, which contains the highest ethical standards for all our employees, equally takes the first place among our top priorities.

The Compliance Function, structured under Doğuş Otomotiv Risk Management Unit, completed its Compliance Procedure studies in 2020; the procedure will be published in 2021 after the approval processes



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are completed to be announced throughout the Company. Except when deemed necessary, the Compliance Working Group is planned to meet four times a year to carry out the assessment of the current situation. Moreover, Doğuş Otomotiv's Information Security policy was published in 2020, whereby ISO 27001 certification studies were initiated. Certification is targeted to be obtained in 2021.

In addition, the Compliance Function Summary Information Booklet was created in 2020 with the aim of operating in accordance with all laws, regulations and rules that our Company is obliged to comply with, including legislation, ethical processes and internal regulations, to monitor the compliance of our managers and employees concerning these rules, and to establish the necessary organization for compliance. The Compliance Working Group convened three times in 2020, and updated information on compliance was shared with the committee. The Compliance Sub-Working Group was formed in order to ensure the effective functioning of the Compliance Working Group and the rapid management of processes. The Corporate Compliance Policy has been approved and published by the senior management. In the light of new developments, updating the Doğuş Otomotiv Ethics Code was completed in 2020 and presented to our stakeholders on the website.

Ethics Training, considered to be within the scope of Volkswagen AG's Ethics Code for Business Partners, was given in 2020 by the Manager, General Manager, and Brand Trainers throughout the company as well as at Authorized Dealers and Service Centers, and was completed with 100% participation.

One of the most important tasks performed by the Compliance Function in 2020 was the completion of the studies carried out in line with the preparation and publication of the Policy on the Prevention of Laundering Proceeds of Crime and Financing of

Terrorism. The policy was included in the Ethics Code upon the approval of the senior management and started to be published on the website. Apart from this, the Occupational Health and Safety Policy was reviewed according to current conditions as well and published after being revised in the light of new circumstances and compliance-related issues.

Consisted of executives from company units, Doğuş Otomotiv compliance committee is established to support the Compliance Function, and is involved in reviewing, monitoring and maintaining compliance-related issues. Doğuş Otomotiv *Compliance Policy* is available on the website and in *Ethics Code*.

Doğuş Otomotiv has formed a working group within the scope of the "Law on the Protection of Personal Data". With the joint efforts of the Legal, Risk Management and Information Security Units, the compliance process is managed by adhering to legal obligations and time schedules. Doğuş Otomotiv Information Security Management System organizes and updates security processes and defines roles and responsibilities in those processes to protect Company information assets and ensure compliance with subjected legal regulations.

Environmental Risk Management

As a member of the Environmental Committee, Risk Management Unit regularly reviews risks and opportunities within the scope of ISO 14001 Environmental Management System, and is included in the necessary action plans after the risks are evaluated by the Environmental Committee. By identifying risk-reducing actions against these risks, the level of risk is controlled for the upcoming periods. One of the studies carried out within the scope of the relevant integration has been regularly reviewing the compliance obligations with the relevant legislation

in line with the environmental management system and ensuring compliance with the obligations that the Company must meet. Following that, the actions taken are monitored. Doğuş Otomotiv's environmental performance is extensively covered in the Environmental Sustainability section of our report.

Risk Management Mechanisms

As a prerequisite of the importance attached to risk management in our Company, the Financial Control Department, which previously operated under the General Directorate of Financial Affairs, was restructured as the Financial Control and Risk Management Department as of May 2015. We continue our goal of creating a single responsibility center and a common language by considering the complementary risk and control concepts together under the same roof. In parallel with this goal, full support is provided to the Committee's supervision duty by providing direct, comprehensive and integrated reporting to the Early Detection of Risk Committee, which is the command center for the effective management of risks.

Our risk composition, which is considered on a process and scenario basis within the scope of probability and possible impact, has been expanded to include non-financial risks, including our health, security, law, technology, environment, business continuity and sustainability sensitivities in recent years. Risk measurement and evaluation parameters, the use of common terminology, business continuity approach, related reporting and stakeholder information activities are also strengthened accordingly.

The revisions we have made in accordance with our changing organization and the environment in which



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we operate, are aimed at keeping under control and managing, following the risk analyses conducted consistent with the objectives of our internal control system. Management organs being in the first place, relevant committees and senior management plan

the necessary measures to ensure assurance in compliance with the objectives of our Company, direct them to authorized channels and follow them up.

Detailed information about Doğuř Otomotiv Risk Management structure and policy are included in the *annual report*.

Key Risks and Doğuř Otomotiv's Responses

| Risk Headings | Content | Doğuř Otomotiv's Response |
|--|--|--|
| Internal Risk Factors (Environmental and Social) | Environmental pollution and abnormal conditions, climate change, emergencies (accidents, fires, explosions, etc.), unexpected situations related to quality processes, disruptions in the supply chain, unexpected situations related to employees and Workplace (human rights, working conditions, etc.), unexpected situations related to information security | Environmental Management System ISO 14001, Environment Committee, Quality Management and Quality Standards, Sustainable Supply Chain Management, DRİVE Program, Corporate Governance at Authorized Dealers and Service Centers Scorecard pilot study, Human Resources Management, Occupational Health and Safety Practices, Human Rights Policy, Human Rights Prioritization Study |
| Internal Risk Factors (Legislative regulations and Compliance) | The possibility of non-compliance in all situations that may be contrary to laws and regulations and in matters such as standards, codes, OEM expectations that the company is obliged to comply with | Risk Management structure, Early Detection of Risk Committee, Compliance Function, Comprehensive Compliance Obligations Monitoring, Compliance Working Group, ISO 27000 Certification |
| External Risk Factors (Natural disasters and incidents) | Risk of encountering unexpected natural disasters such as earthquake, flood, hail, lightning etc. | Business Continuity and Risk Management Mechanisms, Hail Protector, Environmental Risk Management, Climate Change Policy, Crisis management mechanisms |
| External Risk Factors (Social, Political, Geopolitical) | Political and economic crises, exchange rate fluctuation risks, supply chain management, other emergencies and unexpected situations (war, terrorist attacks, etc.), epidemics, etc. | Early Detection of Risk Committee, Business Continuity Mechanisms, Covid-19 outbreak management, Inventory Management and Supply Chain Sustainability Management |

Covid-19 Outbreak Management

Doğuř Otomotiv, during the Covid-19 outbreak that started as of March 2020, has taken all the necessary measures from the beginning to ensure that its operations are not interrupted, to secure the health and safety of its employees and customers, it has worked on different scenarios, and it has defined different processes that would enable adapting quickly to changing situations. In this direction, the following actions have been implemented aimed at managing business continuity risks at an optimum level:

- Office workers switched to working from home and hybrid working model, while field workers continued their activities uninterrupted by taking all the necessary precautions for protection at the maximum level.
- While field workers maintained their activities by adhering to mask, distance and hygiene rules, which are the three most important protection elements of the pandemic, shuttle service options have been diversified to ensure that these employees reach work more efficiently

whereby minimizing risk of infection as an added precaution.

- To ensure the continuity of operations, meetings were held with our stakeholders and business partners and all business affairs were carried out in coordination regarding the measures.
- The way of doing business within the company has been rearranged to avoid any risks to the health of the employees and to ensure business continuity.



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- Notices and guidelines regarding the Covid-19 outbreak have been regularly published through the internal systems, they are reviewed frequently and depending on the changing circumstances, and compliance was ensured with guidelines.

Public Policies and Public Relations

Doğuş Otomotiv, one of the largest companies in Turkey, closely monitors the developments in its industry, and establishes dialogues with relevant institutions and organizations on issues that may directly or indirectly affect its business partners, investors and customers through different non-governmental organizations and industrial unions. These relations are managed through institutions such as; Automotive Distributers' Association, DEİK (Foreign Economic Relations Board), TAİD (Heavy Commercial Vehicles Association), AHK (German Chamber of Commerce and Industry), KOTEDER (Association of Shareholders Managers Listed on the Stock Exchange), and TÜYİD (New Turkish Investor Relations Society). You can find the full list of unions and associations that our company is a member of and actively participates in on our website.

Political Support and Donations

Doğuş Otomotiv does not endorse any political party, political party leader or election committee. Our Company's donation policies are transparently shared with the public and relevant individuals and institutions through our website and annual reports.



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Prepared at international standards, Doğuş Otomotiv published its code of ethics in 2012 following a two-year long study. Doğuş Otomotiv Ethics Code contains 54 sample cases specific to the industry in which our Company operates and related to the topics included in the Ethics Code. The Code has been revised in 2020 due to changing conditions and requirements and is published on our Company's website. In 2020, 98 people completed the ethics training given as part of the orientation training as 245 man/hours.

Doğuş Otomotiv Ethics Code and the principles and policies we have published within the scope of this code commit that our Company will pursue its relations with its customers, business partners and competitors by cultivating honest and ethical business conduct. Doğuş Otomotiv considers ethical business conduct carried out with the highest standards as the cornerstone of its growth-oriented future strategy.

With Doğuş Otomotiv Ethics Code, our Company categorically rejects engaging in any unethical business conduct. Prepared by Doğuş Otomotiv, Ethics Code aims to provide useful and enlightening information to all our employees concerning what to do in case of any unethical behavior they may encounter. Doğuş Otomotiv Ethics Code serves as a guide for our Company's employees and business partners to fully understand and comprehend the way we do business.

Doğuş Otomotiv's understanding of business ethics embodies the highest ethical standards in our corporate policies, in way of doing business and our behavior pattern. In other words, it is the manifestation of moral standards in every area of our business life. Our company units fully reflect an ethical business approach beyond moral traditions and values to our technological assets, financial and operational activities, in short to all our business processes.

Doğuş Otomotiv's most valuable asset is the trust that our customers, suppliers, employees and shareholders put in our Company, and our corporate reputation that we have gained since the day we started our commercial activities. The trust of our stakeholders and the protection of our reputation are our reasons for existence, which we will never compromise.

Doğuş Otomotiv Ethics Code also embraces our corporate sustainability perspective within the entire Doğuş Otomotiv value chain and our commitments concerning United Nations Global Compact principles. Our Ethics Code has already been approved by Doğuş Otomotiv Senior Management. Doğuş Otomotiv Ethics Code has been prepared not only to regulate the conduct of our employees but also the relationships between our employees and our customers, competitors and suppliers.

Doğuş Otomotiv expects its suppliers, customers, shareholders, subsidiaries and all other stakeholders to fully understand our Company's business conduct and to steer their expectations accordingly.

Between 2015-2020: 1,746.5 employee/hour training was provided to 833 people at Doğuş Otomotiv and 2,493.5 employee/hour to 1,454 people at Doğuş Oto.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

With 193 countries in the world committing to meet 17 goals that address important world problems by 2030, an important change process seems to be obligatory for the business world as well. This obligation requires companies not only to develop strategies in line with the objectives of the sustainable development goals (UN SDG) and reorganize their business processes accordingly, but at the same time to appraise their impacts. While 169 targets contained in the 17 goals

include issues such as poverty, inequality, education and the protection of the ecological environment, they also underline the importance of cooperation in solving these problems. The most important feature of the UN SDG is its coverage. It is expected to act with an action plan that covers not only underdeveloped and developing countries but also the developed nations.

In Doğuş Otomotiv's corporate sustainability strategy, sustainability is defined as the methods we use while determining the solutions we develop for the social, economic and environmental problems of our sector and our corporate behavior pattern that incapsulates all our operations. The primary responsibility of our company towards the society is to conduct its business affairs fairly as well as ensuring and protecting the trust vested by its stakeholders at the highest level. At the same time, it is also responsible for creating a fair, clean and honest working environment with its business partners in the regions where it operates and minimizing the possible negative impacts of its activities. For this reason, it monitors the sustainability performance of the company as well as the performances of its authorized dealers and service centers and suppliers, and strives to raise awareness within its impact.

Most of Doğuş Otomotiv's priority focus areas coincide with the objectives of the UN SDG. Our company shares the vision of working for a more just, peaceful and inclusive world as the UN aims. As Doğuş Otomotiv, with the awareness that our material issues also open a new window for us to perceive corporate risks and opportunities, we seek to manage our impact at the maximum level by creating opportunities that can provide benefits for our employees, customers, investors, suppliers, affiliates, authorized dealers and service centers as well as all our business partner.



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Our Material Issues and UNSDG

| Focus Area | Definition of the Area | Relevant SDG | Supporting Strategies and Programs | Our Targets |
|------------------------------------|---|--|---|--|
| Ethics and Integrity | Doğuş Otomotiv's understanding of business ethics embodies the highest ethical standards in our corporate policies, in way of doing business and our behavior pattern. In other words, it is the manifestation of moral standards in every area of our business life. Our company units fully reflect an ethical business approach beyond moral traditions and values to our technological assets, financial and operational activities, in short to all our business processes. |    | Ethics Code and related sustainability policies Reporting and internal audit Compliance function and Compliance Working Group, Compliance Sub-Working Group | Completion of providing ethical code training to 100% of our employees Adding a commitment to comply with the Ethics Code to the contracts made with our suppliers (for all our suppliers with a purchase of 10 million TL or more until 2023) Creation of compliance matrix within the scope of Ethics Code training for Volkswagen Business Partners Publishing the information security policy and obtaining ISO 27000 Information Security Certification by the end of 2021 Providing informational trainings about the Law on the Protection of Personal Data to Authorized Dealer and Service Centers Managers (at least 50% completion in 2021) |
| Employee Development and Trainings | Doğuş Otomotiv has placed the development of its employees to the core of its human resources policy. In this direction, it is among our most important goals to ensure, monitor and encourage the vocational development of our employees through ongoing training programs and development strategies. |   | Cooperation with vocational high schools Cooperation with TEV Increasing the number of female employees OHS policies and trainings Child labor policies DIM employment DRIVE Program | Bringing continuous training opportunities to digital platforms for all employees to benefit from and can easily access Increasing the rate of remote teleworking scheme put into practice due to the pandemic to 75% Achieving 95% satisfaction rate in online education programs Continuing collaborations and trainings to maximize the digital literacy of all our employees under the umbrella of the Digital Competency Program (GO-DGTL Academy) |
| Diversity and Gender Equality | Doğuş Otomotiv is against all forms of discrimination. It applies a zero-tolerance policy to harassment based on religion, language, race, color, gender, age, ethnicity, disability, citizenship or other social status. In this direction, it has been carrying out activities for female employees within the scope of Equality at Work Program since 2015. |     | Employment enhancing activities (Authorized Dealers and Service Centers) Equality at Work Platform Programs for female executives Female student mentoring programs Number of Female Executives in the Board of Directors | <ul style="list-style-type: none"> Continuing the studies being carried out to increase the ratio of female employees Increasing the rate of female employees to 31% by 2025 |
| Community Engagement | Within Doğuş Otomotiv's sustainability policies, the objectives of protecting the social welfare of the society we live in and managing our possible negative impacts are particularly observed. Starting with our primary stakeholders within our impact, the society includes the segments affected by all our activities that require social approval. Engagement, on the other hand, includes dialogue platforms and programs that we have created to meet the expectations of the society and to be a transparent and accountable company. |    | Traffic is Life! Volunteering Platform Doğuş Otomotiv Ethics Code Ethics Code trainings | Taking part in the formal education programs with the Traffic is Life! Program to raise awareness and provide training especially for children and young people who have reached the driving license age. Championing inequality alleviation through employment-creating engagements and educational support To contribute to the understanding of the importance of corporate business ethics in society Achieving the goals of community engagement through collaborations |



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| Occupational Health and Safety | Doğuş Otomotiv is committed to providing a safe Workplace for all its employees and fulfilling its environmental responsibilities. |   | Occupational Health and Safety Management Management of non-financial risks Business Continuity activities Immediate Action mechanisms | <ul style="list-style-type: none"> · Implementing all measures in accordance with risk studies conducted on Occupational Health and Safety · By switching to the vacuum pallet truck system in the replacement parts warehouse, being able to work with a mechanical system to haul heavy materials · Conducting surveys to understand the needs and demands of employees concerning Covid-19 measures · Following Audi Skelex Ergonomic Power System started to be used in six Doğuş Oto locations, popularizing its use at Authorized Dealers and Service Centers (in 2020, two more Authorized Dealer and Service Centers started the implementation) |
| Waste Management | Doğuş Otomotiv continues its efforts to reach more data every year to improve its environmental management system. Doğuş Otomotiv regularly measures the waste generated from its operations, by going beyond legal requirements works to minimize its environmental impact, and collaborates with various institutions to fully execute its recycling strategy. |   | Waste management practices Environmental awareness activities Live Plastic Free Program ISO 14001 Environmental Management System | <ul style="list-style-type: none"> · Continuing awareness activities of the Live Plastic-Free Program · Reduction of direct waste amount by 5% in 2023 compared to 2021 · Reducing the amount of hazardous waste per vehicle sold by 3% in 2023 compared to 2021 |
| Climate Change | Doğuş Otomotiv has gathered its environmental policy under five main headings: Water, Waste, Energy, Logistics and Environmentally Friendly Products. Doğuş Otomotiv takes its environmental impacts into consideration when making its managerial and operational decisions; evaluates the direct and indirect environmental impacts arising from its operations and undertakes to reduce them. Assumes itself responsible to the society, beyond required by laws and regulations, for protecting nature and using natural resources. Strives to ingrain the same level of environmental awareness to its employees, their families and the companies with which it cooperates. Aspires to establish necessary systems to measure, monitor and improve its environmental impacts. For the environmentally friendly products with high standards of the brands it distributes to be better promoted, understood and sold, establishes collaborations within the value chain and provides awareness. Commits to regularly review its environmental policy and, when deemed necessary, to set new goals and objectives appendant to it. |        | Live Plastic Free Program Environmental policies Digital Transformation Programs Waste Management Practices Waste management urging activities and applications for Suppliers, Authorized Dealers and Service Centers ISO 14001 Environmental Management System and Environmental Risk Management Business Continuity policies Activities to prevent cutting down trees through environmental management and waste management practices Intermodal Transport Logistics building Solar Power Plant Investment | <ul style="list-style-type: none"> · Putting ISO 14064 Greenhouse Gas Emissions Verification into practice until the end of 2021 · Completing the installation of ISO 50001 Energy Management System until the end of 2022 · Logistics building being in the first place, minimizing electricity consumption by investing on SPPs to be placed at our Authorized Dealer and Service Center locations, and meeting 62% of the annual electricity need through SPPs until the end of 2022. · In the second phase of the SPP Investment, investing approximately 188.7 million USD to our entire Authorized Dealer and Service Center locations network until 2022, and meeting 97% of the electricity need through SPPs · Completing giving environmental awareness trainings to all employees until the end of 2022 · Encouraging employee participation in environmental awareness programs organized through the Volunteering platform |



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| <p>Digital Transformation</p> | <p>In line with its vision and mission, Doğuř Otomotiv aspires to strengthen its cost management, implement digital transformation in all possible business processes, create “fan customers” and be an efficient Company that develops sustainably for all of our employees, business partners, customers and shareholders.</p> | | <p>Digitalization applications of Human Resources processes Agile Project Management Digital Board Data analytics studies through machine learning/artificial intelligence GO-DGTL Academy studies</p> | <ul style="list-style-type: none"> · Digital Business Development Projects · Planning of studies on electric and connected vehicles · Integration of digital projects into all channels · Digital operations · Implementation of Contactless Customer Applications |
| <p>Risk Management</p> | <p>Corporate Risk Management, which we have created in order to make the approach of defining uncertainties in a timely manner, evaluating them with the right methods and taking measures in accordance with the targets into a way of doing business throughout our Company, is developed as a corporate culture extending from our management bodies to our employees at the lowest level. Our risk composition, which is considered on a process and scenario basis within the scope of probability and possible impact, has been expanded to include non-financial risks, including our health, security, law, technology, environment, business continuity and sustainability sensitivities in recent years. Risk measurement and evaluation parameters, the use of common terminology, business continuity approach, related reporting and stakeholder information activities are also strengthened accordingly.</p> | | <p>Environmental Risk Management Studies Establishment of the Compliance Function Publication of the Compliance Policy Early Detection of Risk Committee Corporate Governance and Sustainability Committee Sustainability Report Sustainable Purchasing Policies Sustainability Awareness at Authorized Dealers and Service Centers</p> | <ul style="list-style-type: none"> · Environmental Management System Certification · Investing in the Sustainable Supply Chain and awareness-raising activities · Increasing the percentage of authorized dealers and services included in the scope of Sustainability to 75% · Integrating 80% of our suppliers with the highest purchases in terms of total turnover into the management model · New scenario studies after the Covid-19 outbreak and their integration into the model (added in March 2020) |
| <p>New Products and Services</p> | <p>As Doğuř Otomotiv, operating in all areas of sales and service of the automotive industry, our sustainability strategy is based on risk projection systems. In this direction, all research and development activities for the future of the market are closely monitored. The Business Development Unit plans its work in this context.</p> | | <p>Establishment of Business Development Unit Digital Transformation Unit Electric Vehicles Committee New Business Ideas Workshop Doğuř Holding InvenDO collaborations</p> | <ul style="list-style-type: none"> · Implementation of Start-Up programs by 2023 · Ethical Signature Initiative |
| <p>Used Vehicles Market</p> | <p>Efforts are continuing to develop the second-hand vehicle market in a corporate sense, to increase the brand sales volume, and to ensure customers to carry out their vehicle purchase and sale activities feeling safe and secure.</p> | | <p>All employees to obtain professional competence certificates DOD.com.tr and DOD Mobile application 101 Point Control and Warranty Services</p> | <ul style="list-style-type: none"> · Improving DOD.com.tr and DOD Mobil with additional features and expanding the impact of the platforms · Creating new supply and sales channels |
| <p>Sustainable Supply Chain Management</p> | <p>As its field of activity is direct imports, distributorship, authorized dealership and service center, and logistics services, sustainable supply chain management is among Doğuř Otomotiv’s material issues. Not only in environmental issues but also in social and economic development topics, the processes that we manage in the Supply Chain with a risk management, audit and development approach cause us to move towards more systematic and concrete targets, as well as allowing us to continue to be a part of the change and solution by creating more awareness.</p> | | <p>Participation of our 32 suppliers and 24 Authorized Dealer and Service Centers in the sustainability report and encouraging them in areas related to sustainability Drive Program Adding Sustainability provisions to Supplier Selection and Audit Criteria</p> | <ul style="list-style-type: none"> · In our Authorized Dealers and Service Center, conducting current situation analysis on Corporate Governance and Sustainability issues and the implementation of incentive mechanisms will be completed by 2025. · Risk categorization studies of our suppliers will start in 2021. · Completion of the Project for Dissemination of SPP investments in Authorized Dealers and Service Centers in 2022 |



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Sustainable Supply Chain Management
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“ To pursue creating economic and social value as a part of the economic development. ”



SUSTAINABLE SUPPLY CHAIN MANAGEMENT

Doğuş Otomotiv strives to make all its activities sustainable throughout its operational life cycle. Our supply chain, which is largely based on logistics services, has been restructured accordingly and by improvements made regularly every year, aims to work in the most efficient way with the least risk in its field. We are aware that if we want to make the world a more livable place with what we do, we must first focus on how we do it. Doğuş Otomotiv's supply chain is managed with reliable, sustainable and ethical processes in principle. The sustainability of this supply chain, which we run together with hundreds of suppliers and business partners, depends not only on the success of Doğuş Otomotiv, but also on the success of all companies in the chain, and on them to provide

equally high standards of production and service. For this reason, we expect all our suppliers, other than OEMs, to manage their operations in compliance with sustainability principles similarly. This approach, which is also among the primary expectations of our investors, business partners, customers, shareholders and other stakeholders, is a part of Doğuş Otomotiv's 2025 strategy as well.

As its field of activity is direct imports, distributorship, authorized dealership and service center, and logistics services, sustainable supply chain management is among Doğuş Otomotiv's material issues. Not only in environmental issues, but also in social and economic development topics, the processes that we manage in the Supply Chain with a risk management, audit and development approach, required to be dealt with a much more critical perspective due to the

Covid-19 pandemic, which was experienced all over the world in 2020 and in economic structures affected the supply chain the most. In 2020, when there is a significant amount of uncertainty, Replacement Parts and Logistics Directorate, which managed to keep replacement parts availability at 99% by increasing safety stock levels, handled 21.4 million parts.

In addition to the effective pricing and price positioning policies followed, the usage rate of shared replacement parts approaching 50% creates an important synergy within Replacement Parts and Logistics. Implemented with a pioneering vision in vehicle logistics, the "shipping directly from the port" management was continued to be carried out successfully by the Replacement Parts and Logistics Directorate in 2020 as well, whereby delivering vehicles to Authorized Dealers directly from the port, thus minimizing delivery times.



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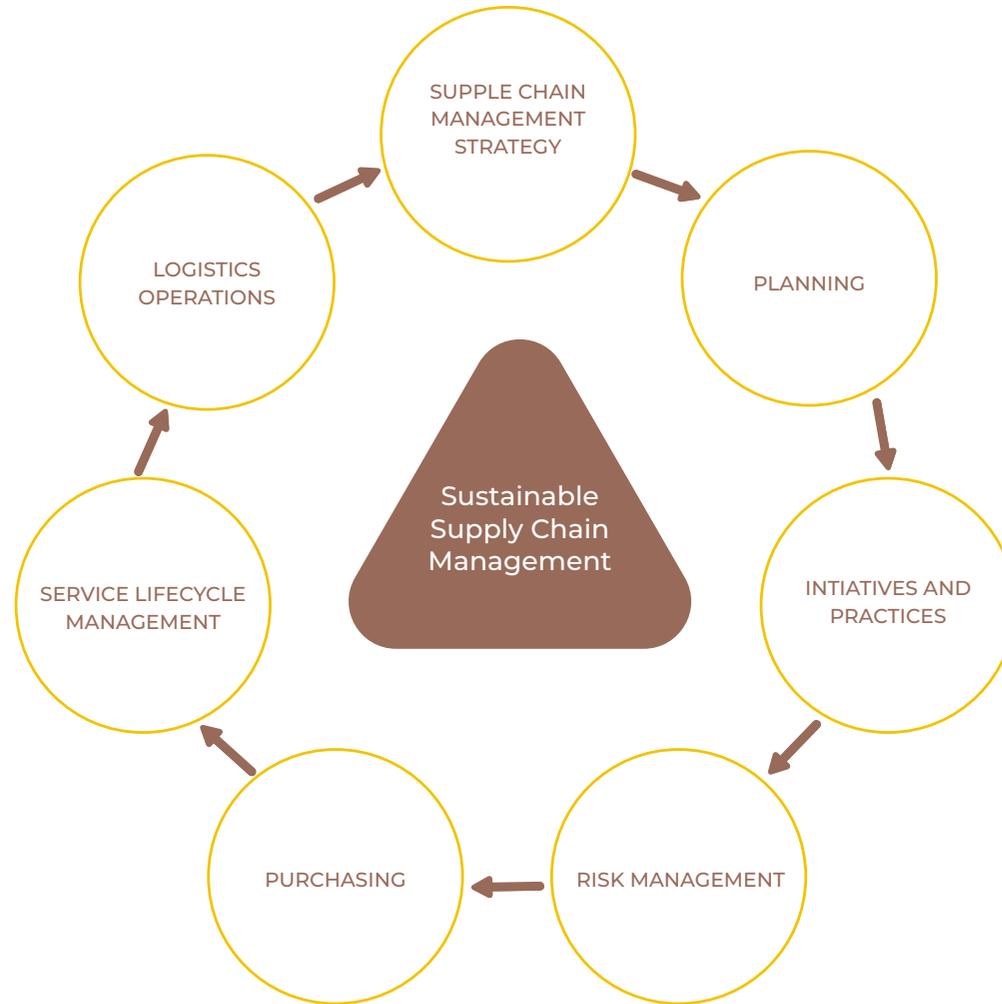
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Thanks to the priority given to digitalization, optimization was achieved in the replacement part acquisition process with artificial intelligence, whereas flexibility and rapid adaptation were ensured with effective stock management and workload forecasting models. In addition, robotic process optimizations were also included in the business processes, thus minimizing the manual workload. Replacement Parts and Logistics achieved saving from its logistics-originated CO₂ emissions, with the intermodal route system it manages.

By importing 101,176 vehicles and shipping 124,943 vehicles to Authorized Dealers in 2020, Replacement Parts and Logistics completed the year with a turnover of 1,364.3 million TL attained from the sales of replacement parts and accessories.

Since 2014, Replacement Parts and Logistics has moved to a centralized structure which included Authorized Service Centers, and made successful attempts regarding waste management and collection. Additionally, in 2020;

- With a total of 3.3 million lines of orders, approximately 21.4 million replacement parts were shipped
- On average, more than 3,000 parcels per day were delivered to 148 Authorized Services located in 51 different provinces of Turkey, with 45 daily freight services departing from Şekerpınar. (Working days restricted due to pandemic, are excluded)
- A monthly average of 1,650 trucks load of vehicle distribution operations were carried out.



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Replacement Parts and Logistics Directorate and Industry 4.0

Doğuş Otomotiv Replacement Parts and Logistics Directorate, with the aim of creating effective and sustainable e-supply chain management (industry 4.0), attaches priority to digitalization investments, and devices projects geared towards the continuous improvement of replacement parts operating systems. Doğuş Otomotiv Replacement Parts and Logistics Directorate has recently put digital supply chain management and Industry 4.0 on its focus. These concepts generally appear in the logistics industry in terms of fully integrated systems, not only lean but also agile supply chain, advanced forecasting systems and augmented reality in the supply chain.

In recent years, especially customer expectations have been increasing, and product and service designs have been differentiated in every sector in a way that will alter these expectations. In addition, the most important change that stands out is the necessity of meeting these expectations quickly in order to maintain competitive advantage. Therefore, the anticipation of providing products and services that meet the expectations of customers and delivering them quickly affects all sectors.

Doğuş Otomotiv supplies replacement parts for 11 international brands it represents and 12 product groups connected to them from 9 countries and 25 different locations. Moreover, 250 thousand different parts are managed through the Logistics Directorate. In addition to systems that are fully integrated with Authorized Dealers and Service Centers, in 2015, a system that is fully integrated with manufacturers was put into practice as well. With this system, not only the right data can be accessed quickly at every point, and an infrastructure that is easy to learn and has a developed control environment is offered for the employees.

One of the areas that has been given importance in the distribution center in recent years is automation investments. While making these investments, productivity increase is considered important as well as the spatial gain. Doğuş Otomotiv has invested more than 2 million Euros in this area in the last few years. By erecting smart vertical storage systems, projects that can be easily managed by employees and prevented them from making mistakes have been put into practice.

At the Replacement Parts and Logistics Directorate, since 2007, the main principle we have focused on concerning Lean Management has been providing agility along with being lean. While the gains to be achieved with lean management principles in the axes of quality, speed and cost have become an important expectation in supply chain management, at the same time processes require to be agile, open, flexible and interactive. Doğuş Otomotiv continues its efforts in this direction, and especially transforms processes in a proactive way. Accordingly, suggestions from the employees are also evaluated, and effective process development studies are carried out.

Maximizing its replacement part service level through advanced forecasting mechanisms, Doğuş Automotive Logistics Directorate ranks first with over 99% availability value for the brands it serves, when compared to distribution centers in Europe. The unit creates a cost advantage by effectively managing the stock depth as well as the level of service it provides. Augmented reality applications, on the other hand, make it possible to monitor a new facility in 3D while it is still in the planning stage, while bringing along many innovations that will guide employees in internal processes such as vehicle loading optimization/getting the right product out of the warehouse.

Today, with the developments in technology, digital supply chain management has become extremely

important. Replacement Parts and Logistics Directorate responded promptly to these developments with a serious technological infrastructure transformation in 2005. All processes starting from the customer reaching all the way to the manufacturer are designed on this software, thus it has become a quite serious statistical data center.

Covid-19 Risk Management at Replacement Parts and Logistics Directorate

The Covid-19 epidemic, which has affected all sectors with a life-stopping impact in nearly 200 countries since March 2020, has likewise deeply affected many institutions and organizations in Turkey, from production to import and export, from logistics to service industries. As Doğuş Otomotiv, in addition to our rapid adaptation to the measures taken by the Republic of Turkey, as well as requirements of laws, regulations and legislations, we continued our efforts to manage the process without allowing any disruption in our services and by properly handling occupational health and safety risks.

In line with the plans made concerning Risk Management and Business Continuity, we managed our activities by taking the necessary precautions under the following headings:

- 1.Occupational Health and Safety
- 2.Import Process
- 3.Shipping and Distribution
- 4.Stock Management
- 5.Forecast and Planning

In March and September 2020, the number of replacement parts inventories was increased, and situations such as parts that could not be supplied by



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OEMs due to the pandemic or customer needs not being met due to delays in customs were prevented.

With the intent of securing business continuity, to ensure fewer people to be together at the same time in a given place in accordance with the social distancing rules in the common usage areas of the employees, the starting and ending times of the working hours were staggered, break and meal times were rearranged, and by increasing the shuttle service frequencies, the number of people riding the shuttles was reduced. In case of contact with any infected person, the process of filtration was quickly managed. Field personnel were regularly informed through Replacement Parts Warehouse Management, OHS Specialist and Workplace Physician, necessary announcements were made to employees through transparent and fast communication channels, and awareness was kept at a high level. Supplier company employees are also included in the measures and actions taken, and they are informed about all processes similarly.

Operational Sustainability

Long-term studies on sustainability have revealed that adopting quite a broad perspective is an integral prerequisite for the companies. In all of these studies, sustainability management is based on three basic areas: economic, social and environmental. A company is sustainable only if it performs well in terms of economic stability, social welfare and environmental equality and if it is making a progress in line with its objectives.

Engaged in the sales and providing service requirements of the world's largest automotive brands at 550 points across Turkey, Doğu Otomotiv carries



out the most important operational leg of the supply chains of these brands in Turkey. Doğu Otomotiv's operational sustainability is extremely important in terms of ensuring the sales and after-sales services of these brands are sustainable in the geography of a country. Doğu Otomotiv's operational sustainability is organized according to its own priorities in these three main areas.

Doğu Otomotiv strives to achieve difference-creating operational excellence by integrating sustainability into every aspect of its activities. As in every sector, the limits of continuous development, which is considered as a driving force for change and the optimization of processes, are increasingly being scrutinized in the sector in which Doğu Otomotiv operates as well. Although lean processes, 5S methodology and similar practices provide many benefits to

companies, the sustainability of organizations requires comprehensive and company-specific strategies. The first condition for sustainability activities to turn into profit is to integrate them into daily operations and to ensure them to be supported by all employees who understood them fully. In the modern world, it is inevitable for companies also to be a part of this change. Customer experience has become the main focus of our business, and enhancing employee experience has been a critical factor in meeting customer expectations.

Acting with the responsibility of both undertaking the distributorship, sales and after-sales service provider of the world's giant brands, and fulfilling OEM expectations, as well as being one of the industry's role models in the field of sustainability, Doğu Otomotiv reviews and organizes all its processes accordingly.

All processes and related data we manage in order to minimize our negative environmental impact in all our operational processes are included in our report under the heading of Our Planet and Environmental Responsibility.

Logistics Standards Complied With

Replacement Parts and Logistics Directorate at Doğu Otomotiv, for both its replacement parts storage and handling processes, follows the LoPA (Logistics Process Audit) Standards, which are based on VDA QMC (German Automobile Industry Association - Quality Management Center) 6.3 Standards and which are created by Volkswagen AG to ensure that replacement parts logistics processes are managed in accordance with standards in all replacement parts distribution centers and to identify improvement



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areas. Compliance with these standards is monitored periodically by internal auditors as well as the auditors of Volkswagen AG. In addition to administering compliance with standards, the audits aim to identify good practice examples and share them with all distribution centers in the network. As of 2019, Doğu Otomotiv was also incorporated to the Volkswagen AG Quality Network and was included in the LoPA audit. Apart from this, compliance of our parts storage processes with ISO Standards is monitored as well.

Digitalization in Logistics

Digital projects that reached 31 in number by adding 17 more projects as of September 2021 to the 14 large-scale digital projects planned at the beginning of 2020 will continue in 2021. 8 of these projects have been completed. Some of our projects that serve strategies such as operational efficiency, turnover/profitability, customer satisfaction are projects where different technologies such as IoT (Internet of Things), RPA (Robotic Process Automation), ML (Machine Learning) are being utilized.

Optimization studies in replacement part distribution processes are regarded not only as targets specific to a certain year, but also as issues that have continuity whereby requiring to be monitored. According to the analyses or assessments made, routes and transport types (dedicated and cargo) are optimized when deemed necessary. These studies are also supported by digital processes. With the TEYDEB Project, our replacement part acquisition and packaging processes are redesigned, and with the Shipment Tracking Project, in which IoT technology is used, a digital infrastructure is created to monitor dealer dispatch and delivery processes concordant with today's technologies. All of these projects are started in 2020 and continue according to their business plans.

Authorized Dealer and Service Center Development Activities

In 2020, three Authorized Dealers and six Authorized Service Centers started their operations, and one Authorized Dealer ceased to operate.

During the reporting period, a total of 208 Authorized Service applications, including 80 Volkswagen Authorized Service, 61 Audi Authorized Service, 47 SEAT Authorized Service, 10 Porsche Authorized Service and 10 Scania Authorized Service application, were received through the website.

Öztürk Aksaray completed its Volkswagen Authorized Dealer and Service Center investment, and started its operations in providing service.

The first example of dissemination of our solar panel project, which we realized to meet our electricity consumption with clean energy, in our Authorized Dealer and Service network was realized at our Dızsan (Çorum) Authorized Dealer. By implementing the same project in different locations in the coming periods, changing over to clean energy is targeted.

In 2020, a total of 408 inspections were carried out as 400 Quality and Brand Standards Inspections (ISO and Scania DOS) and 8 only Brand Standards Inspections, both in sales and after sales. The audit success rate, which was 79.48% in 2019, increased to 98.03% in 2020.

Due to the pandemic, all Authorized Dealer and Service audits were carried out online in accordance with the remote working scheme. Throughout the process, manufacturer brands were collaborated with, and digital platforms were used. By establishing remote communication channels, our routine trainings on Dealer Audits prepared for our Authorized Dealer and Service Center personnel were held online.

Regular online meetings were held with our business partners, and they were continually supported by providing uninterrupted communication.



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| | Sales and Service Center | | Sales Center | | Service Center | | Sales Centers Total | | Service Centers Total | | Centers Service Provided | |
|---------------------------|--------------------------|------------|--------------|-----------|----------------|-----------|---------------------|------------|-----------------------|------------|--------------------------|------------|
| | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 |
| Volkswagen | 68 | 69 | 0 | 0 | 10 | 11 | 68 | 69 | 78 | 80 | 146 | 149 |
| Audi | 25 | 25 | 0 | 0 | 17 | 18 | 25 | 25 | 42 | 43 | 67 | 68 |
| Porsche ¹² | 7 | 7 | 0 | 0 | 17 | 17 | 7 | 7 | 24 | 24 | 31 | 31 |
| Scania | 17 | 17 | 0 | 0 | 3 | 3 | 17 | 17 | 20 | 20 | 37 | 37 |
| SEAT | 29 | 29 | 0 | 0 | 16 | 16 | 29 | 29 | 45 | 45 | 74 | 74 |
| Scania Engines | 5 | 5 | 3 | 3 | 16 | 18 | 8 | 8 | 21 | 23 | 29 | 31 |
| Thermo King | 15 | 15 | 0 | 0 | 1 | 1 | 15 | 15 | 16 | 16 | 31 | 31 |
| DOAŞ TOTAL | | 167 | | 3 | | 84 | | 170 | | 251 | | 421 |
| DOD | 0 | 0 | 58 | 59 | 0 | 0 | 58 | 59 | 0 | 0 | 58 | 59 |
| DOD INCLUDED TOTAL | 166 | 167 | 61 | 62 | 80 | 84 | 227 | 229 | 246 | 251 | 437 | 480 |
| Škoda | 41 | 43 | 1 | 1 | 4 | 6 | 43 | 44 | 46 | 49 | 89 | 93 |
| TOTAL | 208 | 210 | 62 | 63 | 84 | 90 | 270 | 273 | 292 | 300 | 562 | 573 |

¹² 17 service centers are C-type Porsche Service centers.



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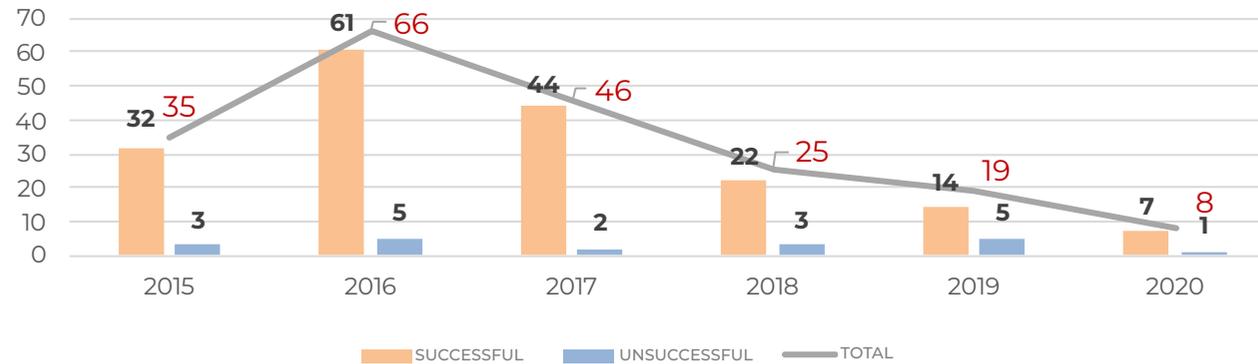
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Authorized Sales and After-sales Service Center Certification Audits (Sales and After-Sales – ISO and DOS)



Brand Standards Audits¹³



¹³ Involves Volkswagen, Audi, Seat, Skoda and Porsche Brand Standard Audits.



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Lean Practices and Efficiency

Dissemination of the continuous improvement perspective within the Company and the participation of employees in process improvements continued to be implemented within the scope of efficiency projects. Carried out with lean methodology, reducing costs, increasing revenues, increasing customer satisfaction and providing benefits in quality dimensions are identified as important criteria in these projects.

With 89 projects implemented at Doğu Otomotiv in 2020, approximately 2.5 million TL savings were achieved; including the implementations at our Authorized Dealers and Service Centers, this savings amounted to approximately 4 million TL. Doğu Oto, on the other hand, achieved savings of approximately 1.5 million TL with 29 projects implemented in 2020. Throughout the year, 1,577 suggestions were collected for Doğu Otomotiv and Doğu Oto, 725 of them were approved and 527 of them were actualized.

When the implementations in Authorized Dealers and After-sales Service are included within the scope of lean studies and efficiency programs actualized since 2012, approximately 26.5 million TL of savings has been achieved. Every year, projects nominated from departments/regions among the projects implemented in the previous year are evaluated by the "Project Evaluation Board" according to criteria such as the impact of the projects, their innovative aspect, etc. In 2020, 20 projects were nominated by Doğu Otomotiv, and 10 projects were awarded. In Doğu Oto, 14 projects were nominated and seven projects were awarded. Thanks to these projects, all team members who took an active part in the project received the Mavi Direksiyon-Yolu Açıncılar (Blue Steering Wheel-Pathfinders) Award.

¹⁴ In 2020, supplier visits and inspections could not be made due to the pandemic. However, category-based information and documents continued to be requested.

Our Expectations from Our Suppliers

With the sustainable supply chain management model commenced in 2015, Doğu Otomotiv has also assumed the leadership in all developments in its segment. It also contributes to the development of its suppliers through its Code of Ethics and its compliance model featuring ethical principles setting an example for all of its suppliers.

We conduct assessment of our suppliers for selection, operations and inspection processes by such criteria as employees, health and safety, environment, business ethics, and management system specific to product and service. In this respect, we expect from our suppliers that the entirety of their business conduct complies with the principles and values of Doğu Otomotiv in the context of our Code of Ethics, the principles of the United Nations Global Principles Agreement and UN Universal Declaration on Human Rights. Doğu Otomotiv's *Ethical Principles* and *Human Rights Policy* is available on our website.

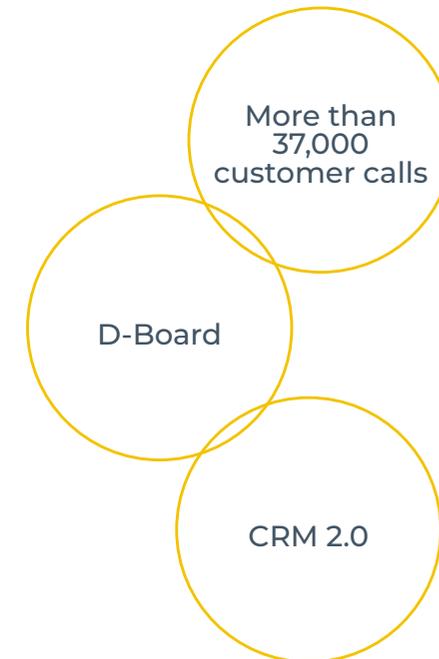
Doğu Otomotiv will continue its efforts to create a responsible supply chain in 2021 as well. For this reason, a risk categorization study will be carried out for our suppliers and provisions stipulating full compliance with Doğu Otomotiv Code of Ethics will be included in the contracts and demanded from our suppliers. In addition, the establishment of the necessary system for the collection of environmental data as required by the ISO 14001: 2015 Standard will be completed by the end of 2022.

Doğu Otomotiv will continue its awareness-raising and training activities in the field of sustainability, which it carries out not only internally, but also for all its stakeholders in the supply chain. In this context, the number of suppliers participating in the 2020 sustainability report increased from 27 to 32. Our suppliers participating in the Sustainability Report

represent 15% of the total amount of purchases made by the Purchasing Unit.

In 2020, Doğu Otomotiv started to digitally track the outsourced services it receives on security, food, cleaning, transportation, etc., with its "New Administrative Affairs Software". In this way, it is able to control the services it provides to its customers in terms of quality, cost and standardization, and create a suitable ground for their continuous improvement. With a project realized in 2019, the inventories of our facilities were tracked by transferring them to digital media (Technical Inventory Software). In 2020, the excess stock fixtures in the inventories of our facilities were transferred to digital media by using the relevant software. In this way, it now became possible to instantly query and transfer excess stock fixtures in case if need in another region, and savings were achieved by not incurring any additional purchasing costs.

CUSTOMER RELATIONS MANAGEMENT (CRM)



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Specifically geared for our customers who always enjoy the privilege of being a key stakeholder of Doğu Otomotiv, and to be able to ensure their unconditional satisfaction, we focused on continually improving ourselves also in 2020. As the sales and service centers of 12 brands sprawling into all regions of Turkey, Doğu Oto locations, Scania Gebze, and DOD, we continued to work to provide the best and the most trustworthy service to our customers in all of the country.

As Doğu Otomotiv, we are well-aware that our customers are directly interested not only with the excellence of our products and services we offer, but also how fairly we conduct our business affairs, and that they raise their expectations in this regard continually. Accordingly, in 2020 by calling more than 37 thousand customers in total, their satisfaction with sales and after-sales services was polled, and improvement actions were planned by the relevant management units. At the same time, feedback was obtained from customers regarding our Covid-19 outbreak management process.

CRM Management Approach

To be able to manage customer experiences according to innovations and changing dynamics throughout the lifecycles of our customers, to make customer communications processes leaner with the proactive approach we adopt, to offer person-specific proposals and services through centralized data management and analyses, to plan actions which would increase the loyalty of our customers by reinforcing their trust for our Company and brands, and to maintain the customers satisfaction at the highest level, the CRM (Customer Relations Management) Unit was structured under the Digital Transformation and Corporate Communications Departments.

Main responsibilities of the CRM Unit include:

- Carrying out work and implementing improvements required for keeping customer data accurately and up-

to-date;

- Ensuring the customer-focused business approach is adopted as corporate culture throughout the corporation;
- Carrying out, gauging the results of, evaluating, and reporting on internal and external customer satisfaction research (CEM, CSI, DSS);
- Gauging and reporting on direct marketing activities (e-mail, SMS, MMS, direct mail and web) in accordance with the requests received from Authorized Dealers and brands;
- Developing and running analytical projects for the brands and Authorized Dealers and Service Centers, together with third-party companies;
- Ensuring continuity by enriching our current customer data as well as social and digital media customer data, and converting customer complaints coming through the social media into sales opportunities;
- Making improvements to be able to manage the data on the Turkuaz system which is being used by all brands and Authorized Dealers, and rendering its customer recognition, follow-up, and information functions more efficient, leaner, and more comprehensive in accordance with needs;
- Designing, managing, and coordinating loyalty projects; conducting campaign management and communications activities over the Loyalty Platform;
- Secrecy of private life being in the first place, protecting the rights and freedoms of individuals when processing the personal data of our customers in accordance with the Law on the Protection of Personal Data, and managing the procedures of processing personal data that our customers shared with us, in compliance with our liabilities;
- Within the scope of Permission-based Marketing Law, (also known as the Law on Regulation of Electronic Commerce), carrying out marketing activities directed for the areas of interest and needs of our customers, via customer-approved communication channels
- Coordinating cooperation projects which would produce benefits for our customers;
- Managing each communication step to be

established with our customers and improvements to be implemented with the help of contact maps which encompass each business and process step where Doğu Otomotiv's brands come into contact with customers;

- Providing CEM training for our Authorized Dealers;
- Creating and managing sales and services campaigns and projects based on data analytics; carrying out analyses based on customer segmentation and loyalty; supporting the online integration of offline services.

Cooperation with Zubizu

Parallel with the increasingly widespread use of mobile applications, communications and campaign activities carried out by our brands on the ZUBIZU loyalty platform continued in 2020 as well. Over the ZUBIZU platform, Doğu Otomotiv customers enjoy a large number of privileges granted by many companies operating in different industries. The platform also continues to be used as a channel through which special privileges offered to micro segments created among Doğu Otomotiv's customers according to certain criteria are communicated. Throughout 2020, our partnership around ZUBIZU-Shell petrol loyalty program has continued.

D-Board

Concerning mobile apps, an application called D Board was developed specifically for Doğu Otomotiv senior management, and instant tracking of the number of customers, vehicle sales, service work orders and similar KPIs has been made easier in the operational sense.

Sales Projection Project

Created to increase sales as well as to expand the customer loyalty, a project was developed through which customers who are likely to open a sales file



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in the future are projected by applying statistical modelling that processes the big data present on the Turkuaz system. Named as "Sales Projection", the project was put into use for all our brands. With the CRM 2.0 Project, studies were conducted to completely renew the customer and sales processes, allowing them to be traced with automatic, user-friendly and effective reporting, The project is planned to be activated for all brands in 2021.

Service Forecasting Project and CRM Scorecard

With the "Service Forecasting Project", a model was generated to be able to predict the probability of customers who might be coming for maintenance in the ensuing month. Planned to be tested with the Audi brand initially, the project will be implemented for all brands in 2021. Aiming to increase customer data quality and to measure customer and project follow-up processes, a CRM Scorecard project has been initiated for all of our sales customers in all our brands.

Autopilot Project

The Autopilot Project was initiated aiming to establish communication automatically by taking usage preferences and habits of each customer into consideration, after identifying various communication scenarios on the Customer Contact Map during the journey of our customers in life, to use new micro-targeting technologies, to redesign new campaign ideas in the process with fast feedback, and the pilot run of the project was finalized with our Volkswagen passenger car brand. The project will be implemented for all our brands in 2021.

Law on the Protection of Personal Data and CRM Compliance

Within the context of the Law on the Protection of Personal Data and the Law on the Regulation of

Electronic Commerce, the authorizations for sharing our customers' personal data, and authorizations for direct marketing were started to be collected with the contact authorization forms as well as SMS text messages. Within the scope of the Law on the Regulation of Electronic Commerce, our Company registered to become one of the service providers of the Message Management System, and by integrating Turkuaz to the System, entire authorized phone and e-mail data of all our brands has been transferred to the Message Management System. With this full integration, all updates made by our customers through the Message Management System are reflected in our systems bidirectionally.

Within the framework of Data Governance, in addition handling of matters related to Data Security, Data Identity, Data Warehouse, and Data Quality of the existing data present in our current ERP system, Turkuaz, our project, through which Data Usage and Analytical CRM operations are monitored in a multifaceted manner, as well as activities on topics such as integrations, processes, authorizations on Doğuş Otomotiv data, Law on the Protection of the Personal Data and information security were continued in 2020, in line with our pre-determined priorities.

Data Warehouse Renovation

Data Dictionary, which aims at creating common definitions and terminology among all of Doğuş Otomotiv's brands, being in the first place, the Data Warehouse Renovation Project will incorporate multidimensional analysis opportunities, such as allowing users to prepare their own reports, speeding-up of the reporting process, and increasing its performance.

Data Dictionary

The work on the Data Dictionary was completed, its system infrastructure was harmonized with the new reporting tools, and it was actively started to be used.

With the implementation of the new reporting system called DORA in 2020, all Doğuş Otomotiv employees were provided with the opportunity to create their own reports and business targets by using Business Object.

Data Management Platform

With the DMP (Data Management Platform) investment, online and offline data of Doğuş Otomotiv's brands were collated to a large extent, and customers were singularized under correct segments and single digital identities. Communications were established on digital platforms with existing and potential customers, whose authorizations were obtained at digital marketing points, in line with their interests and needs.



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CUSTOMER EXPERIENCE MANAGEMENT SURVEY (CEM) RESULTS¹⁵

| | Brand | 2018 | 2019 | 2020 |
|-------------|-----------------------|--------|---------------|--------------------|
| SALES | Volkswagen Passenger | 4.96 | 4.97 | 4.97 |
| | Volkswagen Commercial | 4.94 | 4.96 | 4.96 ¹⁶ |
| | Audi | 4.94 | 4.94 | 4.94 |
| | SEAT | 4.90 | 4.92 | 4.93 |
| | Porsche | 4.91 | 4.89 | 4.95 |
| | DOD | 104.66 | 101.59 – 4.80 | 4.74 |
| AFTER-SALES | Volkswagen Passenger | 4.80 | 4.83 | 4.85 |
| | Volkswagen Commercial | 4.81 | 4.86 | 4.88 ¹⁷ |
| | Audi | 4.82 | 4.88 | 4.9 |
| | SEAT | 4.79 | 4.84 | 4.86 |
| | Porsche | 4.96 | 4.96 | 4.97 |
| | DOD Procurement | 107.4 | N/A | N/A |

DIGITAL TRANSFORMATION

The pandemic, which started in 2019 and made 2020 even more challenging for all sectors, has clearly demonstrated that a serious digitalization process is needed in the short and long term. Declared as global pandemic at the beginning of 2020, the Covid-19 epidemic revealed how several concerns such as the need for companies to manage all their processes remotely, to switch to working from home schemes, and to offer digitalized customer services are important for the sustainability of their organizations.

In 2019, the German Advisory Council for Global Change (WBGU) made a call to support the

fulfilment of the UN SDG's 2030 goals: "Only if digital transformation and sustainability are structurally linked, we can achieve progress on environmental protection, slow climate change and reach social development."

It seems inevitable that the "digital sustainability", which has been talked about for a long time, will be the first item of the material issues on the agenda of many companies. The term digital sustainability describes a holistic approach that enables a company to move the company into the future through investments in smart technologies, to ensure efficiency in its operations and to be much more effective in the main risk areas of sustainability such

as business continuity. This type of approach involves not only the company's IT assets, but affects every department and process in the company.

To be able to protect the world we live in and to ensure the healthy survival of the ecological environment, all sectors have to contribute. We need to effectively use our existing resources and capacities to find and implement equitable global solutions. All sectors are undergoing a great change thanks to numerous technological developments and scientific innovations. The latest developments in digital technology are transforming every segment of society. Digital communication affects our decisions, interactions, work and life habits. We now know that digitization provides the opportunity in both threatening our lives and facilitating finding solutions for survival. Therefore, the intersection of digitalization and sustainability presents great opportunities for companies along with challenges.

Digital technology and innovations are obligating economies and societies to go through transformation like never before. Along with it, company heads and executives are rethinking how companies can use digital transformation to become effective actors in solving problems in the field of sustainability.

The automotive industry is in a rapid digitalization process towards a more widespread use of digital technologies in vehicles, the development of vehicles that provide ease of use and safety to the driver, that have autonomous driving features and that can communicate with their surroundings. Starting with the product, the automotive industry is rapidly digitalizing, in a way that covers all processes in the



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¹⁵ CEM Numbers are measured out of 5 as of 2017. DOD switched to the CEM system in April 2019. January-March period is measured over 120, April-December period is measured over 5.

¹⁶ Volkswagen Commercial and Passenger CEM calls were suspended in March-April-May due to the conditions of the pandemic and resumed in June. The data for 2020 covers 9 months.

¹⁷ Volkswagen Commercial and Passenger CEM calls were suspended in March-April-May due to the conditions of the pandemic and resumed in June. The data for 2020 covers 9 months.

automotive industry, expectations from the industry, consumer demands, technologies used and internal workflows. This is an indication that “digital products” or “digital services” will gain weight in the future business models of establishments operating in the automotive industry. In the automotive industry, where especially fast communication, data-driven proactive service provision and high-tech solutions such as artificial intelligence rapidly find their place on the agenda, digitalization has rooted itself as one of the top priorities of companies.

Within the framework of operational excellence, the foundations of digital transformation efforts at Doğu Otomotiv were laid with the establishment of the Digital Transformation department in 2017, with the aim of identifying current trends and customer expectations, as well as restructuring the future by redefining the value chain, and gained momentum with the disseminations made in the following years.

The Digital Project Management Process is designed to centrally coordinate and consolidate the digital software needs of Doğu Otomotiv departments and brands together with Doğu Technology in a single portfolio. Accordingly, in 2019, the Digital Board consisting of the Members of the Executive Board was established, where all the digital projects of the Company are evaluated in a single pool. The Digital Board, which meets periodically, is responsible for identifying and prioritizing the digital projects that are intended to be actualized by Doğu Otomotiv brands and departments.

Digitalization being in the first place, in 2019, Doğu Otomotiv's concentration was directed towards domestic operations and opportunities with high value creation potential, in line with the Company's long-term strategy. Considering the “Agile Methodology”, which has the concept of “Value” in its core, as an in-house digital project development

approach, Doğu Otomotiv laid the foundations for the transition to an agile and analytical organizational structure in 2019. Accordingly, roles suitable for the agile management structure have been defined, and working methods that ensure communication and coordinated work between Information Technologies and business units have been determined.

Detailed information about the digital solutions implemented in the sales and after-sales services of our brands is given in the 2020 *Annual Report*.

Digital Project Portfolio

In addition to the projects initiated in 2018, agile project portfolio management, in which all digital and IT software projects across the Company are jointly addressed, was adopted in 2019, and related roles and duties were identified. Gaining momentum in 2019, Digital Transformation efforts were targeted to be spread throughout the Company in 2020. In line with this digital transformation vision and strategy, training and seminar organizations, data analytics studies, agile project management efforts continued in 2020, gaining momentum within the scope of the program to increase the digital competencies of employees. For the second half of 2020, an additional budget has been allocated for the realization of digital software projects, anticipating post-pandemic requirements as well, and working on 60 software projects by the end of the year was targeted. As of the end of 2020, a total of 85 digital projects have been worked on. Of these, 31 have been completed, 54 projects are still ongoing. In terms of number of completed projects, an increase of 106% was observed compared to 2019. Our annual benefit estimate from the completed projects is 18 million TL. Among these projects, in addition to processes such as sales, after-sales services and marketing, there are different projects that we have implemented using digital technologies in areas such as Value and Interest Center (DİM) where we

establish direct contact with the customers as well as replacement parts and logistics.

Machine Learning / Artificial Intelligence and Data Analytics Studies

At the core of the digital transformation is “Data”, and related to there are new technologies such as “Artificial Intelligence”, “Cloud”, “Machine Learning”. Data analytics is the process of examining, clarifying, transforming, and modeling raw data to detect appropriate information, inform results, and support decision making. On the other hand, artificial intelligence is the whole of advanced technologies that enable machines to perceive, understand, act and learn. The world is undergoing a great change under the leadership of artificial intelligence. As most of the technological developments today center around artificial intelligence, this trend is expected to continue for the next 30-40 years. In the next 10-15 years, artificial intelligence will be able to learn to be customized in certain areas, especially in the automotive industry. As a company that considers digital transformation as an integral part of its strategy, Doğu Otomotiv places digitalization and new technologies at the center of its business. Machine Learning/Artificial Intelligence and related Data Analytics Studies were started in 2019. Artificial Intelligence, Machine Learning and Data Analytics studies, the projects of which started in 2020, are expected to accelerate in 2021 with the support of the competence development program.

Digital Competencies Development Activities

The Digital Competency Development Program was launched in 2020 as a joint effort of Doğu Otomotiv Human Resources and Digital Transformation and



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Corporate Communications departments, and for this purpose, GO-DGTL Academy was established. Within the scope of this program, horizontal and vertical programs were determined in order to increase awareness on digitalization and digital technologies throughout the Company. While horizontal programs cover Basic Digital Awareness and Digital Transformation Trainings, Vertical Programs focus on Data Science School, Robotic Process Automation (RPA), Customer Experience and Trends and Artificial Intelligence. In the GO-DGTL Academy, micro-trainings were benefited from so that primarily all our employees could obtain a common level of knowledge about many digital technologies and terms such as 5G, cloud technologies, IoT, Artificial Intelligence, Design thinking, etc. All employees attended the Digital Transformation trainings conducted in cooperation with Sabancı University.

Customer Experience and Trends as well as Robotic Process Automation specialization trainings were provided within the scope of the Digital Competency program under the GO-DGTL Academy in 2021. Our goal is to improve the digital literacy of our employees from different functions, while at the same time providing flexibility to the roles of employees within the company in line with the constantly changing and updated needs of our day, and to be prepared for new emerging necessities.

Business Development Unit

Doğuş Automotive Business Development Unit, which was established to develop new processes and new ideas within the Company, has been scanning the eco-system and conducting cooperation negotiations since 2017. Prior to the “New Business Ideas” workshop held in 2020, it scanned the start-up ecosystem, interviewed 60 start-ups and completed possible collaboration activities. Implementation of action plans regarding the results presented to senior management in March 2020 have been postponed due to the pandemic.

The e-signature initiative, which the Business Development Unit has been working on for two years, was implemented before the pandemic, so the problems that may arise during remote working were prevented, and the transition to the contactless and flexible working model was facilitated. Another start-up cooperation was established with the Ekmob venture, and with this cooperation, work began on the remote management of the field teams of our Scania brand.

The Business Development Unit further cooperates with InvenDO, the intrapreneurship program established within the body of Doğuş Holding.

Value and Interest Center (DİM)

In addition to a new understanding of quality, with the aim of increasing customer satisfaction in sales and after-sales services with the vision of “Creating Fan Customers”, our Company has combined dialogue (interest management), roadside assistance, and call center (survey and appointment) operations services procured from third parties in its own body with a new approach to quality. Structured under the Corporate Communications Department and brought to life to emphasize the importance given to the customer as well as the quality of service, a unit called “Value and Interest Center” (DİM) was established in November 2014 with the goal of rendering innovative services beyond expectations, enabling its customers to enjoy positive experiences and increasing the numbers of loyal customers by valuing them and establishing trust.

DİM is structured on the necessity of ensuring that not only the customers, but also the employees feel as valued. Thus, an environment was made available for employees in which they feel as valued and important, take initiatives, and participate in decision making processes. At DİM, the employee turnover rate, which was 35.7% in 2019, dropped to 13.8% in 2020. The trainings given to DİM employees in 2020 amounted to 555 man/hours.

DİM in Numbers



Headquartered in Şekerpınar and created as an outcome of our Company’s philosophy of continuous improvement, Value and Interest Center sets an example not only for the automotive industry but also for many sectors, in terms of its structure and features. The scope of services provided by DİM is as follows:

1-Interest Management (Dialogue): Means the management of the requests (wishes, complaints, recommendations, thanks, etc.) related to the vehicle brands imported by Doğuş Otomotiv and the Authorized Dealers and After-Sales Services, meeting the needs and expectations of customers, and in this way, to display the value and interest deserved by our customers. These requests are forwarded through a



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variety of communications channels such as phone, e-mail, live chat, social media and letters.

In 2020, DİM has successfully answered 169,083 dialogue phone calls. This number showed an increase of 16 % compared to 2019. In 2020, the average reply time (ASA) of these dialogue phone calls has been 18 seconds¹⁸, and our service level was realized at 80%. Throughout 2020, 68,391 e-mails coming from customers were replied. The average e-mail reply time was 72 seconds. The number of replied e-mails has increased by 41% compared to 2019. In 2020, 44,827 live chats took place, with an average reply time of 16 seconds. 56,359 entries made to the social media accounts (Twitter, Facebook) were replied within 65 seconds on average by DİM.

2-Roadside Assistance: Encompasses the roadside assistance services provided to the vehicle brands imported by Doğu Otomotiv, holders of vdf insurance policies, and users of vehicle leased from vdf Fleet Leasing. The main purpose of roadside assistance services is to ensure that customers to continue being safely on the roads. The roadside assistance service aims at ensuring that customers feel safe against all possible negative situations they may encounter on the road and providing all types of support by reaching them in the shortest time possible.

In 2020, 202,822 roadside assistance calls were answered. The average reply time (ASA) for road assistance calls has been 12 seconds and our service level were realized at 86%.

In 2020, the number of “Emergency Services” provided by DİM to customers was 23,842. The Emergency Service is a constructive service for our brands as it provides solutions to customers right on the scene of the incident and ensures their uninterrupted mobility.

Again in 2020, the “Towing Service” provided by DİM to its customers was realized 19,063 times, increasing 2% compared to the previous year. Another service within the scope of field operations, the temporary vehicle allocation provided by DİM to its customers was realized at 1,868.

In 2020, the number of registries created for roadside assistance calls decreased by 16% compared to the previous year and amounted to 94,259. The satisfaction level of the customers regarding the road assistance service they received was realized at 94%.

3- Survey: Involves calling customers for data and service quality controls and receiving targeted responses based on a certain text. The fundamental goal is our brands to maintain their current customers and to reach out to potential buyers in a proactive manner. Aiming at raising sales opportunities to the highest level with new and loyal customers, and correctly utilizing potential and existing customer data, it is essential to call customers and keep data records in order to correctly and efficiently manage CRM activities. In 2020, 146,339 surveys were conducted for 27 different projects. The joint efforts of our brands and CRM department are supported by this unit and field surveys are conducted by our field surveyors.

4- Appointment: Involves making and planning appointments by Authorized After-Sales Service Centers for our customers in matters concerning repairs or maintenance, which is the first communication with their customers following sales. It is fundamental that the needs and expectations of customers are attended to in this process. In addition, it also involves coordination with relevant Authorized After-Sales Services in terms of workshop planning. In 2020, during our appointment service, provided for Doğu Oto and covering all regions, 223,427 calls have been answered and as a result, a total of 75,364

appointments have been set for all of our brands. Moreover, a total of 6,289 appointments were set by the Appointment over IVR project, which was tested at the end of March and implemented in April.

Also, as of September 2020, vdf Fleet appointment line calls were started to be taken and 3,162 calls were successfully answered.

5- Secondhand Vehicle Sales: Involves researching information requests coming from the customers of the DOD brand over the website, social media, and phone regarding buying and selling secondhand vehicles, bartering services, and insurance of secondhand cars, presenting the research result to the customers, and connecting the customers with the Authorized Dealers. DOD calls decreased by 65% in 2020 and amounted to 3,271.

Concerning this data; while the world average of the Telephone Service Factor (Service Level), which is considered as one of the most significant criteria in the call center industry, was 75%, in 2020 this criterion for DİM has been realized at 81% as the common value of all of the units combined, in the general total.

The NSP, through which the customer representatives are evaluated, and the quality of service provided as well as the feeling left on the customers are measured, has resulted as 90% in 2020. The quality measurement of DİM customer representatives in 2020 has shown that the interaction quality score of customer representatives was 93.47. In addition, the Home Office Quality Assessment scoring, which was implemented in April 2020 with the start of the remote working scheme, was realized as 80.26.

DİM always considers personalized service as a priority when serving its customers. For this purpose, DİM draws up special contracts with towers in important and dense regions and then measures the quality of these towing companies. In this way, it aims at



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¹⁸ It is the ratio of calls answered within the targeted answering time to total calls answered.

high service standards both in terms of quality and productivity.

DİM employees also contributed to all processes of Doğuş Otomotiv. In 2020, DİM employees submitted 272 proposals and as in the previous year it was placed as the unit with the highest number of proposals.

6- Other Implementations: DİM Rent-A-Car (RAC): To provide a better service for customers whom are stranded on the highways, DİM, Volkswagen and Audi brands have started to offer temporal rent a car service in 2015. In this way, our customers had the opportunity to enjoy driving our upper segment vehicles such as Volkswagen Passat and Audi A4 instead of their own cars.

D-Pedia Dictionary: A web-based Frequently Asked Questions section was created which would allow customer representatives to quickly answer customer questions, and to record the questions and problems of customers in the corporate memory.

Online Performance System: Through a special project, a new software specially designed for DİM was integrated to the performance system. Thanks to this system, the measured results (of interview quality, tests, etc.) are simultaneously forwarded to the customer representatives.

Dialogue Mobil Application: To be able to meet customer expectations and provide unmatched customer experience, the 1st phase of the DIYALOG mobile application has been put into use. With this application, when customers get stranded on the highways, their location can be spotted, and emergency service / towing teams can be called to task. At the same time, customers can also follow on their phones the locations of the responsible emergency service and towing teams as well. In this

way, when stranded on the highways, customers can benefit from roadside assistance services with just one button.

Automation of NPS Calls: While the NSP calls, which measure the satisfaction of customers from the services they receive from DİM, were being made by customer representatives, since 2017, they now have been made by the automatic IVR system. In this way, both workforce hours have been saved and more information have been collected from customers to be used for the development and improvement of the processes.

Furthermore, DİM continued to use the “speech to text” system, which it started to use in 2017 by making a significant technological investment, in 2020 as well. In this way, all recorded conversations are automatically converted into text with speech-to-text technology, and various analyses can be performed by applying data mining methods on these texts. Analytics system has contributed to DİM in terms of performance management, efficiency and marketing.

Interactive Voice Response Appointment System: As of April 2020, customers calling the Doğuş Auto Support Line at 444 40 05 are initially greeted by an interactive voice response system. The Voice Response Appointment System questions the customer’s request and detects whether it is a maintenance or an appointment request. If the customer has a request for a maintenance appointment, this system, which works integrated with the Turquoise System, asks the customer’s license plate, mileage, etc., checks the appointment availability of the Doğuş Oto service from which the service is requested, and communicates the suitable appointment dates to the customer. If the customer makes a choice among these dates, the system automatically creates the appointment and informs the customer accordingly. In cases where

the customer cannot agree with the system or there is no availability on the requested date, the voice response system transfers the customer to the DİM Appointment Management customer representative. After this transfer, the customer request is responded to by engaging the standard call process. Within the scope of the project in 2020, 6,289 voice appointments were created by customers through this system.

Customer Management System: DİM has obtained ISO EN 15838 Customer Management System Certificate, which is an international standard for industrial needs in terms of call centers, and which is granted to customer-focused service providing companies. ISO 10002 certificates compatible with ISO 9001 have also been received which is a management approach ensuring establishment of more beneficial and long-lasting relations with customers and development of these relations.

In 2019, DİM has started to run the Porsche Premium Customer Representative project developed by the Porsche brand. Within the framework of this project, the dialogue and roadside assistance calls coming to designated lines are answered by personnel specific to the Porsche brand.

With the Positive Discrimination Project initiated in 2016, DİM has started a new implementation in order to provide faster service and to minimize the waiting times of its disabled, female and 60+ years old customers. By means of identifications entered to the system to which DİM is connected as well as to the switchboard operating system, these customers are prioritized when they called and information about their special condition (disabled, woman, 60+) appear on the screens of customer representatives. In this way, these customers receive a more distinct service in terms of both behaviorally and timewise.



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7- Project-based Activities:

- a.To analyze, report on and implement improvement projects for wishes, complaints and requests coming from the field,
- b.To give regularly feedbacks to SSH teams about emergency services, and to contribute to revoking shortcomings and maintaining the standard,
- c.To implement customer relations projects of the brands (for example, the management of the Lead system, provision of special call center service for the d.Volkswagen Commercial Vehicle Premium project, and similar projects such as Digiturk Portal and DMF lead linking, VW Shop, D-Gym, meeting cyclical campaign requests (friendly drive, etc.), continuing the Scania Corporate operations),
- e.To update data on project basis by calling the customers of either a brand or an Authorized Dealer, To develop projects by participating in the annual planning activities of brands,
- f.To carry out activities to develop customer relations by observing the customer experiences of Authorized Dealers who are open to growth, and to disseminate the findings throughout the organization,
- g.To increase the satisfaction of the process and customers by organizing training and motivational programs geared for emergency service and towing teams.

8- CRM Scorecard: The managing of the “CRM Report Card”, designed for measuring the impact of CRM activities on brand performance, is assumed by DİM.

9- HMK Project: With the project, in which potential customers who have contacted DİM are directed to Authorized Dealers and After-sales Service Centers through the Fast Customer Registration (HMK) method and followed up, new vehicle sales opportunities and a pool of potential customers are created for the brands. Within the scope of this project, 31,011 customers were directed to the relevant Authorized Dealers and Services in 2020.

SECONDHAND VEHICLE MARKET AND DOD

Doğuş Otomotiv’s corporate second-hand brand DOD sold a total of 14,625 vehicles in 2020 with 59 DOD Authorized Dealers operating in 28 cities. In the last quarter of the year, the Company which implemented the “Sell to DOD” project with the aim of increasing the supply of vehicles from retail customers, supported its Authorized Dealer network as well as DOD customers with the DOD Finance loan campaigns held throughout the year. In addition, the concentration of Authorized Dealers was increased by simplifying the DOD Garanti product, which allows customers to feel more secure in their second-hand car purchasing experiences. With the new scope, DOD Guaranteed vehicle sales penetration increased by 13 points compared to 2019 and reached 34%.

Bringing many innovations to the secondhand car market, DOD has accomplished pioneering work in the industry by implementing digital solutions in an agile manner during the pandemic. In addition to the DOD 360 service, which currently offers 360-degree viewing of the interior of the vehicle, the “Visual Vehicle Demo” service was put into operation in April 2020. By the end of the year, 1,025 online talks were made using this service and 14 vehicles were sold in this way. With the “Sell to DOD” service launched in the last quarter of the year, users who want to sell their vehicles at their true value and feel secure during the sales process, were given the opportunity to have their vehicles appraised without needing to go to the sales points. In 2020, approximately 17,500 vehicles were subjected to the preliminary appraisal within the scope of this service, and 101 Point Inspection test was applied to 300 of the vehicles. 12 of the vehicles which went through the 101 Point Inspection test were later purchased.

The DOD Mobile application, which makes vehicle recommendations in accordance with the search filters set up by the users and provides the opportunity to examine the vehicles in detail, has been downloaded approximately 900,000 times to date, and has become one of the most preferred mobile applications in its field.

Showroom renovation works continued in 2020, Batı and Vosmer Gaziemir showrooms have switched to a showroom structure in line with the new corporate identity. In 2020, on-site training was provided to the new personnel of four Authorized Dealers on the use of the Turkuaz system and 101 Point Inspection.

In accordance with the regulation amendment published in the Official Gazette dated 15 August 2020 and numbered 31214, compliance studies were carried out in the entire DOD organization on various subjects such as license, authorization certificate, vehicle exhibition and publication criteria. Compliance studies will continue in 2021.



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Employees and Workplace
Human Rights and Gender Equality
Traffic is Life!
Volunteering Platform

“ To take the value given to
human being at the core of
social development.

”

EMPLOYEES AND THE WORKPLACE

Since its establishment, Doğu Otomotiv has been working to stay at the forefront of customer service in the sales and after-sales services segment of the automotive industry by continuously improving its service approach that values people. Doğu Otomotiv acts with the awareness that its employees are the most valued company assets. Doğu Otomotiv employees and the employees of its business partners in the value chain are the most important and key stakeholders of our Company. At the same time, our employees are the key to our strategy of sustainable social value creation and continuous growth. Doğu Otomotiv considers all the distinctness and diversity of its employees as a value. Supporting the development of each of our employees by encouraging them in line with their abilities is placed among our most critical performance areas. Our Company aims to sustainably maximize the talents and capacities of all its employees in the organizational structure to be able to improve its overall performance.

While Doğu Otomotiv considers its employees as its most important key stakeholder, it regards each employee as a separate individual and acts with this perspective in human resources management as well. At the same time, it sees employee loyalty as the key to unlocking the full potential of employees in order to ensure the motivation, independence of the Company and achieve its growth target.

We act with the awareness that the relationship between our employees and our company is a conscious choice made by both parties, therefore, that both parties are equally responsible for being accountable in meeting each other's expectations.

Today, we are on the verge of a new era and period with our employees who aim to improve themselves while creating value for our customers, and who learn from each other and can speak the same language despite their differences. It is a fact that an innovation and digitalization-oriented era will need employees who can contribute to their work with the same innovative ideas and adapt to the vision of a permanent development. We, as Doğu Otomotiv, have been able to manage to rank among the best in our industry over the years with an employee profile that are able to change accordingly as our customers' expectations change, that can adapt themselves quickly and who possess a high level of social awareness.

We are aware that not only our company but also our employees create a social, environmental and economic impact. Being able to manage this impact in the most accurate way, to get the maximum benefit from it, and to create a work environment based on a win-win formula for both our employees and our company are among our most important targets for a sustainable workplace in terms of "Employee Engagement".

Doğu Otomotiv believes that its employees are the greatest power that will ensure the continuity of its business and continue to provide robust, ethical and quality service in the future as it is today. It is aware that reinforcing the efficient business processes of its employees, who are key stakeholders, with its understanding of responsibility is an indispensable contribution both for the social and corporate value.



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| Employees ^{19 20} | 2018 | | 2019 | | 2020 | |
|---|----------------|-----------|----------------|-----------|----------------|-----------|
| | Doğuş Otomotiv | Doğuş Oto | Doğuş Otomotiv | Doğuş Oto | Doğuş Otomotiv | Doğuş Oto |
| Full-time Employees | 629 | 1,468 | 608 | 1,424 | 618 | 1,439 |
| Part-time Employees | - | 2 | 1 | 2 | 1 | 2 |
| Permanent Employees for Indefinite Period | 629 | 1,470 | 609 | 1,426 | 619 | 1,441 |
| Seasonal and Temporary Employees | 14 | 5 | 24 | 5 | 27 | 12 |
| Total Executives (Director and up) ²¹ | 59 | 25 | 58 | 26 | 57 | 27 |
| Total Number of Promotions | 92 | 30 | 100 | 26 | 56 | 12 |
| Promoted Female Employees | 27 | 11 | 35 | 7 | 24 | 4 |
| Total Employees Recruited ²² | 70 | 187 | 74 | 85 | 63 | 122 |
| Total Women Recruited | 32 | 34 | 21 | 17 | 24 | 32 |
| Ratio of Recruited Women to Total Number of Recruitments (%) | 46 | 18 | 28 | 20 | 38 | 26 |
| Resignations ²³ | 200 | 462 | 95 | 131 | 50 | 109 |
| Ratio of Resignations to Total Workforce (%) | 32 | 31 | 14 | 8 | 8 | 7.6 |
| Male Employees Left Work Resigned | 117 | 346 | 59 | 117 | 26 | 87 |
| Ratio of Male Employee Resignations to Total Workforce (%) | 19 | 24 | 9 | 7 | 4.2 | 6,1 |
| Female Employees Resigned | 83 | 116 | 36 | 14 | 24 | 22 |
| Ratio of Female Employee Resignations to Total Workforce (%) | 13 | 8 | 5 | 1 | 3.9 | 1,5 |
| Employee Resignations Under the Age of 30 | 96 | 224 | 36 | 60 | 19 | 53 |
| Ratio of Employee Resignations under 30 to Total Workforce (%) | 15 | 15 | 5 | 4 | 3,1 | 3,7 |
| Employee Resignations Between the Ages of 30 and 50 | 87 | 225 | 32 | 65 | 28 | 53 |
| Ratio of Employee Resignations between 30 and 50 to Total Workforce (%) | 14 | 15 | 8 | 4 | 4.5 | 3,7 |
| Employee Resignations Over the Age of 50 | 17 | 13 | 7 | 6 | 3 | 3 |
| Ratio of Employee Resignations over 50 to Total Workforce (%) | 3 | 1 | 1 | 1 | 0.5 | 0.2 |

19 The number of employees in this table has been prepared according to the data of 1 January 2020 - 31 December 2020.

20 Permanent staff and indefinite-term employees are included in the number of employees, fixed-term employees are excluded. As of December 31, 2020, Doğuş Otomotiv has 27, and Doğuş Oto has 12 fixed-term employees.

21 Members of the Board of Directors and the CEO are included in the number of executives who are director level and up.

22 Recruitment numbers include fixed-term and call center employees, but not interns.

23 All leaves of work, including those who have resigned, have been taken into account.



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Management Approach

Doğuş Otomotiv has announced as early as its Corporate Sustainability Report published in 2010 and on its website that the basis of its Corporate Sustainability approach had been its employees and providing them a better workplace. Our Company, which places employee satisfaction and loyalty at the top of its business goals, attributes the main reason for its Corporate Sustainability performance that got better day by day to the efforts shown and awareness level reached by its employees

The changing business world structure, differing expectations and conditions require that companies not only manage their employees, but also to establish dialogue and inquire about their expectations by collaborating with them, and to allow their participation in all processes by ensuring that their suggestions and feedback about business processes reach directly to the senior management. In this way, creating a much more productive business environment, establishing an innovative and competitive company structure, and instituting much healthier relationships through employees with other stakeholders are also ensured. In this context, Doğuş Otomotiv D-Human Performance System has been redesigned considering current local and global human resources trends. A new, simpler and leaner Performance Management System based on development culture has been implemented by going beyond scoring, focusing on feedback.

Human Resources Management During the Pandemic

The Covid-19 pandemic, which in March 2020, radically changed the living standards of societies and the way the business world conducts its business affairs in all countries of the world, and which expanded its impact at the same speed in the first days of 2021, is ongoing with its devastating effects for our country. Pandemic

management, which we, as Doğuş Otomotiv, have approached since from the beginning with a “human health first” perspective, has also been a period in which we learned the validity of our business continuity strategies and scenarios through experience.

Immediately after the pandemic was also declared in Turkey, measures were started to be taken rapidly in parallel with public precautions. Our employees, who are in the risky group in terms of health and who have chronic diseases, were identified and plans for remote working were made. In addition, those who are pregnant, have children up to one year old, have children in pre-school and school age, have difficulties in providing child care, and work as interns have also been switched to remote working within the scope of this plan. As of March 18, 2020, our employees, who are suitable for working remotely, started working from home after the system preparations were completed. This rate has reached 75% in a short time.

On the other hand, a working schedule with 50% rotation and two different time slots for work-start and work-end hours were determined for our field employees, social contact was minimized by switching to a flexible working model, and all requirements were fulfilled to create the healthiest workplace possible.

We Stand by Our Employees During the Pandemic

Due to the pandemic, we have entered a period where we have to deal with both individual and social traumas. For this reason, our employees to adapt to working at home, to establish a work-life balance and to receive psychological support have become among our current priorities. Right after the start of the process in 2020, we organized seminars and trainings by specialist doctors and psychologists and provided information to make life easier for our employees. Some of these events are as follows:

- Being a parent during the pandemic,
- Physical, Emotional, Mental and Spiritual Endurance
- Our roles as we prepare for our new normal
- Clearing the mind of negative emotions

From health issues to psychological counseling, we have a 24/7 live support line for all our employees as well.

During course of the pandemic, events through which special experiences that will encourage our employees to stay healthy and reach the goal as a team, as well as provide social benefits were organized. Subjects such as podcasts, webinars, mobile applications, sports and healthy living pointers that will support the development of employees are offered to employees within the scope of the GOClick Program.

Against the risk of health problems that may arise from inactivity due to the pandemic, online yoga sessions continue with our company's dietitian and our in-house instructor.

A check-up package has been added to the existing packages of our employees covered by health insurance, and the first psychologist appointment for those who want to receive psychologist support is covered by our Company within the scope of this package.

To improve the working conditions of our employees at home, gift certificates that can be used in the product categories such as office chairs, headphones, microphones, laptop coolers, keyboard and mouse sets and table lamps were presented.

A survey was conducted with our employees who switched to working remotely after the pandemic and its results were analyzed. Accordingly, a meeting was held with the Bir'iz Committee, which consists



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of employee representatives, and during the course of the outbreak, expectations, needs and opinions of the employees were heard and considerations of employees regarding the measures taken were recorded.

The current suggestion system was utilized specifically for the pandemic as well; through which 367 outbreak-related suggestions were submitted, and 54 of these suggestions were implemented. An emergency management line was set and through this line, problems of the employees experienced because of the pandemic were conveyed to the company. During the pandemic, welfares and needs of the operations teams' staff who had to work in the field and who could not work from home, were regularly followed calling them online. Senior management team monitored the motivations of the field workers by making several field visits. Human Resources unit held one-on-one meetings with home workers and received information about their wellbeing and needs. More than 400 meetings were conducted with an average of 280 people per month. The General Directorate of Human Resources and Administrative Affairs organized an online information seminar attended by the entire company, and detailed action plans for returning to the office were shared with the employees. E. Ali Bilaloğlu, our CEO and Chairman of the Board of Directors, met with all employees in an online meeting and answered questions about working from home, the impact of the pandemic on the automotive industry, financial results, and employee expectations and concerns.

In addition, a health committee consisting of Turkey's leading infection specialists was assembled within Doğuş Holding, and the practices that were or should be implemented were reviewed in meetings with this committee held at certain periods, and information was provided regularly to the employees regarding these issues.

With the aim of measuring the effectiveness of the actions taken and communication established during

the pandemic, an independent survey company was commissioned and the opinions of our employees were questioned. In the questionnaire, questions were asked in four categories (anxiety and establishing contact, virtual work efficiency, employee health, flexibility, work safety, management approach and communication). 93% of the respondents stated that they have been able to communicate easily with their colleagues and managers whereby receiving the support they needed; they also indicated that they felt the company cared about them and displayed an attentive attitude. Moreover, 88% of the participants stated that the technical infrastructure for teleworking was sufficient, the workload in this period did not create additional stress and was manageable, and at the same time, teleworking policies were defined clearly. 88% of the participants stated that the Company paid genuine attention to them in terms of employee health and work-life balance, that they felt cared for by the Company regarding occupational safety, whereas 91% of the participants indicated that they believed the Company acted appropriately to respond to the crisis conditions that has arisen due to the Covid-19 pandemic.

Bir'iz Employer Brand

In our Company, the message "We act together, we leave a mark" is communicated through the employer brand "Bir'iz", and this message is disseminated throughout the company with the brand ambassadors formed internally. Despite the differentiated working conditions due to the pandemic in 2020, Bir'iz Employee Committee continued its work online in line with its goal that focuses on employee participation in the management during the course of the pandemic and its strategies drawn for business continuity.

GO Development Academy

The activities of the GO Development Academy are open to all employees in order to meet the training /

development needs that arise within the framework of our Company's vision, strategy and competence assessment system outputs. These trainings can be classified in six main categories. With this model, both the newly recruited and the existing employees of Doğuş Otomotiv can clearly see which development programs they ought to participate in, which programs they could choose, and in which fields they could improve themselves. In this model, all employees, regardless of title, level and function, are provided with equal opportunities in trainings. In addition to them, all employees, except the Managers, Directors and the General Manager, are included in the competence development programs every year. Leadership Development programs are also carried out for managers who are new to managing a team, for unit managers, managers and positions above managers.

The main purpose in leadership development programs is to develop a "shared management culture". Some of the trainings are offered to the employees as compulsory and some are as electives. Apart from compulsory trainings, workshop programs, guest speaker programs and internal trainings are also offered to support personal developments of employees.

In 2020, with the aim of not interrupting personal developments of employees and to support their individual motivation during the course of the pandemic, trainings given physically at classrooms were moved to online platforms, and the new training period started its curriculum through the Go Development Academy. In addition to the trainings designed according to the development needs of the competencies as before, new programs created specific for the conditions of this period were added to the contents of Go Development Academy. In 2020, due to the pandemic, activities supporting psychological, mental and physical well-being of employees were at the focal point. Trainings and webinars covering these topics were started to be given to employees under the name of COWell.



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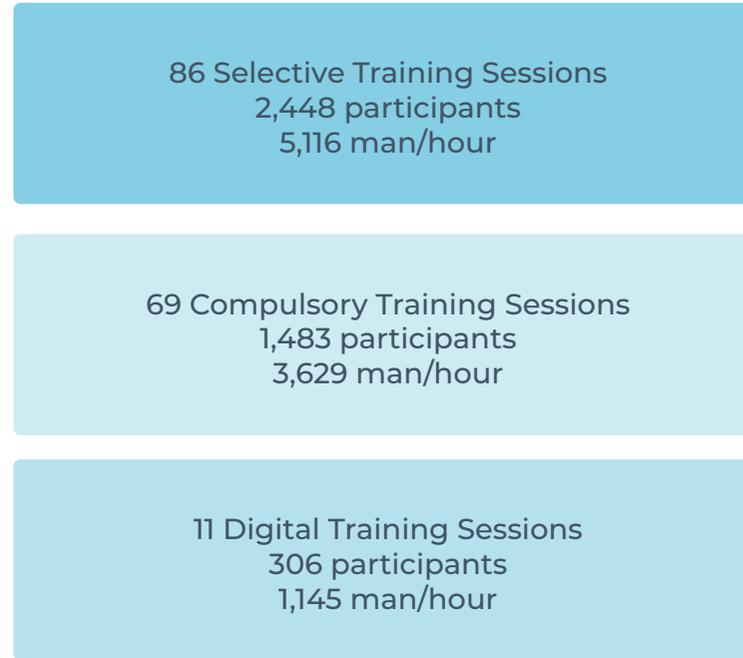
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In 2020, Doğu Otomotiv won the first place in the “Personal Development and Talent Management” category at the “Respect for Human Awards” organized by the PERYÖN Human Management Association of Turkey, with its GO Development Academy applications, which gathered all training-personal development related processes under its roof. In the evaluation process of the competition, the GOFest event held by the GO Development Academy, which provides employees with the opportunity to experience innovative content that touches not only their business life but also their social life, stood out, by being considered as an important part of their personal development journey.

The academic calendar, which started with 18 face-to-face training sessions between January and March 2020, before the pandemic, was finalized with 143 online trainings after pandemic was declared for Turkey as well. The content of the periodic trainings was focused on the requirements of the outbreak and the participation of the employees was tried to be kept at the highest level. 3,326 employees participated in 143 online training programs, and the satisfaction rate of the trainings received by the employees was measured as 96%.



EMPLOYEE TRAINING PROGRAMS²⁴

| Total Man/Hours – Man/Hours per Person | Doğu Otomotiv (*) | | | | Doğu Oto | | | |
|---|-------------------|--------|--------------|-------|----------|----------|--------------|-------|
| | Total | | Per Employee | | Total | | Per Employee | |
| | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 |
| Board of Directors | 0 | 3 | 0.00 | 0.42 | 0 | 0 | 0 | 0 |
| Senior-level Executives | 5 | 60 | 0.50 | 6.61 | 130.0 | 5.0 | 16.25 | 0.56 |
| Mid-level Executives | 542 | 901 | 12.89 | 21.45 | 290.5 | 1,024.5 | 17.09 | 60.26 |
| Executives | 4,537 | 6,425 | 25.07 | 33.81 | 3,395.5 | 4,639.0 | 27.16 | 37.11 |
| Officers / Asst. Officers / Specialists / Asst. Specialists | 3,768 | 4,449 | 20.15 | 24.58 | 8,259.5 | 16,731.0 | 23.80 | 47.40 |
| Call Center | 640 | 394 | 11.23 | 6.35 | 0 | 0 | 0 | 0 |
| Employees | 226 | 13 | 11.89 | 0.66 | 2,381.5 | 1,316.5 | 8.36 | 4.82 |
| Blue-collars | 1,879 | 411 | 15.66 | 3.28 | 10,481.5 | 2,957.5 | 16.20 | 4.39 |
| Others | 136 | 275 | 12.36 | 11.96 | 18.5 | 20.5 | 18.50 | 0.68 |
| TOTAL/Overall Average | 11,732 | 12,928 | 18.53 | 19.58 | 24,957 | 26,694 | 17.44 | 18.01 |

²⁴ Since the data collection system regarding the trainings does not include gender options and the trainings are given to all employees on the basis of the principle of equality, the distribution of the trainings given during the reporting period is not given by gender.



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Go-Fest

In certain periods, a day called Go-Fest is organized in which every employee can participate, where employees can attend to trainings and seminars held according to their interests and areas they wish to develop, including surprise awards and activities, where employees can develop personally while having fun together. With the Go-Fest program, which was initiated with the approval of the senior management, our employees come together at the training and development festival, cram packed with many training sessions on different topics, guest speakers, interesting seminars, various contents on personal development, and entertaining stands. In addition to the trainings given by brand trainers, internal instructors, and programs specific to Human Resources, our training and personal development activities are supported by this cooperation program which includes sessions that interest all employees, which furnishes preliminary information about the next year's training programs, where the views of employees are taken, and which is open for all Doğuř Group employees to participate. Go-Fest could not be held in 2020 due to the pandemic. It is aimed to continue when the pandemic is overcome.

Performance and Talent Management

Changing structure of the business world, as well as diversifying expectations and differentiating conditions require companies to not only manage their employees, but also to establish a dialogue by collaborating with them, to question their expectations, and to promote their participation in all processes by ensuring their suggestions and feedback on business affairs are candidly conveyed to the senior management.

By this way, a much more productive work environment is created, an innovative and competitive company structure is built, and healthier relations

with other stakeholders are established through employees. In this context, Doğuř Otomotiv D-Human 4.0 Performance System has been redesigned by taking current, local and global human resources into account. A feedback-oriented, simpler and leaner new Performance Management System, which goes beyond scoring and is based on a culture of development, was put into practice.

Improvements in the BI Reporting tools, where Human Resources reports are generated and open to the company management, and new reports are designed and dashboards continue to be created. With the improvements made to the D-Human 4.0 performance management system, the performance evaluations of the blue-collar employees working in the replacement parts logistics warehouse were transferred to form their annual performance with the criteria measured monthly.

The previous employee loyalty survey was conducted at Doğuř Otomotiv in 2019. In the survey conducted biannually, the loyalty rate of our employees in 2019 was verified as 64%. 536 people participated in the survey. The next loyalty survey is scheduled for 2022.

One of the main determinants of Doğuř Otomotiv's sustainability in human resources is recruiting new talents to our Company, and providing these stakeholders, whom we see as potential employees, with accurate and full information on time. Despite the restrictions of the pandemic in 2020, our efforts on this subject continued without slowing down. Coaching and mentoring support was provided in cooperation with different institutions such as Sabancı University, Franklin Covey and Talentouch, and many online events were attended.

Carrying out various programs on the subject of training the leaders of the future, our Company encouraged the recruitment processes of new

graduate candidates with high potential in 2020 as well. For these employees, several development programs, which will enable them to adapt to business life quickly and reveal their potentials, are carried out. These programs cover topics such as relationship management, personal performance management, presentation techniques, finance, customer relations and project management. On the other hand, for our newly appointed managers to improve their managerial skills, we have a Development for the Future program in place, which covers topics such as management and leadership, communication and influencing, coaching, cooperation building, planning and organization. Our employees, who are in the potential employee pool that is renewed every year, are also included in special programs on leadership, communication, influencing and new technologies.

Biz'De Staj (Internship at Us) Program

As Doğuř Otomotiv, within the scope of Human Resources and employer brand activities carried out to reach outstanding talents, many universities' career days were attended, students were met with on online platforms and information was given about the automotive industry. Students selected from the pool of CVs accumulated this way were included in the Biz'De-Staj (Internship at Us) online program in 2020, and they were enrolled in the internship programs that went on during the summer and throughout the year. Doğuř Otomotiv's Biz'De Staj (Internship at Us) program was once more selected as the most admired talent program of the year by Toptalent in 2020.

Furthermore, in the annual "Universum-Turkey's Ideal Employers" Survey, in the category of most attractive employer brand companies, Doğuř Otomotiv was ranked 38th by the students and 39th by the young professionals, in the field of "Economic and Administrative Units". In the field of "Engineering", it was ranked as the 36th by the students, preserving its place in the top 50.



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DRIVE Program

By means of the “Doğuş Otomotiv’s Compass is People and Training” (DRIVE) program, supporting the development of Doğuş Otomotiv Authorized Dealers through corporate structure and values that Doğuş Otomotiv embraces, fully integrating its Human Resources processes, and achieving sustainable success in business results and customer satisfaction is targeted. At the same time, full support is provided to our relevant stakeholders in terms of employee turnover at our Authorized Dealers and After-sales Service Centers, which are among the focus areas of our Company.

In this context, consultancy support was provided for the development and institutionalization of human resources processes in approximately 550 Authorized Sales and Service Centers where 7,500 employees currently work.

In 2020, Drive initiated the “Drive Human Resources Awards”, which is planned to be held every year, in which the Authorized Dealers who are the most successful and make a difference in the efforts to develop and institutionalize human resources practices in the entire Authorized Dealer organization of Doğuş Otomotiv are awarded. In this context, awards were given in two different categories: “Drive Human Resources Outstanding Achievement Award” and “Drive Employer Brand Changemakers Awards”.

The top three Authorized Dealers with the highest score were awarded in the category of “Drive Human Resources Outstanding Achievement Award”, where the infrastructural affairs that include criteria such as the practices of the Authorized Dealers in the recruitment and promotion process, employee turnover rate, training and employee loyalty are evaluated within the framework of standards.

In the category of “Changemakers in Employer Brand Awards”, 53 different projects nominated by Authorized

Dealers were taken into evaluation. An independent jury composed of Doğuş Otomotiv executives assessed activities that increase employee motivation, projects implemented to create human resources and reach new talents, and practices that will ensure employee loyalty to the Company. In this category, the work carried out by Authorized Dealers in the employment of female technicians, the special nursery established for the children of parents working within the Company, and the employee-oriented practices in seniority awards were the projects that came to the fore and received awards. All of these projects taken into evaluation have been projects that increase the motivation and commitment of employees and ensure the continuity of employee-oriented and sustainable employer brand practices in the Authorized Dealer network.

With the standardization of recruitment processes implemented within the scope of the Drive Program, 570 Authorized Dealers and Service Centers operating in 52 cities are supported in recruitment as well. Recruitment processes of all employees at manager, supervisor and consultant level in sales and after sales services at our Authorized Dealers and Service Centers are carried out by the Drive team. In this context, 520 interviews were conducted and 232 employees were recruited in 2020. With the Drive Program, employee turnover was reduced from 14% in 2015 to 4.8% in 2020.

The Drive Department has been working in coordination with vocational high schools since 2018. Within the framework of the cooperation established with eight Vocational High Schools located in six cities and with the support of our Volkswagen brand, Volkswagen Laboratories has produced 125 graduates, and 32 of these graduates have been recruited.

Classroom trainings are also held for the general manager, manager, company partner and human resources teams across the entire Authorized Dealer and Service Center network. The participation rate in

these trainings, which are given face-to-face or online due to the pandemic, is over 90%. As part of the “Drive Akademim” (My Drive Academy) Program, trainings for employees at Authorized Dealers and Service Centers are provided online. Within the scope of these development-oriented trainings on a position and person basis in the positions of Consultant, Supervisor, Manager and General Manager, 35 training contents were shared in 2020 and the rate of watching all trainings was calculated as 35%. Along with the course of the pandemic, trainings on health and well-being, as well as personal development and behavioral training, were regularly shared with authorized dealer employees via the online training platform “Drive Akademim” (My Drive Academy).

The employee loyalty survey given at our Authorized Dealers and Service Centers as part of the Drive Program could not be conducted in 2020 due to the pandemic; the survey is scheduled for 2021.

Doğuş Automotive Drive Program won the first prize in the “Best HR Strategy from Overseas” category, where the best human resources practices are evaluated and companies are nominated globally at the HR Excellence Awards 2020.

Suggestion System and Reward Program

With the Suggestion System, which is one of the effective platforms in increasing company performance and improving processes, enabling employees to share their suggestions and opinions about the company and all processes with the management, Doğuş Otomotiv and Doğuş Oto employees combined submitted 1,577 suggestions in 2020, whereby making business processes simpler. Of these recommendations, 673 were approved, and 561 were implemented, improving Company processes. Thanks to the suggestions put into practice in 2020, approximately 4 million TL was saved. Nearly 30% of the suggestions submitted to the suggestion system come from our blue-collar employees.



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In addition, a competition called Öneri Ligi (Suggestion Tournament) was organized in Doğu Otomotiv in 2020, in which Value and Interest Center (DİM) and Scania Gebze and Tuzla employees competed among themselves. The Suggestion Tournament, in which employees earn points as they make suggestions, and double-fold their points as their suggestions are approved and implemented, has attracted a lot of attention. Our employees who ranked in the top three in the ranking were presented with n11 gift certificates. The competition is planned to continue in 2021 and to be extended to Doğu Oto employees as well.

Entries to the Mavi Direksiyon (Blue Steering Wheel) Awards which are presented under three separate categories at Doğu Otomotiv are evaluated as follows.

Passion for the road award: It is presented by the managers of the relevant brands or departments for reasons such as impact on business results, exemplary behavior, generation of new ideas aiming to evaluate the success of the employees instantaneously.

Pathfinder's award: Among all the projects implemented during the year, the most successful projects are rewarded.

Road stories award: Aimed at developing and encouraging the sense of loyalty to the Company, it is presented to employees with a seniority of 10 years and 15 years.

Birthday of Ideas (Fikirlerin Doğu Günü)

Every year, employees implement process improvement projects on issues such as efficiency, quality, cost savings, extra revenue generation, customer satisfaction, employee satisfaction, sustainability, social participation, occupational health

and safety related to their own responsibility areas. In this context, 118 projects were put into practice in 2020. Among these improvement projects, the ones that have the potential to become widespread were explained to all employees by the project owners at the Fikirlerin Doğu Günü (Birthday of Ideas) event. In the Birthday of Ideas event, which was organized with the aim of spreading the projects and the emergence of new ideas, projects in the fields of efficiency, Robotic Process Automation (RPA), extra revenue generation and customer satisfaction came to the fore in 2020, and these projects were shared with all employees.

Communication with our Employees

Due to the pandemic in 2020, Doğu Otomotiv's Board of Directors and Chief Executive Officer's information notes regarding the measures taken and the changing agenda were shared with all employees at regular intervals in written format. In addition, at the webinar held by Human Resources and Administrative Affairs, hygiene measures taken within the Company and the arrangements done on the working order were explained to all employees. During the first period of the pandemic, Bizden Haberler (News from Us) e-bulletin was prepared with different content every week for a month to be able to increase communication with employees, which included various articles, online education topics, film and book recommendations, as well as activities that employees can do together with their children.

All health measures have been taken at the highest level for those working in the field on a rotational basis, and the motivation of the employees has been tried to be increased with organizations held on-site. In Bir'iz Employee Committee meetings, which were held three times in 2020, opinions and suggestions

of employees regarding the studies and activities carried out within the scope of the Bir'iz employer brand and Human Resources practices were received through workshops where an employee from each department was invited as a representative. Applicable recommendations are included in the business plan; In addition, information about the Company is regularly shared with the employees via intranet and e-mail, within the framework of legal regulations.

Equal Rights

Under the title of "Justice and Equality", which is the 3rd article of Doğu Otomotiv Ethical Principles, our equal rights principle is explained as "We treat all of our stakeholders and each other fairly and abstain from discrimination". Doğu Otomotiv practices an "Employees and Descent Workplace Policy" independent of religion, language, race, color, gender, age, ethnicity, disability, citizenship or other social status protected by legislative regulations. The diversity principle at Doğu Otomotiv is constantly supported by the Human Resources programs. We carry out activities that support diversity with practices targeting women and mothers, Reverse Mentoring Programs carried out in cooperation established by the senior management of the Company with Generation Y, interviews conducted at certain intervals with university and high school interns, engagement platforms organized to fraternize with disabled employees.



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Sums Paid for the Rights and Side Benefits Provided to Employees²⁵

| Scope (Million TL) | Doğuş Otomotiv | | | Doğuş Oto | | |
|-------------------------------------|----------------|--------|--------|-----------|--------|--------|
| | 2018 | 2019 | 2020 | 2018 | 2019 | 2020 |
| Gross Salary Payments ²⁶ | 99.29 | 105.99 | 139.79 | 96.79 | 103.30 | 141.79 |
| Meals | 2.3 | 15.70 | 1.7 | 7.1 | 11.80 | 12.45 |
| Transportation | 5.3 | 30.81 | 4.8 | 8.0 | 21.09 | 25.09 |
| Bonuses | 20.29 | 24.83 | 155.34 | 45.47 | 30.59 | 99.16 |
| Health and Life Insurances | 2.72 | 2.81 | 3.28 | 4.27 | 4.09 | 4.73 |

Employee Benefits

It is clearly stated in the Doğuş Otomotiv Fundamental Rights and Responsibilities Procedure that all of the full-time employees of Doğuş Otomotiv have equal rights and that each employee is one of the key stakeholders of our Company. Health insurance, life insurance, meals and shuttle service to work are social benefits enjoyed by all our employees. In addition, there is a nursery and shuttle service specific for mothers working in Doğuş Otomotiv. Employees who are not able to bring their children to the company nursery are provided with kindergarten benefits supplemented to their salaries.

In the 2020-2021 academic year, corporate discount agreements were signed with four different private education institutions for Company employees to take into account when choosing their children's schools. In addition, within the scope of Doğuş Otomotiv's cooperation with universities, employees participating in master's and doctoral programs are provided with a certain amount of support.



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²⁵ Gross Wage, Bonus, Health and Life insurance payments are prepared according to data from 1 January 2020 - 31 December 2020.

²⁶ SSI premiums are included in Gross Wage payments in 2020.

SIDE BENEFITS TO EMPLOYEES IN 2020²⁷

Full-time

| | |
|--|---|
| Mobile Phones (Limited to Brands) | Persons who are required by their jobs according to their positions |
| Private Health Insurance (Company and scope) | All employees |
| Private Health Insurance for Employees' Children Under 18 | Exclusive for Doğuř Otomotiv employees |
| Life insurance | All employees |
| Company Vehicle (limited to model and fuel) | Director and above positions |
| Shuttle Service | All employees |
| Fuel/Commute Expense Support | - |
| Private Pension Contribution | - |
| Kindergarten Right | Exclusive for Doğuř Otomotiv female employees |
| Private Health Insurance – Birth Cover (Additional Premium) ²⁸ | All employees |
| Extra One Week Leave for Employees Who Have Completed 15 Years ²⁹ | Exclusive for Doğuř Otomotiv employees |
| Gift Certificate for Employees Who Have Completed 15 Years | Exclusive for Doğuř Oto employees |

Occupational Health and Safety

Doğuř Otomotiv considers a healthy working environment as well as the health and safety of its employees as a priority. Every year, our company carries out Occupational Health and Safety (OHS) activities in a comprehensive manner.

To reduce the risk of developing serious diseases and to inform employees, the OHS Unit has organized trainings on topics such as working with display monitor equipment, certified first aid training, biological and psycho-social risk factors, occupational diseases and causes, principles and techniques of disease prevention, ergonomics, personal hygiene.

In 2020, 796 hours of Occupational Health and Safety training were provided to 500 people. OHS trainings are continued to be given regularly. Again in 2020, 8 board meetings were held, 132 cases were discussed at these meetings, 122 of them were closed, and 92% success was achieved.

Doğuř Otomotiv Occupational Health and Safety Management framework was established in accordance with Occupational Health and Safety standards within the scope of corporate sustainability strategy and policies. These standards include all management systems ranging from identifying risks related to occupational health and safety in accordance with laws and regulations, implementing permanent and systematic solutions within a specific action plan, to the monitoring, evaluation and audit activities of the parts of the internal processes related to occupational health and safety.

In order for the programs and performances related to Occupational Health and Safety to improve continuously, occupational health and safety must be ensured at every stage of daily operations. The programs and performances related to Occupational Health and Safety must be provided at every stage of daily operations to ensure continuous improvement. All processes related to Occupational Health and Safety are carried out by a consulting company and managed by

Doğuř Otomotiv Administrative and Technical Affairs Department. The Department provides direct reporting to the General Directorate of Human Resources and Administrative Affairs. Doğuř Otomotiv added the criteria to its supplier audits in 2016 as to whether it was complying with the laws regarding occupational health and safety within the scope of its sustainable supply chain management strategy, and whether policies, risk assessment mechanisms and employee trainings are available.

Health and Safety Impact of Our Business

Cleaning materials used in our buildings are certified products that do not harm human health and are soluble in nature. Employees who use these products are regularly trained. Packaging of cleaning materials is recycled.

The drivers of our shuttle service vehicles are regularly checked against alcohol consumption, and are



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²⁷ Side benefits provided to Doğuř Otomotiv employees are granted only to full-time employees.

²⁸ It is not provided to all our employees. A supplementary 2,250 TL is paid to female employees who have given birth in addition to their health insurance.

²⁹ Employees who have completed 15 years are given an additional week of leave at Doğuř Otomotiv. On the Doğuř Oto side, a gift certificate of 1,000 TL is presented to employees who have completed 15 years.

monitored with cameras placed in the vehicles while their speeds are monitored via GPS tracking system. Drivers working in the Administrative Affairs Unit are investigated twice a year for driver's license security. Detailed internal ozone cleaning within the scope of hygiene control of pool vehicles is carried out in cases where detailed ozone cleaning is required. Special permits are granted for the employees of all our business partners who will work in our buildings to perform their work only after checking their documents on occupational health and safety. This process includes all our suppliers.

Ergonomic Power Support System in Audi

The ergonomic power support system, which was started to be used in Audi AG's factory in Ingolstadt to make working conditions more comfortable, was started to be used by Doğu Otomotiv-Audi as part of a pilot project in Turkey. The system, which was tested for the first time at Doğu Oto Maslak, an Audi Authorized Service Center, started to be popularized in 2020. Ergonomic power support system, which has started to be used in 2 Authorized Dealers and Service Centers as of 2020, has also started to be used in all Doğu Oto.

Ergonomic power support system protects the external support structures and joints of the employees' bodies and supports them to work more comfortably when performing work overhead. While the system provides the ergonomics that technicians need at the highest level, it also provides freedom of movement and ease. Designed by Skelex, the Skelex 360 can be carried like a backpack, and is secured to the body with a belt around the hips when worn. This outerwear garment not only supports the arms and arm joints of the wearer in overhead distances, but also transmits most of the weight loaded on the arm to the hips through the support structures. By

this way, the weight on the arms and joints of the technicians is reduced.



Mass Diseases

Our Company has started to work with a dietician since May 2016. Our goal in this respect is enhance our living standards under the control of a dietician and create a stronger awareness at our employees in terms of nutrition. More than 390 employees participated in this program, and continued with the active participation of 47 employees in 2020. First aid trainings were suspended in 2020 due to the pandemic. Our employees who are entitled to health check-up benefits are reminded of their rights not used by the end of the year and are encouraged to use this right. There are no employees in our

company who are at high risk of contracting serious diseases.

As of 2020, the most important mass disease title has been the Covid-19 pandemic. Doğu Otomotiv, one of the first companies to conduct crisis and risk assessments within the scope of the 2019 Sustainability Report on the subject, explained comprehensive information on the management of the 2020 pandemic process in detail in the sections of the report.



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REPRESENTATION RATIO IN OCCUPATIONAL HEALTH AND SAFETY COMMITTEES

| OHS Committee | Total Number of Employees | | OHS Committee Employee Numbers | | OHS Committee Members (%) | |
|---------------|---------------------------|------|--------------------------------|------|---------------------------|------|
| | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 |
| Head Office | 351 | 345 | 13 | 13 | 3.70 | 3.76 |
| Logistics | 132 | 217 | 14 | 15 | 10.61 | 6.91 |
| Total | 483 | 562 | 27 | 28 | 5.59 | 4.98 |

Representation Ratio in Occupational Health and Safety Committees at Doğu Ot

| OHS Committee | Total Number of Employees | | OHS Committee Employee Numbers | | OHS Committee Members (%) | |
|------------------|---------------------------|-------|--------------------------------|------|---------------------------|-------|
| | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 |
| Esenyurt | 253 | 250 | 10 | 8 | 4.00 | 3.2 |
| Maslak | 304 | 308 | 20 | 14 | 6.60 | 4.54 |
| Kartal | 259 | 262 | 13 | 10 | 5.00 | 3.81 |
| Gebze | 53 | 57 | 10 | 7 | 18.90 | 12.28 |
| Bursa | 196 | 196 | 17 | 13 | 8.70 | 6.63 |
| Etimesgut | 162 | 164 | 13 | 8 | 8.00 | 4.1 |
| Çankaya | 184 | 195 | 13 | 8 | 7.10 | 4.1 |
| Maslak Audi City | 5 | 5 | 0 | 0 | 0.00 | 0.00 |
| Kartal Stockyard | 6 | 10 | 0 | 3 | 0.00 | 30.0 |
| Total | 1,422 | 1,447 | 98 | 71 | 6.90 | 4.91 |



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LOST DATE RATES³⁰

| Data Measurement Method | | Doğuş Otomotiv | | | Doğuş Oto | | |
|--|-------|----------------|----------|----------|-----------|----------|----------|
| | | 2018 (*) | 2019 (*) | 2020 (*) | 2018 (*) | 2019 (*) | 2020 (*) |
| Illness-related Lost Day Rate Full-time Employees ³¹ | (AR) | 1.93 | 1.52 | 1.56 | 1.98 | 1.45 | 2.91 |
| Recorded Incident Rate ³² | (IR) | 0.01 | 0.01 | 0.01 | 0.03 | 0.02 | 0.01 |
| Injury-related Lost Days Rate | (LDR) | 0.04 | 0.02 | 0.02 | 0.04 | 0.02 | 0.01 |
| Number of Cases with Work-related Fatalities Full-time Employees | - | 0 | 0 | 0 | 0 | 0 | 0 |
| Occupational Disease-related Lost Days Rate | (ODR) | 0 | 0 | 0 | 0 | 0 | 0 |

| Workplace Accident Rate | 2018 (*) | 2019 (*) | 2020 (*) |
|-----------------------------|----------|----------|----------|
| Workplace Accident Rate (%) | 0.01 | 0.01 | 0.01 |

HUMAN RIGHTS AND GENDER EQUALITY

Opportunities come with the initiative to take responsibility. Awareness can be created by supporting policies and practices. As Doğuş Otomotiv, it is our responsibility to keep the ways of our work that intersect with human rights clean. Doğuş Otomotiv became a first in Turkey in its industry with its Human Rights policy published in 2010, and has continued to emphasize the importance of this issue in dialogue platforms with both its employees and all stakeholders in the value chain for the past 10 years.

Doğuş Otomotiv Human Rights Policy impact is managed as follows:



Doğuş Otomotiv is planning to organize a workshop in 2021 which is aimed at determining its material issues under the human rights title and managing its impact by conducting a risk categorization. Studies on the methodology to be instituted for this purpose and the commission to be established from company units have been completed. The results of the workshop planned to be held in 2021 will be assessed and appropriate action plans will be implemented accordingly.



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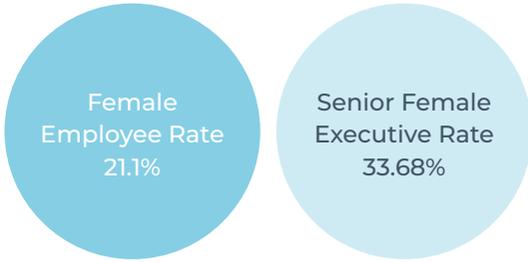
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³⁰ The table was prepared according to the data of 1 January 2020 - 31 December 2020.

³¹ The number of lost days due to the illness is 2,409 days in Otomotiv and 12,155 days in Oto. In the calculation method, lost days due to illness/ (Total number of days worked x number of days worked in the relevant year) formula was used.

³² The number of accidents is 17 in Doğuş Otomotiv and 42 in Doğuş Oto.

Gender Equality



Increased women participation in the workforce is one of Doğu Otomotiv's main goals. With its "Equality at Work" program, it tries to increase the number of woman employees and their effectiveness in decision making mechanisms. Within the scope of the Equality at Work Program, activities for female employees continued in 2020 as well. In this context, in 2020, female employees being in the first place, supportive trainings, and videos providing tips for spending quality time at home with children were prepared for all parents.

The Women-Specific Coaching and Mentoring Program, which was launched in 2014 to reveal the current leadership skills by enabling our female

employees to develop their coaching and mentoring skills, consists of 8 modules and 4 follow-up programs. As of the end of 2020, 125 female employees have been included in the program.

After the training program, which was carried out jointly with TEV in 2019 and designed to support female students in preparing them for business life gave its first graduates, volunteers from our female managers who received coaching and mentoring training provided mentorship support to female students that received scholarship from TEV. The program continued in 2020 as well. Students who graduate from the program start working at Doğu Otomotiv in suitable positions. The program will continue in 2021.

FEMALE-MALE EMPLOYEES BY REGIONS

| Regions | Female | | | Male | | | Female | | | Male | | |
|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | Doğu Otomotiv 2018 | Doğu Otomotiv 2019 | Doğu Otomotiv 2020 | Doğu Otomotiv 2018 | Doğu Otomotiv 2019 | Doğu Otomotiv 2020 | Doğu Oto 2018 | Doğu Oto 2019 | Doğu Oto 2020 | Doğu Oto 2018 | Doğu Oto 2019 | Doğu Oto 2020 |
| Marmara | 208 | 191 | 193 | 421 | 418 | 426 | 181 | 185 | 189 | 923 | 891 | 895 |
| Aegean | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Mediterranean | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Eastern Anatolia | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| South Eastern Anatolia | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Central Anatolia | 0 | 0 | 0 | 0 | 0 | 0 | 53 | 54 | 53 | 313 | 296 | 292 |



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AGE BREAKDOWN BY POSITION³³

| | Female | | | | Male | | | | Ages Under 30 | | | | Ages Between 30 – 50 | | | | Ages Above 50 | | | |
|---|----------------|------|-----------|------|----------------|------|-----------|------|----------------|------|-----------|------|----------------------|------|-----------|------|----------------|------|-----------|------|
| | Doğuş Otomotiv | | Doğuş Oto | | Doğuş Otomotiv | | Doğuş Oto | | Doğuş Otomotiv | | Doğuş Oto | | Doğuş Otomotiv | | Doğuş Oto | | Doğuş Otomotiv | | Doğuş Oto | |
| | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 |
| Board of Directors ³⁴ | 3 | 2 | 0 | 1 | 3 | 4 | 1 | 3 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 1 | 5 | 5 | 1 | 3 |
| Senior Level Executives ³⁵ | 1 | 1 | 0 | 1 | 8 | 8 | 1 | 6 | 0 | 0 | 0 | 0 | 5 | 4 | 1 | 4 | 4 | 5 | 0 | 3 |
| Mid-Level Executives ³⁶ | 9 | 9 | 6 | 5 | 33 | 33 | 18 | 12 | 0 | 0 | 0 | 0 | 37 | 37 | 22 | 15 | 5 | 5 | 2 | 2 |
| Executives ³⁷ | 55 | 64 | 0 | 0 | 126 | 126 | 0 | 0 | 5 | 1 | 0 | 0 | 166 | 166 | 0 | 0 | 10 | 10 | 0 | 0 |
| Officers / Asst. Officers / Specialists / Asst. Specialists ³⁸ | 82 | 74 | 123 | 130 | 99 | 103 | 348 | 351 | 77 | 78 | 126 | 120 | 102 | 97 | 341 | 354 | 2 | 2 | 4 | 7 |
| Call Center ³⁹ | 24 | 27 | 0 | 0 | 22 | 29 | 0 | 0 | 38 | 41 | 0 | 0 | 8 | 15 | 0 | 0 | 0 | 0 | 0 | 0 |
| Employees ⁴⁰ | 3 | 3 | 106 | 109 | 16 | 16 | 157 | 155 | 2 | 2 | 103 | 94 | 13 | 13 | 156 | 165 | 4 | 4 | 4 | 5 |
| Blue-collars ⁴¹ | 3 | 3 | 3 | 3 | 110 | 112 | 662 | 667 | 11 | 8 | 243 | 232 | 92 | 94 | 412 | 424 | 10 | 13 | 10 | 14 |
| Others ⁴² | 11 | 11 | 1 | 1 | 1 | 0 | 0 | 1 | 1 | 1 | 0 | 0 | 9 | 9 | 1 | 1 | 2 | 1 | 0 | 1 |

Human Rights and Diversity

The diversity principle at Doğuş Otomotiv is constantly supported by the Human Resources programs. Seeing diversity as working for the same purpose with many different employees in terms of age, gender, religion, language, ethnicity, education and talent, and accepting the multi-colored structure that this has brought as an opportunity, our Company maintained this vision in 2020 as well.

Doğuş Otomotiv meets the equipment needs of disabled employees. In addition, by organizing regular meetings, the problems of our disabled employees are heard and their opinions are received.

We run activities that support diversity with practices targeting women and mothers, Reverse Mentoring Programs carried out in cooperation established by the senior management of the Company with Generation Y, interviews conducted at certain intervals with university and high school interns, engagement platforms organized to fraternize with disabled employees

³³ The figures in the table are based on the 31 December 2020 data. Temporary employees and interns are not included in the numbers.

³⁴ The Managerial Board consists the Members of the Managerial Board and Head of the Executive Board. (Head of the Managerial Board is taken for Doğuş Oto.) As Head of Doğuş Oto Managerial Board, Ali Bilaloğlu, is also the Heads of Doğuş Otomotiv Managerial Board and Executive Board, he was included in the numbers twice.

³⁵ The Upper-Level Managers consist General Brand Managers and Directors (General Manager and Directors for Doğuş Oto)

³⁶ Managers are considered in Mid-level Managers.

³⁷ Unit Managers and Managers are considered within the Managers group.

³⁸ Officers, Assistant Officers, Specialists and Assistant Specialists are thought necessary to be included in this table since they are the employees who make up the majority of the Company. Doğuş Otomotiv does not have an Assistant Officer title. Assistant Officers have been added only for Doğuş Oto.

³⁹ Customer Representatives and Team Leaders are included in the call center group.

⁴⁰ Within the Staff Group, are the communications staff, archive and invoice staff, switchboard and administrative staff.

⁴¹ The blue-collars include the personnel working in the replacement parts warehouse and the technicians working in the Gebze service center. (For Doğuş Oto, this group includes Technicians, Foremen and Warehouse Staff.)

⁴² In the other group are the administrative assistants, consultant, company doctor and nurse.



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FEMALE-MALE EMPLOYEE BREAKDOWN BY EDUCATION LEVELS⁴³

| Education Level | Female | | | | Male | | | | Female | | | | Male | |
|----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--|
| | Doğuş Otomotiv 2018 | Doğuş Otomotiv 2019 | Doğuş Otomotiv 2020 | Doğuş Otomotiv 2018 | Doğuş Otomotiv 2019 | Doğuş Otomotiv 2020 | Doğuş Oto 2018 | Doğuş Oto 2019 | Doğuş Oto 2020 | Doğuş Oto 2018 | Doğuş Oto 2019 | Doğuş Oto 2020 | Doğuş Oto 2020 | |
| PhD | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Masters | 49 | 48 | 49 | 86 | 80 | 79 | 21 | 18 | 25 | 29 | 29 | 29 | 31 | |
| Bachelors | 133 | 122 | 123 | 172 | 177 | 187 | 147 | 154 | 163 | 326 | 335 | 335 | 346 | |
| Associate Degree | 10 | 8 | 8 | 28 | 24 | 25 | 37 | 35 | 32 | 182 | 176 | 176 | 179 | |
| High School | 15 | 12 | 12 | 113 | 118 | 117 | 28 | 31 | 28 | 464 | 429 | 429 | 440 | |
| Elementary / Middle School | 1 | 1 | 1 | 22 | 19 | 18 | 1 | 1 | 1 | 235 | 218 | 218 | 203 | |

FEMALE EMPLOYEES BY POSITION AND RATIOS⁴⁴

| Position | Number of Female Employees ⁴⁵ | | | | | | | | | | | |
|---|--|------|---|------|---|------|--|-------|--|------|---|------|
| | Total number of female employees | | Percentage of female employees by total employees ⁴⁶ (%) | | Doğuş Otomotiv Total number of female employees (*) | | Doğuş Otomotiv Percentage of female employees by total employees (%) (*) | | Doğuş Oto Total number of female employees | | Doğuş Oto Percentage of female employees by total employees (%) | |
| | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 |
| Board of Directors | 3 | 3 | 42.86 | 30.0 | 3 | 2 | 50.00 | 33.33 | 0 | 1 | 0.00 | 25.0 |
| Senior Level Executives | 1 | 2 | 10.00 | 12.5 | 1 | 1 | 11.11 | 11.11 | 0 | 1 | 0.00 | 14.3 |
| Mid-level Executives | 15 | 14 | 22.73 | 23.7 | 9 | 9 | 21.43 | 21.43 | 6 | 5 | 25.00 | 29.4 |
| Executives ⁴⁷ | 55 | 64 | 30.39 | 33.7 | 55 | 64 | 30.39 | 33.68 | 0 | 0 | 0 | 0 |
| Officers / Asst. Officers / Specialists / Asst. Specialists | 205 | 204 | 31.44 | 31.0 | 82 | 74 | 45.30 | 41.81 | 123 | 130 | 26.11 | 27.0 |
| Call Center ⁴⁸ | 24 | 27 | 52.17 | 48.2 | 24 | 27 | 52.17 | 48.21 | 0 | 0 | 0.00 | 0 |
| Employees | 109 | 112 | 39.21 | 39.6 | 3 | 3 | 15.79 | 15.79 | 106 | 109 | 40.93 | 41.3 |
| Blue-collars | 6 | 6 | 0.77 | 0.8 | 3 | 3 | 2.65 | 2.61 | 3 | 3 | 0.45 | 0.4 |
| Others | 12 | 12 | 70.59 | 92.3 | 11 | 11 | 91.67 | 100.0 | 1 | 1 | 20.00 | 50.0 |

⁴³ The figures in the table are based on the 31 December 2020 data.

⁴⁴ The figures in the table are based on the 31 December 2020 data.

⁴⁵ The table shows the rates of female employees at Otomotiv and Oto to the total number of employees at that respective group. For example: 181 people work as managers at Doğuş Otomotiv and 55 of them are women. The ratio then, is calculated as 55 / 181 = 30.39%

⁴⁶ The total numbers of female employees of the two companies is again proportioned to the total employees working in that position. The 30% ratio of the number of female employees working in that title to the total number of employees working in that title on a company basis.

⁴⁷ There is no Executive title in Doğuş Oto.

⁴⁸ Only present within Doğuş Otomotiv.



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SALARY RATIOS OF FEMALE AND MALE EMPLOYEES⁴⁹

| | 2018 (*) | | 2019 (*) | | 2020 (*) | |
|---|----------------|-----------|----------------|-----------|----------------|-----------|
| | Doğuş Otomotiv | Doğuş Oto | Doğuş Otomotiv | Doğuş Oto | Doğuş Otomotiv | Doğuş Oto |
| Ratio of Female Employee salaries to the Male Employee Salaries (%) | 99.6 | 94.8 | 96 | 97.6 | 96 | 96 |



TRAFFIC IS LIFE!

Doğuş Otomotiv aims to create a long-lasting positive cultural transformation on traffic safety in society and, in 2004, developed a social responsibility platform to add value to social development and leave a lasting mark with the motto "Traffic is Life!". Being the industry's longest running corporate responsibility program, the "Traffic is Life!" platform has been carrying out awareness projects for 16 years towards different target audiences so as to change the behaviors and habits of individuals at all ages and raise the awareness of society regarding traffic safety. The platform believes that positive cultural transformation in traffic will contribute positively to every aspect of life and leave livable cities and future.

Adapting itself to fast-changing habits and living conditions brought about by the pandemic in 2020, the Traffic is Life! Platform has identified its focus as increasing mobility and distant educations. Furthermore, aiming to convey its messages efficiently to a large segment of society through correct channels, the platform, by accurately analyzing changing media consumption trends, has followed a strategy of increasing its presence in social media and digital platforms.

Traffic is Life! EBA TV collaboration

Traffic is Life!, with the education being carried to the online platform in 2020, acted with the Ministry of National Education, in a project designed for the 5-19 age group, which is the most affected age group by accidents in Turkey. To be able to raise traffic awareness among children, the platform prepared educational videos specifically designed for primary and secondary school students on EBA TV, where students follow their classes. Training videos on topics such as what is traffic, how to walk safely on the pavements, safe crossing, the importance of seat belts and many more have been added to the EBA TV Education Library permanently. 1 million students were reached daily with these educational videos.

Distance education for more than 25 thousand students in 14 universities

Traffic is Life! platform, with the aim of creating a positive cultural transformation regarding traffic in

the society, which it considers as its main purpose, continued its "Traffic Safety Distance Education" that it started in 2013 in 2020 as well. Distance education, given in the category of "Social Elective Course" recommended by the Council of Higher Education (YÖK), is the first corporate responsibility project to enter the university SCORM system with its traffic safety content. Through the project, more than 25,000 students in 14 universities have been reached so far. In 2020, ITU students came together for an hour-long session on the online platform where current issues about traffic were discussed.

Interactive communication

Attaching importance to a dialog-based communication, the Traffic is Life! Platform met with the broad segment of the society, which is its target audience, on different social media channels throughout the year. The Platform focused on YouTube, a social media channel whose active usage rate is increasing, and prepared safe driving videos with safe driving instructor Ahmet Özgün. Containing subjects that the General Directorate of Security also deemed beneficial to be discussed, and prepared with more than 20 different contents, the training videos reached female viewers who are not as active as the male target audience on social media, and thus, the rate of female followers increased to 44%. New contents were added according to comments and requests received from followers.

By means of the active communication maintained throughout the year, Traffic is Life! interacted with



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⁴⁹ Since the data collection system about salary ratios did not include employee categories during the reporting period, the distribution by employee categories cannot be given. The table covers the period between 1st of January-31th of December 2020.

26,236,040 people on social media accounts. In 2020, more than 25,000 new followers were gained on social media channels, reaching 169,598 on Facebook, 22,613 on Instagram and 4,200 on YouTube.

Changing mobility

With the rapid change of both technology and human needs and expectations, increasing urbanization, livable cities and differentiating mobility solutions have become a part of our lives. Due to the increase in mass or individual solutions in mobility, special content has been created on social media for new and different solutions in traffic, and innovations have been taken into account in their communication.

Preparing for the driver's license exam with Facebook Chat Bot

As in previous years, with the Facebook Chat Bot application, which was applied for the first time in a social participation program, those who will take the driver's license exam in 2020 were given the opportunity to take a test with the driver's license exam questions approved by the Ministry of National Education in the previous years. Since its launch in December 2017, 185,338 users have benefited from the application where participants measure their knowledge before entering the exams.

2021 targets

In 2021, the Traffic is Life! Platform will continue its efforts to create a positive culture in traffic and raise awareness in all segments of the society, with interactive projects and field activities that will ensure it to reach a wide target audience. Depending on the course of the pandemic, together with the Ministry of National Education, a special project is being developed geared for face-to-face education, with the purpose of getting the educational work started across from theory into practice.

VOLUNTEERING PLATFORM

It is clear that companies should be part of social development in the field of Corporate Sustainability. The main tasks of companies that fulfil this responsibility are to raise the social sensitivity of their employees and to encourage individuals who want to be a part of the solution to people's problems and who have developed a civil society mentality. In this sense, Doğu Otomotiv Volunteering Platform, established in 2017, promotes corporate volunteering within different programs.

In 2020, 72 Doğu Otomotiv Volunteers took part in various programs for a total of 509 hours. Within the scope of introduction to different professions and career days, universities that were collaborated with have been Sakarya University, Kocaeli University, Sabancı University, ITU, Bahçeşehir University, Marmara University, Koç University, 9 Eylül University, and Istanbul University. Events were attended online in 2020 due to the pandemic.



ŠKODA Vehicles of Good-deed

Our ŠKODA brand, which set out to meet the feeding needs of more than 300,000 stray animals in Istanbul right after the declaration of pandemic in March 2020, turned its test vehicles into *Vehicles of Good-deed* and started a volunteering campaign by announcing it on social media channels. The call made on Instagram was answered in a very short time, and many people who could not go out to the help their animal friends living on the streets, yet who wished to meet their needs, wrote to the hashtag #IyilikAraci asking for help. On this occasion, 1480 kg of food was delivered to 378 destinations by ŠKODA Vehicles of Good-deed.

Again, during the same period, Vehicles of Good-deed, which received unexpected requests, also became a solution to the logistics problems of vocational high school students who were producing medical masks voluntarily. ŠKODA *Vehicles of Good-deed* Volunteers, who set out to support the vocational high schools that could not deliver the masks they produced, ensured the delivery of 11,500 masks to 192 health institutions. Within the scope of this program, in which more than 600 volunteering hours were devoted, visors were also procured from people who produced visors in their homes and were distributed to the points where they are needed.



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Climate Change
Waste Management
Energy and Water Management
Eco-Friendly Vehicles

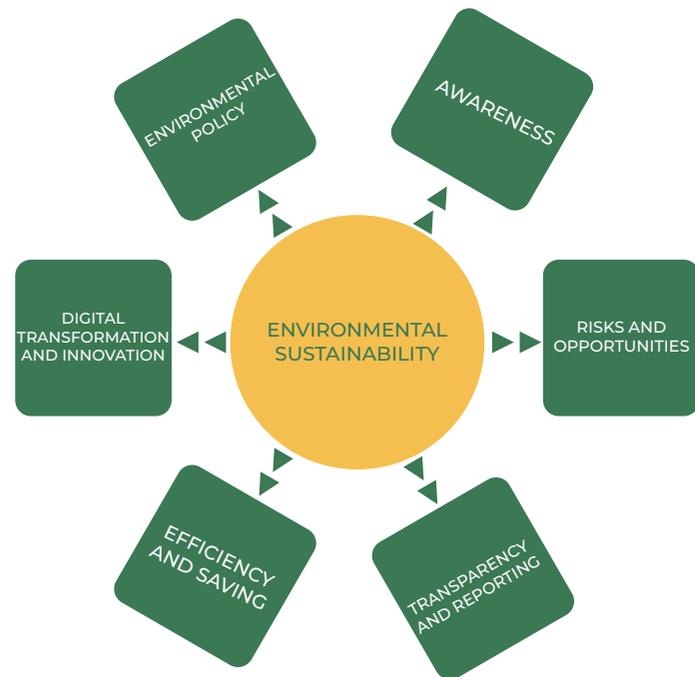
“ To witness the days when positive actions taken today saves the future. ”

OUR PLANET AND ENVIRONMENTAL SUSTAINABILITY

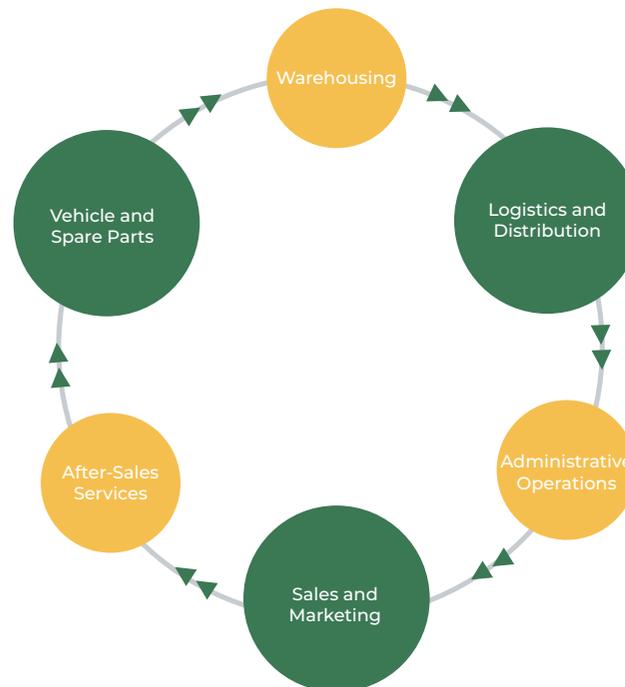
Climate change faced by our planet and both the economic as well as environmental and social impacts resulting from these changes are important for all humanity and constitute a risk factor to be anticipated. In this regard, Doğu Otomotiv, in line with the principles and objectives of the United Nations Global Compact, which it signed in 2010, has taken its place among the companies in Turkey that accepted the climate change as a financial risk and declared this to the public with their policies.

Doğu Otomotiv's environmental sustainability policy and vision, was built upon minimizing our environmental impact and investing in the world of the future throughout the life cycle of our business.

Doğu Otomotiv monitors its impact at every Emissions from Logistics Operations stage of its environmental life cycle, provides regular information to raise awareness among its stakeholders, and has shared its environmental data with the public since 2009 within the scope of Sustainability Reports it publishes. Within the scope of the ISO 14001 efforts, which started in 2020, the environmental impact was re-evaluated, the risks and opportunities study was completed.



Doğu Otomotiv Environmental Lifecycle



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Emissions from Logistics Operations

LOGISTICS CAGE EXPORTS⁵⁰

| YEAR | Volkswagen Annual Number of Trailer Trucks Exported | CO ₂ Emissions (tons) |
|------|---|----------------------------------|
| 2018 | 594 | 1,167 |
| 2019 | 441 | 866 |
| 2020 | 391 | 768 |

DOMESTIC VEHICLE DISTRIBUTION OPERATIONS⁵¹

| YEAR | Fuel Consumption (lt) | CO ₂ Emissions (tons) | Number of Vehicles Sold | CO ₂ Emissions per Vehicles Sold (kg) |
|------|-----------------------|----------------------------------|-------------------------|--|
| 2018 | 5,000,000 | 12,282 | 104,154 | 118 |
| 2019 | 2,500,000 | 6,141 | 80,647 | 76 |
| 2020 | 4,250,000 | 10,440 | 120,476 | 86 |

OVERSEAS REPLACEMENT PARTS TRANSPORTATION OPERATIONS⁵²

| CO ₂ EMISSIONS (TONS) | | | |
|----------------------------------|-------|-------|-------|
| YEAR | 2018 | 2019 | 2020 |
| EKOL | 59 | - | 2 |
| HÜNER | 896 | 619 | 706 |
| MARS | 1,327 | 1,374 | 1,605 |
| EVOLOG | - | - | 48 |
| TOTAL | 2,282 | 1,993 | 2,361 |

⁵⁰ With the improvement of 28 trailer trucks on a trailer truck basis, 52 tons of CO₂ was saved.

⁵¹ CO₂ emissions from all our logistics operations, excluding domestic replacement parts transportation, are 13,570 tons in total.

⁵² Thanks to the Intermodal System used in transportation operations, 1,350 tons of CO₂ was saved in 2020. Climate



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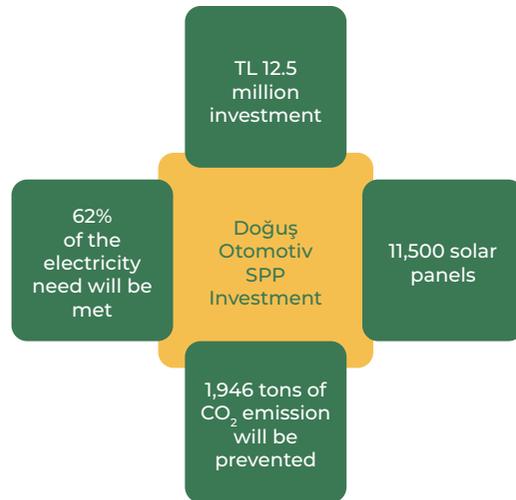
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CLIMATE CHANGE

Climate change faced by our planet and both the economic as well as environmental and social impacts resulting from these changes are important for all humanity and constitute a risk factor to be anticipated. In this regard, Doğu Otomotiv, in line with the principles and objectives of the United Nations Global Compact, which it signed in 2010, has taken its place among the companies in Turkey that accepted the climate change as a financial risk and declared this to the public with their policies. One of the most important responses to be given climate change is to see corporate sustainability among the material issues of the company, manage our impact, take the necessary actions to ensure environmental sustainability in line with our stakeholders' expectations and share them transparently.

Doğu Otomotiv SPP Investment



In this context, the investment for SPP (Solar Power Plant) Panels, which will be completed by 2021, was approved by the Board of Directors and works for the tender to be opened were started. With this project, solar energy panels will be placed on the roof of the

Logistics Building in Doğu Otomotiv Şekerpınar campus, and 62% of our company's electrical energy needs will be provided from solar energy, with a zero-emission target.

Doğu Otomotiv advances its energy consumption strategies in parallel with the energy vision set by the Turkish Republic for 2023. In the second phase of the program, the aim is to generate energy with solar energy panels, which will be placed on an area of approximately 235 thousand square meters, which would enable not only the headquarters but also authorized dealers and service centers located throughout the country to produce their own energy.

The investment amount of the project, which will be realized on an area of 19,000 square meters in Şekerpınar, has been determined as 12.5 million TL. Within the scope of the project, 11,500 solar panels will be installed producing 3,957 MW of electricity. Thanks to the investment that will prevent the emission of 1,946 tons of CO₂ per year, an environmental impact equivalent to the carbon dioxide absorption of 4,737 trees will be achieved, and the emission equaling to the CO₂ emission produced by 308 people in one year will be prevented. In the second phase of the project, with the inclusion of authorized dealers and service centers in the project, the goal is to invest for 142,000 more panels and reach an installed capacity of 33 MV. This target will enable us to become the 4th largest installed power in Turkey in terms of SPP.

SPP Investment in Our Authorized Dealers and Service Centers

DİZSAN SPP INVESTMENT

Dizsan, our Scania Authorized Service Center, started to generate 115 kWh of electricity from solar energy panels, via the SPP project it realized with an investment of 580 thousand TL. Providing all of its electricity needs with SPP, Dizsan also sells the excess energy produced. With this investment, 65 tons of CO₂ emission is prevented per year.

Business Continuity

Our risk composition, which is considered as process and scenario-based within the scope of probability and possible impact, has been extended to include our health, safety, environment, business continuity and sustainability sensitivities in recent years. Risk measurement and evaluation parameters, use of common terminology, business continuity approach, related reporting and stakeholder notification activities are also being strengthened in this direction.

ISO 14001:2015 Environmental Management System certification studies, which started in 2020, were completed and Doğu Otomotiv was awarded the international certificate in this field. During the formation of the ISO 14001:2015 Environmental Management System, environmental risks in terms of business continuity, were revised and updated.

Environmental Awareness

Suggestions that provide significant improvement in Doğu Otomotiv in terms of cost, customer satisfaction, speed, quality, occupational health and safety, environment, social etc. are evaluated and rewarded by the Suggestions Committee. To date, suggestions on different topics that will reduce our environmental impact and save money have been submitted by our employees, and those deemed appropriate have been implemented.

To be able to increase environmental awareness in 2021, environmental awareness training will also be given to the entire company and all of our employees will be required to take this training until the end of 2022.

Another awareness-raising effort implemented by Volkswagen Passenger Cars, in 2020 has been the "WLTP and Fuel Saving Tips" information published on the website, which includes tips on economical and efficient driving.



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WLTP ile Her Şey Daha Net.



Her bir Volkswagen ve Audi için sürüşte her ne kadar da WLTP test prosedürü sayesinde Volkswagen, bu süreçte artık çok daha net bir bilgi vermektedir. Çeşitli yerlerdeki araçlara yerleştirilen QR kodları ile kullanıcılar için her test prosedürü, güncel sürüş durumlarıyla ilgili çok daha gerçekçi bilgiler sağlar. WLTP 2017 yılından itibaren kademeli olarak, her araçta yerli test prosedürü olan NEDC standardının yerine almayı başlanmıştır.

[Daha fazla bilgi için](#)

Doğuş

Customer Information Sheet with QR Code

One suggestion from our Audi Turkey employees was that sharing information sheets (such as transmission oil, brake fluid change period information) placed on customers' vehicles as paper end up increasing paper consumption. In this context, QR codes were added to the information work orders and this information were transferred to the digital environment. With the implementation of this suggestion, 12,000 TL was saved in sheet printing costs.

Live Your Life Without Plastics

Economic developments coupled with changing consumption patterns and production behaviors of people have led to a serious increase in plastic waste all over the world. While the procedures for the disposal of plastic wastes cause serious damage to the ecological environment, they pose a threat to human health as well. Therefore, taking actions to reduce plastic wastes have become a materiality for all institutions in terms of waste management. Education and awareness, especially for the reduction of plastic wastes, is very important as it can change people's

knowledge, attitudes and behaviors related to plastic waste management.

In this context, Doğuş Otomotiv started an important awareness program in 2019 as a company with the primary focus on waste management. It both tried to convey information and awareness-raising messages to its external stakeholders over the internet, and at the same time launched the "Live Your Life Without Plastics" Program in order to raise awareness of company employees about plastic waste. First of all, a campaign was launched which completely ended the use of plastic cutlery and straws in the cafeteria. In the first stage, usage 35,000 plastic plates and 40,000 plastic cutleries were discontinued. In order to prevent the use of plastic bags, cloth bags were given to all employees. As part of the program, a workshop was held with Zeliha Sunal, the Waste Free Life Platform Manager. Live Your Life without Plastics Within the scope of the program, activities that will increase the awareness of both our internal and external stakeholders continued in 2020, with the information distributed through the social media due to the pandemic. Although there is an increase in the use of plastics in some areas due to pandemic protection and precautionary procedures, the planned reduction

of these uses will continue during the normalization process.

Environmental Risk Management

With the cooperation of the Board of Directors and the Early Detection of Risk Committee, economic, environmental and social issues are also addressed within our Company. The Early Detection of Risk Committee carries out studies on early diagnosis of the causes that may endanger the existence, development and business continuity of the Company, taking necessary measures in a timely manner and thus managing the risk effectively. The Committee, which supports the monitoring duty by providing assurance to the Board with its qualified staff structure and accurate information flow, also reviews risk management systems four times throughout the year. In 2020, it submitted evaluation reports, prepared during the five meetings held in date intervals which were determined according to the working principles, to the Board during the year and shared them with the auditor. The Audit Committee reports the evaluations and determinations made on behalf of the Board within the framework of the annual audit plan, which are prepared with a focus on risk for the effectiveness and adequacy of the internal audit, internal control and risk management, and the integrity of the information produced.

Within the scope of ISO 14001:2015 Certification efforts carried out in 2020, an Environmental Committee responsible for environmental issues was established and an Environmental Manager was appointed. The members of the Environmental Committee and the Environmental Manager are also members of the Sustainability Council, and can report to the Corporate Governance and Sustainability Committee, which is directly reporting to the Board of Directors. Digital Transformation and Corporate Communications General Manager is a member of both the Sustainability Council and the Executive Board.



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WASTE MANAGEMENT

For Doğu Otomotiv, waste management process is at the top of the processes that must be managed effectively to minimize our negative impact on the environment. In this process, we constantly review and improve our systems to go beyond what is expected from us by laws and regulations, and to efficiently dispose and recycle our waste. All hazardous waste

collected from our Şekerpinar facilities and Authorized Dealers and After-sales Services are sent to contracted waste management companies for recycling/ disposal. Disposal methods differ according to the type of waste. Institutions we collaborate on waste management are as follows;

- ÇEVKO (Environmental Protection and Packaging Waste Recovery and Recycling Foundation)

- PETDER (Economic Enterprise of Petroleum Industrialists Association)
- AKÜDER (Battery Recovery Industrialists' Association)

In addition, tires our Company vehicles which reached to their end-of-life is recovered by recycling. Furthermore, paper, plastic, glass and metal wastes are recycled by the municipality.

HAZARDOUS WASTES

| Location | 2018 (kg) (*) | 2019 (kg) (*) | 2020 (kg) (*) |
|--|------------------------------|------------------------------|------------------------------|
| Doğu Otomotiv Servis ve Tic. A.Ş. / Şekerpinar Head Office and Scania Gebze / Scania Tuzla | 20,955 | 26,751 | 21,640 |
| Doğu Oto Marketing ve Tic. A.Ş. | 107,609 | 115,532 | 178,413 |
| Other Authorized Service Centers | 407,187 (63 service centers) | 336,401 (62 service centers) | 369,911 (62 service centers) |
| General Total | 535,751 | 478,684 | 616,674 |

BATTERY WASTES⁵³

| | 2018 (*) | 2019 (*) | 2020 (*) |
|---------------------|----------|----------|----------|
| Battery Amount (kg) | 334,578 | 508,508 | 499,544 |

⁵³ As Doğu Otomotiv, we have an obligation to recycle 90% of the batteries we put on the market in accordance with the legislation (APAK (Regulation for Control of Battery and Accumulator Wastes) Regulation). We cooperate with AKÜDER to fulfil this obligation. Our battery wastes are collected in line with AKÜDER's "Waste Management Plan".



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Environmental Benefits Provided During the Year

With battery recovery, 60% of lead and 10% of plastic are recovered, whereas 20% of acidic water is neutralized. By means of 499,544 kg of waste batteries sent for recycling in 2020, 299,726 kg of lead, 49,954 kg of plastic were recovered, and 99,909 kg of acidic water was neutralized to prevent any harm to the environment. In addition, the following indirect environmental benefits have been achieved;

- The difference between the energy spent for the process of obtaining 1 ton of lead from ore and the

energy consumed for the process of obtaining 1 ton of lead from the recycled waste battery is 230 kWh. With approximately 300 tons of lead we have recovered, 69,000 kWh of energy was saved.

- With the assumption that 10 grams of lead contaminates 0.2 tons of soil, 6,000,000 tons of soil is prevented to be contaminated thanks to 300 tons of lead, which is avoided from mixing into the soil by being recycled.
- 14,000 kWh of energy is saved by recycling 1 ton of plastics. Energy savings of 699,412 kWh were achieved with approximately 50 tons of plastics we recycled

from batteries. Within the scope of Doğu Otomotiv waste management, a total of 768,412 kWh of energy was saved by battery recycling in 2020. This amount corresponds to the monthly electricity consumption of 3,341 families.⁵⁴

Lubricant Wastes (Doğu Otomotiv-PETDER Cooperation) In 2020, 1,876,683 kg lubricant waste was collected from our Authorized Service Centers. Some of this collected amount was sent to regeneration plants for the recovery of base oil and some of them to be used as alternative fuel to cement/lime factories.

LUBRICANT WASTES⁵⁵

| | 2018 (*) | 2019 (*) | 2020(*) |
|-------------------------------|-----------|-----------|-----------|
| Lubricant Waste Quantity (kg) | 2,509,221 | 2,165,189 | 1,876,683 |

ENVIRONMENTAL BENEFITS OF LUBRICANT WASTE RECYCLING

| | 2018 | Contribution | 2019 | Contribution | 2020 | Contribution |
|--|------------|---|------------|---|------------|--------------------------------|
| Sent to Regeneration Plants | 286.6 tons | 210,184 lt base oil recovery | 531.3 tons | 389,640 lt base oil recovery | 1,877 tons | 1,376,537 lt base oil recovery |
| Sent to Cement and Lime Plants ⁵⁶ | 233.7 tons | 1,079 tons of CO ₂ emissions prevented | 1,308 tons | 1,556 tons of CO ₂ emissions prevented | - | - |

⁵⁴ Calculations are made over 230 kWh, the monthly electricity consumption of a family of 4, announced by EMRA for 2018.

⁵⁵ As per releaser responsibility requirements, packaging wastes are recovered with the cooperation of ÇEVKO.

⁵⁶ In accordance with the regulation, which was renewed at the beginning of 2020, waste lubricants are sent to regeneration facilities only to be recovered as base oil. For this reason, the figure of waste lubricants sent to cement and lime factories by PETDER for 2020 is not given.



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PACKAGING WASTES

Packaging Waste Recycled as per Releaser Responsibility Requirements

(AMOUNT OF PACKAGING WASTE RECYCLED WITH THE COOPERATION OF ÇEVKO AND ENVIRONMENTAL BENEFITS GAINED)⁵⁷

| Packaging Type | Released in | Recovered in | 2018 Recovery | Released in | Recovered in | 2019 | Released in | Recovered in | 2020 |
|-----------------|---------------|---------------|---------------|---------------|---------------|-------------------------|---------------|---------------|---------------------------------------|
| | 2018 (kg) (*) | 2018 (kg) (*) | Ratio (%) (*) | 2019 (kg) (*) | 2019 (kg) (*) | Recovery Ratio (kg) (*) | 2020 (kg) (*) | 2020 (kg) (*) | Recovery Ratio ⁵⁸ (kg) (*) |
| Paper/cardboard | 654,092 | 353,210 | 54 | 853,118 | 511,991 | 54 | 747,656 | 448,594 | %60 |
| Plastic | 8,490 | 4,585 | 54 | 5,174 | 2,846 | 54 | 6,968 | 3,832 | %55 |
| Wood | 48,886 | 6,355 | 13 | 130,572 | 19,586 | 13 | 122,528 | 18,379 | %15 |

Environmental Benefits

| Packaging Type | Amount Recycled (kg) | | Amount Saved | | | | | | | |
|-----------------|----------------------|---------|-------------------|-----------|-------------------------|--------|---------------|-------|-------------------|-------|
| | | | Electricity (kWh) | | Water (m ³) | | Trees (Piece) | | Fossil Fuels (lt) | |
| | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 |
| Paper/Cardboard | 511,991 | 448,594 | 2,009,163 | 1,760,879 | 13,565 | 11,889 | 8,704 | 7,628 | - | - |
| Wood | 19,586 | 18,379 | - | - | - | - | 59 | 55 | - | - |
| Plastic | 2,845 | 3,832 | 16,433 | 22,135 | - | - | - | - | 2,140 | 2,883 |
| TOPLAM | | | 2,115,596 | 1,783,014 | 13,565 | 11,889 | 8,763 | 7,683 | 2,140 | 2,883 |

Packaging Wastes Originated from Doğu Otomotiv Locations and Environmental Benefits Provided
In 2020, 4,240 trees were prevented from being cut down by recycling 249,540 kg of paper/ cardboard waste, which was collected at Doğu Otomotiv locations at its source, and sent to the licensed recycling company, and 495 trees by recycling 165,000 kg of wooden packaging waste.

Green Technology

At Doğu Otomotiv and Doğu Oto locations, copies were printed from printers in accordance with the policies determined by the Central Printer Project enacted in 2018; with preformatted, non-color and double-sided printing options, both paper and toner were saved. By the card reading system introduced, misprinted outputs are prevented. As a result of efficiency studies inspecting idle resources at Doğu Otomotiv, 11 virtual servers were turned off in a year.

222 virtual servers in the existing infrastructure are hosted only on the physical machine running with 9 VMware ESXi operating systems. 19 servers were turned off in one year at Doğu Oto locations. 74 virtual servers in the existing infrastructure are hosted on the physical machine running 18 VMware ESXi operating systems, and as in Doğu Otomotiv, cost savings are achieved in terms of energy, hosting and licensing. In the future, we will continue to augment the infrastructure of our company with the newest technologies which are less costly and consume less energy.



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⁵⁷ These are the recovery rates specified in the packaging waste control regulation for 2020.

⁵⁸ These are the recovery rates specified in the packaging waste control regulation for 2020.

ENERGY AND WATER MANAGEMENT

Doğuş Otomotiv continued its efforts to reduce energy and water consumption in 2020, in line with its environmental responsibility policy. For energy

efficiency studies, as of September 2017, our Company started to work on energy efficiency in partnership of a 3rd party company as the Energy Manager. In 2021, with ISO 50001 Energy Efficiency Certificate, starting the studies on the ISO 14064 Carbon

Footprint Reporting standard is planned. In 2020, our Environment policy was changed as “Environment and Energy Policy” within the scope of ISO 14001: 2015 Environmental Management System Certification efforts and started to be published on the website and in the content of the renewed Code of Ethics.

Our Environmental and Energy Policy

Doğuş Otomotiv aims to carry out activities that will meet the expectations of all interested parties at every stage of its operations and services in the sales and service segment of the automotive industry, prevent negative effects on the environment, and manage energy consumption with high efficiency. In this context, our main goals are;

- To rearrange or redesign our workplaces in a way that prevents environmental accidents and pollution,
- To reduce the possible negative environmental impacts of our services and activities,
- To contribute to reducing the effects of global warming by increasing energy efficiency,
- To zero the amount of wastes we generate and increase our waste recovery rates,
- To opt for using new methods or technologies with environmentally friendly and energy efficient equipment,
- To increase the rate of using renewable energy resources and to reduce their consumption by using natural resources efficiently,
- To make the environmentalist perspective a corporate culture by increasing awareness activities,
- To lead our stakeholders, from whom we supply goods and services, so that they can carry out their activities with a safe and environmentally friendly perspective,
- To fulfill all national and international legal requirements that we are subject to and all other related obligations that we are a party of,
- To continuously improve the efficiency of our activities by ensuring the participation of all our employees and by taking their opinions, to continuously improve the performance of our environment and energy management system
- To ensure that no living thing is adversely affected by our products or activities.
- In 2017, Doğuş Otomotiv reorganized its environmental priorities set in 2010. Doğuş Otomotiv’s environmental responsibility policy and targets related to this policy are monitored and managed by the Corporate Governance and Sustainability Committee, which reports directly to the Board of Directors.

Doğuş Otomotiv imports environmentally friendly products that have fully integrated their life cycles into environmental management systems, and that have all their environmental impact assessments been made through life cycle analyses; It also engages in sales and service center operations in line with processes meticulously audited by OEMs. With our environmental management system, which we improve every year, we work to increase the environmental responsibility awareness of not only our Company, but our Subsidiaries, Authorized Dealers and Service Centers, as well as our suppliers we assume responsibility for. At Doğuş Otomotiv, our environmental policies and related issues are monitored by our Environmental Specialist, and data collection, improvement and planning activities are carried out in coordination with the Sustainability Council. We strive to increase our efforts each passing day to minimize our environmental impact, both with the environmental responsibility endeavors of our brands and the environmental awareness we try to instill at our Authorized Dealers and Service Centers.



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Energy Efficiency

By taking actions according to the determinations in the monthly reports on energy efficiency, we strive to create areas where more energy can be saved. Due to the decrease in office usage within the remote working scheme put into practice in 2020, a decrease of 8.33% was recorded in electricity consumption compared to 2019, and 452,162 kWh savings were achieved. In this context, the amount of prevented CO₂ emissions was 434 tons. Doğuş Otomotiv plans to start the ISO 50001 Energy Management System configuration work in 2021.

ENERGY CONSUMPTION⁵⁹

| | 2018 | | 2019 | | 2020 | |
|----------------------------|--------------------|------------|--------------------|------------|--------------------|------------|
| | Doğuş Otomotiv (*) | Doğuş Oto | Doğuş Otomotiv (*) | Doğuş Oto | Doğuş Otomotiv (*) | Doğuş Oto |
| Doğalgaz (m ³) | 402,526 | 1,699,885 | 334,897 | 1,182,331 | 402,652 | 1,046,820 |
| Yakıt (lt) | 387,040 | 546,778 | 349,468 | 368,447 | 223,695 | 276,181 |
| Elektrik (kWh) | 5,683,987.7 | 15,246,528 | 5,462,964 | 14,100,202 | 5,179,752 | 13,893,660 |

Water Consumption

Water need of our company is provided by ISU. Water consumption for 2019 in Doğuş Otomotiv and Doğuş Oto was 112,160 m³ (*). Glass dispensers are used for drinking water. Our water consumption per vehicle sold in 2019 was realized at 1.07 m³. Compared to 2019, our water consumption per vehicle sold decreased by approximately 15%. Doğuş Otomotiv will continue its efforts to reduce its water consumption.

WATER CONSUMPTION (AT DOĞUŞ OTOMOTİV AND DOĞUŞ OTO)⁶⁰

| | 2018 | 2019 | 2020 |
|-------------------------------------|------|------|------|
| Per vehicles sold (m ³) | 1.24 | 1.26 | 1.07 |

Emissions

After the maintenance of the heating boilers in 2020, their exhaust gas emission measurements were taken and the devices were checked whether they consumed excessive gas or not; no problems were observed in boiler emission measurements. Route optimizations in domestic replacement part transportation operations, use of intermodal systems in international replacement part transportation operations, recycling/recovery-based waste management (especially battery and lubricant wastes) are our other efforts to reduce our emissions. With the transition to the remote working scheme in 2020, there has been a 10% decrease in CO₂ emissions per employee originated from electricity, natural gas and fuel consumptions.

Following the ISO 14064 Carbon Footprint Reporting Standard studies targeted in 2021, our carbon footprint is planned to be announced for all our processes in 2022. In addition, with the SPP Project, which is planned to be completed in 2021, 62% of our electricity consumption will be provided from renewable solar energy in 2022, and accordingly, a serious decrease in carbon emissions is expected.

⁵⁹ Calculation Method: Natural Gas GJ: 1m³*kcal (9,155) *joule (4,186.8) / 109 Gas GJ: 1lt*kg (0.83) *ton (1,000) *kcal (10,200,000) *joule (4,186.3)] / 109 Electricity GJ: (1kwh*0,0036)

⁶⁰ In 2020, due to the operations of Doğuş Otomotiv, 27,532 m³ water consumption was recorded, while 84,628 m³ was recorded at Doğuş Oto.



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CO₂ EMISSIONS⁶¹

| CO ₂ (Ton) | 2018 | 2019 | 2020 |
|--------------------------|-------|-------|-------|
| Natural Gas Consumption | 4,531 | 3,263 | 3,117 |
| Company Vehicles | 2,340 | 1,905 | 1,597 |
| Personnel Transportation | 413 | 436 | 387 |

| Type ⁶² | Consumption in 2018 | Per person CO ₂ (Tons) in 2018 | Consumption in 2019 | Per person CO ₂ (Tons) in 2019 | Consumption in 2020 | Per Person CO ₂ (Tons) in 2020 |
|--------------------------------|---------------------|---|---------------------|---|---------------------|---|
| Natural Gas – m ³ | 407,157 | 1.19 | 334,897 | 1.18 | 402,652 | 1.38 |
| Electricity- kWh ⁶³ | 5,963,988 | 7.78 | 5,462,964 | 8.56 | 5,179,752 | 7.91 ⁶⁴ |
| Fuel- Lt | 387,040 | 1.32 | 349,468 | 1.41 | 223,695 | 1.13 |
| Total | - | 10.30 | - | 11.15 | - | 10.42 |

ECO-FRIENDLY VEHICLES

Doğuş Otomotiv carries out sales and after-sales services as the sole distributor in Turkey of 12 of the world's best-known giant automotive brands. These brands have been conducting continuous R&D activities on manufacturing environmentally friendly vehicles for many years, and the environmental impact of the vehicles produced is reduced thanks to the technologies that advance each passing year and the added value created.

EMISSION RATES PER VEHICLES SOLD⁶⁵

| | Sales Figures (Retail) | | | Average CO ₂ per Vehicle Combined (g/km) ⁶⁶ | | |
|--------------------------------|------------------------|--------|--------|---|-------------------|------|
| | 2018 | 2019 | 2020 | 2018 | 2019 | 2020 |
| Volkswagen Passenger | 49,749 | 38,820 | 52,740 | 115 | 115 | 122 |
| Volkswagen Commercial | 17,085 | 9,676 | 12,036 | 173 | 176 | 179 |
| Audi | 13,286 | 10,024 | 18,168 | 115 | 111 | 114 |
| Porsche | 565 | 361 | 619 | 180 | 187 | 192 |
| Bentley | 10 | 9 | 11 | 251 | 241 ⁶⁷ | 267 |
| Lamborghini | 3 | 9 | 19 | 298 | 302 ⁶⁸ | 313 |
| SEAT | 10,383 | 5,914 | 11,551 | 119 | 128 | 126 |
| Total Sales/All Brands Average | 91,090 | 64,813 | 95,144 | 126 | 122 | 125 |

61 These are the consolidated figures of DOAS and Doğuş Oto.

62 These are Doğuş Otomotiv figures only.

63 The amount of CO₂ emission in 2020 has been calculated over the CO₂ cycle constant submitted by the supplier company.

64 In 2020, CO₂ emission values originated from electricity consumption in Doğuş Otomotiv is 4,973 tons, and 13,338 tons in Doğuş Oto.

65 There are no CO₂ values for Scania.

66 Doğuş Otomotiv has been providing the data of combined CO₂ emissions originated from vehicles over the factor of per vehicle sold since 2009.

67 Since the wholesale figure = retail, it does not change.

68 Since the wholesale figure = retail, it does not change.



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Electric Vehicles

Electric vehicles constitute the most critical element of the zero-emission transportation target that developed countries set in their programs. By 2030, it is predicted that 55 percent of new automobile sales within the borders of European Union countries will consist of fully electric vehicles and 40 percent hybrid vehicles. Features such as autonomous driving and the ability to correlate with its surrounding will be other advancements that define the vehicles of the future. Furthermore, consumer demands such as carpooling and more frequent renewal of vehicles will also expose the automotive industry to brand new trends and expectations.

As the distributor of all models of Volkswagen AG, one of the world's largest automobile manufacturers, Doğuş Otomotiv closely monitors the changes in the world as well, and follows the laws and regulations regarding the production, sales, marketing, after-sales services and supply processes of electric vehicles.

Automotive industry in the world is undergoing a great change. Volkswagen AG predicts that one out of every four vehicles it produces by 2025 will be fully electrically-operated cars. Power transmission mechanisms and fuel consumption strategies of the electric vehicles produced by Volkswagen AG are planned in full compliance with the United Nations Sustainable Development Goals, foreseeing a carbon-neutral and sustainable mobility.

Volkswagen Passenger Car Turkey is carrying out studies on ID models, the electric vehicle family announced by Volkswagen AG. Regular meetings are held with the electric vehicle committee formed in this context. Every detail necessary to present electric vehicles to customers in the most favorable conditions is currently being analyzed.

Our main manufacturer Volkswagen Group, with the effective electric vehicle policy it adopts, platforms it develops and wide range of electric vehicles it offers, is on its way to becoming the global leader of an electric-based future. The Group plans to invest 73 billion euros in electric vehicles and digital technologies over the next five years. With 50 more models being added to the 20 currently in production, a total of 70 fully electric models is expected to be on the world's highways by 2030.

Parallel to this target, our Company plans to continue its electric car dash, which it started in Turkey with Taycan, and to introduce many more models to consumers in the coming years. Porsche's first fully electric sports car, Taycan became the best-selling all-electric car in Turkey with a sales performance of 303 units sold in 2020.

In the meantime, Doğuş Otomotiv continues to develop the charging station infrastructure, for our customers to enjoy driving uninterruptedly with their electric vehicles. In this context, the setup of 100 charging stations across Turkey was completed with an investment of 7.8 million TL, including three fastest charging stations of Turkey with 350 KW power, which were built at the Porsche Experience Center in 2020. In addition, pre-control procedures have been completed at 310 locations for the setup of charging stations that will allow our customers to charge their vehicles at their homes and workplaces.

With the aim of providing service for Porsche electric vehicles, investments in training, special equipment and quarantine rooms for electric vehicles were also made at Porsche Authorized Service Centers. In addition, at Doğuş Oto Kartal, necessary arrangements have been completed for the Battery Repair Center to start its operations, which will serve the Central and Eastern Europe regions.



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“ To be sustainable at our
entire value chain.

”

Sustainability at Our Subsidiaries

Doğuş Oto

Doğuş Teknoloji

ŠKODA

vdf

Sustainability at Our Authorized Dealers and Service Centers

Sustainability at Our Suppliers

CORPORATE SUSTAINABILITY AT SUBSIDIARIES

DOĞUŞ OTO

Doğuş Oto offers new and used vehicle, spare part and accessory sales and aftersales services for its customers in Istanbul, Ankara and Bursa as well as insurance and financing services for the six brands represented. Providing sales and aftersales services for Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Audi, Porsche, SEAT and ŠKODA brands, Doğuş Oto, at the same time, sells used vehicles as a DOD Authorized Reseller.

Doğuş Oto operates with a total of 33 Authorized Dealers and 36 Aftersales Service points in seven regions of Turkey with more than 1,400 employees, maintaining a leading position in the sector with its strength and stability. Doğuş Oto's mission is to offer highest quality sales and aftersales services for the passenger car and commercial vehicle brands represented in its defined territories.

Energy Efficiency

Having an energy efficiency study conducted by an authorized company, the main areas which would ensure energy efficiency were determined at Doğuş Oto. Within the scope of the areas specified in this study, mechanical ballasted luminaires used in the outdoor lighting of the facilities are located and they were appropriately changed when required. By measuring the combustion efficiency of the heating boilers, they were set to operate at degrees concordant to the outdoor temperature. Maintenance intervals of air conditioning stations have been increased due to the high risk in the pandemic period, and their efficiency has been amplified. Monthly electricity and natural gas consumptions in the seven regions where Doğuş Oto facilities operate are monitored

and if seasonal changes are observed in year-over-year comparisons, their reasons are investigated, and necessary measures are taken.

Ensuring efficiency in the use of energy and energy resources has become an imperative for the sustainability of the socio-economic structure based on industrial production. This imperative is manifested by the concerns that arise with the rapid consumption of resources and the increasing importance of costs, especially the global climate change problems caused by environmental impacts and carbon emissions. Efficient use of energy, which is one of the most important inputs in today's industrial production, which can create particularly difficult and limited added value, will reduce costs of doing businesses and will contribute to the formation of surplus value that, in return, contributes to its development and increase in competitiveness.

Legislative regulations have been put in force in our country, as well as the world, regarding the efficient use of energy. For this purpose, within the framework of the Energy Efficiency Law No. 5627, which came into force in our country, and the related legislative regulations, energy manager assignments have been made and studies in energy, heating, cooling, ventilation, lighting, mechanical and electrical installations are carried out in all locations affiliated with Doğuş Oto. Action plans are created within the framework of conducting efforts to save money by taking the reports prepared as a reference.

Improvements have been made and continue to be made in the process, starting with those who consume significantly more energy in Doğuş Oto. Concordant with the studies carried out in 2020, 3% savings were achieved in electricity usage compared to the previous

year. To assess the effectiveness of the studies carried out, measurements are made in seven regions served by Doğuş Oto according to fuel types, consumption is monitored, recorded and analyzed periodically.

As part of efforts to circumvent energy losses and leakage, all electrically operated devices and systems are regularly maintained and unnecessary power loss is avoided. Many of the high-energy consuming lighting fixtures are being replaced with low consumption LED fixtures. Furthermore, motion sensors (with photocell) have been installed in areas that need to be illuminated only during use, resulting in energy savings.

Mechanical ballasts of the lighting fixtures are converted to electronic ballasts to contribute to energy efficiency. Natural gas boilers are checked by a private energy efficiency firm, that also measures the condition of boiler chimneys to prevent unnecessary natural gas consumption. Using electric heaters instead of keeping the boilers up and running in the summer months only for hot water helps to save up to 2% on natural gas in the May-June period. Compensation panels are checked weekly, preventing us from receiving active and reactive fines.

Automation software system and technical equipment used at the Doğuş Oto facilities have been revised to ensure comfort, resulting in less natural gas consumption in winter and less electricity consumption in summer. Additional turbo/sectional doors have been installed in some service center entrances to cover the openings in the service areas exposed to elements in order to save on heating and cooling costs. Unnecessary energy losses are prevented by periodic maintenance of air-conditioning plants and split air conditioners used in heating (air conditioning and ventilation system) with boilers and burners used



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in heating and cooling. Products with low energy consumption and air conditioners using R-410A gas, which is defined as an environmental gas, are definitely preferred in split air conditioner purchases. All roof membranes are maintained and their insulation is increased in the summer months.

All heating and cooling circuits are checked at least once a year for the condition of insulation to prevent heat loss, and they are fixed where necessary. In addition to the practices carried out in order to increase efficiency cited above, application of ISO EN 50001-Energy Management System, to increase the efficiency of automation systems with the industry 4.0 approach and establishment of solar electricity and solar thermal systems based on renewable resources, in order to ensure more effective and institutional execution of the mentioned works, are among the topics to be addressed under the heading of energy at DoğuŖ Oto operations.

Green IT

Devices used for data processing in DoğuŖ Oto facilities are recorded and their economic service life is monitored. End-of-life computers are replaced with new, less energy consuming models. Servers, switches, drivers and similar systems are checked, updated and replaced by DoğuŖ Teknoloji. Decommissioned IT products are sent to recycling.

Emissions

Periodic route optimizations are performed at DoğuŖ Oto by grouping personnel shuttles in order to reduce the emissions from fuel consumption by decreasing the number of vehicles in traffic. Older vehicles are taken out of service and transportation is supported with low emission vehicles.

Roof insulations of the buildings are continually enhanced. Energy-efficient heating, cooling and kitchen appliances are procured. Trees are planted in the unused land of the facilities. For recoverable waste, we work with authorized companies and municipalities and deliver such materials for recycling and recovery

Waste Management

DoğuŖ Oto has an Industrial Waste Management Plan in place. employed an officer in charge of waste management in 2017. Plans were created for waste fluorescent bulbs, lubricants, filters, antifreeze fluids, contaminated waste, contaminated packaging, spray cans, brake fluid, waste thinner solution, batteries, rubber, catalysts, diesel, gasoline, plastics, metals and glass. The company also has a water treatment and an oil retainer system. Reducing waste is generally not possible on passenger cars and light commercial vehicles since the waste (other than contaminated waste) mostly results from the replacement of parts in the maintenance of them. The importance of reducing contaminated waste has been communicated across maintenance staff and necessary trainings are planned. Trainings are carried out under the supervision of service engineers. The amount of waste has been reduced to the lowest possible level. Environmental consultancy and Hazardous Goods Safety consultancy services have started to be received. In 2020, an Engine Oil Change Permit was obtained at DoğuŖ Oto.

Employee Health and Safety

The values followed by DoğuŖ Oto to create a safe, healthy and happy working environment for its employees are as follows:

- Creating a safer and healthier work environment and adopting the minimization of work accidents and occupational diseases as a priority business goal,

- Complying with and applying legislation on occupational health and safety,
- Ensuring the health and safety of all employees of the
- Company and subcontractors and all visitors,
- Training all employees and subcontractors and raising awareness about creating and developing health and safety practices,
- Choosing and implementing practices in all fields of operation in accordance with occupational health and safety standards and carrying out activities in this direction,
- Bringing risks down to acceptable levels by evaluating the results of workplace risk analyses, Investigating work accidents and developing permanent solutions by identifying root causes,
- Keeping emergency teams up-to-date and monitoring their training,
- Carrying out periodic health screenings, Providing protective and preventive physician services.

In 2020, 56 occupational accidents occurred and consequently preventive trainings related to incidents were held. During the year, sets of new personal protective equipment were started to be used, business processes were revised and new safety systems were introduced. Furthermore, environmental measurements were conducted and continuous monitoring and control systems were implemented. Additionally, all legal data related to occupational health and safety began to be managed with an online program, facilitating follow-up of issues concerning occupational safety and health of all employees. By means of the program, following events such as polyclinics visit frequencies, number of occupational accidents, OHS trainings, etc. has become significantly easy. In addition, instant flow of necessary data is submitted to the TR Ministry of Family, Labor and Social Services through the İBYS (Occupational Health and Safety Information Management System).



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Employee Training Programs

Aiming to meet the training/personal development needs that arise within the framework of the Company's vision and strategy, new and existing employees on all levels receive trainings according to their areas of improvement. Some of these trainings are compulsory for all employees while some are offered as optional. The main topics of trainings offered throughout the year are: Orientation training, Occupational Health and Safety Trainings, supplementary development programs, skill development trainings, professional development trainings, leadership development programs, expertise development programs and personal development trainings. Due to the pandemic in 2020, most of the trainings, especially compulsory trainings, have to be postponed. In 2020, including compulsory trainings, 806 employees received 5.523 hours (6.85 man/hour) of training, and a total of 124 employees received 196.5 hours (1.58 man/hour) of training within the scope of Occupational Health and Safety training. Compared to the previous year, the number of employees who received training decreased by 43%, and the total training hours by 77%. In the future, the necessary infrastructure is under being prepared for trainings to be given online.

DOĞUŞ TEKNOLOJİ

Doğuş Teknoloji was established in 2012 to enlighten its customers' path with the excitement of creating value in the world of technology. While continuing on its way as an R&D center since 2017, it continues to be one of the companies that value the people, pursue new technologies with passion, and an entity that puts its stamp to the firsts in the IT sector with its agile and reliable working culture. Applying the latest IT technologies to develop and support technological projects, Doğuş Teknoloji is a 46 % Doğuş Otomotiv affiliate.

Quality Standards

Doğuş Teknoloji aims to establish and operate an "integrated management system" in international standards to assure the quality, security and continuity of its services and products. For this purpose, the Company carries out its operation by taking the following standards as its reference:

- ISO27001: 2017 Information Security Management System
- ISO20000: 2011 IT Service Management System
- ISO22301: 2012 Business Continuity Management System

Ethics and Combat Against Corruption

Company's policies and regulations that define corruption and other unethical practices as well as penalties and sanctions are announced to all employees. Company contracts also contain provisions and sections regarding cases that are considered corruption. Budgets and invoices are checked regularly as part of financial controls. In addition, controls and rules are in place to detect, follow up and take precautions against incidents that breach security. Actualized implementations are continuously monitored.

Doğuş Teknoloji acts in accordance with the Doğuş Otomotiv Code of Ethics. All employees are granted equal rights. In 2020, 54 employees participated in the Information Security Training over Do Akademi. In addition, 27 interns were provided with Information Security Virtual Classroom Training

Environmental Practices in IT

Doğuş Teknoloji builds a pool of virtual servers and provides shared infrastructure services, creating cost advantages for its affiliated companies. As of January

2021, the number of virtual servers at Doğuş Teknoloji is 2172, with 7604 CPUs and approximately 26,39 TB memory. All this infrastructure and the virtual servers of some affiliates run on 113 physical servers. If a similar infrastructure had been met by physical servers, the costs of purchasing, hosting, cabling, energy and cooling would have been incomparably higher.

Confidentiality of Customer Data

In Doğuş Teknoloji, personal data of customers are processed by taking into account technical and administrative measures under the Law on Protection of Personal Data No. 6698. Personal data are processed for a limited time, suitable for their purposes, and are anonymized after the purpose and duration of the processing have expired. Within the scope of the Law on the Protection of Personal Data No.6698, risk analysis, audit, administrative and technical compliance processes are carried out for personal data and sensitive personal data.

Doğuş Teknoloji applies rules and regulations regarding the privacy, integrity and accessibility of customer data through policies and procedures within the scope of ISO 27001 Information Security Management System, systematically managing the risks for information assets and minimizing them down to acceptable levels with controls. The current situation is assessed through internal security audits conducted at certain intervals, and corrective and remedial actions are taken and followed through. In addition, risk scenarios regarding the removal, theft or loss of top secret classified confidential customer data outside the Company are studied. Physical measures are taken at the system layers, and they are checked periodically.



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Customer Satisfaction

Carried out by an independent company, Customer Satisfaction Survey is given to all customers whom are serviced by Doğu Group internally as well as externally, and the result statistics are reported in a graphical format. All teams take actions within the company towards increasing customer satisfaction rate received from the survey results. The results obtained from the customer satisfaction surveys for the year 2020 increased by 15 points compared to the previous year and reached the level of 78%. Actions taken are monitored by the board of directors as well. Furthermore, customer feedbacks obtained by the parties responsible for customer relations within the Company, and the satisfaction comments communicated by the customers via the request management system are evaluated at management overview meetings as well as in meetings with clients.

Employee Health and Safety (OHS)

The company employs dedicated staff (physician, nurse, OGH specialist) for occupational health and safety. While the physician and the OHS specialists, come from the Joint Health and Safety firm we partner with, one doctor and two nurses provide their services to Doğu Teknoloji under the Joint Health and Safety Unit. The OHS Committee consists of seven members including a physician, an OHS Specialist, one employer representative, one employee representative, one human resources officer, one administrative affairs representative and one building maintenance specialist. The ratio of the employees in this committee to the total number of employees is 2%. These individuals are responsible for monitoring and taking corrective-preventive actions.

The Occupational Health and Safety Committee convenes in every three months. Also, an OHS meeting is held at the D-Ofis Maslak building with the participation of all group companies. The ideas proposed during these meetings for safer working conditions for employees are evaluated and viable suggestions are implemented. Occupational health and safety risks are identified by obtaining the opinions of employees. OHS trainings (emergency, first aid, fire, civil defense, evacuation, etc.) are provided for all employees and relevant teams. In 2020, 76 employees participated in a total of 526 hours of training. OHS rules are regulated by the Administrative Affairs Department. By 2021, regulations regarding OHS will be managed by D-Ofis Administrative Affairs Unit under the body of Doğu Holding.

Employee Satisfaction

An employee satisfaction survey is conducted at our company every two years. The results of the Employee Loyalty Survey conducted in 2017 were shared with senior management, managers and employees, and the results were analyzed in depth with focus groups consisting of employees. The teams prepared action plans based on both the focus group feedbacks and the survey results, and 2018 has been the year of implementation of the Employee Loyalty Survey actions. In 2020, GPTW (Great Place to Work) preparatory survey was conducted with internal resources to measure employee satisfaction. General results have been shared with the senior management. Team-based results will be shared with individual teams in 2021. Work will be done to determine the general goals of the company and to plan the action of the teams. Overall GPTW preparatory survey score is 75.

Employee Training Programs

In 2020, various trainings were delivered in different fields to improve the employees in terms of both their professional experience and personal development. During the year 112 training programs were held, corresponding to 2,6 man/hours. The Company partners with Bahçeşehir University and Sabancı University to enable our employees to benefit from Master's and PhD graduate programs at discounted prices. Employees are also provided with English language support. They can benefit from the program by enrolling in courses of partnering institutions or other training centers of their choice. Financial support for PhD studies is provided in the rate determined by the senior management. Employees attending PhD programs are allowed one day, and those attending Master's programs are allowed half a day per week. Employees are also welcomed to organize presentations, conferences and trainings related to their fields of expertise at universities.

Performance Appraisal

Once a year, performance appraisals are conducted for employees who have completed their three months tenure at the Company. In the performance appraisal system, there are three periods titled Target Identification, Target Revision and Performance Evaluation, which are carried out at quarterly intervals throughout the year. Appraisals are based on personal target cards, which include 80% business targets and 20% 360-degree skill assessments. There are three separate sections within business objectives: Common Company Goals, Team Goals and Individual Goals. Units determine Team Goals and Individual Goals themselves, and the senior management holds meetings to identify the common goals that should



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be adopted by all units before the period begins. The decisions taken in those meetings are notified to department heads by the Human Resources Department. Performance appraisal system results are used in career management, personal development and determining wage increases. Human Resources Committee, which includes all group managers, deputy general managers and general manager, makes the promotion decisions. Technical and competency-based trainings for employees to develop their careers are determined together with the managers.

Volunteering by Employees

Employees are welcomed to voluntarily lead social clubs and organize activities. Due to the pandemic in 2020, our clubs could not organize any activities in the context of employee volunteering.

Mother-Infant Policy and Equality at Work

In addition to maternity/paternity leaves and nursing leave in compliance with labour laws, the Company also provides a nursing room. Pregnant employees are not allowed to work for more than 7.5 hours per day.

Community Engagement Activities

Doğuş Teknoloji is running a project to promote the employment of individuals with autism in the IT industry. This program is carried out in coordination with Autism Associations Federation (ODFED). In addition, consultancy is rendered from companies that conduct such studies overseas. Competencies such as having an excellent command of details and executing routine tasks faultlessly, which are some of the key characteristics of individuals in autism syndrome, are an advantage in IT projects. An individual with autism was included in the permanent

staff and continuing to work within the scope of a pilot project in 2018. The next plan is to spread this practice further in order to employ more persons with autism.

ŠKODA

Founded in 1989 to operate as the Turkish distributor of Škoda, and as a subsidiary of Doğuş Otomotiv, YÜCE AUTO offers sales, aftersales and spare parts services for FABIA, OCTAVIA, KAROQ, KODIAQ and SUPERB models with 45 Authorized Dealers and six Authorized Service Centers across Turkey. The main building of Yüce Auto, which has sold over 220,000 vehicles since its very first day, is built on total 2,200 m² of land in Maltepe, Istanbul.

Škoda joined the Volkswagen Group in 1991 and increased the number of countries of operation to 100 by 2007. Škoda's manufacturing sites are located in the Czech Republic, India, China, Slovakia and Russia while all cars sold in Turkey are imported from the Czech Republic. Yüce Auto Motorlu Araçlar Ticaret A.Ş. is a 50 % Doğuş Otomotiv affiliate.

Business Ethics

The Company has an ethical principles procedure in place. Additionally, all activities are carried out in accordance with the Doğuş Otomotiv Code of Ethics. The entire audit mechanism is regularly reviewed in compliance with laws and regulations related to corruption and conflict of interest. Processes of the Company are audited by Doğuş Otomotiv every year for compliance.

Environmental Efficiency

The Company uses LED luminaires, washbasin lighting with motion sensors and outdoor lighting fixtures with timers to reduce environment impacting consumption. Our employees are informed to reduce

electricity and water consumption when it is not necessary to be used, and awareness is tried to be raised among them on the subject. We have placed recycling bins for paper, plastics and battery waste in areas within the company. Waste papers are collected regularly and sent to Ayhan Şahenk Foundation. We work with DEHA, a biodiesel company for the disposal of lubricant waste.

Customer Satisfaction

In accordance with the Company's quality policy, applicable laws and regulations are observed diligently, and customer complaints and problems are addressed to ensure that customer rights are respected pursuant to Law No. 6502 on Consumer Protection. In the event that a replacement vehicle is required during when the actual vehicle is in the warranty period and if the replacement vehicle is required during when the actual vehicle is being repaired, the relevant service is provided by us free of charge for the vehicle owners; furthermore, customers who do not prefer temporary vehicles are offered free travel and accommodation opportunities. Customer satisfaction surveys are regularly conducted to keep our customers' satisfaction at the highest level. Furthermore, IACS customer satisfaction calls and IPSOS customer satisfaction surveys are conducted on behalf of the Company at certain intervals. The road assistance requests, complaints, demands and wishes of the customers are met by the Value and Interest Centre (DİM), which also resolves the complaints and meets the requests received.

Employees

Every year, various trainings on specific areas are provided to ensure the development of our employees. In 2020 our employees were given 281 man/day trainings in 27 different topics. For the



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health and safety of employees, the Company has an Occupational Health and Safety Committee in place. All legally required practices are performed under the responsibility of the Committee. The Committee consists of eight members. Seven of these members are Company employees and one is a non-affiliated member. The ratio of our employees who serve on the committee to the total population is 10%. The employees are offered health and life insurance.

vdf

Volkswagen Doğuş Finansman A.Ş. (vdf) was founded in 1999 as a joint venture of Volkswagen Financial Services A.G. (51%) and Doğuş Group (49%). Operating with the mission of “Developing and offering solutions to meet the financial needs of all the players within the automotive value chain,” vdf is Turkey's leading automotive financing company.

Governance and Ethics

The Company takes all necessary measures against corruption and conflicts of interest. It operates in accordance with the provisions of related legislation, particularly Law No. 6361 on Financial Leasing, Factoring and Financing Companies, Regulation on the Establishment and Operation Principles of Financial Leasing, Factoring and Financing Companies and Law No. 6502 on Consumer Protection. Besides complying with relevant laws and regulations, the Company also adheres to the ethical codes of Volkswagen AG and Doğuş Otomotiv fully. The anti-corruption procedures and process controls constitute the first step of the measures taken. In the next stage, audits are conducted by the internal audit team. The outputs of audit reports and other inspections always include corrective/remedial measures.

Ethical principles are reminded to employees both through periodic classroom trainings and online e-learning sessions. All employees are enrolled in online compliance training, including ethical principles and anti-corruption issues, and their attendance is monitored. The training of all permanent employees has been so far completed. In addition to trainings, with information given and announcements made periodically, knowledge of the employees on the subject is reinforced.

Environmental Efficiency

Aiming to raise awareness about saving energy and water among the employees, updates are regularly announced with the slogan “the people of vdf use their resources efficiently”. In the selection of diesel vehicles for the Company, vehicles with the “AdBlue” feature are preferred while regular maintenance and inspections are carried out for all others. In addition, personnel shuttle routes are regularly updated every year to minimize emissions as much as possible. There are collection bins for waste paper, battery waste and packaging waste in certain locations in each department. Waste paper, battery waste and other wastes are regularly collected and recycled. Our waste papers are collected once a week and delivered to recycling facilities.

Customer Satisfaction

Various customer-related activities in different channels within the Company are carried out to ensure that they are accurately informed, their information is protected and data privacy is guaranteed and to make sure that they benefit from our services in the best possible way. Brochures placed in the showroom and social media posts, as well as product descriptions on the website and in our mobile applications are presented in a clear and

easy-to understand format. Information forms about products and services, and policies are prepared in a detailed and descriptive manner. Any issues that make it difficult for the customer to understand are immediately revised. Customer data is not shared with third parties other than the customer and the authorized institutions and the security of such information is ensured within the scope of security software and procedures by IT. Documents such as loan utilization agreement, payment plans and notice form prior to loan utilization are signed by the customers and originals are delivered to us. Such documents are kept in locked cabinets, reviewed in a short time while copies are stored in the system and the originals are sent to the archiving company. There are people in charge of processes and all transactions are carried out under constant supervision.

Employee Health and Safety

For the health and safety of employees working at vdf, there is an OHS Specialist whose services are procured within the scope of Occupational Health and Safety (OHS), and a Workplace Physician. The Emergency Team is composed of 37 people who completed taking necessary trainings from the authorized institutions, and constitutes approximately 10% of the total number of employees. All employees are trained in employee health and safety. OSH Specialist and Workplace Physician gave eight man/hours of training. In addition, the private health insurance plan offered to employees is quite comprehensive and designed to cover a wide range of health problems and demands of employees during the year.

Employee Satisfaction

Employee satisfaction is a top priority for the Company. The benefits that we offer to our employees include private health insurance, private life insurance, bonuses, graduate scholarships, foreign language



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support, earning leave as of entry as of the day of entry, birthday leave, birthday gift, education catalogue and task-based technical trainings.

The vdfLife – human resources sharing platform – is at the forefront of our practices aimed at ensuring employee satisfaction and increasing loyalty. Through this platform, our employees can access all kinds of information they need.

On the other hand, within the scope of vdf Employee Support Programs, in addition to the graduate, foreign language learning support that employees need, SMMM, project management, business analyst, etc. technical training support is also provided. Furthermore, we offer a long-term internship program called the 'vdf Champs'.

vdf takes part in the "Stimmungsbarometer" (Idea Barometer) survey conducted by Volkswagen FS AG among all Volkswagen companies to measure employee satisfaction and the Great Place to Work rankings in turns. Meetings are held with various departments to evaluate the results of the Idea Barometer, and satisfaction areas/expectations/proposals are discussed. An internal customer satisfaction survey is conducted to increase the operational efficiency of the company and the outputs are shared with relevant departments and all Company employees. The vdf Employee Assembly (vdf Echo), established in 2016, continued to function in 2019 and organized a number of events. However, the vdf ce suggestion system, which previously produced many results and led to radical changes, was unable to function efficiently for various reasons in 2018 and has been added to the 2019 Human Resources projects to regain its former function. Within the scope of the HR projects carried out in 2019, the Söz Uçar Yazı Kalır

platform (spoken words fly away, written are the words that stay) was created and employees were provided to convey their requests, suggestions and complaints to HR in this way. In addition, Value Ambassadors team, created to internalize company values, organizes events taking into account the demands and expectations of the employees.

Equality at Work

The topic of supporting women in professional life and creating equal opportunities within the scope of Equality at Work Platform, a project of the Turkish Ministry of Family and Social Policies and supported by Doğu Group, is followed by vdf Human Resources and Senior Management. Along with all the other Doğu Group companies, vdf also takes the "Equality at Work Follow-up Survey". At present, there is a balance established between the number of male and female employees at every level within the Company.



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ECONOMIC PERFORMANCE

| | DOĞUŞ OTO | | DOĞUŞ TEKNOLOJİ | | ŠKODA | | vdf | |
|-------------------------------------|---------------|-------------|-----------------|----------------|---------------|---------------|---------------|---------------|
| | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 |
| Sales (TL) | 4,500,701.599 | 7,439,202 | 113,422,116.71 | 172,484,306.30 | 1,649,797 | 3,715,885 | 3,058,276,426 | 6,602,466,203 |
| Market Share (%) | 5.8 | 14.7 | N/A | N/A | 4 | 4 | 13.1 | 14 |
| Net Revenues (TL) | 29,100,475 | 151,025,045 | 112,068,788.33 | 171,484,306.30 | 132,068 | 283,352 | 1,149,572,660 | 979,482,644 |
| Operational Costs (TL) | 217,075,238 | 279,961,723 | 57,498,727.00 | 90,529,362.65 | 75,709 | 91,345 | 1,108,181,083 | 839,647,409 |
| (EBIT) Operational Profit (TL) | 44,538,433 | 156,801,857 | 42,587,217.00 | -8,316,531.29 | 56,359 | 192,007 | 9,170,547 | 165,085,067 |
| (EBIT) Margin (%) | 1,0 | 2.30 | 38 | -5 | 3.40 | 5.2 | 0.12 | 2.26 |
| Gross Profit (TL) | 261,613,671 | 436,763,581 | 51,987,506.00 | 82,212,831.36 | 132,068 | 283,352 | 41,391,577 | 139,835,235 |
| Gross Profit Margin (%) | 5.8 | 5.74 | 46 | 48 | 8 | 7.6 | 0.55 | 1.92 |
| Total Number of Suppliers | 466 | 430 | 660 | 577 | 282 | 271 | 27 | 98 |
| Number of Local Suppliers | 466 | 430 | 629 | 555 | 271 | 261 | 25 | 93 |
| Total Amount Paid to Suppliers (TL) | 29,615,346 | 30,998,149 | 47,389,335 | 56,083,514.57 | 1.489.770.162 | 3,385,304,316 | 35,992,439.53 | 22,875,410 |
| Amount Paid to Local Suppliers (TL) | 29,615,346 | 30,998,149 | 45,638,380 | 53,047,439.41 | 96,091,910 | 86,797,552 | 33,820,007.77 | 21,279,269 |



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ENVIRONMENTAL PERFORMANCE

| | DOĞUŞ OTO | | DOĞUŞ TEKNOLOJİ | | ŠKODA | | vdf | |
|---|--------------|------------|-----------------|------------|---------|---------|---------|---------|
| | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 |
| Electricity Consumption (kWh) | 14,100,202 | 34,991,965 | 126,258.26 | 124,941.54 | 361,470 | 312,180 | 309,960 | 230,470 |
| Natural Gas Consumption (m ³) | 1,182,330.55 | 5,884,307 | 266,905.09 | 3,892.00 | 276,350 | 209,105 | 0 | 0 |
| Fuel Consumption (Lt) | 243,193 | 291,610 | 182,869.76 | 50,128.85 | 55,150 | 54,561 | 41,336 | 30,252 |
| Water Consumption (m ³) | 63,228 | 82,802 | 5,466 | 2,503 | 2,987 | 2,444 | 2,379 | 1,748 |
| Paper Consumption (kg) | 51,182 | 84,045 | 1,700 | 500 | 170 | 60 | 26,028 | 20,850 |
| Waste paper sent to recycling (kg) | 89,330 | 104,005 | 110 | 75 | 142 | 45 | 3,000 | 2,250 |

EMPLOYEES

| | DOĞUŞ OTO | | DOĞUŞ TEKNOLOJİ | | ŠKODA | | vdf | |
|-------------------------------------|-----------|-------|-----------------|--------------------|-------|------|------|------|
| | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 |
| Number of Fulltime Employees | 1,424 | 1,437 | 355 | 386 | 73 | 80 | 304 | 307 |
| Number of Part-time Employees | 2 | 2 | 40 | 18 | 1 | 1 | 0 | 0 |
| Total Labour Force | 1,426 | 1,439 | 395 | 404 | 74 | 81 | 304 | 307 |
| Number of Female Employees | 239 | 246 | 126 | 145 | 19 | 25 | 180 | 182 |
| Number of Male Employees | 1,187 | 1,193 | 269 | 259 | 55 | 56 | 124 | 125 |
| Female Employee Rate (%) | 16.76 | 17 | 32 | 36 | 26 | 30 | 59.2 | 59.2 |
| Number of New Recruits | 83 | 109 | 170 | 149 | 6 | 11 | 24 | 38 |
| Number of New Female Recruits | 16 | 24 | 55 | 51 | 2 | 7 | 15 | 22 |
| Number of Promoted Employees | 26 | 7 | 84 | 69 | 4 | 11 | 19 | 16 |
| Number of Promoted Female Employees | 7 | 2 | 27 | 25 | 3 | 2 | 12 | 9 |
| Employee Turnover (%) | 4.28 | 5.03 | 23.26 | 11.9 ⁶⁹ | 5.60 | 5.30 | 5.31 | 8.57 |

69 While calculating the Employee Turnover, only the number of Fulltime Employees were included.



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SUSTAINABILITY AT AUTHORIZED DEALERS AND SERVICE CENTERS

ACARLAR OTOMOTİV

Number of Employees: 128
Total Area of Operations: 22,000 m²
www.acarlar.vw.com.tr

Acarlar Otomotiv has been operating as an Authorized Dealer and Authorized Service Center of Volkswagen Passenger and Commercial Vehicle Brands since 1998. In addition to following internationally recognized ISO Quality Management System Acarlar Otomotiv, also meets TSI 12047 standards. Doğuş Otomotiv procedures are fully respected in supplier selection. Other criteria such as accreditation, competence and quality issues in particular, as well as recognition, cost, accessibility/ location and corporate compliance are also considered. Furthermore, suppliers with employee rights sensibilities that work in accordance with Occupational Health and Safety legislation are preferred.

Acarlar Otomotiv's physical working spaces are designed and planned to get the most out of the daylight. In addition, energy is saved by using motion sensitive lighting systems in the warehouses and parking areas. Aiming to reduce electricity consumption, studies are being conducted to raise the awareness of all the employees. There is a system in place that automatically turns off any computers left idle after office hours. The lighting of the work areas during tea and lunch breaks is managed with automatic systems. Throughout the company, all water batteries have been replaced to reduce water consumption. The company uses new generation washing equipment in the Service and Carwash departments. Necessary physical infrastructure has been established to be used in case of a need for a

water treatment system in the future. Waste material generated throughout the company is collected in accordance with legislation and delivered to authorized recycling companies. Waste papers are recycled regularly at the KOMPOST (Zero Waste) System, established in partnership with Beykoz Municipality. Parts that are left over following technical maintenance and replaced are delivered to authorized companies for disposal upon obtaining customer approval. Trainings are given to employees to create and sustain environmental awareness among them. In 2020, a total of 25,965 kg of solid and 23,827 liters of liquid waste were recycled.

Acarlar Otomotiv provides detailed information to all customers during customer service. There are explanatory brochures about the products in the vehicle reception areas and customer waiting rooms. Aiming to maintain customer satisfaction at the highest level, the company takes care to meet all the criteria stated in the KSPK booklet as requested by Volkswagen AG and Doğuş Otomotiv. Customers may submit their complaints and feedback to the company via the web page or by calling one of the Customer Relations Assistants. All complaints and feedback received from customers are recorded in the Turkuaz system.

Acarlar Otomotiv carries out all employee related processes in compliance with regulations. The company has an inhouse Workplace Physician and an Occupational Health and Safety Specialist responsible for employee health. Risk analyses are conducted at the workplaces of employees and appropriate measures are taken. All employees are given mandatory basic trainings. In 2020, various trainings were provided to employees online, including internal and external technical training, Occupational Health and Safety,

First Aid and Fire Training. With the completion of the HR structuring that began in 2017, an Employee Satisfaction Survey was started to be given annually. While collecting their data for the survey, the company respects the privacy of employees fully. There are also suggestion boxes in common areas of the company for employees to communicate their suggestions and opinions. These boxes are emptied regularly and feedback placed in them are evaluated. General assessment and effective process management meetings are held online with the executives every Friday between 16:15 and 16:30 hours.

Ethical principles of Acarlar Otomotiv are shaped around the basic principles, which are clearly stated in the Employee Guidelines that include fairness, integrity, objectivity, accountability and watching out for the interests of the company and the people. The company strives to build an equal opportunity work environment without discriminating its employees. Supplementary training programs are offered to all employees in line with their job descriptions.

Acarlar Otomotiv regularly maintains the overpass that it has built to contribute to the community of which it is a part. The company also strives to support the employment of people with disabilities and to create a comfortable work environment for them. Acarlar Otomotiv placed donation boxes close to cashier desks to encourage employees and customers to support Tohum Autism Foundation. In 2020, the company provided financial support to a number of foundations, associations and clubs working in education, healthcare, arts and sports.



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ACARSAN AUDI

Number of Employees: 45
Total Area of Operations: 4,000 m²
www.acarsan.audi.com.tr

Acarsan Audi, a company of Acarsan Group founded in 1977, strengthened its ongoing cooperation with Doğu Otomotiv by adding Audi to its brand portfolio in 2009 with the aim of meeting the regional demands in the upper segment car market.

Acarsan Audi selects its suppliers among companies that meet the TSI standards, holding necessary certification. Company also considers the prospective suppliers' quality-price performance in the services or products they offer. Energy saving and LED fixtures are used to reduce electricity consumption throughout the company. Additionally, photocell faucet heads are used to reduce water consumption. Waste material generated within the company is collected and delivered to partnering licensed institutions for recycling at regular intervals. Replaced parts left over following technical maintenance are delivered to authorized companies for disposal upon obtaining customer approval.

Acarsan Audi follows Audi and Doğu Otomotiv's procedures for customer health, safety and satisfaction. Informative brochures are available in the Service areas. In addition to Doğu Otomotiv Customer Relations, customers may also submit their suggestions and complaints on Acarsan Audi website. Acarsan Audi's advertising and marketing activities are first approved by Doğu Otomotiv before being implemented where ethical guidelines are fully observed. Acarsan Audi carries out all employee related processes in line with the legislation.

Workplace Physician and Occupational Health and Safety Specialist visit the employees. At the same time, employees are given Occupational Health and Safety Training in line with their job descriptions. In 2020, 2 man/hour training was provided including Occupational Health and Safety, technical and vocational trainings. There are suggestion and complaint boxes for the employees within the company. The complaints and suggestions collected at these boxes are evaluated by the relevant managers and necessary changes are implemented. The company also conducts an Employee Satisfaction Survey. In addition to these practices, each department manager meets with their subordinates monthly to listen to their concerns. This helps to strengthen the communication between the employee and the manager and enables the problems to be resolved faster. Furthermore, quarterly social events began to be organized in 2018 to increase employee motivation and strengthen internal communication.

ALDO GRUP (ALDO & OPAT)

Number of Employees: 169
Total Area of Operations: 12,000 m²
www.aldogrup.com

Aldo Grup has been using developing and up-to-date technologies that are compatible with brand standards with an institutional business understanding as Opat Otomotiv Volkswagen Passenger and Commercial Vehicle Authorized Dealer and Service Center since 1996 and as Aldo Otomotiv Audi Authorized Dealer and Service Center since 2010. The company provides customer satisfaction by offering a reliable and efficient service specializing in first- and second-hand sales, after-sales services, credit financing and insurance in three different locations in the province of Mersin.

While choosing its suppliers, considering the Doğu Otomotiv standards, it prefers companies with sufficient proficiency and experience, which can offer sustainable and high-quality products and services. In addition, it pays attention to being sensitive to the environment, human beings, employee health and safety as well as workers' rights.

Aldo Grup distributed basic food staples to the needy living in the region during the pandemic, and additionally it donates to the Ministry of Family, Labor and Social Services, TEMA (The Turkish Foundation for Combating Soil Erosion, for Reforestation and the Protection of Natural Habitats), Turkish Red Crescent, and LÖSEV (Foundation for Children with Leukemia). The company gave gifts produced by women to its female employees on March 8, International Women's Day to support the female labor, and granted scholarships to 20 students in 2020. Food leftovers are routinely distributed to care giver care givers in the vicinity feeding street animal.

As of March 2020, with the emergence of the coronavirus epidemic, to protect the health and economies of employees, administrative staff and personnel with chronic illnesses were urged to work from home, for positions that have to be staffed mandatorily, 14-day home isolation and alternate working scheme was implemented, online hygiene and sanitation trainings were provided, areas of use were disinfected every evening, disposable products were distributed in the cafeteria, and meal time and dining hall seating order was planned and rearranged according to social distancing rules. Due to curfew restrictions, stop work hour was set to 17:00. In addition, salaries were paid in full even if the shift hours were not fully worked.



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Together with another of its affiliate Aldo Enerji, Aldo Grup has implemented the Roof GES Project where some of its energy consumption is provided from solar panels. In 2020, 228,000 kWh of electricity was produced with the project in mention, preventing carbon emissions of 142,044 kg of CO₂, thereby saving 346 trees. Motion sensitive lighting system and economical LED lamps are used in all locations. Awareness is created among employees with warning signs and regular information notices posted about energy and water saving. Main areas have been identified to detect and eliminate energy losses. All devices and systems are checked regularly and necessary precautions are taken. In 2020, an anti-bacterial resin purification system was put in operation for the water obtained from the artesian well to be used in areas such as general cleaning, etc. WI-FI access points which consume unnecessary power and which are too many in number are removed from the system and fewer, stronger and less energy consuming devices are installed in their places. On the server side, by reducing physical servers and switching to a virtual server structure, less energy was consumed and at the same time, costs were reduced. In 2020, old computers were replaced with models that consume less energy, and obsolete devices were recycled. Vehicles are dynamically tracked to reduce fuel consumption as well as exhaust gas emissions, and if deemed necessary, corrective measures are taken to optimize service routes. There are collection bins for paper, battery and packaging waste at certain points in each location. These wastes are collected every week by a contracted recycling company. There is also a preset function in place for double-sided printing from all computers used in the company to reduce the amount of waste paper. In the archive, papers in folders, which are due for destruction, are recycled; thereby folders are emptied out and reused. Waste

parts released after the technical service, together with the waste liquids are collected and disposed of by licensed companies upon receiving customer approval. The company from where cleaning materials are purchased is a firm that is sensitive to the environment and human health, produces minimum packaging waste and supplies products that are biodegradable. In addition, products which carry European Union Environmentally Friendly label are used as all sanitary paper, which are completely recycled or made from pure cellulose produced from their own industrial forests. In our Opat Otomotiv Mersin branch, there is a garden with lemon, olive and pomegranate trees enjoyed by the staff as a rest area during their lunch breaks. The garden, whose comfort was increased by taking protective measures against cold-hot weather in the seating area in 2020, was named the VosVos (Volkswagen Beetle) Garden.

Aldo Grup uses Doğuş Otomotiv systems to receive reliable feedback from customers, and conducts customer satisfaction surveys in parallel with this system, evaluates the results in-house, re-communicates with the customer when necessary, and accordingly, works to take relevant measures. In addition, a dedicated phone line is created for customers to report their wishes and complaints directly.

To customers whom vehicles are sold, operating details and driving recommendations are explained by the sales assistants during handover. Customers, who had their vehicles serviced, are given technical information about the operations performed after maintenance and repair and general usage. Brief information is displayed on digital screens in the vehicle reception and waiting areas. In addition, during sales assistant and customers meetings, operating

instructions contained in the vehicle is recommended to be read. Aldo Grup companies are registered in the Data Controllers Registry (VERBIS) system under the scope of Law on the Protection of Personal Data and has adapted its business processes to transform into applications based on the privacy and security of customer information. Log records of all internet users are kept in accordance with Law No. 5651. As required by Law No. 6698, data security of all the personal information contained in the e-mails is ensured. All physical files that contain personal data are stored and protected with special software in digital environment. Internet access security is also protected with a firewall device and antivirus software.

Benefits that Aldo Group grants to its employees include gifts on childbirth and weddings, birthday and report card day administrative day offs, moving aid, advance loan options, discounts for group employees in private hospitals and VIP service privileges. Organizations such as dinners, reward ceremonies, picnics and events with the participation of children and families are organized for employees on special occasions such as Accountants' Day, Valentine's Day, Mother's Day and Father's Day. Since motivational meetings and dinners such as New Year's party, barbecue party, hello to summer party that have become the corporate culture for years could not be held due to the Covid outbreak, employees are furnished with supermarket shopping vouchers instead. Costs of vocational trainings taken by the employees are covered by the company, and those who want to complete their high school or university education are supported. Within the scope of Occupational Health and Safety, a contracted OSGB (Joint Health and Safety Unit) company provides Occupational Safety Specialist and Workplace Physician service. Necessary procedures are performed



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by the Occupational Safety Specialist and Workplace Physician according to the Occupational Health and Safety Law No. 6331 directives. These practices are; Risk Analysis consists of Emergency Action Plans, Fire Drill and Emergency Drill and Field Audits. Health screens and periodic examinations of the employees are done by the Workplace Physician. In addition, warning signs were updated onsite and posted at convenient places where employees can see easily. To make the working environment healthier, noise measurement, lighting measurement, personal vibration exposure measurements, personal noise measurements, dust measurements are being taken at work areas and necessary corrections are implemented accordingly. There were no work-related accidents during working hours in 2020. To prevent occupational accidents and occupational diseases, a risk analysis is prepared by the Occupational Health and Safety Board established within the company necessary and technical and administrative measures are taken for the high-risk situations.

Audits are carried out by the Occupational Safety Specialist and the board is regularly notified. On the Performance Management System, target cards identified at the beginning of the year and actual performance tables are evaluated in per month, semi-annual and annual periods. Results of the annual evaluations made jointly with the management, the relevant manager and the Human Resources Department are used in career management, salary increases and bonus determinations. The Human Resources Directorate was established in 2020, and now employees may reach either this department or their department managers at any time to place their requests and suggestions. In cases such as employee employment location changes, information is provided on the date of the decision, and in cases where the employment contract is terminated, in accordance with the notice period. Employees are ensured to exercise their personal rights fully and appropriately.

In the recruitment process, care is taken to ensure equal opportunity between candidates, not the merit. Aldo Grup adopts the principles of honesty, transparency, equality, respect for people and ethical values. It acts in line with these principles throughout all group companies and tries to safeguard its corporate culture. The purpose and benefits of the ethical line which was established at the basis of these values, were conveyed verbally as well as being published in written visual and digital media, and any persons who detected an act contrary to the corporate principles was asked to notify the situation this line anonymously. Also, the company has an internal audit unit for eight years; this unit reports the audit results it routinely conducts in all locations and departments directly to management. Necessary sanctions are imposed to the personnel exhibiting conducts, attitudes and behaviors against both ethically, legally and outside the corporate culture in line with the institutional rules and legislative regulations.

ALTUR OTOMOTİV

Number of Employees: 191
Total Area of Operations: 35,000 m²
www.alturoto.com

Altur Otomotiv started to operate as the Authorized Dealer and Service Center of Volkswagen and SEAT brands in 2005. In 2006, it included Fleet Car Rental and DOD dealership as well as second-hand safe vehicle trading services, whereas by acquiring the authorized service center and dealership of the Czech automobile manufacturer Škoda in 2014, it increased the number of its brands to four.

To raise its quality standards, the company carries out its activities in accordance with TS 12047 and ISO 9001 standards. A Quality Management Meeting is held once a year in Altur Otomotiv for this purpose.

In supply chain management, the supplier selection process consists of three-steps. The priority of Altur Otomotiv in this selection is quality. Apart from this, suppliers that meet the requirements on time, that are reliable, financially strong, have experience and technical competence, and that can offer reasonable prices are preferred. The company requires the business manners, corporate cultures and partnership approaches of its suppliers to be compatible and that they give importance to open communication. Altur Otomotiv ensures customer confidentiality by following the necessary procedures in compliance with the Law on Protection of Personal Data. To ascertain customer satisfaction, the process is monitored according to sales and aftersales visits by the authorized persons and through CSS and CEM reviews performed by Doğu Otomotiv. Other than that, during the invoicing process, views of customers are regularly obtained per each individual brand through online survey and problems are resolved. All types of customer complaints and suggestions are recorded and followed up by the Turkuaz program used throughout the company.

Altur Otomotiv acts in accordance with the laws, ethical and honest working principles in all kinds of marketing activities carried out jointly with Doğu Otomotiv. Every employee of Altur Otomotiv acknowledges being a part of the bigger team and works with the awareness of responsibility.

To make all employees feel that they are a part of the team and to create a warmer work environment, the company engages in activities such as giving gifts on special days, offering employee discounts and providing food staple aids. In 2020, a total of 30 employees were given trainings in line with the standards set forth by Volkswagen AG for a duration of



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461,5 hours. Company utilizes smart building systems to achieve energy efficiency. By means of lighting fixtures that change intensity depending on changing daylight, and that are operated with motion sensors, electricity is conserved. Devices and licenses are renewed, upgrades and enhancements are done at the IT Department.

Altur separates the waste it generates as hazardous and non-hazardous. Hazardous waste is regularly delivered to a contracted company which holds necessary licenses. Non-hazardous wastes are delivered to the relevant units at the municipality. In 2020, Altur delivered approximately 2,6 tons of paper waste to the municipality for recycling. The lubricant waste generated in the Service Centers is sent to PETDER, the only authority in this field in Turkey. The replaced parts left over after technical service can be either returned to the customers upon their request or retained and sent for recycling. Altur Otomotiv strives to create an environmentally friendly customer profile by informing its customers about emissions and vehicles that use recycled materials.

ARK OTO

Number of Employees: 71
Total Area of Operations: 3,400 m²
www.arkoto.vw.com.tr

From vehicle sales to providing loan and car insurance services, Doğuş Otomotiv's authorized dealer Ark Oto Motorlu Araçlar A.Ş. meets all automotive needs of its customers by placing its superior service understanding at the core of its business endeavors. Ark Oto has been operating since 1997.

As a company that attaches great importance to quality standards, Ark Oto renewed its ISO Certificates for all its brands in 2020. Aiming to maintain quality standards in this way, company also pays the most attention to the quality criteria when selecting suppliers. Expert supplier firms with strong corporate identity are preferred during the supplier selection process. Energy is saved by using sensor operated lamps and LED lights throughout the company. Sensor-operated faucets are preferred for efficient use of water resources. The water used in the vehicle washing section is purified and reused. Under the supervision of the IT Department, obsolete technological devices are sent for recycling. Company separates its wastes and delivers them to authorized recycling facilities. In 2020, a total of 1,200 kg of paper and cardboard packaging material and 3 kg of batteries were sent for recycling. After maintenance and repair services, wastes consisting of old parts are disposed with the approval of the customers. Materials left over after renovations and no longer in use such as washbasins, faucets and technological devices are donated to schools in need.

While Ark Oto has informative brochures to protect the safety and health of the customer, it also informs the customers verbally and makes necessary warnings during the test drives. Satisfaction Measurement Survey is performed after vehicle sales and repair services. Feedback from customers is quickly evaluated and action is taken.

The company carries out all processes regarding its employees in accordance with legislative regulations. All measures are taken in terms of Occupational Health and Safety in the work areas. Employees were provided with Occupational Health and Safety Training, First Aid Training and Emergency Training in 2020.

ATTARLAR OTOMOTİV

Number of Employees: 47
Total Area of Operations: 8,523 m²
www.attarlar.com.tr

Attarlar Otomotiv was founded in 1998 as a SEAT Authorized Dealer and Service Center, and by adding Audi Authorized Dealership and Service Centre operations in 2005, began providing its services to a distinguished customer profile in Konya.

Attarlar Otomotiv selects its suppliers by regarding primarily their quality standards. It also evaluates its suppliers in terms of their environmental, human rights and employee rights practices.

Attarlar Otomotiv uses energy saving light bulbs and lighting systems with motion sensors to reduce energy consumption and also informs its employees about the issue. Other than that, wastes generated throughout the company are collected regularly and sent to the relevant units of the municipality for recycling.

To measure customer satisfaction, the company conducts a Customer Satisfaction Survey upon the completion of the procedures in the service center. This is how the company strives to solve the existing problems by getting quick feedback from the customer. Furthermore, Doğuş Otomotiv's Turkuaz program is used to collect customer suggestions and complaints.

At Attarlar Otomotiv, employees are sent to receive vocational trainings in certain periods to advance their professional developments. The Company organizes an annual "quality goal setting" meeting attended by



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all employees. Assessment meetings are held every six months to assess the set targets and current situation.

AVEK OTOMOTİV

Number of Employees: 540
Total Area of Operations: 104,000 m²
www.avek.com.tr

Avek Otomotiv has been operating as a Doğuř Otomotiv Authorized Dealer and Service Center for Volkswagen Passenger and Commercial Vehicles, Audi, SEAT, Skoda and DOD brands, serving its customers in three locations in two cities since 2005.

Avek Otomotiv practices ISO 9001-2015 Quality Management System. Aiming to maintain quality standards at the highest levels, the company is audited annually and renews its certifications. Furthermore, a qualification audit is conducted by TSI every year. The Company complies with Doğuř Otomotiv standards in its supply chain structure. Companies that hold necessary certification in quality standards, that protect consumer and environmental health as well as companies that possess employee health and safety sensibilities are preferred. 35% of the electricity was saved by replacing all bulbs with LED lighting fixtures to reduce electricity consumption. To reduce water consumption, faucets have been replaced with sensor operated faucets. Avek Otomotiv cooperates with the “Çöpüne Sahip Çık” Foundation (Take Ownership of Your Waste) and carries out awareness activities throughout the company. Wastes generated are collected regularly and delivered to licensed recycling companies. Furthermore, replaced parts left over after technical service procedures are sent to authorized disposal companies upon obtaining customer’s approval. The company makes evaluations by contacting customers

through Doğuř Otomotiv or the Customer Relations Department to measure customer satisfaction.

Avek Otomotiv acts in compliance with regulations in all employee related matters. Employees take necessary trainings according to Doğuř Otomotiv training plans. The company also ensures that all kinds of measures required by job descriptions are taken and the necessary equipment is provided. Avek Otomotiv employees undergo a health screening at regular intervals. Employee suggestions and complaints are evaluated within the Company.

Avek Otomotiv continued the studies being carried out at the Volkswagen Avek Training Laboratory which was opened in 2017 at the Borsa Istanbul Başakřehir Vocational and Technical Anatolian High School. This is how Avek Otomotiv supports technological training and helps to train experienced technicians who know the brand that the automotive industry needs for service.

AYKAN

Number of Employees: 385
Total Area of Operations: 76,250 m²
www.aykanmotor.com.tr

Aykan Otomotiv has been serving as an Authorized Dealer and Service Center since 1996. Today, it operates in four different regions (Istanbul, Adana, Kayseri and Osmaniye) with Volkswagen, Skoda, Audi and DOD brands.

Aykan Otomotiv is subjected to ISO Quality System inspections by Doğuř Otomotiv to raise its quality standards. The company also holds TSI Service Qualification Certificate. In its supply chain structure, Aykan attaches important to quality standards. In

the supplier selection process, other than the quality standards, merits that the company pays attention to include business structure, experience, reliability and product supply capabilities. Apart from these, Aykan also makes sure that its suppliers are not among the companies that have negative impact on the environment and human health or violate employee rights.

Aykan Otomotiv strives to reduce its negative environmental impact. With the help of photocell systems implemented, water and electricity consumption are reduced. In the IT Center, obsolete parts that have negative environmental impact are recycled. In addition, the company cooperates with the local municipality and sends paper and waste batteries for recycling each year. In 2020, waste batteries, lubricant waste, and waste paper were delivered to licensed companies for recycling. Tires which reached to their end of economic lives are sent to LASDER by the company. Waste generated after maintenance and technical service of the vehicles is delivered to licensed companies for disposal upon the approval of the customers.

Company conducts a Customer Satisfaction Survey after each sales transaction and repair service to measure customer satisfaction. Other than that, follow-up calls are placed to check whether or not customers encountered any problems. These surveys and calls are evaluated monthly and necessary arrangements are made. There are also online support lines where customers can place their complaints and suggestions.

All employee-related practices at Aykan Otomotiv are carried out in accordance with regulations. Necessary measures are taken against possible accidents and injuries by providing the necessary trainings to the employees given by the Occupational Health and



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Safety specialist present at the workplace. Aiming to ensure that employees work in a happier and more productive environment, Aykan conducts an Employee Satisfaction Survey every other year. Necessary improvements are implemented after the survey results are evaluated. There is also an online system for employees to convey their suggestions. In 2020, Aykan employees were given online vocational trainings under the supervision of Doğu Otomotiv. The Company also supports the vocational training of its employees.

In 2020, all hygiene rules were followed during the pandemic and support was provided to all employees. Many inspections were passed during the year, and no deficiencies were encountered. In this context, the company has been awarded with the TUV SUD Certificate following the Hygiene Standards Control and Development Program by Doğu Otomotiv.

BAŞARAN OTOMOTİV

Number of Employees: 331
Territory: Isparta, Fethiye, Alanya, Antalya Merkez
www.basaranoto.com.tr

Başaran Otomotiv has been operating since 1996 with branches located in the province of Antalya and its nearby towns. The company provides services such as financing, buying and selling used vehicles, insurance and road assistance for its customers.

In the supplier selection process, Başaran Otomotiv pays attention to quality-price performance of companies as well as their reliability, environmental awareness sensitivity, and companies that use products that do not harm human health and the environment. During the pandemic in 2020, personnel work spaces were reorganized according to the social distancing rules, and the personal hygiene measures were fully implemented by Başaran Otomotiv,

overcoming the course of pandemic with minimum problems. The Company meets with its stakeholders in periodically organized events in to strengthen communication on its impact. Başaran Otomotiv also participates in various events such as meetings and launches at least once a year at the times determined by Doğu Otomotiv brands. The specified events were participated online in 2020 due to the pandemic.

Energy-saving lighting fixtures are used in Başaran Otomotiv's administrative buildings. In the IT System, old and obsolete products are recycled. By means of the wastewater treatment system, which was installed through joint efforts with the Ministry of Environment, environmental impact is reduced by treating waste water after eliminating foreign substances in them. Waste material generated throughout the company is collected and sent for recycling at regular intervals. In addition, the industrial wastes that are left over after the maintenance and repair of vehicles are sent to authorized institutions in order to be disposed or used for recycling upon the approval of the customers.

Company attaches importance to one on-one meetings to keep the motivation of its employees high. Employees are provided with professional training within the company. In addition, development of professional perspectives is encouraged by organizing career days for trainees. Employee suggestions are collected and evaluated through an e-mail account defined within the organization. In line with the ethical principles that Başaran Otomotiv attaches importance to, an equality based working environment is created, by choosing employees who are honest, who have company loyalty and responsibility awareness. None of the employees are discriminated for any reason.

Başaran Otomotiv provides financial support to remedy the deficiencies encountered in public areas in the region where it operates. Scholarship grants to students continued in 2020 as well.

DEMOTO

Number of Employees: 135
Total Area of Operations: 8,000 m²
www.demotomanisa.vw.com.tr

Demoto opened Volkswagen Authorized Dealers and Aftersales Service Centers first in Afyon in 2007, then in Manisa in 2011 and Kütahya in 2015 followed by Skoda Dealerships and Aftersales Service Centers in 2017. Company operates in three provinces under different titles and management.

Demoto, which considers business ethics as a top priority, governs all its operational processes in accordance with Doğu Otomotiv Code of Ethics.

Company carries out its activities in compliance with the laws and regulations on energy efficiency and waste management and regularly informs its employees to raise their environmental awareness.

Wastes generated within the company are collected and sent for recycling at regular intervals. Demoto employs the services of a specialist company on occupational health and safety. Regular checks and inspections regarding occupational health and safety are conducted throughout the company. Necessary trainings are provided by occupational health and safety experts in a year. In addition, employees take Human Rights and Ethics Principles Training at least twice a year. Demoto conducts an annual employee satisfaction survey to find out the expectations of its employees. Based on the results, employees are interviewed one-to-one and necessary corrections and improvements are made. The suggestions received from the employees are also evaluated and the ones deemed viable are implemented.



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Demoto strives to create employment in the region where it operates. The Company also provides aid to the people and families and students in need in the region it is located at. The Company grants monthly financial support to the Afyon Education Foundation.

EREL OTOMOTIV

Number of Employees: 267
Total Area of Operations: 20,000 m²
www.erelotomotiv.com.tr

Erel Otomotiv entered the industry as a Doğu Otomotiv Authorized Dealer and Service Centre with Volkswagen brand in 1997. By adding Audi brand in 2005 and Škoda as a Yüce Oto dealer in 2016, the company strengthened its position in the industry. Erel Otomotiv offers new vehicle sales, aftersales services, spare parts, accessories sales, financing and insurance services to its customers.

The company values the importance of conducting one-to-one interviews with its employees to keep their motivations high. Employees are provided in-house vocational trainings. Furthermore, by organizing career days for interns, developing their professional perspectives is encouraged. Suggestions of the employees are collected and evaluated within the organization. In line with the ethical principles that Erel Otomotiv attaches importance to, by recruiting trustworthy employees who possess a sense of loyalty to the business and responsibility awareness, an equality-based working environment is created void from any type of discrimination.

Erel Otomotiv, provides financial support to remedy the deficiencies encountered in public areas in the

region where it operates. In the past six years, financial support has been continued which was given to cover the needs of Küçükyalı Anatolian Technical and Vocational High School's Volkswagen class, located in the same province. At the same time, scholarship grants which were offered to students during the year continued. Apart from these, Erel Otomotiv launched a blood donation campaign in cooperation with the Turkish Red Crescent during January and July, where 120 units of blood donation was received and the campaign was not limited to company employees only either.

In the company, job descriptions of all departments are identified in line with ISO standards. A senior management meeting is held every week. CEM, POTA, Mystery Shopper, Customer complaints, Q-Check etc. searches, consultant checks and ratings are held, and approval of all employees is taken; accordingly, necessary work is initiated. The minutes of the Quality Management Meeting, where quality-improvement topics, targets and applicable or soon to be introduced laws are discussed, are prepared and signed by the senior management and by all employees. A meeting regarding the budget target of the sales and service units is held every six months. In addition, necessary measures are taken by holding Occupational Safety and Health meetings every two months. The company renews its Service Qualification Certificate (12046) and Exhaust Emission Certificate at regular intervals.

In the supplier selection process, Erel Otomotiv proceeds by getting quotes from at least three local and international companies. TSI, CE and MSDS certifications are requested from suppliers. Suppliers' current size, international structure, service quality, delivery speed and references as well as their

reputation in the sector are considered. In addition, having human rights and employee rights sensibilities is an important criterion for Erel Otomotiv during the supplier selection.

Aiming to save energy within the company, less energy consuming and daylight sensitive lighting fixtures are preferred. Wastes generated in the company are collected and regularly sent for recycling. A total of 7,000 kg of waste paper was recycled in 2020. Other than this, the waste material left over after technical repair service is sent to licensed institutions for disposal upon the approval of customers.

At Erel Otomotiv, detailed explanations are provided during sales and service procedures to customers to raise their awareness on related issues. In addition to technical specifications, detailed information is provided concerning vehicle and customer safety and safe driving. The company uses the Turkuaz Program with its Doğu Otomotiv infrastructure to measure customer satisfaction. In line with these results, an independent research company evaluates the complaints after which a feedback was given to the customer.

Complementary Health Insurance is provided for company employees to benefit from private hospitals. Apart from the trainings by Doğu Otomotiv, employees are also given Occupational Health and Safety training, Vocational Training and Orientation Training. An Employee Satisfaction Survey is conducted annually and necessary improvements are introduced in light of feedback. Erel Otomotiv embraces the philosophy of creating a completely fair work environment free of discrimination within the company and gives equal rights to every employee.



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ERKUR OTOMOTİV

Number of Employees: 44
Total Area of Operations: 2,800 m²
www.erkur.vw.com.tr

Volkswagen authorized dealer Erkur Otomotiv has been continuing its operations since 2011 at its facility in Düzce, where it provides service to its customers in the areas of sales, repair service and original spare parts, by adopting customer-oriented service approach as its goal.

Erkur Otomotiv has regularly obtained ISO 9001 Quality Management System Certificate in the Sales and Aftersales Services audits conducted every year by Doğu Otomotiv. Giving importance to quality standards, the company also pursues quality and reasonable price criteria when selecting its suppliers. In addition, the company scrutinizes all the documents of its suppliers, including quality, hygiene and legal authorization, and includes relevant provisions in contracts it enters with them.

Erkur Otomotiv provides its services with a customer satisfaction-oriented approach. For this reason, Customer Satisfaction Survey is given by sales consultants immediately after each vehicle is delivered. Results obtained from the survey are reported to the relevant personnel and management, and by intervening the problems immediately, the process is closely monitored. The company switched to part-time working scheme for three months due to the pandemic in 2020.

In addition, the company, which is sensitive about customer safety and health, ensures that customers are informed with pamphlets and warning signs posted inside the building. In this regard, two-hour training on Emergency Action Plans was provided to the relevant personnel in two groups within the scope of Occupational Health and Safety in 2020.

All processes related to employees at Erkur Otomotiv are governed in accordance with legislative regulations. Employees receive various technical and non-technical trainings. In 2020, a total of 19 employees received 811 hours of online training. By creating an environment where employees can communicate one on-one, employees are ensured to convey all their requests and suggestions candidly.

To minimize energy consumption within the company, LED lights and photocell lighting fixtures were preferred. Employees are informed on not consuming excessive energy by leaving electronic devices running after work. Artesian water is used to reduce water consumption. Erkur provides the treatment of the accumulated waste water in cooperation with Düzce Municipality. In 2020 1,440 kg of paper was sent to recycling.

ERÖZ

Number of Employees: 55
Territory: Izmir
www.eroz.audi.com.tr

Eröz Elektromekanik Yedek Parça Otomotiv was established in 2009 in Izmir Alsancak. It provides its services only for the Audi brand in a single region with its management team of four people.

Eröz Otomotiv renders all its service in ISO standards. The company complies with the Audi Quality Standards Procedure Booklet. Eröz Otomotiv maintains its quality standards by regularly conducting quality assessment and evaluation audits also for its suppliers. In its supplier selection process, after price quotes are obtained from several outlets, the company which offers the highest quality-price performance is preferred. Apart from that, companies that are technologically savvy, environmentally

sensitive, and that respect human and employee rights are favored.

The company started using LED lighting and virtual servers in 2019 to reduce energy consumption. To reduce water consumption, sensor-operated faucets are installed. In addition, water used in the car washing section is first treated and then transferred to the sewer. Eröz Otomotiv separates and collects all kinds of waste generated throughout the company and sends them to authorized recycling facilities. In 2020, 413 kg wastepaper was sent for recycling.

Eröz Otomotiv uses CE certified products manufactured in accordance with European Standards. In the procurement processes, customer and employee health are strived to be secured by choosing CE certified products, by carrying out hygiene practices with CE approved products, and by running road safety checks by trained employees. To measure customer satisfaction, customers who received sales and after-sales services are called by phone and given a Customer Satisfaction Survey. Apart from this, customers are also able to submit their suggestions and complaints through the company website and via e-mail.

The company carries out all processes related to employees in accordance with legislative regulations. Necessary measures are taken to ensure employee health and safety. Furthermore, regular trainings are provided by the Occupational Health and Safety Expert. Employees are regularly subjected to health checks. Employees can communicate their suggestions and complaints through online communication channels or by directly contacting relevant personnel. In addition, support is readily provided for the personal development of employees.

Eröz Otomotiv attaches importance to contributing to the society where it is located at. In 2019, a dormitory has been started to be built for university students



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who have to reside in Manisa for their studies. In addition, 5,000 tree saplings were donated to Izmir forests through the Aegean Forest Foundation's Nefes Alan Yollar (Breathing Highways) Project. The company supported the opening event of the Village Urla belonging to the Koruncuk Foundation as the transportation sponsor. Contribution was made to Behçet Uz Foundation's Yaren Bebek Project on March 8, International Women's Day. The company encourages employees to contribute to the society by participating in social responsibility projects.

ERZ OTOMOTİV

Number of Employees: 52
Total Area of Operations: 5,000 m²

Established in 2016, Erz Otomotiv is the authorized dealer of Audi and Volkswagen brands in Erzurum. The construction of the new facility of 11.000 m², which is being built next to the existing service center, is planned to be completed in 2021.

In its supplier selection, Erz Otomotiv prioritizes service and product quality in addition to their price policies. The company works with 210 domestic suppliers throughout the year. The purchasing process is completed only after receiving price offers from a number of different suppliers. In terms of environmental protection and human rights issues, which are of great importance for Erz Otomotiv, environment and human rights awareness possessing suppliers who comply with regulations are worked with.

The company continuously works toward and makes progress in the ISO audits conducted regularly every year. Furthermore, the training of the employees continues without interruption. Working with an Occupational Health and Safety firm regarding

employee health and safety issues, the company provides all necessary protective personal equipment and clothing to its employees. Erz Otomotiv supports and ensures that its employees exercise their every right fully, specified by the law. The company conducts one-on-one meetings with employees to increase employee motivation and to eliminate disruptions in its operations. Employee requests and suggestions are conveyed to the senior management by the unit managers and necessary actions are taken accordingly. Employees regularly come together at social events such as dinners, fast breaking and barbecue parties. All employees within Erz Otomotiv work in accordance with the current legislation and the rules determined by the laws. Each personnel are given ample information about ethical rules during their recruitment. All necessary measures are taken throughout the company to combat against corruption.

Erz Otomotiv has increased its hygiene practices, especially during the pandemic, in order to protect customer health. The seating units in the service area were changed, and disinfectant dispensers were placed at the entrance of the workplace as well as in various other areas. Daily operation areas and indoor work stations were rearranged in accordance with the social distancing rules. The company communicates with its customers via e-mail, text message and telephone as much as possible. The confidentiality of the information of the customers and the company is secured with the system renewal and the contracts entered. Customers are contacted to measure satisfaction with the service they received both during and after sales.

Due to the geographical location of the company, its heating costs are high. The company switched to

using natural gas instead of solid fuel. During the year, solid and liquid wastes are collected and disposed of by various authorized companies. Wastes such as paper and plastic are delivered to local waste collection companies, and products such as filters and waste lubricants generated by the service center are delivered to authorized national companies at certain intervals. In 2020, approximately 600 kg of paper waste was delivered to companies to be recycled.

The company donated around 100,000 TL to many mosques and schools around where it is located. It also provides financial support to Erzurum Metropolitan Belediyespor soccer club at certain intervals.

LENA OTOMOTİV

Number of Employees: 173
Total Area of Operations: 900 m²
www.lena.vw.com.tr

Lena Otomotiv began operating as a Volkswagen Authorized Dealer and Service Centre in 2001 in Aydın. Expanding its field of operations, it opened a Volkswagen authorized dealer and service center first in Kuşadası in 2007 and later in Bodrum. Holder of ISO 9001 and ISO 2008, TS 12047 and TS 13070 certificates, Lena Otomotiv pays attention to maintain its standards by conducting annual and monthly evaluations while following these quality standards. In 2020, employees were given one-hour quality management training. The company is looking for superior quality and reasonable price criteria during its supplier selection process. Suppliers are required to have the necessary certificates and documents, and to be environmentally sensitive companies that respect employee rights.



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Energy saving bulbs are used to reduce electricity consumption throughout the company. Wastes generated are separated as hazardous and non-hazardous wastes to be delivered to licensed recycling companies. In 2020, new facilities were constructed in compliance with the regulations for storage of toxic wastes accumulated within the company.

Aiming to protect customer safety and health, Lena Otomotiv instructs customers before test drives. Apart from that, brochures are given to the customers after the sales transactions. Suggestion and complaint boxes placed in the customer waiting lounges are checked regularly. In addition, a Customer Satisfaction Survey is conducted by calling customers within three business days following a sales or service procedure. By establishing a one-to-one communication with customers, negative feedbacks are evaluated promptly.

In line with its principle of providing a suitable working environment for employees, Lena Otomotiv strives to creating a healthy and safe working environment and improving their work spaces.

Employees are given trainings by an Occupational Health and Safety Specialist. Health screenings of employees are carried out by the workplace physician at regular intervals. In 2020, due to the Covid-19 outbreak, employees were provided with eight hours of Occupational Health and Safety, four hours of First Aid, eight hours of Covid-19 and two hours of Fire Response trainings. Fire Response training was explained only theoretically due to the Covid-19 outbreak, and drill exercises and practices were not performed. Lena Otomotiv organizes an Employee Satisfaction Survey annually. By sharing the results

also with the employees, areas for improvement are determined collectively.

Lena Otomotiv works to raise awareness of the public about traffic, which is its area of impact. The company makes donations to the Social Services and Child Protection Agency, Aydın Youth and Sports Club, and primary schools located within the provincial borders in order to contribute to society. With the approval of Doğu Otomotiv, parts and digital resources to support technical education were sent to the industrial vocational high school in the region. The company, which donated blood to the Red Crescent at three-month intervals before the pandemic, unfortunately suspended this practice during the outbreak.

MBU YAPI OTOMOTİV

Number of Employees: 41
Total Area of Operations: 3,750 m²
www.seat.com.tr/yetkili-satici-veservis-agi/mbu/ana-sayfa.aspx

MBU Yapı Otomotiv San. ve Tic. Ltd. Şti. was founded in 1991 in Izmir. In 1993, MBU started working with Doğu Otomotiv as an authorized dealer of SAAB, General Motors and Opel brands. With a large team of customer-focused and experienced staff the company has been providing sales, aftersales and original spare parts services of SEAT since 1997, DOD (Doğu Oto) and vdf (Volkswagen Doğu Finans) services since 2000, and MBU Insurance Brokerage Services since 1991, in ISO 9001 standards. Since 2007, MBU is also a tire wholesaler of Sabancı Holding BRISA (Bridgestone, Lassa, Dayton Tires) in the Aegean Region, serving with its 40 affiliated 'Lastiğim' (My Tire) dealers.

In selecting suppliers, MBU first and foremost looks for them to be among trusted companies with well-established references. In addition, quality and professionalism of the companies are also among selection criteria. Furthermore, supplier companies to work in compliance with the laws on Occupational Health and Safety and hold quality certificates such as ISO and TSI play an important role. Suppliers are also expected to work in accordance with waste management regulations when disposing of their waste materials. Finally, it is important for MBU that supplier companies ensure employee satisfaction, are environmentally aware and follow policies that respect human and employee rights.

Energy consumption is reduced through using energy saving lamps throughout the company. In addition, wastes generated during the year are sent to companies and local administrations approved by the Ministry of Environment and Urbanization to be recycled. Apart from that, waste parts of all vehicles that receive maintenance and repair services are recycled upon obtaining customer approval.

MBU conducts a Customer Satisfaction Survey in Doğu Otomotiv standards. Within three working days after sales transactions, customers are interviewed by calling and the results are entered into the Turkuaz database. Complaints and suggestions are forwarded to the related departments via Turkuaz again and necessary improvements are made. Customers can communicate their complaints and suggestions to the Customer Relations Representative during office hours by email or phone. During the year, 75 hours of training was provided for company employees. However, after considering the conditions of the pandemic, trainings where social distancing rules could not be maintained



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were not given in 2020. MBU has an open suggestion system in place for employees.

MERCAN OTOMOTİV

Number of Employees: 41
Total Area of Operations: 2,200 m²
www.mercan.vw.com.tr

Mercan Otomotiv has been operating as an authorized dealer of Volkswagen since 2006. The company expanded its operations by including Audi Authorized Service in 2020.

To reduce energy consumption throughout the company, electronic devices are turned off during breaks, and energy-saving sensor operated lighting fixtures are used. Along with these, smart meters are affixed to the natural gas system, and gas is turned off outside of working hours. The amount of waste water harmful to the environment generated within the company is at a minimum level. The water consumed is measured. The company stores and periodically disposes of all hazardous wastes in accordance with the disposal regulations of the Turkish Republic Ministry of Environment and Urbanization.

At Mercan Otomotiv, a satisfaction survey is given to all personnel by the Human Resources department at six-month intervals and their opinions are received. During the year, face-to-face meetings are held with each employee, after which their expectations and requests are evaluated. There are performance targets for sales and service personnel. In line with these targets, employees are rewarded through a bonus system. Personnel bonuses are distributed regularly every month as also suggested by Doğu Otomotiv.

Among the values of the company are; undertaken jobs to be carried out within the principles of good

faith, honesty and impartiality, services to be provided under clear, comprehensible and duly arranged contracts, and the confidentiality of commercial and personal information to be protected. Necessary information and trainings are provided for the health and safety of employees, and employees are encouraged to increase their professional competences. Mercan Otomotiv workshop employees hold SRC certificates and have advanced driving techniques training. Traffic safety training is provided to administrative staff in every six-months period.

In Mercan Otomotiv, vehicle owners are called daily after each rendered service to measure customer satisfaction. The requests, complaints and suggestions are evaluated and feedback is given to the managers. To ensure customer satisfaction, the company takes action by finding quick solutions to the problems. Adopting the motto "Traffic is Life", all customers of the Mercan Otomotiv are informed in detail about the use of safety equipment and safety of life during and after sales.

The repair of the road, which is also used to reach the settlements where Mercan Otomotiv is located was provided by the company.

OTOKUR

Number of Employees: 73
Total Area of Operations: 1,100 m²
otokur.vw.com.tr/yetkili-satici.aspx#biz

Volkswagen authorized dealer Otokur Otomotiv has been operating since 1999 in a showroom of 1,100 square meters in Sakarya, where it provides sales serves to its customers with a superior service approach adopted as its mission. From sales to credit and insurance services, it offers solutions to

automotive needs of its customers with its well-trained and expert staff of 73 people strong.

Quality studies are carried out at Otokur Otomotiv for all 12 months. Company follows ISO Quality Standards. To increase its quality standards, special investments are made. When selecting suppliers, companies which would be able to meet quality standards of Otokur are worked with. Care is taken to ensure that suppliers are environmentally sensitive companies with an established corporate structure that respect human and employee rights.

LED lights are used throughout the company to reduce energy consumption, whereas warning signs are posted in appropriate areas, encouraging to reduce water consumption. Employees are informed about responsible consumption of natural resources. Otokur Otomotiv collects and separates wastes generated within the company and delivers them to authorized recycling facilities. In 2020, a total of 7,259 kg of waste was recycled.

Company attaches importance to customer health and safety. While the customers are informed in detail before the test drives, vehicles are thoroughly disinfected after each test drive is completed. For customers to reach information easily, flyers are placed in the customer waiting halls. After sales and service, customers are contacted over the phone to give them a Customer Satisfaction Survey.

Otokur Otomotiv carries out all employee related processes in accordance with legislative regulations. To protect employee health, a Workplace Physician visits the company once a week and moreover, employees are subjected to regular health screenings



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in every three months. Company conducts an Employee Satisfaction Survey quarterly. Necessary actions are taken according to the results. Apart from Occupational Health and Safety, vocational and technical trainings are also given to the employees.

ÖZÖN OTOMOTİV

Number of Employees: 228
Total Area of Operations: 23,100 m²
www.ozonistanbul.vw.com.tr

With its head office in Istanbul and a branch in Samsun, Özön Otomotiv is an Özön Grup affiliate company.

Özön Otomotiv takes into consideration the price, efficiency, on-time delivery, after-sales delivery and services criteria when choosing its suppliers. These are the criteria it strives to operate with in its own business processes. Apart from this, it pays attention that the supplier companies not to have negative impact on issues such as human and employee rights and environmental health; for this purpose, contracts include necessary provisions in accordance with legislative regulations

At Özön Otomotiv, using non-renewable energy sources is diligently avoided and only renewable energy sources are used. The heating and cooling of the building is done by a geothermal system operating with renewable energy sources. With this investment made to reduce electricity consumption, ground water is heated during winter and cooled during the summer months with heat exchangers and then fed to the air conditioning systems of buildings.

In the same way, water consumption is reduced by using underground water in carwash and treatment systems. In this way, an environmentally friendly system is put into operation, and a process that is

sensitive to environmental health, which is among the basic principles of the company, is followed. The company delivers all its wastes to licensed institutions and organizations and keeps their records to be able to follow them up in the future. The electronic equipment waste generated throughout the company is disposed of by sending to companies authorized by the Ministry of Environment and Urbanization. For the recycling of waste paper and packaging waste, etc., Özön Otomotiv joins forces with recycling companies authorized by the municipality. Waste batteries and lubricant waste are delivered respectively to PETDER and TAP, approved by the Ministry of Environment and Urbanization, for disposal. The company attaches great importance for its employees to gain the same environmental awareness it shows when managing its business operations. To ensure the employees to gain environmental awareness as well and the awareness they acquired to be sustainable, precise trainings are organized with sensibly prepared contents. Working with an environment friendly vision, Özön Otomotiv sends the waste parts after maintenance and repair services to the licensed disposal company upon the approval of the customers.

Özön Otomotiv attaches great importance to increasing the quality of its sales operations. To increase the quality the sales operations, sales assistants are trained by Doğuş Otomotiv. Vehicles are delivered to customers at special areas designated for delivery in accordance with the rules set by Doğuş Otomotiv. Considering customer satisfaction as one of the most important criteria in determining the road map to be drawn in sales operations, Özön Otomotiv strives to advance with solid steps on this subject by basing its decisions on concrete data. A survey is conducted by calling customers periodically after sales transactions to measure customer satisfaction. In addition to these practices, customers can communicate their satisfaction, suggestions or complaints to the company via e-mail.

Company acts in compliance with legislative regulations regarding employee rights and occupational safety. Necessary trainings are given to all employees by a Workplace Physician and Occupational Health and Safety specialist. Having a system in place through which the employees can submit their suggestions and complaints to the management, Özön Otomotiv evaluates these suggestions periodically and implements the viable ideas. In 2020, Sales Assistants and the Aftersales Service Department employees took 8 hours of daily professional training given by Doğuş Otomotiv. In addition, employees who do not have a Vocational Qualification Certificate were provided with training opportunities and supported to obtain their certificates.

Özön Otomotiv informs its customers about traffic safety and safe driving techniques. Company aims to spread the values that it cares about, and to provide the necessary training and information in this regard, not only within the company but to every person it can reach. In line with the Traffic is Life! project, the company strives to instill a sense of responsibility to all customers during the purchase process. The company, which acts with social responsibility, made donations to TEV (Turkish Education Foundation), Children with Autism Foundation and “Biz Bize Yeteriz Kampanyası” (All We Need Is Us Campaign) in 2020.

TAMAŞ

Number of Employees: 165
Total Area of Operations: 10,000 m²
www.tamas.com.tr

Tamaş Motorlu Araçlar San. ve Tic. Ltd. Şti. was founded in 1994 and became one of the first authorized dealers of Doğuş Otomotiv’s Volkswagen distribution network. Starting its operations with a showroom in Aksaray and a temporary service center in Bayrampaşa, Tamaş



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completed the construction of its Topkapı facility in 1996 and moved to the building to provide Sales, Service and Spare Parts services, whereby closing the temporary Bayrampaşa service location. The showroom in Aksaray continued its activities until 2001. Designed in line with the Volkswagen concept, the construction of Tamaş Plaza located in Bakırköy district was started in 1999. Service department started operating in 2001, and the showroom in 2003.

The company complies with ISO 9001 standards and holds regular quality meetings regarding them. In 2015, in order to increase the quality of work in paint and body shops, Glasurit Bodyshop Audit Pro quality workshop was attended and the company was certified upon completion. The workshop was given by Glasurit, the automobile paint brand and the business partner of BASF. Tamaş is the sole authorized dealer to hold this quality certification in Turkey for all the brands. To maintain its quality standards, the company prefers working with suppliers that offer high quality products and services, utilize the technology and have a solid corporate structure. Care is taken to ensure that suppliers have all necessary documents and certificates, are sensitive to the environment and living creatures, and respect employees' rights. In addition to all these, attaching great importance to hygiene rules during the pandemic, the company successfully passed the TÜV SÜD inspection.

During the year, an efficiency group was established to address the energy consumption and this group decided upon keeping the doors and windows closed while the heaters were running. In addition, light fixtures are switched to LED lighting to save energy. With the renovation works, Tamaş implemented the DALI automation system. This system provides

both savings and effective lighting control. Daylight sensitive luminaires adjust the light intensity according to ambient lighting.

Furthermore, within the scope of automation efforts, the CRESTRON automation system was introduced in the music system. This system allows for independent control of almost every speaker, saving energy and preventing sound pollution with music optimization.

A Penetration test was performed by a competent and approved company within the scope of system audit of Tamaş. Due to the pandemic, some departments have switched to working-from-home system. The infrastructure needed for this purpose has been provided by the IT Department. IT Department delivers obsolete computers to a licensed recycling company. The company has received Hazardous Materials Activity Certificate in 2019. All hazardous and non-hazardous wastes are delivered to authorized recycling facilities following the necessary procedures. In 2020, 7,620 kg of waste paper was sent for recycling. Apart from these, waste parts left over after service are disposed of upon obtaining customer approval.

As a company that attaches great importance to customer health and safety, Tamaş ensures customers to wear protective clothing and accessories when they visit the workshops. During these visits, customers are provided with detailed information. Possible dissatisfaction and complaints are received through e-mail. Caring greatly for the customers satisfaction and loyalty, Tamaş checks suggestion and complaints boxes regularly and takes necessary actions promptly.

The company carries out all processes related to employees in accordance with legislative regulations.

Occupational Health and Safety meetings which were organized with the attendance of employee representatives and managers in every two months, were held in every three months due to the pandemic by adhering to social distancing rules. Within the scope of Law on the Protection of Personal Data and data security, policies have been identified within Tamaş, and awareness-raising trainings are provided to employees.

Employees are regularly screened for health and supplied with information about epidemics and hygiene. In this direction, a hygiene representative was appointed to the employees due to the pandemic in 2020, and necessary relevant trainings were given. The showroom was disinfected at regular intervals to protect the health of both Tamaş employees and customers. In addition to the measures taken, the cafeteria was temporarily closed in April. Instead of the meal allowance they are entitled to, food staples were distributed to the employees. As a precaution, employees were given a corona test, and all costs of these tests were covered by Tamaş

It is mandatory to use 3M 7500 and 9312 series masks in order to protect the health of paint and bodywork department employees in the workshop. With the pandemic, in addition to these, the use of 3M 9161 series masks has also started.

Various organizations are being held to increase employee satisfaction. Employees can share their thoughts via e-mail, using complaints and suggestion boxes or communicating directly. Vocational and technical trainings are organized to contribute to the personal development of employees. To support their ongoing formal education, paid leave is furnished



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during their exam periods. A working environment that is respectful to all kinds of differences such as religion, language, race, physical appearance, and is free from discrimination, is created for employees.

UZAY OTO

Number of Employees: 85
Total Area of Operations: 20,000 m²
www.uzayoto.com.tr

Uzay Oto, operating as a Volkswagen authorized dealer since 2006, is a company that prioritizes customer satisfaction selling passenger cars, commercial vehicles, accessories and spare parts as well as used vehicles to Volkswagen fans with high level of service and quality approach.

Uzay Oto applies ISO 9001 Quality Management System. QSP (Quality Service Portal) and RASE (Retail After Sales Excellence) projects are implemented in sales and aftersales service departments. Initial control, BAK, final control, test drive, BAT, Q Check and after delivery customer follow-up are carried out efficiently. The quality results are evaluated at the meetings with employees and the employees are rewarded with bonuses depending on the customer satisfaction achieved.

In supplier selection, Uzay Oto considers criteria such as service continuity and quality, business ethics, communication skills and competitive pricing. Furthermore, the legal liabilities such as tax and social security payment obligations of the companies that service is received are scrutinized by Uzay Oto.

Uzay Oto uses energy saving lamps and timer switches as well as motion sensitive sensors in its

lighting systems to save energy. The company also uses pulverization-based systems that slow the water flow to reduce water consumption in car washes. By means of external building insulation, heat saving is ensured. Additionally, waste generated throughout the company is collected and sent for recycling. In 2020, 4,750 tons of waste car batteries, 10 kg of waste batteries, 2 tons of waste paper and 100 liters of kiering oil used in the kitchen were recycled. Waster papers and waste oil are delivered to the Beyoğlu Municipality at regular intervals.

The company values the importance of customer health and safety. Customer privacy is ensured by following the necessary procedures in accordance with the law on protection of personal data. Accordingly, customers are informed during sales transactions. Access to customer information is only possible on computers with specific IP addresses. In this way, the privacy of customer information is secured. Customers are called within three days following the sales and service procedures at Uzay Oto to ask about the quality of service they received. Other than that, CEM and Turkuaz systems are utilized to record and process customer complaints and suggestions.

Employees are provided with Occupational Health and Safety Training at certain intervals. All employees receive 8 hours of training from the time they start their employment. Training topics include: labor legislation, employee rights and obligations, workplace hygiene and order, legal rights arising from work incidents and occupational diseases, firefighting and prevention, reasons of work accidents, their prevention principles and implementation techniques. Following the completion of its HR structuring, the company started conducting an Employee Satisfaction

Survey every year. For the employees to submit their suggestions and complaints, there are suggestion boxes placed at various points. These boxes are emptied out at regular intervals and their contents are evaluated. Workshop employees are encouraged to attend to technical and vocational trainings and they are supported in obtaining their professional competence certificates. Employee performances are monitored regularly, and the targeted performance and actual performance evaluations are made. Feedback on employee productivity is given in January and July.

To increase employee satisfaction, Uzay Oto provides complementary health insurance to its employees and their families, taking into account their seniority. In addition, employees are encouraged to make regular savings in the period they earn income, and to accumulate savings with their savings directed to investment. Employees are encouraged to participate in the optional private pension scheme, to which Uzay Oto A.Ş. also contributes.

Striving to contribute to the employment of the disabled, the company makes the necessary effort to create a comfortable working environment for its disabled employees as well. Uzay Oto provided food aid to the needy people living in the region during Ramadan. In addition, contributions are made to employees who have children in the educational age based on the level of their education. An aid campaign was organized for the disaster victims affected by the earthquake in Elazığ in 2020.

Uzay Oto acts with the principle of being respectful and tolerant of differences and strives to create an equal and respectful work environment without



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discrimination. Various events are organized during the year to strengthen communication among the employees.

VİMSA

Number of Employees: 173
Total Area of Operations: 25,053 m²
www.vimsaotomotiv.com.tr

Vimsa Otomotiv is an authorized Volkswagen, AUDI and SEAT Dealer and Aftersales Service Centre with locations in Adıyaman and Şanlıurfa. The company holds regular Quality Management meetings to provide better service for its customers. Quality and reasonable price are the primary criteria in the supplier selection process. Vimsa Otomotiv also takes utmost care to ensure that there are no suppliers in its supply chain structure with negative impact on the environment, community and employees.

Vimsa uses LED fixtures in its newly built facility to save energy. An autonomous system was installed to keep consumption under control. To reduce emissions, online programs are taken advantage of, where appropriate, instead of face-to-face interviews.

At Vimsa Otomotiv, hazardous wastes are sent to licensed companies for disposal. Furthermore, waste batteries are sent to TAP in the same manner and their recycling is maintained.

On the other hand, waste parts that remain after maintenance services are sent to licensed companies for disposal upon obtaining customer approval. Aiming to meet customer needs in the best possible way, the company fills out the "Vehicle Offer Form" obtained from Turkuaz application together with

the customers and responds to their questions. For vehicles that are not in the stock area, vehicles are visually created with the help of the digital room and customers are informed accordingly. To measure customer satisfaction, Vimsa Otomotiv conducts an Online Satisfaction Survey during the delivery of the vehicle and a satisfaction survey via a phone call at the end of three days following delivery. Customers who are reached by the phone are given information about the Law on the Protection of the Personal Data by both the service and sales departments during their service visits and their approval is obtained. Suggestions and complaints received from customers are evaluated on a weekly basis and measures to increase satisfaction are implemented quickly.

Within the scope of the Law on the Protection of Personal Data, ISO 27001 certificate was obtained in terms of ensuring the data security of the company, employees and customers.

All employee-related procedures at Vimsa Otomotiv are carried out in accordance with legislative regulations. An Employee Satisfaction Survey is conducted annually. The company evaluates the suggestions and complaints received from the employees and provides them with feedback.

Health checks of the employees are performed by the Workplace Physician who visits the company once a week. Access to medicines is facilitated through a partnering pharmacy. The employees are provided mandatory basic trainings by the Occupational Health and Safety specialist.

Aiming to support the personal and vocational development of its employees, Vimsa supports those studying toward a high school diploma and

professional qualification certificate. In addition, events are organized twice a year to create a warmer and happier environment for the employees.

To contribute to the community in which it exists, Vimsa requested support from both its employees and the citizens of Şanlıurfa for a project titled "Blood and Stem Cell Donation Campaign" aiming to raise awareness and support against Cancer Disease in 2020. In the last months of 2020, the construction of the Double Tree by Hilton project started to support both regional development and employment; construction is planned to be completed in mid-2022. In 2020, agreements for the Škoda Dealership in Antalya were also concluded, construction started, and it is planned to be completed in July 2021. Furthermore, all preliminary agreements were finalized for the Hilton Hotel project in Antalya Kepez. Its construction is planned to begin in 2021.

VOSMER

Number of Employees: 465
Total Area of Operations: 56,720 m²
www.vosmer.com.tr/index.html

Vosmer Otomotiv is a Doğu Otomotiv and Yüce Oto Authorized Dealer and Aftersales Service Centre serving customers in and around İzmir with a wide product portfolio consisting of Volkswagen Passenger Cars, Audi, SEAT, SKODA, Porsche, Volkswagen Commercial Vehicles and DOD brands and nearly eighty models of these brands.

Vosmer Otomotiv provides services in ISO standards. Aiming to raise quality standards, the company is currently preparing a handbook describing the



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procedures related to the jobs performed, which is planned to be shared digitally in 2021. Furthermore, in order to improve service quality, a budget was allocated for employee training programs. In the supplier selection process, the company acts with the principle of “Value for money”. To facilitate this, the development of a Purchasing Software which began in 2018 was completed.

Vosmer Otomotiv aims to save electricity by using LED lamps and a sensor operated lighting system in all its buildings. All the waste generated throughout the company is collected and sent to licensed recycling companies. In 2019, 13,570 kg of waste paper was sent for recycling. Also considering the pandemic conditions, all faucets were replaced with sensor operated ones, whereby creating a more hygienic environment and achieving water savings.

In 2020, 100,000 TL was donated by Vosmer to the “All We Need Is Us” Campaign to help people in dire situation due to the pandemic. During the month of Ramadan, within the scope of the campaign carried out jointly by Bornova Municipality and the Red Crescent, 22,252 TL was donated and a fast-breaking dinner was organized. Following the Izmir Earthquake, 250,000 TL was donated to the “When United Izmir Rises” campaign.

The company conducts a Satisfaction Survey to its customers after sales and service procedures to measure customer satisfaction and necessary changes are introduced according to the results.

Vosmer Otomotiv conducts an Employee Satisfaction Survey with its employees at regular intervals. Complaints and suggestions are evaluated and changes deemed necessary are implemented.

The company succeeded in the pilot program on performance management launched in 2018 and the scope of this program is planned to be expanded in the upcoming years. The program was suspended in 2020 due to the pandemic, however, it is expected to continue in 2021. Vosmer Otomotiv strives to recruit local people to contribute to the welfare of the local community with a sense of social responsibility. In the pandemic, employees with chronic illnesses were considered on administrative leave, even if they were not able to work from home, were not brought to the workplace, and the health of the employees was tried to be protected.



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ECONOMICAL PERFORMANCE

| | Total Number of Suppliers | | Number of Local Suppliers | | Total Amount Paid to Suppliers (TL) | | Amount Paid to Local Suppliers (TL) | | Social Investments (TL) | |
|----------|---------------------------|-------|---------------------------|-------|-------------------------------------|------------------|-------------------------------------|------------------|-------------------------|---------------|
| | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 |
| Acarlar | 265 | 232 | 265 | 232 | 201,119,926 | 405,108,745.28 | 201,119,926 | 405,108,745.28 | 5,350 | 6,500 |
| Acarsan | 316 | 273 | 316 | 273 | 84,569,687.21 | 107,353,660 | 84.569.687,21 | 107,353,660 | N/A | 0 |
| Aldo | 368 | 330 | 366 | 329 | 110,677,098 | 129,337,156 | 101.497.292 | 129,076,756 | N/A | N/A |
| Altur | 187 | 240 | 187 | 240 | 346,974,644.06 | 853,697,391.64 | 346.974.644,06 | 853,697,391.64 | N/A | 0 |
| Ark Oto | 200 | 291 | 45 | 250 | 109,268,773.68 | 131,081,383.15 | 2.114.126,89 | 67,416,751.90 | 0 | 0 |
| Attarlar | 15 | 29 | 15 | 29 | 1,636,617 | 1,852,452 | 1.636.617 | 1,852.452 | N/A | N/A |
| Avek | 1,200 | 850 | 1,195 | 849 | 2,493,431,130.37 | 3,122,679,696.71 | 2.493.266.586,11 | 3,122,679,696.71 | 0 | 65,600 |
| Aykan | 16 | 1,072 | 16 | 1,071 | 184,252,754 | 824,908,334 | 184.252.754 | 824,897,919 | 0 | N/A |
| Başaran | 112 | 116 | 17 | 21 | 681,000,000 | 870,560,250 | 2.325.453 | 4,520,650 | 91,541 | 103,450 |
| Demoto | 35 | 57 | 31 | 57 | 5,907,074.54 | 19,574,108.52 | 5.554.740,54 | 19,574,108.52 | N/A | N/A |
| Erel | 368 | 333 | 357 | 325 | 481,026,294 | 728,249,303 | 402.800.816 | 717,158,420 | 12,300 | 21,100 |
| Erkur | 90 | 150 | 100 | 100 | 25,980,819 | 88,300.00 | 3.003.277 | 1.115,000 | N/A | N/A |
| Eröz | 64 | 63 | 45 | 56 | N/A | N/A | N/A | N/A | N/A | N/A |
| Erz Oto | N/A | 210 | N/A | 160 | N/A | 165,000,000 | N/A | 135,000,000 | N/A | 150,000 |
| Lena | 1,149 | 1,264 | 1,148 | 1,263 | 224,599,668.11 | 247,059,634.92 | 28.472.439,23 | 31,319,683.15 | 119,790 | 131,769 |
| MBU | 343 | 329 | 343 | 329 | 182,153,452 | 174,867,313 | 182.153.452 | 174,867,313 | 0 | 0 |
| Mercan | 65 | 67 | 50 | 51 | 110,750 | 125,950 | 187.250 | 200,520 | 17,500 | 15,400 |
| Opat | 1,087 | 918 | 1,086 | 916 | 391,457,093 | 513,796,668 | 354.702.192 | 447,739,048 | N/A | N/A |
| Otokur | 210 | 785 | 210 | 785 | 125,384,661.38 | 1,316,192,167.54 | 125.384.661,38 | 1,316,192,167.54 | N/A | N/A |
| Özön | 4 | 201 | 4 | 201 | 240,000 | 1,327,702,465 | 240.000 | 1,327,702,465 | 0 | 56,550 |
| Tamaş | 350 | 381 | 350 | 381 | 165,263,147.95 | 357,549,587.06 | 165.263.147,95 | 357,549,587.06 | N/A | N/A |
| Uzay Oto | 288 | 231 | 288 | 231 | 211,129,322.28 | 394,454,124.52 | 211.129.322,28 | 394,454,124.52 | N/A | N/A |
| Vimsa | 578 | 408 | 578 | 408 | 363,445,788.22 | 547,484,407.98 | 363.445.788,22 | 547,484,407.98 | 20,000 | 99,494,268.98 |
| Vosmer | 489 | 476 | 340 | 324 | 820,195,883.63 | 1,416,070,914.51 | 11.388.514,07 | 18,905,260.24 | 50,000 | 372,252.22 |



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| | Electricity Consumption (kWh) | | Natural Gas Consumption (m³) | | Fuel Consumption (Lt) | | Water Consumption (m³) | | Waste Amount (kg) | | Waste Paper Amount (kg) | | Waste Paper Sent to Recycling (kg) | |
|----------|-------------------------------|--------------|------------------------------|------------|-----------------------|------------|------------------------|-----------|--|---------------------------|-------------------------|--------|------------------------------------|--------|
| | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 |
| Acarlar | 792,369.980 | 535,230.80 | 27,996 | 19,909 | 49,268.58 | 37,071.47 | 1,401 | 1,656 | N/A | 25,339 Kg + 23,827 Lt. | N/A | 625 | N/A | 625 |
| Acarsan | 302,047.97 | 272,895 | 0 | 0 | 22,214.67 | 8,077 | 4,822.67 | 4,064 | 11,174 | 9,555 | 615 | 550 | 530 | 490 |
| Aldo | 178,840 | 193,448 | N/A | N/A | 6,272 | 2,675 | 990 | 740 | 7,800 lt + 1,006 kg* | 7,723 | 600 | 455 | 500 | 410 |
| Altur | 760,000 | 1,100,000 | 26,100 | 57,000 | 4,425.34 | 5,630 | 6,100 | 9,500 | 81,450 | 77,052 | 3,600 | 2,600 | 3,600 | 2,600 |
| Ark Oto | 212,453.08 | 305,045.40 | 38,150.30 | 32,017.92 | 11,792.46 | 7,481.14 | 3,008 | 1,169 | 37,949 | 8,950 | 3,600 | 1,200 | 3,600 | 1,200 |
| Attarlar | 133,674 | 123,759 | 23,623 | 25,231 | 8,166 | 2,647 | 2,657 | 2,022 | N/A | N/A | N/A | N/A | N/A | N/A |
| Avek | 2,900,273.85 | 2,845,126.72 | 411,824 | 306,008 | 22,046.78 | 9,740.68 | 14,065 | 12,123 | 296,014 | 259,415 | 160,000 | 16,000 | 156,000 | 15,600 |
| Aykan | 375,070.32 | 1,679,337.77 | 71,010 | 264,264.04 | 23,043.28 | 57,045.40 | 116,268 | 18,257.27 | 30,060 | 64,720 | 4,300 | 12,150 | 1,500 | 11,900 |
| Başaran | 2,050,128 | 1,970,250 | 0 | 0 | 21,285 | 14,380 | 1,480 | 2,050 | 20,000 | 17,750 | 1,423 | 2,620 | 1,423 | 2,620 |
| Demoto | 588,442.20 | 540,789.80 | 6,646 | 6,020 | 35,379.76 | 32,877.77 | 2,887 | 1,480 | 43,414 | 35,931 | 3,248 | 3,800 | 3,248 | 3,800 |
| Erel | 1,251,404 | 1,117,620 | 92,168 | 63,606 | 42,866 | 41,100 | 7,800 | 6,200 | 10,236 | 12,763 | N/A | N/A | N/A | N/A |
| Erkur | 124,728 | 113,795 | 24,241 | 33,416 | 8,657 | 7,450 | 1,802 | 3,600 | 13,248 | 10,036 | 445 | 1,440 | 150 | 1,440 |
| Eröz | 241,867 | 267,085 | 0 | 0 | 24,761.91 | 26,850.90 | 1,394 | 1,563 | 13,954 | 11,720 | 520 | 413 | N/A | 125 |
| Erz Oto | N/A | 130,000 | N/A | 50,000 | N/A | 25,000 | N/A | 4,000 | N/A | 20,000 | N/A | 600 | N/A | 500 |
| Lena | 1,076,305.89 | 1,270,040.95 | 0 | 0 | 101,031.70 | 111,134.87 | 13,051.50 | 14,356.65 | N/A | N/A | 1,694 | 1,863 | 1,645 | 1,809 |
| MBU | 184,250 | 176,880 | 0 | 0 | 3,553 | 3,410 | 1,780 | 1,708 | 11,154 | 11,101 | 305 | 200 | 305 | 200 |
| Mercan | 167,622 | 176,510 | 24,251 | 21,100 | 12,658 | 13,169 | 2,865 | 2,755 | 11,600 | 12,850 | 1,170 | 1,275 | 790 | 850 |
| Opat | 410,058 | 229,175 | N/A | N/A | 39,823 | 12,665 | 1,370 | 1,237 | 32,630 lt + 19,565 kg ⁷⁰ | 45,881 | 2,400 | 1,870 | 2,100 | 1,560 |
| Otokur | 159,470.40 | 166,800 | 22,354 | 24,354 | 22,662 | 13,540 | 3,047 | 1,997 | N/A | 21,485 lt + 7,259 kg | 1,545 | 1,680 | N/A | N/A |
| Özön | 350,758.15 | 1,274,914 | 0 | 174,012 | 40,000 | 59,283 | 5,562 | 7,903 | 28,200 | 38,000 | N/A | 3,930 | N/A | 3,470 |
| Tamaş | 872,210 | 689,902 | 61,527 | 65,515 | 20,121.08 | 18,052.35 | 5,426 | 4,380 | 87,522 | 89,618 ⁷¹ | 9,500 | 7,620 | 9,500 | 7,620 |
| Uzay Oto | 651,143 | 493,329 | 79,900 | 33,669 | 20,800 | 16,166 | 2,920 | 1,650 | 12,000 | 27,192 | 400 | 200 | 400 | 700 |
| Vimsa | 672,037 | 592,681 | 99,069 | 42,894.17 | 26,488 | 58,030.68 | 1,756 | 7,595 | 38,282 | 19,910 | 7,968 | 4,000 | 3,490 | 4,000 |
| Vosmer | 2,659,277.39 | 2,626,380.85 | 46,419.56 | 36,965.42 | 61,153.12 | 50,359.15 | 24,953 | 21,126 | N/A | 252,585 | 14,050 | 14,390 | 13,570 | 6,800 |

70 Liquid wastes stated in liters are engine, transmission and lubricating oils; solid wastes specified in kg are waste printing toners containing hazardous materials, packaging materials, cleaning cloths and protective clothing, end-of-life tires, oil filters, leaded batteries and accumulators.

71 Waste material numbers are stated respectively: 39,099 oil. 4,470 glass. 15,131 leaded battery accumulators. 7,890 tires and 23,028 hazardous materials.



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EMPLOYEES

| | Number of Fulltime Employees | | Number of Part-time Employees | | Total Labor Force | | Number of Female Employees | | Number of Male Employees | | Rate of Female Employees (%) | | Employee Turnover (%) | | Average Training Hours per Employee (Man/Hour) | | Ethical Principles Training Time | | Human Rights Training Time | |
|----------|------------------------------|------|-------------------------------|------|-------------------|------|----------------------------|------|--------------------------|------|------------------------------|-------|-----------------------|-------|--|-------|----------------------------------|------|----------------------------|------|
| | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 |
| Acarlar | 127 | 124 | 3 | 4 | 130 | 128 | 23 | 25 | 107 | 103 | 17.69 | 19.53 | 11.54 | 6.25 | 15.17 | 8.53 | 8 | 8 | 8 | 8 |
| Acarsan | 50 | 42 | 2 | 3 | 52 | 45 | 10 | 8 | 42 | 37 | 20 | 17 | 20 | 10,3 | 2,5 | 2 | 1 | 0 | 1 | 0 |
| Aldo | 31 | 37 | 0 | 0 | 31 | 37 | 9 | 12 | 22 | 25 | 29 | 32 | 33 | 6 | N/A | N/A | N/A | N/A | N/A | N/A |
| Altur | 189 | 191 | 0 | 0 | 189 | 191 | 32 | 33 | 157 | 158 | 18 | 17.3 | 28 | 23.56 | 4.8 | 15.38 | 0 | 0 | 0 | 0 |
| Ark Oto | 73 | 59 | 0 | 12 | 73 | 71 | 19 | 13 | 54 | 46 | 26 | 26 | 21 | 23 | 25,68 | 4,5 | 0 | 0 | 0 | 0 |
| Attarlar | 53 | 47 | 0 | 0 | 53 | 47 | 9 | 8 | 44 | 39 | 17 | 17 | 22.64 | 18.75 | N/A | N/A | N/A | N/A | N/A | N/A |
| Avek | 495 | 540 | 0 | 0 | 495 | 540 | 60 | 83 | 435 | 457 | 12 | 15 | 37 | 30 | N/A | N/A | N/A | N/A | N/A | N/A |
| Aykan | 99 | 385 | 0 | 0 | 99 | 385 | 23 | 89 | 76 | 296 | 30 | 23 | 11 | 17.40 | 15.22 | N/A | N/A | N/A | N/A | N/A |
| Başaran | 315 | 331 | 1 | 0 | 316 | 331 | 60 | 70 | 256 | 261 | 23.4 | 26.8 | 25 | 19 | 3 | N/A | 20 | N/A | 20 | N/A |
| Demoto | 130 | 135 | 0 | 0 | 130 | 135 | 31 | 34 | 99 | 101 | 31 | 34 | 32,35 | 11 | 44,33 | 9 | N/A | N/A | N/A | N/A |
| Erel | 251 | 264 | 3 | 3 | 254 | 267 | 49 | 47 | 205 | 220 | 20.5 | 17.5 | 16.53 | 12.06 | 8.31 | 20.12 | 1 | 0 | 0 | 0 |
| Erkur | 48 | 44 | 0 | 0 | 48 | 44 | 12 | 11 | 36 | 33 | 25 | 25 | 14.58 | 25 | 30 | 43 | 0 | 0 | 0 | 0 |
| Eröz | 55 | 55 | 0 | 0 | 55 | 55 | 13 | 13 | 42 | 43 | 24 | 24 | 14.55 | 0 | 10.62 | 7 | 0 | 2 | 0 | 0 |
| Erz Oto | N/A | 52 | N/A | 0 | N/A | 52 | N/A | 8 | N/A | 44 | N/A | 15 | N/A | 32 | N/A | 0 | N/A | 0 | N/A | 0 |
| Lena | 162 | 173 | 0 | 0 | 162 | 173 | 36 | 39 | 126 | 134 | 22 | 22.5 | 18.5 | 17.3 | 36 | 36 | 0 | 0 | 0 | 0 |
| MBU | 46 | 41 | 0 | 0 | 46 | 41 | 12 | 10 | 34 | 31 | 26 | 26 | 2,2 | 2.6 | 24 | 24 | 12 | 12 | 0 | 0 |
| Mercan | 65 | 65 | 6 | 4 | 71 | 69 | 20 | 20 | 51 | 51 | 29 | 29 | 17 | 17 | 12.5 | 14.5 | 4 | 6 | 4 | 6 |
| Opat | 119 | 132 | 0 | 0 | 119 | 132 | 38 | 40 | 81 | 92 | 32 | 30 | 38 | 10 | N/A | N/A | N/A | N/A | N/A | N/A |
| Otokur | 70 | 73 | 0 | 0 | 70 | 73 | 15 | 18 | 55 | 55 | 21 | 28.77 | 38.57 | 38.57 | N/A | N/A | N/A | N/A | N/A | N/A |
| Özön | 82 | 228 | 0 | | 82 | 228 | 13 | 46 | 69 | 182 | 10.6 | 0.20 | 23.1 | 0.19 | 4.6 | 8 | 0 | 4 | 0 | 4 |
| Tamaş | 161 | 163 | 2 | 2 | 163 | 165 | 28 | 34 | 135 | 131 | 17.18 | 20.60 | 23.31 | 18.78 | 12.07 | 20 | N/A | N/A | N/A | N/A |
| Uzay Oto | 92 | 85 | 0 | 0 | 92 | 85 | 18 | 18 | 74 | 67 | 20 | 21 | 36.95 | 32 | 11,32 | 11 | 10 | 6 | 8 | 7 |
| Vımsa | 161 | 173 | 0 | 0 | 161 | 173 | 25 | 29 | 136 | 144 | 25 | 20.13 | N/A | 13.87 | N/A | N/A | 12 | 12 | 12 | 12 |
| Vosmer | 465 | 465 | 0 | 0 | 465 | 465 | 84 | 92 | 381 | 373 | 18 | 20 | 16.34 | 13.80 | 1 | 1 | 0 | 0 | 0 | 0 |



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SUSTAINABILITY AT SUPPLIERS

ACAR BASIM

Number of Employees: 113
Total Area of Operations: 11,600 m²
www.acarbasim.com

Acar Basim ve Cilt San. Tic. A.Ş. was founded in 1980 to operate in the printing sector and later spread its operations to include corporate gifts, stationery, real estate and publishing. The company's production, administration and sales activities are carried out in a total of indoor space of 11,600 m² including the central plant in Istanbul and the Anatolian Regional Directorate in Ankara.

ISO 9001: 2015 Quality Management System is in practice in the company. The printing house has the Service Competence Certificate, Sedex and FSC Certificate accepted worldwide. By means of these certifications, forests are protected by using only trees specially produced for paper making.

Aiming to reduce its environmental impact and to increase its contribution to nature, the company prefers solar panels for water heating in the work area. LED lighting fixtures are used and excessive energy consumption is worked to be prevented. The company also recycles paper, packaging and oil waste. In 2020, 301.910 kg of paper/packaging waste was sent for recycling. The company is running a server virtualization project with the aim of using electricity more efficiently and reducing new device purchasing.

Acar Basim strives to contribute to the society it is located at with various in-kind aids and projects. Company, which cooperates in several studies with

the regional schools where its factory is situated, also opens the factory building to visits for the transfer of experience and knowledge.

Company takes care to engage in innovative studies to increase its quality standards. In 2019, necessary studies planned the previous year were completed to develop a more efficient production process. Acar Basim conducts a customer satisfaction survey three times a year. The result of the survey determined customer satisfaction rate as 92% in 2020.

Employees are provided with basic occupational health and safety trainings, and necessary measures are taken for work accidents with periodic on-site inspections.

Apart from these trainings, various trainings such as Human Resources Management, Current Social Security and Current Labor Law, Logistics and Supply Chain Management were provided in 2020, for a total of 140 hours. Furthermore, foreign language training is offered to employees for their personal developments. Rules that are in compliance with the legislation are followed for affairs such as employee turnover, working hours, etc.

ATILGAN PAZARLAMA

Number of Employees: 18
www.atilgankurumsal.com

Atilgan Pazarlama is an Istanbul based company that has been rendering services in supplying food, cleaning and stationery group of products for 29 years. Atilgan Pazarlama works with brands well-known in the industry, which can be sustained in the supply chain. Company has 115 domestic suppliers.

Company saved energy by switching to LED lighting fixtures in its warehouses during the year. For efficient use of water resources, water-savings taps are preferred within the company. The waste generated within the company is separated and sent to authorized recycling facilities. A total of 695 kg of waste paper was recycled in 2020.

Atilgan Pazarlama takes care to protect its customers' health and safety. Customers can submit their suggestions and complaints to the company through the website.

While the company takes the necessary precautions regarding the hygiene and occupational safety conditions of its employees, necessary trainings are given to them as well. By coming together with employees every month, they are provided the opportunity to voice their opinions.

BAKIRCI OTOMOTİV

Number of Employees: 78
Total Area of Operations: 3,500 m²
www.bakirci.com.tr/tr/default.aspx

Bakırcı Otomotiv is an umbrella structure of six businesses that focus on the automotive sector and meet various needs of the industry. As the architecture of the car plazas in Turkey, the company provides services in building design, supply of maintenance and repair equipment of the service department, after-sales services of these equipment, training of technical personnel, professional qualification certifications, business development projects for the efficiency of the service and spare parts consultancy of the service.

Having 78 employees and more than 30 distributors



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as of 2020, the company builds automotive facilities primarily in Turkey as well as other countries like Azerbaijan, Cyprus, Iraq, Iran, Georgia, Turkmenistan, Uzbekistan, Qatar and the United States.

Bakırcı Otomotiv organizes its processes annually using ISO quality standards and is audited by TÜV SÜD. Company holds Quality Management System, OHS Management System, Personnel Certification Accreditation Standard and Authorized Certification Organization certificates.

The most important quality that Bakırcı Otomotiv values in the supply chain is to ensure that the product it procures meets the standards of the world's leading automotive manufacturers. Utmost care is taken to ensure that product quality is the highest and that its activities and operations comply with the laws and environmental regulations. Suppliers are also considered in terms of working in accordance with the Doğu Otomotiv business ethics principles. In the evaluation process, quality price performance, payment conditions, capacity, duration, test certificate and certificate criteria are evaluated after requesting prices from all alternatives.

The company's efforts to reduce its environmental impact include avoiding using lights at sunlit areas, installing light fixtures with energy-saving light bulbs, equipping the building with environmentally sensitive systems, taps with motion sensors, and shuttle route optimization. There are also informative announcements to raise environmental awareness among employees. Waste Management is carried out in accordance with laws and regulations in cooperation with Beykoz Municipality.

Bakırcı Otomotiv conducts various social responsibility projects in order to contribute to the society it takes place in. Apart from donations made to foundations on special days, the tradition that started with the

donation of the Body Repair Workshop to Ege University Vocational School in 1998 continues with the contributions to universities which have automotive engineering departments. At the same time, joint studies are carried out with 30 different Industrial Vocational High Schools. In 2019, internet cables on the street where the company building is located were replaced by Bakırcı Otomotiv with fiber optic cables against theft risks. In 2020, two classrooms were restored in the 'Sait Taşçıoğlu Primary School' located in Zerzevat Village of Beykoz; the lockers, classroom doors and main entrance of the school were renewed, and contribution was made to the village school. Again, in 2020, donations were made to contribute to the education of 10 students who continue their education within Darüşşafaka Educational Institutions.

The company provides necessary training to its employees in line with laws and regulations regarding occupational health and safety, and regularly screens the health of employees. Apart from Occupational Health and Safety trainings, various technical trainings are also given to the employees. In addition, employees are encouraged by giving paid-leave during working hours to employees who need to take part in voluntary work in nongovernmental organizations.

BARIŞ MAKİNA

Number of Employees: 86
Total Area of Operations: 15,000 m²
www.barismakina.com

Bariş Makina Otomotiv Ekipman San. ve Tic. A.Ş. has been operating in the field of repair shop equipment with imports, marketing, service projects and training services for more than 50 years. In addition to the buildings in İzmir and İstanbul, the third project,

İstanbul Şerifali building, with an indoor space of 5,000 m², has started operating as the biggest training center in Europe. Bariş Makina Otomotiv Ekipman San. ve Tic. A.Ş. provides sales, after sales and technical services in all regions of Turkey.

Bariş Makina holds ISO 9001: 2008 Quality Management System and ISO 14001: 2004 Environmental Management System certifications. Various quality improvement studies related to quality management, operation process and support process were carried out in 2020. In addition to protective measures such as masks, gloves, thermometers, disinfectant devices etc. purchased due to the Covid 19 outbreak, infrastructure hardware layout works have been carried to enable working remotely when necessary.

In supply chain management, the main expectations of the Company from its suppliers are an honest and reliable trade approach and maximum sensitivity for health and safety issues as well as the warranty conditions for the quality products and services they provide.

The firms whose products are distributed and sold by the Company are those that produce globally recognized products and services and also carry out exemplary activities in aspects including human rights, working conditions and employee rights. In the selection criteria for procurement, compliance of the suppliers' activities with local legislation, labor law no. 4857, social security law no. 5510 and occupational health and safety law no. 6331 play a determining role. The company works with 330 suppliers in total



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including 40 international businesses. All environment-related aspects are managed and audited in accordance with the ISO 14001 Environmental Management System. Company organizes special meetings and trainings to increase employee awareness on efficient use of resources and consumption reduction. Waste paper and batteries generated during the year are sent to Konak Municipality and recycled. In 2020, a total of 2,700 kg of waste paper was sent to recycling. During the year, 45,000 TL was invested in improving service routes to reduce carbon emissions and fuel consumption. In addition, the Company makes regular annual donations to the Aegean Forest Foundation for tree planting.

Products that are distributed and sold by the Company are CE certified equipment and devices that have cleared through European Union safety norms. Health and safety risks have been considered for each product and risk assessment studies have been conducted by the manufacturers to minimize or eliminate these risks.

Company conducts a customer satisfaction survey once a year and a regular Employee Satisfaction survey. In 2020, the result of the employee satisfaction survey was 88%. All obligations are fulfilled in accordance with Occupational Health and Safety laws and regulations. There were no occupational accidents in 2020 and employees were provided with 12 hours of detailed training on Occupational Health and Safety as well as 2 hours of detailed training on Covid-19 given by the workplace physician.

Bariş Makina has a Suggest/Solve suggestion system that aims to encourage employees to contribute to efficiency. This system is an alternative communication channel as employees can directly contact the management face-to-face or via email.

In addition to the trainings provided to ensure professional development of all employees, certain employees are sent overseas to visit the companies, whose products are distributed for training purposes. Furthermore, all costs of employees who wish to attend foreign language courses are covered by the Company. Employees are not discriminated against on the basis of language, religion, race, gender, nationality, or ethnicity, etc. The company has adopted the equality principle.

Bariş Makina also carries out activities in line with the needs of local communities for the development of the region where it operates. In 2020, 22,000 TL was spent on pavement and lighting works in the street where the material warehouse in Izmir is located, and the needs of the region were met.

BASF

Number of Employees: 504

<https://www.basf.com/tr/tr.html>

BASF is governed with “we create chemistry for a sustainable future” mission statement. The company ensures economic success nested with social responsibility and environmental protection. More than 110,000 BASF Group employees strive for the success of their customers operating in almost every country and sector. The company portfolio consists of 6 segments: Chemical Products, Materials, Industrial Solutions, Surface Technologies, Nutrition and Personal Care, and Agricultural Solutions.

Sustainability is managed highly effectively within the strategies and operations of BASF, the world's largest chemicals company. BASF strives to achieve its sustainable development goals by explaining its performances in many areas within the scope of its sustainability report published annually.

BASF is also regularly included in the FTSE4Good Index Series prepared by the FTSE Group. The company demonstrates success in being included in indexes which list only the companies that are able to meet the strictest environmental, social and governance (ESG) criteria and consistently confirm/develop these aspects through regular assessments. BASF is the best of its class in terms of ESG among the chemical companies in the index.

While BASF's unique “Verbund” (integrated production) approach constitutes a good example of sustainable use of resources, it also enables saving resources and energy, minimizing emissions, reducing logistics costs and creating infrastructure synergies.

As another reflection of this approach, digitalization and intelligent production offer great opportunities for BASF. With the use of digital technologies and data, BASF creates added value for its customers while increasing efficiency and effectiveness in its processes. One of the most important examples of this approach is the BASF supercomputer Quriosity, which has played a key role in R&D for the digitalization processes at BASF.

BASF strives to ensure that technological paintwork repair methods are applied in body shops of all customers whom has placed satisfaction and savings awareness at their core as a priority and to maximize efficiency of body shops. The body shops that complete and implement the steps determined within the scope of Glasurit Bodyshop Process Excellence activities have earned the right to receive the certificate.

In the Glasurit Bodyshop Process Excellence efforts carried out at all service points of Doğuş Oto, which have been served by BASF since 2015, all body shops



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have been certified so far. Within the scope of the Glasurit Bodyshop Process Excellence efforts, in the works that lasted for about a year, all stages were completed with the follow-up of both DoğuŖ Oto Bodyshop managers and employees as well as the field officers of Glasurit Automotive Repair Paints, and 100% success was achieved at all service points.

BASF Türk is certified according to ISO 9001, ISO 14001 and ISO 27001 Management Systems Standards. In addition, the automotive coating division is certified according to IATF 16949. BASF is a founding member of the “Together for Sustainability” initiative, where leading chemical companies join forces to promote sustainability practices in the supply chain and standardize supplier auditing and assessment methods.

BASF is committed to acting with social responsibility awareness in accordance with national laws and basic labor standards set by the International Labor Organization. It has integrated this commitment into its internal regulations and compliance rules.

BASF’s application laboratories in Turkey, which provide solutions to many industrial sectors, have been united under the roof of the BASF Innovation Center with the addition of new ones. The center, which has been operating in the Technopark Istanbul campus, enables BASF to develop special solutions for its local customers, taking into account the characteristics of the Turkish geography.

The Innovation Center building, which is situated on a 3500 m² land allocated by Technopark Istanbul, consists of laboratories, office areas and seminar rooms. Sustainable strategies and solutions have been implemented by complying with LEED criteria in the project design and construction of the building,

which has the LEED Gold certificate. In the Innovation Center, studies are carried out for new solutions and customer needs in the fields of Food Solutions, Seed Solutions, Home Care and Industrial Cleaning, Personal Care, Engineering Plastics and Polyurethane, Automotive Renovation Paints and Construction and Industrial Paints.

BEKER PCB ELEKTRONİK SAN. VE TİC. LTD. ŞİRKETİ

Number of Employees: 42
Total Area of Operations: 17,500 m²
www.beker-recycle.com

As an affiliate of Beker Pcb Elektronik Şirketi, world’s largest Beker Recycle carries out “Waste Management and Automotive Recycling” activities in its integrated facilities built on 17,500 m² located in Düzce.

Beker Recycle holds ISO 9001, ISO 14001, ISO 27001 and OHSAS 18001 certificates and follows these standards in production. To maintain quality standards, the criteria of quality, effective performance and compliance with market prices are taken into consideration during the supplier selection process.

Energy saving bulbs are used to save energy within the company. To save water, warning signs are hung where necessary, such as around faucets and water dispensers. To reduce the carbon footprint, service routes are arranged so as to cause minimum carbon emissions. All kinds of waste generated within the company are separated and recycled. After the waste oils are separated and collected, they are sent to PETDER for recycling. 30,500 kg from the 30,575 kg of waste paper generated in 2020 was sent for recycling.

Within the scope of Beker Recycle, Completed Vehicle Temporary Storage, Non-Hazardous and Hazardous Waste Interim Storage, Waste Accumulator Temporary Storage, Non-Hazardous Waste Recycling, Scrap Metal/ELV Processing, Packaging Waste Collection Separation TYPE-3, Waste Electrical and Electronic Equipment Processing-WEEE activities waste is included in the process and sent to licensed recycling and disposal facilities.

Ensuring customer health and safety is very important for the Company. In this context, consultancy service is received. In addition to conveying their complaints and suggestions through the website, customers also have the possibility to communicate their dissatisfaction directly with the relevant personnel.

Beker Recycle fulfils all social rights and working conditions of employees in accordance with legal regulations. While benefiting from consultancy service within the scope of Occupational Health and Safety, regular information and controls are carried out by experts and physicians. In 2020, a total of 42 employees received trainings in the fields of Occupational Health and Safety, Hazardous Substance Consultancy and Environmental Consultancy. In addition, employees are provided with first aid training, technical and vocational training. Employees are supported in receiving any type of training they desire for their personal development.



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BIG TANITIM

Number of Employees: 5

Total Area of Operations: 87 m²

www.bigtanitim.com

Big Tanitim has over 10 years of experience in the promotional and advertising products industry and works to resolve the demands of customers rapidly by understanding their requests. Having its headquarters in Istanbul, the company operates domestically and internationally. It has an administrative structure that ensures the achievement of its strategic goals in terms of quality and quantity.

Big Tanitim chooses suppliers that meet the criteria such as quality, rigorous business process and trust after conducting market research in supplier selection. Suppliers' environmental impacts are also taken into account by the company during the selection process.

Most presentations, files and documents are shared digitally to avoid paper waste within the Company. Waste batteries are collected in boxes and sent for recycling after being checked at the end of each week. Office and showroom lighting is provided with LED lamps.

Big Tanitim carries out the necessary research on the health and safety of its customers before and after sales, and informs them accordingly. After sales, the company contacts its customers via visits or phone calls to measure their satisfaction and to receive feedback from them.

Big Tanitim conducts biannual Employee Satisfaction Surveys to enable employees to share their complaints, suggestions and opinions. In 2020, employees were given approximately 20 hours of business ethics

and ethical code, human rights and basic vocational trainings. Apart from these trainings, foreign language, basic computer, graphic and web design, digital marketing trainings were provided to contribute to the personal development of the employees.

Big Tanitim makes regular donations to TEMA Foundation and Darüşşafaka Foundation, and also partners with another company to support village schools with donations. Furthermore, the company supports a number of students with scholarships.

DAIKIN TÜRKİYE

Number of Employees: 1,480

Total Area of Operations: 2,600 m²

www.daikin.com.tr

After operating in Turkey through distributors since 1978, Daikin acquired all stakes in Airfel, a major actor in the Turkish HVAC industry, in July 2011, and became a prominent player in the market. Today, Daikin Turkey boasts the widest product range in the field of heating, cooling and ventilation in Turkey. Daikin and Airfel brands under the Daikin Turkey umbrella offer a broad range of products for the HVAC industry, including boilers, air conditioner units, panel radiators, fan coil units, and air conditioning plants, etc. produced with the latest technologies to meet different needs. Daikin Turkey has launched the production of Daikin branded products in addition to Airfel brand at the Daikin Hendek plant, spread on 100,000 m² of land with 42,000 m² of indoor space. Headquartered in Istanbul, Daikin Turkey serves a broad geographical area of Turkey with its six regional offices (Adana, Ankara, Antalya, Gaziantep, İzmir, Trabzon), 170 dealers, 500 sales points and 501 authorized aftersales services.

Similar to everywhere else in the world, Daikin Turkey operates in line with the company's global Quality Policy, and carries out all activities in accordance with ISO9001:2008 Quality Management System. Kaizen and quality circle concepts are applied at Daikin Turkey to improve quality.

In addition to complying with Doğu Otomotiv's Business Ethics, Corporate Sustainability and all other operating principles, Daikin Turkey also considers business integrity, environment, human rights and fundamental labor rights when selecting its suppliers, and performs checks based on these criteria.

Five times a year, in-depth meetings and interim evaluation meetings are held with dealers and services in the supply chain to review processes and make improvements. Process performances of all stakeholders are measured and evaluated with a recognition and appreciation system.

Relevant sanctions, in accordance with the discipline provision in Company's procedures, are applied to companies in the supply chain that have a negative impact on the environment or human rights. Daikin's environmental policy is built on the mission of "Enriching today, protecting the future".

Daikin Europe plays an active role in environmental responsibility by closely following the parent company in Japan and introducing policies beyond official rules and regulations. In 1998, Daikin Europe became the first HVAC manufacturer to earn ISO 14001 certification in Europe and expects all its subsidiaries to meet ISO 14001 requirements in all business processes. In 2002, Daikin Europe formulated its own response ahead of the EU directives on "Restriction of Hazardous Substances"



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(RoHS) and “Waste electrical and electronic equipment” (WEEE). Daikin Turkey takes these as reference in its operations in Turkey as well. At Daikin, where business operations are guided by the slogan “Reduce, Recover, Reuse”, utilization of all resources and energy consumption are constantly monitored and reviewed to sustain energy efficiency. Within the scope of Daikin Turkey’s energy efficiency practices, activities are carried out to reduce the consumption of resources in accordance with the studies and analyses conducted by energy methods engineers. The engineers at Daikin Turkey participate as trainers in the trainings on the topic of energy efficiency in HVAC systems organized by the Ministry of Energy, General Directorate of Renewable Energy. Designed with energy efficiency and health conditions in mind, Daikin Turkey headquarters moved to its new service building at the beginning of 2019. All energy and other resources used in the Daikin Plaza and Daikin Academy buildings served are monitored and tried to be optimized. Suggestions and practices of all employees regarding the use of resources are evaluated. In 2020, projects received from the staff within the scope of the recommendation board were evaluated and put into practice.

Daikin regularly analyses the production and packaging materials’ use and recovery potential. For instance, damaged wooden Euro pallets are repaired and reused. The water consumed at the plant is treated before being delivered to the wastewater system while large quantities of sediment is separated as useful sludge for the cement industry.

The design department implements a “green purchase” policy, which requires material suppliers to declare that their products do not contain any substances stated to be harmful to the environment.

Battery waste is collected in battery boxes located at Akademi Maltepe, and delivered for recycling. Employees are encouraged to sort hazardous materials such as trash, batteries and printer cartridges, and recyclable products such as paper and cardboard. Moreover, “ZERO Waste” and “ZERO emission” targets are adopted by the manufacturing department at all stages of production. Authorized service centers provide training on the proper use of HFC gases utilized in air conditioning systems in line with F gas regulation. In 2020, a reclaiming device was started to be used by Daikin to enable the reuse of HFC gases used in the field but now were deteriorated in quality. In all visits across the country including authorized service inspections and dealer visits, Daikin Turkey provides information about recycling waste, energy use and how coolants are used and collected. All wastes that may result from company operations are processed in accordance with environmental policy.

In January 2018, Daikin was granted energy efficiency consulting authority by the Ministry of Energy, Directorate General of Renewable Energy to deliver services for commercial buildings. This authority aims to ensure energy optimization through energy studies in customers’ service buildings. The company also carries out voluntary works to develop energy efficiency projects in the ISKAV Energy Efficiency Commission for Industrial Plants in order to reduce energy expenditures of industrial plants.

Acting in line with Daikin Europe’s environmental policies, Daikin Turkey has also developed its own local standards by taking European regulations and directives into account. Aiming to reduce its environmental impact across the value cycle, Daikin has instructed all its subsidiaries to secure the

internationally recognized ISO14001 accreditation by the end of 2005.

Daikin highly values the importance of service continuity, data privacy and the integrity of customers’ or company’s information assets. Accordingly, the ISO 27001:2013 system is established. The efficiency of the system is constantly checked and improved where necessary.

Daikin Turkey is aware of how important the human factor is to reach future targets. In addition to the periodic personality inventory applied for Daikin employees and the skill development programs specifically designed to improve the competence and managerial skills of employees based on the 360-degree assessment results, Technical, Professional and Legally Compulsory Trainings were being conducted.

In 2020, the contribution of blue-collar personnel to the quality circle and Kaizen processes has been increased through development and key operator personnel trainings organized exclusively for blue-collar employees. One of the quality circle teams was awarded in the “Quality Circle and Kaizen” award processes carried out by KalDer Ankara during the year.

Daikin Academy

All training activities under the umbrella of the Daikin Turkey Academy are held at the training building on the Maltepe, Istanbul campus, featuring one conference room, three practical, four theoretical classrooms and one workshop. Since its inception, Daikin Academy has reached approximately 24,000 people with innovative applications and training



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content created to meet the needs of employees and stakeholders.

According to its 2020 strategy, the company has provided training opportunities for 45,000 people. Due to pandemic conditions, some of the trainings were carried out online. Daikin Academy is managed in line with the 5-year rolling strategy plans by a professional team under the supervision of the Executive Board, which includes a number of department heads. Since the very beginning, Daikin Academy has always aimed to be the strategic partner of departments and stakeholders and to reflect the results of all the trainings on business life and activities. Original training content is prepared according to in-depth analysis of need. The benefits of trainings reach a wide audience including employees, dealers, services, distributors that provide services in CIS countries, as well as university students and customers. Daikin Academy delivers all of its trainings to relevant audiences through classroom applications as well as field work, workshops and digital platform applications. Daikin Radio hosts academic interviews, which are broadcast to all employees according to an annual plan. Guests such as educators, psychologists and life coaches are invited to radio programs with the aim of taking development out of the classroom and making it accessible for all employees. The employees who answer the questions in the program are rewarded by the Academy. In-house trainers give 85% of the professional and technical development trainings. In annual motivation meetings, successful in-house trainers are rewarded. Daikin Sakura Project

Sakura Project, which was launched in 2014 in cooperation with KOSGEB, Kal-Der and Daikin, is planned to ensure entrepreneurial women with university degrees to become bosses of their own businesses. With the Sakura Project, entrepreneurial women are embarked on business life by receiving training and then workplace support. Within the scope

of the project, it is planned to have 100 entrepreneur women to start their entrepreneurship career as a business owner at the end of the fourth year. The project is ongoing within the targeted development plan.

Female Technician Project

After the success of women entrepreneurs in the Daikin Sakura Program, which was launched in 2014, Daikin aimed to train female technicians for the male-dominated air conditioning industry with the female technician project launched in 2017. At the end of 2018, female technicians at the targeted level became able to serve on the field. The project continues to be developed with the aim of making female technicians as service owners and increasing their numbers. The Project continued to be implemented in 2020 with 21 female technicians.

Climatization Laboratories for Vocational High Schools

Daikin Turkey establishes educational laboratories from which climatization departments of vocational high schools will benefit. Schools determined during the planning periods are supported every year accordingly. In addition to this, young people who graduate from the vocational high schools of the specified vocational high schools are provided with job opportunities at Daikin Authorized Services as part of the İş-Kur guidance and interviews held in the relevant high school.

Fuha Specialist Days

Fuha, the largest experience center in Europe, established by Daikin to serve the HVAC industry is located in Turkey. The center contributes to the

industry by organizing free events including trainings and seminars, etc. aimed at the employees in the HVAC and energy sectors, university and vocational high school students and NGOs. The seminars and meetings, which customers, employees and all stakeholders can benefit from, are carried out periodically under the 'sector specialist days' title. Since August 2018, Fuha is operating at its new address in Maltepe, Istanbul. Daikin Turkey employees also publish articles on HVAC issues in trade publications. Specialist Days program continues online due to the conditions of the pandemic.

DESTEK BİLGİSAYAR VE İLETİŞİM HİZ. TİC. A.Ş.

Number of Employees: 517

Total Area of Operations: 3,000 m²

<https://www.destek.as/index.php/tr/>

Destek Bilgisayar has been serving its customers for more than 25 years, providing logo design, web design, technical support and consultancy services.

Destek Bilgisayar is certified in Information Security Management System ISO 27001: 2013, Information Technology – Service Management System TS ISO/IEC 20000-12011, Environmental Management System ISO 14001: 2015, Occupational Health and Safety Management System ISO 45001: 2018, Quality Management System ISO 9001 : 2015, Customer Satisfaction and Complaint Management System ISO 10002: 2018 standards, and it is subject to the Responsible Business Alliance (RBA) audits of its global business partners. It carries out studies geared for its employees and suppliers in order to increase its quality standards. In this context, while trainings were organized for employees, ethical rules were prepared for suppliers, and supplier selection forms



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were updated. In the supplier selection process, the company is looking for the requirements for quality, corporate culture, eligibility for shipment, ease of payment and compliance with the Service Level Agreement (SLA) criteria. In addition, Destek Bilgisayar pays attention for its suppliers to be companies that respect the environment, living beings, human and employee rights, and thereby includes ethical rules in the selection process and contracts. Company separates all wastes such as paper, battery and household wastes generated, and sends them for recycling. Technological waste is recycled by a contracted company, while paper and battery waste are recycled by municipalities. In 2019, a total of 810 kg of waste was sent to recycling. Apart from these, informative brochures are posted within the common areas of the company to encourage efficient use of resources.

All precautions are taken and studies are carried out at Destek Bilgisayar which are foreseen in the law on occupational health and safety. Employees are provided with 16 hours of Occupational Health and Safety Training, including subjects covered by A class. In addition, technical and professional trainings are given to employees. Company uses an online application where employees can submit their suggestions and complaints anonymously and follow them.

Apart from this, Employee Satisfaction Surveys are conducted once a year and employee feedback are received. According to the survey results, focus groups are prepared and action is taken to eliminate dissatisfaction. Group celebrations are organized on special days to create a better working environment and strengthen relationships.

Company sends Satisfaction Survey to the relevant customer after each invoice issued and aims to solve the problem within 48 hours in cases of dissatisfaction. If the customers create a complaint record from the website of Destek Bilgisayar, they are forwarded to the relevant units via e-mail.

Destek Bilgisayar strives to contribute to the society through social responsibility projects. Company donates to TEV and LÖSEV and participates collectively in external social responsibility campaigns with the employees. In addition, the company provides scholarships to 14 students studying IT.

DİLEK REKLAM

Number of Employees: 5
Total Area of Operations: 500 m²
www.dilekreklam.com

Dilek Reklam has been serving in the fields of advertising, promotions, cosmetics, tourism and medical on its 500 m² printing park in Istanbul since 1998. The company participates in industrial fairs every year and works to improve the range of its printing materials and products.

Dilek Reklam conducts a supplier selection process based on trust and quality. There are suppliers that the company has been working with for many years. Feedback from customers is an important factor in the selection of suppliers and the continuation of its business. Dilek Reklam receives service from 13 suppliers in Turkey and seven from abroad.

All documents used internally within the company have been transferred to the digital platform. In this way, the use of paper is targeted to be kept at a

minimum level. The company separates its wastes as recyclable or reclaimable wastes every week, and disposes them off after this separation. There are informative writings in common areas to encourage using resources efficiently and specifically to reduce water consumption. Energy-saving lamps and recycled paper are used throughout the company.

All products produced by Dilek Reklam go through the necessary hygiene scrutiny stages. During the Covid-19 outbreak, the masked working environment, disinfection of products, and the use of gloves are among the hygiene practices that have been particularly adhered to. Before and after sales, customers are informed by the company on the necessary issues regarding the use of the products. Customers are contacted to measure product usage and customer satisfaction one and three months after product sales. Apart from that, customers have the opportunity to reach Dilek Reklam via phone or the company website.

The company's customer information is stored digitally in the encrypted storage system within the company. Employees' suggestions and their innovative ideas are important for Dilek Reklam. At the meetings held within the company, a survey is conducted to measure employee satisfaction. Dilek Reklam, which has not experienced any occupational accidents until today, works with an occupational health and safety expert.

An average of 13 hours of training per year is given to employees on computers and printing machines. Employee performance evaluations are conducted at the end of the year. There are practices such as bonuses and extra compensation for the overtime



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work within the company. At Dilek Reklam, all employees are treated as equal and they are not faced with discrimination against matters such as their race, language, religion, gender, nationality, etc. The compliance training that company employees receive during their induction also includes ethical issues. Dilek Reklam is against child labor under all circumstances and acts strictly in accordance with laws and regulations.

In 2020, as a part of its social responsibility efforts, the company worked in cooperation with a kindergarten and supported the needs of the students by supplying various toys and coloring books.

EFOR GRUP PROMOSYON BİLGİSAYAR ELEKTRONİK TEKSTİL İNŞAAT LTD. ŞTİ.

Number of Employees: 22
Total Area of Operations: 2,000 m²
www.eforgrup.com

Efor Grup is an Istanbul based company and serves all over Turkey. Being in the service industry, the company works through the ERP System to improve its quality standards. It is preparing for the application process required to obtain SEDEX Certification in 2021.

Criteria such as time management, quality and pricing are taken into consideration in supplier selection. In addition to the suppliers that the company has been working with for many years, there are reference requirements and contract terms for new suppliers to be included. It receives services from around 200 suppliers.

Company communication is carried out through social media and e-mail announcements. New business partners and supplier meetings are organized with various NGOs within the body of Efor Grup, which participates in domestic and international fairs.

LED lighting is used in the company, and sensor-operated lighting fixtures are preferred in common areas. Data are stored using local and cloud servers. Faucets in the company also are sensor-operated. In purchasing second hand electronic devices, an expert company is cooperated with. In the company building, there is a recovery system for waste and storm water in place.

At Efor Grup, office supplies and stationery products suitable for recycling are being produced. The company, which takes care to use paper not exceeding 100 kg per year, recycles its paper wastes. By taking as few print outs from the printers as possible, amount of waste generated is aimed to be reduced. Adding awareness-raising information and trainings on the efficient use of company resources to the next period of employee training programs is among the plans.

To spread the sustainable product policy, advertising investments are made for the sales and marketing of ecological products of the Senator brand in particular. Promotion campaigns are carried to encourage customers to choose "Green – Bio Degradable" products more. Necessary measures are taken regarding customer health and safety issues. Informing customers about product usage is carried out through customer representatives and product user guides. Transparent communication principles have been adopted between the customers and the company, and a confidentiality agreement is signed mutually. Customers can communicate with the company via e-mail or website. Customer satisfaction is measured through surveys or one-on-one communication channels and feedback is obtained accordingly.

All employees within the Efor Grup work in accordance with current laws and regulations. Occupational Health and Safety rules are followed, and all necessary information is provided to employees, especially during the pandemic period. At Efor Grup, all employees are

treated as equal and they are not discriminated against matters such as their race, language, religion, gender, nationality, etc. Employees' opinions and suggestions are important for Efor Grup. Employees are trained on technical issues such as the ERP System, project processes, and warehouse stock control throughout the year. Social activities are organized for employees on special days, and their birthdays are celebrated.

Efor Grup provided special production visor support to Istanbul Metropolitan Municipality Health Department during the pandemic period. Students are provided with tablet and scholarship support, and the library, classroom and educational needs of a school are met.

FABRİKA BASIM

Number of Employees: 57
Total Area of Operations: 3,600 m²
www.fabrikabasim.com

Fabrika Basim operates in the printing sector since 2003, producing high quality and creative products for every sector and industry.

The key objective of the company in the supplier selection process is to work with trusted suppliers with total quality approach, reliable products and timely delivery sensibilities. ISO 9001 Quality Management System, ISO 14001 Environmental Management System, Labor Law No. 4857, Social Security and Universal Health Insurance Law No. 5510, Occupational Health and Safety Law No. 6331, and other laws and regulations are respected in setting labor and quality standards.

Fabrika Basim regularly checks utility bills and works to reduce energy consumption.

In some lighting areas, LED luminaires are used while employees are informed about unnecessary electricity



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use to further reduce electricity consumption. Waste batteries, unused computers and technological products, and waste paper are collected in recycling areas and sent to the relevant municipal units to contribute to recycling. The waste paper recycled by the company in 2020 amounted to 246,342 kg. By procuring consultancy services environment and recycling related issues, Fabrika Basım carries out necessary work to reduce its environmental impact. The demand for FSC-certified paper coming to the company has increased in 2020. Fabrika Basım, a member of FSC, holds a certificate documenting that it is using 100% recycled paper. In addition, customers are provided with access to a system where they can obtain information about the paper used, such as where the trees are cut from and whether or not replacement trees are planted in their places.

When the disks used in the server system in the Information Processing Unit reach the end of their economic life, they are replaced with new disks in line with advanced technology to ensure information reliability and prevent data loss.

After rendering each service, the company conducts a customer satisfaction survey via follow-up calls. The feedback received is reviewed and the negative feedback of customers is resolved with rapid and permanent solutions. A confidentiality agreement is entered between the company and customers. In line with these agreements, information privacy is ensured within the company. In their labor contracts employees are informed about the legal ramifications of disclosing confidential company information.

Fabrika Basım provides its employees with periodic examinations and screenings in line with the Occupational Health and Safety Law no. 6331, Social

Security and Universal Health Insurance Law No. 5510 and other legislation. The employees are trained by an Occupational Health and Safety specialist. In addition, the employees also took human rights and first aid trainings in 2020.

An Employee Satisfaction Survey is conducted quarterly. The results are evaluated by the management and the opinions and suggestions of the employees are taken into consideration. Aiming to raise quality standards, the Company provides its employees with various trainings on the latest market conditions and technological developments. The results of the daily assessments of errors that occur or are missed during production, and faults in the machinery and equipment chain due to human error are recorded. In the daily, monthly and yearend evaluation meetings about the error reports, the causes are investigated and eliminated at source.

FORMAT MATBAACILIK

Number of Employees: 39
Total Area of Operations: 1,400 m²
www.formatmatbaacilik.com.tr

Since 1998, Format Matbaacılık serves its customers in various industries that it carries out in three stages; pre-printing, printing and post-printing operations.

Format Matbaacılık takes care to use products that do not harm human health and the environment. For this purpose, in the supplier selection process, it pays attention that candidate suppliers have the necessary certificates.

Wastes generated within the company are sent to companies with authorized recycling certificates

and recycled. Format Matbaacılık is the holder of the globally recognized FSC certification. By means of this certificate forests are protected by only using trees grown exclusively for papermaking.

All employees are regularly provided with Occupational Health and Safety Training, which amounts for 12 hours. There is no special system for employees to submit their complaints and suggestions. Instead, employees communicate their opinions to their managers through a spokesperson of their choice.

Format Matbaacılık conducts a Customer Satisfaction Survey once a year. There are also customer representatives, whom the customers can contact to communicate their complaints and opinions directly.

HAKAN REKLAM SAN. VE TİC. A.Ş.

Number of Employees: 125
Total Area of Operations: 24,000 m²
www.hakanreklam.com.tr

Founded in 1979, Hakan Reklam, with its expertise and high product quality it offers, has successfully completed many projects on corporate identity creation and alteration applications, and is placed among the industry's leading companies. Production, which started initially with products for outdoor advertising, continued to grow in corporate identity generation of widespread retail dealer/branch networks such as fuel stations, banking, automotive, white goods, hospitality, telecommunications, construction and durable consumption industries. Hakan Reklam, which brings metals such as aluminum and steel, as well as plastics such as acrylic and foil to the highest level in production



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quality by integrating processing, painting, lighting and digital printing applications, today works in the field of corporate identity generation and outfitting installation of retail sales and service points.

Since 2005, the company has produced products and rendered services in accordance with the requirements of ISO:9001 Quality Management Systems, ISO:14001 Environmental Management Systems and 18001 Occupational Health and Safety Assessment Systems, as well as ISO:45001 Occupational Health and Safety Management Systems. Company continuity is an important criterion in supplier selection. In the company, working with suppliers specified in contracts signed with customers are generally preferred. Suppliers that comply with ISO 45001 Occupational Health and Safety Management Systems are collaborated.

Customer and supplier communications are made via phone calls and e-mails; visits are paid when necessary.

LED and sensor-operated lighting fixtures are preferred throughout the company. Employees are provided with information about sensible energy consumption. During the production phase, wastes or leftover parts of many products are recycled. Upgradable technological devices are purchased and they are upgraded over time when they reached their economic lives. To minimize water consumption, there are sensor-operated faucets, informative writings on the taps, a system that saves water in car washing, water purification system and water reuse system in place. Electronic waste, paper waste and packaging waste are sent to the relevant recycling plants.

Works required are being conducted and information are provided for customer health and safety. Necessary

security measures have been taken on computers to ensure the confidentiality of customer information. Customers who want to share their feedback are communicated via e-mails.

Employees work under all current laws and regulations. Especially those working in installation and assembly operations have OHS certificates. Financial and moral support is given to employees in matters such as their professional development, moving processes, and education of their children. Within Hakan Reklam, all employees are equal and they are not discriminated against their race, language, religion, gender, nationality, etc. All employees are free to use their legally granted rights. Hakan Reklam employs an OHS specialist and a workplace doctor. All measures are taken to prevent occupational accidents in line with OHS audits. Employing child labor or illegal workers within the company is strictly out of the question.

Surveys are conducted and meetings are held to measure employee satisfaction throughout the year. Suggestions and feedbacks of the employees are evaluated, and the most appropriate actions are taken accordingly. In addition to the necessary industrial training, employees receive financial support from the company for the trainings they desire to attend to improve themselves. Human Rights training is included in the training plan carried out during the year.

Financial aid is provided periodically to various associations and non-governmental organizations throughout the year. Hakan Reklam carries out landscaping activities to improve the open areas it is located at.

IRON MOUNTAIN

Number of Employees: 211
Total Area of Operations: 60,000 m²
www.ironmountain.com.tr

Iron Mountain is a global company that aims to store, protect and manage information and archives. The company aims to provide the highest quality and reliable service to its customers with its 211 employees.

Iron Mountain holds ISO 9001 and ISO 27001 certificates. Audits are carried out throughout the year within the Company to maintain and increase the quality standard that meets all these criteria. Iron Mountain also attaches importance to references in order to maintain quality in the supplier selection process. Apart from that, suppliers to be companies that act in accordance with the law and their corporate identities are among the criteria taken into consideration.

LED lighting fixtures are preferred to save energy within the company. In addition, by means of filters fixed to the faucets and high-pressure machines used for car washing, water is saved. Iron Mountain reduces its environmental impact by choosing hybrid cars when renting vehicles for business. A project called "Green Road" is implemented to ensure efficient use of vehicles. Technological devices that have reached the end of their economic lives are sent for recycling in an effort to further reduce Company's environmental impact. In addition, paper and battery waste are also separated and sent for recycling. Company sends 15 tons of paper waste annually for recycling.

Company takes measures to ensure customer health and safety by writing necessary warnings on products and brochures. Customer Service Department



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established within the Company manages customer satisfaction and complaint issues.

Iron Mountain follows the rules stipulated by laws regarding employee rights. In 200, employees were provided with Occupational Health and Safety Training, global compliance, vocational and technical trainings. Company has undergraduate and graduate degree arrangements with various institutions to contribute to employee development. Several events are organized for employees to create a better work environment and strengthen communication.

To facilitate the employees to express their complaints and suggestions, the company has adopted an "open door" policy. Working with the values of trust, honesty, safety, teamwork, the company adopts the principles of preventing conflicts of interest, respect at the workplace, diversity and inclusion. Within the scope of global compliance, employees are provided with ethical rules and anti-corruption training.

Iron Mountain carries out corporate social responsibility projects based on employee volunteering. Apart from these, various educational institutions and schools are supported to establish libraries in an effort to contribute to the society.

İSDEM İNŞAAT

Number of Employees: 18
Total Area of Operations: 800 m²
www.isdeminsaat.com

Founded in 2000 in Istanbul, İsdem İnşaat is a company operating in the construction and contracting industry, primarily in the field of metal and decorative works.

In the supply chain structure, multiple suppliers are taken into consideration, and the ones with the

strongest, adequate resources in terms of financial, technical and management aspects and that respect regulations are preferred. The Company requires its suppliers to submit certificates of materials used in their production to ensure their environmental awareness.

Apart from these, the most important issue in supplier selection is the protection of employee rights. Work places are visited to check their suitability for occupational health and safety as well as hygiene.

İsdem İnşaat employs a workplace doctor and an occupational health specialist to ensure the health and safety of its employees. Basic trainings are given by experts whom are invited to meet with employees every month. In 2020, Basic Occupational Health and Safety Trainings, First Aid Training, Vocational Competence Trainings and Working at Height Training were provided to employees. In addition, employees are screened for health every six months. Employees' suggestions and requests are assessed according to the results of the Employee Satisfaction Survey conducted once a year. In line with the company policy, İsdem İnşaat is obliged to create a neutral and reliable working environment among employees without discrimination based on religion, language, race, color, gender, political opinion, belief, sect, age and similar reasons. Care is taken to provide a respectful work environment that is free from harassment, threat, abuse and adverse working conditions.

To measure customer satisfaction, after the completion of projects, meetings are organized with customers and their feedback is obtained. A confidentiality agreement is signed between İsdem İnşaat and its customers for the security and confidentiality of the customer information.

The company has a waste paper collection activity carried out in partnership with Ayhan Şahenk Foundation for its waste paper management. Within

the scope of this operation, papers accumulated in the waste paper bins throughout the company are collected once a month and recycled. Paper printouts are first reused in the office as draft paper and only after that sent to the waste paper collection bins. In 2020, a total of 115 kg of paper was sent to be recycled.

Aiming to contribute to nature, İsdem İnşaat carries out activities such as contributing to the improvement of memorial forests by donating tree saplings. The Company strives to raise environmental awareness by donating saplings to be planted on behalf of individuals or institutions instead of sending flowers to its customers on special occasions.

In 2020, no investment was made due to the pandemic. However, both in-kind and cash supports provided to the Six Dots Foundation for the Blinds and the Foundation for Children with Leukemia also continued in 2020. At charity sales organized by Ayhan Şahenk Foundation to provide a better future for the children, support is provided by undertaking steel and metal works of the locations where the events are organized. Apart from these efforts, company donates to provide winter staples for families in need and schools at villages.

KAZMAZ MATBAACILIK

Number of Employees: 72
Total Area of Operations: 3,000 m²
www.printcenter.com.tr

Situated on a 3,000 m² area in Istanbul, Kazmaz Matbaacılık provides various printing-related services to corporate companies.

Kazmaz Matbaacılık aims to offer high quality products fast and with affordable prices. In the supplier selection



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process, speedy and timely delivery and continuity of delivery with the same standards are taken as criteria. Suppliers are selected among smaller-scale companies.

The Company strives to manufacture products that are suitable and safe for human health. Customer satisfaction survey is given via e-mail after delivery in order to hear back customers' complaints and suggestions.

All working conditions in the Company are organized in accordance with legislative regulations. Necessary employee trainings are given and health screening controls are carried out, again as stipulated by the law.

MARTI OFSET

Number of Employees: 47

Total Area of Operations: 5,000 m²

www.martiofset.com

Having started its operations in 1983, Martı Ofset today offers offset printing, CTP molding, binding and graphic design services.

In the supplier selection process, Martı Ofset prefers to work with companies which are sensitive to the environment and living beings, that meet the criteria of high quality, reasonable prices and advanced technology. These criteria, which are taken into account during the selection process, are also reflected in the contracts. Developing good business relations by communicating face to face or digitally is aimed with individuals and institutions that the Company works with.

Martı Ofset works to increase awareness within the company by being aware of individual actions to use our resources efficiently. Warning signs are placed where necessary to save water. Technological devices

that complete their economic life are sent to recycling by the IT Unit.

To measure customer satisfaction, relevant department managers communicate with customers and listen to their complaints and suggestions.

Health and safety of the employees at Martı Ofset are ensured through measures that comply with necessary laws. Company provides training to employees at regular intervals by receiving professional support in relevant fields. There is a bonus and reward implementation in practice to ensure healthy communication among the employees and to create a better working environment. Attention is paid to ensure that employees are fair, reliable, competitive, innovative individuals with analytical thinking capabilities.

PINARBAŞ MATBAACILIK

Number of Employees: 39

Total Area of Operations: 2,600 m²

www.pinarbas.com.tr

Since 1982, Pınarbaş Matbaacılık ve Reklam Hizmetleri San.ve Tic. Ltd. Şti. has been offering services in printing offset printed brochures, catalogs, and all kinds of printed materials of corporate companies as well as producing pharmaceutical, cosmetics and food packaging for many firms.

LED lighting is used throughout the company and arrangements are made to prevent excessive energy consumption. In addition, waste paper, packaging materials and grease are recycled. In 2020, 80,000 kg of paper/packaging material and 8 kg of waste batteries were sent for recycling.

Pınarbaş Matbaacılık makes various contributions to the community it is a part of. Financial aid was donated

to TOFD, AÇEV, Kızılay, Darülaceze and Darüşşafaka. To increase the motivation of the employees, a business dinner is organized every month, in which the shortcomings of the company are discussed among many other issues. Clothes, shoes and food staples are donated to employees during various times of the year.

Innovation studies are continually carried out to increase the quality standards of the company. Due to the increase in cargo and package delivery services, new R&D studies are being carried out. A private company is retained to conduct customer satisfaction measuring surveys every month.

Basic occupational safety and health trainings are provided to employees, and necessary precautions are taken against work-related accidents through periodic on-site inspections. In 2020, a total of 110 hours of various trainings were given to employees on topics such as Human Resources Management, Current Social Security and Labor Laws, Logistics and Supply Chain Management. Apart from trainings, employees are offered foreign language learning support for their personal development. Employees receive elocution and diction training to increase their first aid knowledge, and their foreign language and customer relations competencies. Rules conforming the legislation are followed in matters such as employee turnover and working durations. To follow the industrial developments happening in foreign countries, business trips are organized several times a year in which the most significant companies of the industry are visited.

PRD POINT

Number of Employees: 4

Total Area of Operations: 120 m²

www.prdpoint.com

Located in Istanbul, PRD Point provides advertising solutions services. The company has necessary



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procedures on recruitment, underage worker, wage policy, combat against bribery and corruption policy, and disciplinary regulations which are established in accordance with the standards. Within the scope of the workers' rights procedure, in addition to issues such as non-discrimination, fair wages, occupational health and safety, reasonable working hours, and prevention of child labor, sensitivity is shown regarding the protection of the environment and ethical business conduct as well, and trainings are provided on these subjects.

PRD Point works with 20 suppliers throughout the year. Product quality is of great importance in supplier selection. In line with the evaluation form and scoring system, selections are made among the companies that offer competitive prices as well as high quality products and fast delivery. Under BSCI13, contracts are signed stating that suppliers also comply with the requirements.

LED lamps are used throughout the company and sensor-operated lighting fixtures are fitted in less frequently used areas. There are warning signs in common areas such as restrooms and kitchens. Employees are trained by an environmental expert at regular intervals for the continuity of established awareness. Technological devices are kept in an efficient and high-performance operating condition with updates and periodic maintenance; this way their economic lives are ensured to be long-lasting. Packaging materials and paper waste is collected by the suppliers and sent to the municipality's recycling facilities. Waste battery bins are available throughout the company and are delivered to authorized institutions at certain intervals to be sent to TAP. Communication with customers is established via e-mails and phone calls. Visits are paid to customers at weekly intervals. Customer health and safety is always taken as a priority. Raw materials used are selected among those that are not harmful to human health.

In the production, artificial leather that does not contain carcinogenic substances and vegetable-based paints are used in accordance with the regulations. Information on products and services is provided on the website. Information about products that are developed for specific brands are distributed through the customer relations department.

Customer satisfaction is measured on a project basis. In addition, customer satisfaction surveys are conducted at annual intervals. Customer data are secured through confidentiality agreements signed with both the employees and suppliers.

PRD Point employees work in compliance with all laws and regulations. All employees are equal within the company and there is no discrimination in terms of race, language, religion, gender, nationality, etc. Child labor is strictly prohibited within the company. PRD Point employees are regularly provided with trainings. Within the scope of occupational health and safety, 12 man/hour first aid training is given to employees once a year; necessary implementations regarding occupational safety are in place and they are frequently inspected for compliance. Wishes and suggestions of employees are received at the performance evaluation meetings held once a year. The details of issues such as ethical rules and principles, combat against corruption is included in writing in the employee handbook and the employment contracts.

Employees come together in dinner organizations held inside and outside the office for special occasions such as holidays, New Year's Eve, birthdays, and the foundation anniversary of the company. Informative meetings on changes or innovations in matters concerning employees, training-oriented human resources meetings, weekly and monthly coordination meetings with the participation of department heads are also held regularly.

PRD Point has played a pioneering role in the solution of the malodor problem that has been ongoing for years and causes environmental disturbances in the Arnavutköy neighborhood where the company office is located. PRD Point has been instrumental in the protocol to be signed between Istanbul Metropolitan Municipality and Istanbul Water and Sewerage Administration (İSKİ). It has also supported the road construction work aimed at increasing the participation of the elderly in social life in the area. The company regularly provides medical supplies to the citizens in need of care, and supplies to families with insufficient financial means.

REKLAMETRE (ERİNÇ REKLAM)

Number of Employees: 31

Total Area of Operations: 3,000 m²

www.reklametre.com.tr

Erinç Reklam is an Istanbul-based company operating in the advertising industry in the production of signboards, digital printing and manufacturing of stands.

Erinç Reklam chooses its suppliers from well-accepted brands that do business in accordance with world standards, and that have existed in the industry for a significant period of time. The company takes care to ensure that the service or product received during the supplier selection process is of the same quality in all orders. ISO 9001: 2015 Quality Management System is applied in the company.

To reduce energy consumption, all technological devices used in the company are regularly updated and replaced with state-of-the-art energy-saving products. There is an information technology firm that the company seeks support in such matters. Paper wastes are used as support material in packages and inside



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parcels prepared for the shipment of goods produced, and nearly 85% of waste paper is re-used in the company's operations. The remaining 15% waste is sent to paper companies to be recovered. Iron and plastic wastes are also sent for recycling. Company owned 1,000 m² open area is reserved for the food and care needs of animals. At the same time, this area is utilized for planting pine trees. The company tries to increase environmental awareness by choosing to donate to TEMA and give seeds as gift on behalf of individuals or institutions instead of sending promotional gift items.

All studies on occupational health and safety are carried out in accordance with the legislation and in an up-to-date manner. Every month, basic training is given to employees by the company physician, occupational health and safety specialist. Apart from this, every employee participates in compulsory in-company training in their professional group given in every three months.

In 2020, a beauty center was opened in Bursa by Erinç Reklam, and eight women were employed. 28 cat houses were built around Istanbul and Bursa, and an environment was created in these regions for the stray animals to comfortably feed. The company also provided winter clothing and boots to students in a village school upon the call of a village school teacher.

SAM İNŞAAT

Number of Employees: 25
Total Area of Operations: 150 m²
www.saminsaat.com

Sam İnşaat is a construction contracting company, with more than 30 years of experience, operating mainly throughout Turkey as well as internationally. By combining the latest technology and traditional methods in its operations, it provides services for the provision of different disciplines of construction

such as rough and fine construction works, steel construction and reinforcement, landscaping, electricity and mechanics seamlessly and in the shortest time. The company, whose majority of its business in recent years has been in the automotive industry, has completed a total of 50,000 m² of construction in Istanbul, Bursa and Kocaeli in 2020.

Actualizing turn-key projects with customer satisfaction and high-quality standards as its main objective, Sam İnşaat considers the quality criteria first and foremost in supplier selection. Apart from this, it strives to choose its suppliers among companies that respect the environment, living beings and employee rights.

LED lighting fixtures are preferred in the company to save energy. There is a water purifier to ensure more efficient use of water resources, and there are warning signs on the taps to encourage savings. While Sam İnşaat renews old technological devices and brings them to reuse, it sends non-renewable ones for recycling. Apart from technological devices, all kinds of batteries, paper, packaging waste are also sent for recycling. A 750 kg of waste is sent for recycling annually by the company.

Striving for a better customer satisfaction, Sam İnşaat regularly communicates with its customers and collects their complaints and suggestions throughout the procedures it engages with them. It turns possible dissatisfaction to resolution by taking quick actions. Sam İnşaat acts with the principles of fairness and transparency at all times, and aims to provide the most appropriate service that fully meets customer expectations.

Sam İnşaat acts within the responsibilities stipulated by the relevant laws for its employees. Working conditions comply with the Occupational Health and Safety rules and Occupational Health and Safety

trainings are provided to all employees once a year. In 2020, all employees were trained for a total of 16 hours.

Company, which sets out to its operations with the values to provide a safe working environment free of any discrimination and based on equal opportunities for employees, to increase their competence by supporting their development and to encourage them to take initiative, pays attention to the requests and suggestions of its employees. Company gives an Employee Satisfaction Survey once a year and makes necessary arrangements according to the feedback it receives. In addition, the company makes donations to persons in need and to associations. Employees are encouraged to take part in social responsibility projects.

SODEXO ENTEGRE HİZMET YÖNETİMİ A.Ş

Number of Employees: 420,000⁷²
Total Area of Operations: 3.8 million m²
<https://tr.sodexo.com/home.html>

Operating in 64 countries, Sodexo is among the world's largest employers with its 420,000 employees. As the world leader in Quality-of-Life Services, Sodexo serves approximately 100 million people around the world every day, focused on making a difference in the lives it touches and improving people's quality of life. Sodexo Integrated Service Management, which has been operating in Turkey since 1992, provides services to the most distinguished companies and valued public institutions of Turkey in many areas such as catering, cleaning, building management, technical support, laundry, reception, documentation. As of today, Sodexo, which provides services from facilities with a total area of approximately 3.8 million m² located in 27 different provinces, realizes all of its



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⁷² This figure is the global number of employees of Sodexo. The total number of its workforce in Turkey is 4,284.

supply chain and employment in its operations in Turkey by using local resources as part of its global vision.

Sodexo, operates according to ISO 9001, ISO 10002, ISO 14001, ISO 18001 and ISO 22000 standards. In accordance with the standards owned, annual meetings are held, unannounced inspections are made to businesses, and work on the application of the system to be adapted to Turkey are carried out by Sodexo Global.

To ensure high quality service by maintaining these standards, the criteria of quality management level, product certificates and documents, financial strength, reliability, corporate culture, timely delivery, process management, sustainability and good business relations are taken into consideration during the supplier selection process. In addition, a protocol called the Code of Conduct is signed with all suppliers to ensure that suppliers declare that they will provide products and services that respect the environment, living things and employee rights.

In 2020, the company received the authorization certificate from the Ministry of Industry, which allows it to perform Energy Efficiency Survey, Project and Consultancy Services in the Building and Services category, and has become one of the certified institutions that provide this service. Sodexo integrates efficiency and savings enhancing practices implemented in one particular project to other projects with the help of the Best Practices catalogue, which includes energy consumption measurement and efficiency-enhancing projects. In its Headquarters and in some projects, the company realizes the Internet of Things project that measures air quality instantly and continuously, taking frequent measurements that enables to keep the workplace hygiene rules at the highest level, and develops energy efficiency projects by creating smart air

conditioning systems with the collected air quality data. Energy efficiency is increased by adding on-off buttons and photocell operating systems to natural gas and electric heater units in the company. In order to obtain energy resources in more sustainable ways, solar panels provide electricity production and storage. In cooperation with a customer, Sodexo produced electricity through a Wind Tribune by combining ambient air to the exhaust air coming out of climatization devices in an open car park belonging to the customer. Special faucets and filters are used to save water. In order to use water resources more efficiently, a project is developed where rainwater can be collected and used in appropriate areas.

While the company renews old technological devices and sends them to schools in need, whereas it sends devices that have completed their economic lives to recycling. All physical servers have been switched to the cloud platform to prevent generating technological waste. Wastes other than technological wastes are also separated and sent to municipalities and contracted institutions for recycling. Environmental impact was reduced by sending 11 kg of waste battery to recycling in 2020. Domestic wastes are recycled using compost machines in line with the “zero waste” target of the company. In addition, the carbon footprint has been greatly reduced by means of changes in purchasing and production processes. Required number of trees are planted by the company to compensate for the environmental impact created. Within the scope of projects implemented in various businesses, improvements have been made that ensure less tree felling.

Sodexo implements ISO 10002 Customer Complaints Management system to organize and administer customer satisfaction processes in a consistent, systematic, customer-oriented and sensitive

manner. In this regard, there are various written and verbal communication channels such as Customer Support Line, e-mail, wish boxes, face-to-face meetings where customers can convey their complaints and suggestions. In addition, an annual Customer Satisfaction Survey is given to get customers' opinions and suggestions. Document management, customer complaints, corrective actions and occupational accidents are tracked from a single center using QDMS common cloud tracking program.

In entire facilities served by Sodexo, all precautions that are in compliance with the Occupational Health and Safety legislative regulations and that are required by the hazard class it belongs to are taken. All employees are given health training by the workplace doctor, and Occupational Health and Safety Training by the specialist, each being four hours. Hygienic checks are carried out regularly by the Quality Assurance Department. Physical precautions are taken while making the necessary notifications through posters, brochures and education channels against epidemic diseases.

Apart from these trainings, technical and vocational trainings are provided to support the personal development of the employees. In 2020, a total of 20,421 hours of employee training was provided to 3,478 employees working within Sodexo. Company organizes collective events on special days in order to provide a better working environment and improve employee relations. Employee Satisfaction Survey is given in every two years to measure employee satisfaction. In the last three survey periods, Sodexo has been selected as the “Best Employer” by the employees.

Support was provided to girls' vocational high schools and special education centers in disadvantaged areas under the “Future Workshops” project. In



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these schools where there is a food and beverage department, infrastructure problems of kitchens where the students are trained are resolved and material supply is provided for students to practice cooking. All students are provided with internships in Sodexo kitchens while their curriculum continues and job opportunities are offered after graduation.

R&D studies have been carried out in professional kitchens on March 8, International Women's Day for the last two years with the students who have been trained in the Future Workshops project. As part of the R&D study, students have both the opportunity to cook in professional kitchens, and developed their own recipes. All of the recipes generated by the students are used in the kitchens of the customers where the company provides catering services. Within the scope of Sodexo Turkey Future Workshops project, the company contributed to the professional development of thousands of female students and provided job opportunities to many of them. Apart from this project, donations are made to various foundations such as HAYTAP, LÖSEV, Darüşşafaka, TÖÇEV and Tohum Autism Foundation and Yedikule Animal Shelter. This year 41st Istanbul Marathon was run in support of Tohum Autism Foundation.

SOFRA - COMPASS GROUP (EUROSERVE HİZMET VE İŞLETMECİLİK A.Ş.)

Number of Employees: 600,000⁷³
Total Area of Operations: 30,000 m²
www.sofragrup.com/Ana-Sayfa.aspx

Sofra/Compass Group Turkey, founded in 1987, is an affiliate of Compass Group PLC, the world's leading food and support services company, which generated revenues of £ 20.2 billion in fiscal year 2020. Compass Group PLC operates in 45 countries, employs 600,000 people and serves 5,5 billion meals a year. Specialized

in catering, hospitality and support services with an established brand portfolio in Business Centers, Factories, and in key industries such as Health, Education, Defense, High Seas, Far Countries, Sports, Entertainment and Vending Machines Management. Providing mass catering services to business centers and factories under its EUREST, OBASAN and TURKAŞ brands, to educational institutions under the SCOLAREST brand and to health institutions under the MEDIREST brand in Turkey, Sofra/Compass Group Turkey provides support services such as facility operation, maintenance and repair, cleaning, internal transportation and storage, administrative and office support, open space and peripheral care, with the EUREST SERVICES brand and protection and security services with the EUROSERVE GÜVENLİK brand, in 81 provinces in every corner of Turkey, with its 30 thousand employees, from 3 thousand 650 different locations.

In Turkey, Sofra Grup is the first catering service organization in the industry to obtain (TS EN ISO 9001) Quality Management Certificate, (TSE ISO EN 22000) Food Safety Certificate (TSE ISO 45001), Occupational Health and Safety Certificate (TSE ISO EN 14001) Environmental Certificate (TSE ISO 10002) Customer Satisfaction Certificate and the (TSE EN ISO 50001) Energy Management Certificate.

ISO 22000 Food safety system has been established and maintained to implement the necessary measures by determining potential risks and hazards that may be present or may occur in foods in all processes from the purchasing stage to the end of the service. In providing healthy food production services, Sofra Grup has made it its primary goal to support consumers in protecting their health and achieving a better quality of life.

As the leading catering and support services provider in Turkey, studies are carried out within the company to minimize the environmental impacts of operations,

products and services. In this framework, it is one of the fundamental principles of the company to protect the environment in all product and service delivery operations and to determine and eliminate the factors that may adversely affect the environment.

Throughout Sofra Grup, nine sustainability strategies have been established and monitored under three main headings as "Healthy Nutrition", "Environmental Good Practices" and "A Better World". All sustainability studies are carried out under these headings.

It contributes to the creation of healthier environmental conditions with environmental awareness. The company's carbon footprint and greenhouse gas emissions are measured and efforts are made to reach its sustainability targets. Wastes generated during the production process are separated, disposed of and delivered to licensed recycling facilities with a controlled system suitable for the product content.

In Sofra Grup Turkey, Sustainability and Environmental Reporting is made for sustainability management and measurement of greenhouse gas emissions. Compass Group affiliated companies' data is audited by an independent organization.

Sofra Grup implements the Trim Trax Program to reduce the impact of food waste and raise awareness. Trim Trax is a waste reduction program for tracking, measuring and reducing food waste in Sofra Grup kitchens. Designed to increase efficiency and raise awareness of reducing food waste and its environmental impact, this program aims to help reduce waste and balance food costs. For this purpose, the tools needed in the field are provided to reduce food wastes, while the wastes are monitored. In addition, organic fertilizers are obtained from pre- and post-production wastes within the scope of the "Organic Fertilizer Project" carried out in cooperation with customers in order to recycle food waste in a way



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⁷³ This figure is the global number of employees of Sofra Compass Group. The total number of its workforce in Turkey is 28,332.

that will benefit the environment, and the fertilizers attained are used in green areas. Studies continue within the scope of the "Zero Waste Certificate" at the Headquarters and Central kitchens. Except for food waste, all kinds of paper, packaging materials, batteries, etc. waste are separated and delivered to local municipalities for recycling.

Suggestions and complaints regarding the services provided by Sofra Grup to its customers are managed in accordance with the TS EN ISO 10002 Customer Satisfaction Management System. Customer notifications are managed within the shortest and most accurate manner, within the framework of a fair, transparent, continually improved and developed system, while preserving the principle of confidentiality, through the communication channels suitable for customers and the Customer Notification Line. In addition, a Customer Satisfaction Survey and following Analysis is conducted annually by an independent company in order to measure customer satisfaction at Sofra Grup, and actions to increase satisfaction are planned accordingly. With TS ISO 45001: 2018 Occupational Health and Safety Management System and Compass principles, we focus primarily on risks, Occupational Health and Safety audits and training activities in order to raise substantial awareness about the safety culture.

Sofra Grup takes care that its employees are composed of people who share the corporate values of the company. Personal development and careers of employees are supported by the company. For this purpose, a separate team responsible for the training and development of employees has been established. Working conditions are set in accordance with legal regulations. In addition, collective events and various competitions are organized to increase the employee motivation and create a cozier working environment.

Training activities within the company are carried out as part of the Human Resources Procedure. In

this context, an Annual Training Plan is published for projects at the beginning of each fiscal year. Monthly trainings are planned and given for the projects in line with the Annual Training and OHS Training Plans. Apart from these, legally compulsory trainings (Occupational Safety Training, Hygiene Training, Fire Training, First Aid Training, etc.) are provided as well. An orientation training program is in place for all newly recruited employees. Before the shifts begin, Toolbox Talks are held at each project; furthermore, trainings are given and information activities are carried out in accordance with the HSE/Sustainability Calendar. In addition to periodic trainings, online trainings are also provided at Sofra Grup.

"HSE Tracking System" is used to manage Health, Safety and Environment activities. Planning and tracking of all training activities are carried out through this software system. In addition, "Lessons Learned" and "Safety Alerts" documents are published and distributed throughout the company to raise awareness on Health, Safety and Environmental measures. The safety and sustainability perspective of the employees is improved by putting up regular visual and informative notifications at various locations within the company.

STEPPEN KALEMCİLİK

Number of Employees: 31
Total Area of Operations: 3.076 m²
www.steppen.com.tr

Established in 1992 to produce various products, Steppen Kalemcilik has focused its activities solely on pen production since 1995. The company exports to 31 different countries with the vision of creating a productive, profitable, open to development and sustainable business model with an environmentally friendly and socially responsible approach. Steppen Kalemcilik adheres to ISO 9001 standards

to increase its quality standards. To maintain quality standards, care is taken to the criteria of trust established in many years, quality, process management and reasonable prices during the supplier selection process. In addition, Steppen Kalemcilik, which adopts a policy of producing with a social benefit-oriented approach without having a negative impact on the environment and people, strives to ensure that its suppliers are companies that respect the environment, living beings and employee rights in line with the same policy it adheres to.

In the company, energy waste is prevented by using sensor-operated LED lighting fixtures in areas not in frequent use. To save water, the flow of water is limited at the faucets while warning signs are posted around the taps. By using parts of technological devices that have completed their economic lifetime as equipment for other processes, technological waste generation is prevented. In addition, waste generated in the company is separated and sent to authorized recycling facilities. The paper wasted are reused as much as possible, and hence the time before they were sent to recycling is extended.

In 2020, a total of 1,170 kg of paper and 526 kg of plastic bag waste were sent for recycling. Within the scope of waste management, "Environmental Information System Report" and "Provincial Directorate of Environment and Urbanization EIA Report" are carried out within the company. The company, which attaches great importance to customer health and safety, delivers eco-friendly and antibacterial pens it produces with informative brochures attached. To monitor customer satisfaction, brief calls are placed to customers by phone after products are delivered.

Steppen Kalemcilik strives for better employee health and safety. Accordingly, it receives consultancy services for its Occupational Health and Safety affairs. Necessary improvements are made by regularly



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checking the working environment and hygiene conditions. Employees are trained on “Occupational Health and Safety”, “Earthquake Protection” and “Protection against Epidemic Diseases”. Apart from these, technical and vocational trainings are also provided.

The company creates employment with the “Pen Assembly at Home” project that helps housewives earn money from home. In addition, it provides support as a sponsor in various activities of environmental associations and organizations.

With the Covid-19 epidemic that dawned in 2020 and currently is ongoing, the company’s sales decreased by 24% due to the contraction in the marketing activities of all corporate companies served by the company. To reduce this negative effect on sales, the “Anti-Microbial Pen” model, produced by Steppen Kalemcilik previously, was reintroduced to the market. In addition, the new innovative “Spray Pen” model, which can be used in products such as disinfectants and cologne that are widely used in this period, is introduced to customers. Activities for the promotion of the model are ongoing. The company aims to develop and continue the its innovative activities in the upcoming period.

ŞAHİN ÖZALİT

Number of Employees: 38
Total Area of Operations: 1,600 m²
www.sahinozalit.com

Providing service with quality and modern service understanding since 1985, Şahin Özalit Ofis Gereçleri continues its operations in Istanbul with its four branches.

Şahin Özalit takes care in maintaining quality standards and establishing continuous business relations during the supplier selection process.

In its IT Department, the company repurposes devices that became obsolete. To ensure the efficient use of water resources, there are treatment devices in use and warning sign are posted at relevant places. Waste generated throughout the company is separated and sent to authorized recycling facilities at regular intervals.

Şahin Özalit takes the necessary measures in line with the recommendations of the auditing firm to ensure customer safety. Customers can submit their complaints and suggestions by communicating one-on one or via e-mail.

Company acts in compliance with legislative regulations in all processes related to employees. Employees are informed by the workplace doctors against diseases.

Şahin Özalit contributes to its environment by helping feed stray animals where it is located at. In addition, employees are encouraged to volunteer at non-governmental organizations.

T DİZAYN MİMARLIK İNŞAAT DEKORASYON SANAYİ İÇ VE DIŞ TİCARET LİMİTED ŞİRKETİ

Number of Employees: 9
Total Area of Operations: 730 m²
www.tdizayn.com

Founded in 2004 as an architecture, interior design and contracting company, T Dizayn Mimarlık carries out its operations in Istanbul from a 530 m² office and a 200 m² warehouse.

At T Dizayn Mimarlık ISO 9001: 2015 Quality Management System, OHSAS 18001: 2007 Occupational

Health and Safety System and ISO 14001: 2015 Environmental Management Systems are in practice. Company manages its supply chain process in accordance with supplier selection and evaluation criteria specified in the ISO 9001: 2015 quality standard. Criteria such as quality, scale, reliability, reasonable price and service continuity are considered while the presence of environmental, human rights and employee rights provisions in the contracts is ensured for suppliers selected from institutionalized firms.

To reduce its environmental impact and emissions, the company carries out transportation and teleconference optimization studies, and installs LED lamps, warning signs and flow reducing faucets for improved energy and water consumption. Furthermore, 80% of the company’s waste is sent for recycling. Waste management procedure is observed for the remaining 20%. Of the 74,94 kg of paper consumed in 2020, 59,75 kg was recycled.

With respect to customer health and safety, the company selects raw materials and products with TSI, CE and ISO certification and checks product contents for compliance with human health during the project planning process.

Twice a year, employee satisfaction surveys are conducted while occupational health and safety training, construction site organization training, warehouse inventory management training, emergency and rescue training are given at regular intervals. There is an employee suggestion system operated via the e-mail. The company adopts the principles of creating an environment free from discrimination and harassment, respecting human rights and equality.

T Dizayn Mimarlık also engages in activities for the benefit of the people living in the area where it operates. The company provided computers to three children in need during the distance education process in 2020.



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TES KONFEKSİYON

Number of Employees: 60

Total Area of Operations: 4,000 m²

www.tesltd.com.tr

Tes Konfeksiyon Ltd. Şti. was founded in 1993 in Istanbul, and is currently headquartered in Ataşehir. The company has branches in İstanbul, Ankara and Muğla as well as a dealership network across Turkey, and operates on a space with a total area of 4,000 m².

Tes Konfeksiyon takes into consideration whether suppliers operate in compliance with Doğuş Otomotiv Business Ethics principles and informs the supply chain accordingly. When a situation in violation of the quality standards or ethical business conduct is identified in the supply chain, a warning is issued to correct it and if the violation is not remedied, the business relationship with the said party is terminated.

The company acts in accordance with Doğuş Otomotiv Code of Ethics in all aspects of its business processes. Ethical rules are communicated to all employees. Furthermore, employees authorized to handle corruption related cases are trained while all transactions are recorded and audited. Tes Konfeksiyon does not accept gifts sent by suppliers or third parties pursuant to its ethical principles. These stakeholders are steered to donate to charitable organizations such as Association of Children with Autism, THK, and Darüşşafaka. A special 15% discount is offered in sailing apparel to support team sports and to promote the positive impact of social activities to the community. The company took part as a sponsor in Sailing and Skiing Sports competitions organized in partnership

by the Presidency of the Republic of Turkey, the Turkish Sailing Federation, Bahçeşehir University and Boğaziçi University in 2020.

At Tes Konfeksiyon, energy saving LED bulbs and motion-sensor controlled lighting fixtures in less frequented areas are installed to save energy. To save water, pressure-reducing faucet systems are in use. The drinking water in the company is provided via a water saving purification system.

The company acts in accordance with the regulations required for the recycling and disposal of wastes and cooperates with Ataşehir Municipality for waste management. In 2020, approximately 245 kg of waste paper and packaging were recycled.

All the brands that company distributes are investigated and checked for availability of audits for production processes. If no adverse situation for customer health and safety is identified in inspections, business is carried out with those companies.

Tes Konfeksiyon works with an occupational safety specialist for the health and safety of employees. In the Company, where 5 % of the employees in total received first aid training, the occupational safety specialist provides detailed training on other health and safety issues in quarterly periods.

During the year, employees receive trainings on a number of topics including product and sales strategy, ethical principles, and occupational safety. Each employee participates in training programs four times a year. The trainings that employees want to take for

personal development are supported by the Company in terms of both material and time resources.

UÇAR OFSET MATBAACILIK

Number of Employees: 7

Total Area of Operations: 250 m²

www.ucarofset.com

Uçar Ofset Matbaacılık is a company that has been operating in the field of printing since 2006 in Istanbul.

When choosing its suppliers, Uçar Ofset takes care to ensure that the quality and delivery time of the products meet the same standards consistently. In the supplier selection process, apart from high quality, suppliers are expected to provide working conditions in compliance with legal regulations as well.

Various efforts are carried out by the company to reduce its environmental impact. Energy-saving lamps are preferred to reduce energy consumption. In addition, the company contributes to the environment by sending its waste paper to recycling. In 2020, 4,000 kg of waste paper, 1,5 kg of waste battery and 325 kg of waste mold were sent to be recycled.

Thanks to their low numbers, employees are always in a dialogue within the company. For this reason, there is no employee satisfaction survey or a complaint/suggestion system in place. A dynamic environment where employees can always convey their requests and suggestions is created. Employee working conditions are regulated in accordance with legal regulations. Furthermore, physicians screen employees regularly



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in line with legal regulations. In addition to various technical and professional trainings to support employees' personal development, Human Rights Training and Ethical Principles Training were given in 2020. During the year, a total of 6 people was trained including interns.

Uçar Ofset contributes to the society by investing in communication lines and garage services found in the region it is located. In addition, the company provides aids to families in need and scholarships to students.

UMUT DOĞA MATBAACILIK

Number of Employees: 40
Total Area of Operations: 750 m²
www.umutdoga.com.tr

Umut Doğa Matbaacılık began its operations in 2004 producing packaging materials and later included paper production to its activities. Today, the company is engaged in offset and other printing services on a 750 m² area in Istanbul.

Umut Doğa Matbaacılık practices ISO 9001 Quality Management System. The company at the same time holds FAMA and FSC certifications. In addition to these, the audit was completed for the BSCI certificate, which started in 2018, and the B grade was obtained.

In the supply chain structure, suppliers are scored according to the surveys given. The most important factors for the company in the supplier selection process are high quality and fast delivery. Again, in the selection of suppliers, importance is given to their compliance with the criteria in 13 fields of activity under BSCI.

Umut Doğa Matbaacılık conducts an annual Customer Satisfaction Survey to evaluate customer complaints

and suggestions. Furthermore, there are customer representatives that customers can contact directly.

Occupational Health and Safety Training, Environmental Training and First Aid Training, which are mandatory to be given to all employees, are covered by the company. In 2020, employees took 880 hours of training in total. Covid-19 training are also included to these trainings. These trainings are given with the participation of workplace physician and an OHS expert. In addition, health screening is offered to employees at regular intervals. Employee Satisfaction Survey is conducted once a year and necessary improvements are made according to the results.

The Company holds monthly Coordination Meetings regarding to performance management. These meetings are attended by relevant employees and after the objectives are determined, necessary tasks are assigned.

Umut Doğa Matbaacılık manufactures products that do not threaten human health and nature by using vegetable dyes. After the waste generated in the company is sorted as hazardous and non-hazardous, they are sent to a leading Turkish environmental management company to reduce environmental impact. Waste paper, packaging and batteries are also recycled. In 2020, 195,550 kg of paper was recycled. Furthermore, waste management trainings are provided to raise awareness among employees.

VOG TEKSTİL

Number of Employees: 43
Total Area of Operations: 2,000 m²
www.vogtekstil.com.tr/tr

Founded in 1996 in Istanbul, Vog Tekstil, is a manufacturer specializing in the field of customized

textile products including t-shirts, polo shirts, sweatshirts, fleece jackets and hats.

In selection criteria applied to supply chain management, Vog Tekstil prioritizes such factors as providing quality products and services, offering customer service and after sales follow-up and meeting support-related requests, delivering affordable prices quickly and responding to possible problems swiftly and positively. Furthermore, suppliers that are certified for and comply with human and labor rights laws and regulations related to vital issues such as child labor, unregistered labor, illegal labor, unhealthy working environment are preferred particularly for clients like Doğu Otomotiv and foreign buyers. These terms in mention are included in the agreements sent to the suppliers and the agreements are signed by each and every supplier.

To ensure the professional development of the employees, employees are made certain to attend to appropriate trainings offered by the Istanbul Apparel Exporters' Association Career Academy and relevant expenses are covered.

In 2020, basic occupational safety and health trainings were provided to employees. All precautions against occupational accidents are taken through periodic on-site inspections.

In 2020, all energy saving steps taken in 2019 have been continued.

Vog Tekstil uses motion-operated LED lighting fixtures in its buildings along with low energy consuming light bulbs across the Company in order to save energy. Awareness raising efforts in the fields of environment, energy saving and recycling are



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continuing. Waste paper disposal and waste sorting activities at Vog Tekstil continued to be carried out in 2020 in cooperation with the municipality. In 2020, a total of 60 kg of waste paper was recycled.

Traveling within Istanbul, commuting to and from the workplace and supplier visits are scheduled weekly and monthly, and by keeping them to a minimum, they have been carried on with carbon footprint sensitivity in mind.

Vog Tekstil follows global standards in product safety and customer health issues. The certificates of the dyes, yarns and fabrics used in manufacturing, after the fabric selection, are registered by requesting from the suppliers before the production. Certificate controls of domestic productions are carried out. A great sensitivity is shown to ensure that the products and work environments of the dyehouses and fabric producers from which the services are procured are establishments that comply with the health rules. The company completed SEDEX SMETA social compliance efforts in 2020.

Within the scope of the company's sustainability, audits have been completed to certify its compliance with occupational safety standards and World Labor Organization standards.

As per the current global pandemic conditions, all employees have been trained on hygiene, wearing masks and social distancing, all necessary chemicals and equipment have been supplied, renewal and controls have been regularly monitored. Disinfectant apparatuses are placed at all office, building and workshop entrances and exits. Employees did not participate in any organization during 2020 due to the ongoing global pandemic.

Vog Tekstil has also worked with a veterinarian for the sterilization and vaccination of stray animals living around where the company is located. Regular help is provided to animal shelters.

YİĞİTOĞLU

Number of Employees: 275
Total Area of Operations: 85,000 m²
www.yigitoglu.com.tr

Yiğitoğlu provides services in two basic categories: "Professional Cleaning Products and Systems" and "Chemical Products". Since 1956, it maintains its activities with the principle of being a company that is always recognized with quality and trust.

Yiğitoğlu provides services in accordance with ISO 9001: 2015 Quality Management Systems standards. To maintain quality standards, the most important criteria in the supplier selection process are business quality, as well as business discipline, brand size, ethical rules and corporate culture. Merchandises purchased from the suppliers are required to be certified products that are harmless to human health, living beings and the environment.

Energy saving policies are implemented to reduce energy consumption throughout the company. To reduce water consumption, awareness raising activities are conducted for employees. Apart from these, taps which are equipped with sufficient pressure and sensor-operated faucets were preferred to minimize water consumption.

Electronic waste generated in the IT Department is sent to contracted recycling facilities. All wastes such as paper, packaging, plastic, battery waste generated

within the company are separated and sent to authorized recycling facilities. In 2020, 400 kg of waste paper was recycled. (There is a decrease in the amount of waste generated as the company switched to working from home during the pandemic.)

Yiğitoğlu conducts all kinds of processes related to the employees' working conditions and employment as prescribed by law. Employees regularly go through health screening and receive necessary trainings. Yiğitoğlu conducts satisfaction surveys using the Microsoft Office Form program to measure the satisfaction of its employees. According to the results obtained, necessary improvements are made throughout the company. Apart from Occupational Health and Safety, vocational and technical trainings are provided to support the personal development of employees. Yiğitoğlu is a company that values human rights and gives importance to job creation. It employs number of disabled employees more than the legal quota. Also, in order to contribute to the community, it meets the stationary requirements of schools in need, which are located in various regions of Turkey.



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|----------------------|-------------------------------|------------|---|-----------|-----------------------|-----------|-------------------------------------|---------|-------------------|---------|-------------------------|---------|------------------------------------|---------|
| | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 |
| Acar Basım | 1,482,000 | 1,507,969 | 19,550 | 2,133 | 25,200 | 27,440 | 3,750 | 4,230 | 252,600 | 27,560 | 232,000 | 302,410 | 232,000 | 301,910 |
| Atilgan Pazarlama | 25,500 | 27,000 | 0 | 0 | 30,000 | 29,000 | 216 | 225 | 468 | 510 | 260 | 275 | 1,560 | 1,650 |
| Bakırcı Otomotiv | 117,834 | 121,448 | 18,292 | 16,137 | 96,631 | 44,036 | 3,367 | 3,680 | N/A | N/A | N/A | 3,000 | N/A | 3,000 |
| Barış Makine | 91,076,757 | 79,370,913 | 781 | 805 | 86,934.03 | 93,318.47 | 277 | 271 | N/A | N/A | 2,850 | 2,700 | 2,850 | 2,700 |
| BASF | 14,643,000 | 15,510,000 | 1,899,839 | 3,099,491 | N/A | N/A | 202,564 | 104,316 | 399,000 | 238,000 | N/A | 10,520 | N/A | 10,520 |
| Beker Geri Dönüşüm | 6,308.33 | 6,510.4 | 600 | 670 | 0 | 0 | 63 | 70 | 249,125 | 182,038 | 20,120 | 30,575 | 19,140 | 30,500 |
| Big Tanıtım | 325 | 295 | 87 | 70 | 1,500 | 1,700 | 10 | 9 | 4 | 3 | 4 | 4 | 4 | 3 |
| DAIKIN Türkiye | N/A | N/A | N/A | N/A | 240,000 | 120,000 | 10,000 | 3,000 | 5,760 | 1,841 | 4,800 | 1,200 | 4,800 | 1,200 |
| Destek Bilgisayar | 137.14 | 117.49 | N/A | 15,000 | 467,726 | 627,917 | 990 | 590 | N/A | N/A | N/A | N/A | N/A | N/A |
| Dilek Reklam | N/A | 953 | N/A | 361 | N/A | 1,770 | N/A | 54 | N/A | 6 | N/A | 6 | N/A | 6 |
| Efor Grup | N/A | 16,936 | N/A | 13,582.08 | N/A | 12,000 | N/A | 156 | N/A | 20 | N/A | 20 | N/A | 10 |
| Fabrika Basım | 652,275.04 | 897,667.00 | 2,754 | 3,130 | 0 | 0 | 702 | 1,446 | 450 | 371 | 268,233.50 | 246,342 | 268,233.50 | 246,342 |
| Format Matbaacılık | 433,500 | 221,053 | 7,410 | 4,370 | 15,000 | 12,746 | 3,432 | 1,122 | N/A | N/A | N/A | N/A | 20,000 | 37,709 |
| Hakan Reklam | N/A | 443,735 | N/A | 26,935 | N/A | 9,562 | N/A | 38,525 | N/A | 58,005 | N/A | 2,521 | N/A | 1,783 |
| Iron Mountain | 1,347,474 | 1,295,575 | 316 | 357 | 84,000 | 54,957 | 6,542 | 6,329 | 12,000 | 15,000 | 12,000 | 15,000 | 12,000 | 15,000 |
| İsdem İnşaat | 27,274 | 9,950.695 | 648 | 5,857.15 | 4,500 | 9,000 | 110 | 52 | N/A | N/A | 200 | 115 | 200 | 115 |
| Kazmaz Matbaacılık | 921,680 | 595,608 | 12,075 | 9,349 | 19,400 | 11,640 | 2,096 | 1,704 | 2,500 | N/A | 200 | 220 | 62,321 | 220 |
| Martı Ofset | 600,000 | 755,000 | 8,300 | 7,400 | 16,000 | 17,200 | 1,500 | 1,800 | N/A | N/A | 234,785 | 273,825 | 234,785 | 273,825 |
| Pınarbaş Matbaacılık | N/A | 144,000 | N/A | 0 | N/A | 600 | N/A | 800 | N/A | 0 | N/A | 80,000 | N/A | 200 |
| PRD Point | N/A | 3,600 | N/A | 2,080 | N/A | 3,200 | N/A | 225 | N/A | N/A | N/A | 30 | N/A | 30 |
| Reklametre | 67,125 | 77,800 | 6,100 | 5,200 | 16,863 | 14,765 | 200 | 328 | 18,000 | 21,000 | 4,000 | 6,500 | 1,800 | 1,300 |
| Sam İnşaat | 35,000 | 20,000 | 2,000 | 1,000 | 15,000 | 7,500 | 2,500 | 1,500 | 1,750 | 750 | 1,750 | 750 | 1,750 | 750 |



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|--------------------|-------------------------------|------------|---|--------|-----------------------|----------|-------------------------------------|--------|-------------------|-------|-------------------------|---------|------------------------------------|---------|
| | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 |
| Sodexo | 45,475 | 30,900 | 0 | 0 | 251,127 | 220,057 | 647 | 286 | 3,381 | 2,650 | 2,731 | 1,747 | 2,731 | 1,747 |
| Sofra Group | 98,700 | 78,500 | 455.9 | 0 | 75.12 | 120 | 1,453 | 1,950 | N/A | 4,200 | N/A | 1,951 | 855.72 | 2,250 |
| Steppen Kalemçilik | 192,840 | 146,773 | 0 | 0 | 8,432 | 7,175 | 350 | 386 | 1,006 | 525 | 3,185 | 1,170 | 3,185 | 1,170 |
| Şahin Ozalit | 127,924.91 | 102,339.93 | N/A | N/A | 13,555.92 | 8,811.35 | 372 | 446.40 | N/A | N/A | N/A | N/A | 1,000 | 650 |
| T-Dizayn Mimarlık | 7,233,203 | 6,256,684 | 0 | 0 | 11,676.82 | 6,565.30 | 35 | 34 | N/A | N/A | 89.81 | 74.94 | 89.64 | 59.75 |
| TES Konfeksiyon | 20,700 | 18,500 | 9,560 | 8,200 | 15,400 | 12,900 | 265 | 220 | N/A | N/A | 275 | 250 | 275 | 245 |
| Uçar Ofset | 12,500 | 11,000 | 0 | 0 | 2,200 | 1,900 | 60 | 50 | 1,250 | 1,100 | 3,500 | 3,200 | 3,500 | 3,000 |
| Umut Doğa | 356,683.53 | 293,622 | 0 | 0 | 13,702.10 | 11,807 | 611 | 300 | N/A | N/A | 248,145 | 195,550 | 248,145 | 195,550 |
| Vog Tekstil | 84,111 | 78,345.013 | 85,088 | 11,093 | 10,759 | 9,446.31 | 372 | 324 | 335 | 301 | 55 | 49 | 45 | 40 |
| Yığıtoğlu | 1,815,000 | 1,675,000 | N/A | N/A | 600,000 | 475,345 | 10,200 | 10,885 | 216 | 110 | 1,500 | 500 | 1,440 | 400 |



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|----------------------|----------------------|-----------|------------------------------|-------|-------------------------------|------|--------------------|-------|----------------------------|------|--------------------------|-------|------------------------------|-------|-----------------------|-------|--|-------|----------------------------------|-------|----------------------------|-------|
| | Societal Investments | | Number of Fulltime Employees | | Number of Part-time Employees | | Total Labour Force | | Number of Female Employees | | Number of Male Employees | | Rate of Female Employees (%) | | Employee Turnover (%) | | Average Training Hours per Employee (Man/Hour) | | Ethical Principles Training Time | | Human Rights Training Time | |
| | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 |
| Acar Basım | N/A | N/A | 106 | 103 | 10 | 10 | 116 | 113 | 19 | 18 | 97 | 95 | 16.3 | 15.93 | 37.06 | 33.63 | 15 | 15 | 1 | 1 | 1 | 1 |
| Atılğan Pazarlama | 24,000 | 26,000 | 21 | 18 | 0 | 0 | 21 | 18 | 3 | 2 | 18 | 16 | 15 | 11 | 8 | 14 | 1.14 | 2 | 24 | 24 | 24 | 24 |
| Bakırcı Otomotiv | N/A | N/A | 95 | 78 | 0 | 0 | 95 | 78 | 19 | 19 | 76 | 59 | 25 | 24 | 5.5 | 26 | 2.02 | N/A | 1 | N/A | 1 | N/A |
| Barış Makine | 30,000 | 22,000 | 70 | 86 | 0 | 0 | 70 | 86 | 13 | 15 | 57 | 71 | 18 | 17 | 1.42 | 0 | 85 | 72 | 2 | 2 | 2 | 2 |
| BASF | N/A | N/A | 694 | 504 | 0 | 0 | 694 | 504 | 185 | 155 | 509 | 349 | 26 | 30 | 3.6 | 3.8 | 16 | 17 | 2,600 | 1,136 | N/A | 1,136 |
| Beker Geri Dönüşüm | N/A | N/A | 18 | 42 | 3 | N/A | 21 | 42 | 4 | 6 | 17 | 36 | 19 | 14 | 52 | 42 | 67 | 29 | N/A | N/A | N/A | N/A |
| Big Tanıtım | N/A | 6,500,000 | 3 | 5 | 0 | 0 | 3 | 5 | 1 | 1 | 2 | 4 | 33 | 20 | 0 | 0 | 20 | 30 | 5 | 7 | 5 | 7 |
| DAIKIN Türkiye | N/A | N/A | 1,180 | 1,480 | 1 | 0 | 1,181 | 1,480 | 347 | 473 | 834 | 1,007 | 29.38 | 31.95 | 3.97 | 5.76 | 15.91 | 19.85 | N/A | 17.6 | 0 | 0 |
| Destek Bilgisayar | N/A | N/A | 451 | 517 | 0 | 0 | 451 | 517 | 46 | 56 | 359 | 461 | 13 | 11 | 28 | 15 | 22 | 18 | 4 | 4 | 0 | 2 |
| Dilek Reklam | N/A | N/A | N/A | 5 | N/A | 0 | N/A | 5 | N/A | 2 | N/A | 3 | N/A | 40 | N/A | N/A | N/A | 20 | N/A | 3 | N/A | 3 |
| Efor Grup | 32,000 | 78,000 | 17 | 15 | 1 | 0 | 18 | 15 | 10 | 8 | 7 | 7 | 58.82 | 53.33 | N/A | 10 | 1 | 5 | 1 | 1 | 1 | 1 |
| Fabrika Basım | N/A | N/A | 48 | 57 | 0 | 0 | 48 | 57 | 10 | 13 | 38 | 44 | 21 | 22 | 4.8 | 4.10 | 6 | 7.5 | 2 | 2.5 | 2 | 2.5 |
| Format Matbaacılık | N/A | N/A | 38 | 39 | 0 | 0 | 38 | 39 | 5 | 5 | 33 | 34 | 0.13 | 1.95 | 13.16 | 2 | 3.07 | 2.79 | 12 | 12 | 2 | 2 |
| Hakan Reklam | N/A | N/A | N/A | 125 | N/A | 0 | N/A | 125 | N/A | 10 | N/A | 115 | N/A | 8 | N/A | 12 | N/A | 2.2 | N/A | 2 | N/A | 2 |
| Iron Mountain | N/A | N/A | 267 | 211 | 0 | 0 | 267 | 211 | 74 | 82 | 193 | 129 | 27.71 | 38.86 | 4 | 6 | 16 | 12 | 7 | 6 | 7 | 2 |
| İsdem İnşaat | 10,000 | N/A | 20 | 12 | 3 | 6 | 23 | 18 | 3 | 2 | 20 | 16 | 13 | 11 | 52 | 50 | 1.5 | 1.5 | 2 | 2 | 2 | 2 |
| Kazmaz Matbaacılık | N/A | N/A | 74 | 72 | 0 | 0 | 74 | 72 | 9 | 10 | 65 | 62 | 12 | 12 | 12 | 10 | N/A | 3 | N/A | N/A | N/A | N/A |
| Martı Ofset | N/A | N/A | 30 | 30 | 17 | 17 | 47 | 47 | 8 | 8 | 39 | 39 | 17 | 17 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Pınarbaş Matbaacılık | N/A | 77,000 | N/A | 39 | N/A | 0 | N/A | 39 | N/A | 9 | N/A | 30 | N/A | 23 | N/A | 0 | N/A | 7.2 | N/A | 12 | N/A | 8 |
| PRD Point | N/A | 16,000 | N/A | 4 | N/A | 0 | N/A | 4 | N/A | 3 | N/A | 1 | N/A | 75 | N/A | 0 | N/A | 14 | N/A | 0.5 | N/A | N/A |
| Reklametre | N/A | N/A | 26 | 30 | 1 | 1 | 27 | 31 | 10 | 16 | 17 | 15 | 37 | 51.6 | N/A | N/A | 4 | 4 | N/A | 2 | N/A | 2 |
| Sam İnşaat | 200,000 | 200,000 | 25 | 25 | 0 | 0 | 25 | 25 | 5 | 5 | 20 | 20 | 25 | 25 | 4 | 4 | 4.39 | 4.39 | 48 | 48 | 48 | 48 |



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| | Societal Investments | | Number of Fulltime Employees | | Number of Part-time Employees | | Total Labour Force | | Number of Female Employees | | Number of Male Employees | | Rate of Female Employees (%) | | Employee Turnover (%) | | Average Training Hours per Employee (Man/Hour) | | Ethical Principles Training Time | | Human Rights Training Time | |
| | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 | 2019 | 2020 |
| Sodexo | N/A | N/A | 4,220 | 4,116 | 0 | 168 | 4,220 | 4,284 | 1,932 | 1,960 | 2,288 | 2,324 | 41.24 | 45.75 | 4.06 | 2.26 | 11 | 5.87 | 1 | 1 | 0.5 | 0.5 |
| Sofra Group | N/A | N/A | 1,653 | 22,451 | 478 | 5,871 | 2,131 | 28,332 | 975 | 11,312 | 1,156 | 17,003 | 58 | 40 | 4.3 | 5.2 | 23 | 25 | 187.5 | 9 | 223 | 6 |
| Steppen Kalemçilik | N/A | N/A | 35 | 31 | 0 | 0 | 35 | 31 | 8 | 7 | 27 | 24 | 24.5 | 21.7 | 2 | 0 | 10 | 6 | 6 | 6 | 6 | N/A |
| Şahin Ozalit | N/A | N/A | 42 | 38 | 0 | 0 | 42 | 38 | 10 | 9 | 32 | 33 | 20 | 23.68 | 28.57 | 27 | N/A | N/A | N/A | N/A | N/A | N/A |
| T-Dizayn Mimarlık | N/A | N/A | 7 | 7 | 2 | 2 | 9 | 9 | 2 | 2 | 7 | 7 | 23 | 23 | 31 | 31 | 72 | 72 | 0 | 0 | 0 | 0 |
| TES Konfeksiyon | 170,000 | 80,000 | 60 | 60 | 0 | 0 | 60 | 60 | 28 | 28 | 32 | 32 | 47 | 47 | 22 | 0 | 10 | 10 | 1 | 1 | 1 | 1 |
| Uçar Ofset | 30,000 | 20,000 | 5 | 5 | 2 | 2 | 7 | 7 | 3 | 3 | 4 | 4 | 42 | 42 | N/A | N/A | 1 | 1 | 2 | 2 | 2 | 2 |
| Umut Doğa | N/A | N/A | 33 | 34 | 0 | 6 | 33 | 40 | 13 | 15 | 20 | 25 | 40 | 37.5 | 3.06 | 10 | 18 | 22 | 0.5 | 1 | 0.5 | 0.5 |
| Vog Tekstil | N/A | N/A | 45 | 43 | 0 | 0 | 45 | 43 | 12 | 10 | 33 | 33 | 27 | 23 | 24 | 12 | 10 | 8 | 2.5 | 2.5 | 2 | 2 |
| Yığıtoğlu | N/A | N/A | 287 | 275 | 0 | 0 | 287 | 275 | 78 | 81 | 209 | 194 | 27 | 29 | N/A | 6 | 8 | 12 | 0 | 0 | 0 | 0 |



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REPORTING GUIDANCE

This reporting guidance (“Guidance”) provides information on the data preparation and reporting methodologies of indicators within the scope of the independent audit in the 2020 Doğuş Otomotiv (“Company”) Corporate Sustainability Report. These indicators include energy consumption, water consumption, waste amount, total number of employees, female employee ratio (%), salary ratio of female and male employees, number of work accidents, injury rates and training hours (man/hour). It is the responsibility of the Company’s management to ensure that appropriate procedures are in place to prepare the indicators mentioned above in line with, in all material respects, the Guidance.

The data included in this guideline is for the FY 20 (fiscal year ended December 31, 2020) and comprises only the relevant operations of Doğuş Otomotiv Servis ve Ticaret A.Ş. (“Doğuş Otomotiv”), excluding Doğuş Otomotiv affiliates (Doğuş Oto Pazarlama ve Ticaret A.Ş., Doğuş Teknoloji vdf, Gebze Scania Servis and Skoda), Suppliers, Authorized Dealers and Aftersales Service Centers with the exception of following situations:

- For total number of employees, female employee ratio (%), salary ratio of female and male employees’ indicators, scope of the independent audit and this guidance contain the relevant information of Doğuş Otomotiv and Doğuş Oto.
- For waste amount indicators, within hazardous waste, battery waste and lubricant waste amount, scope of the independent audit and this guidance contain the relevant operations of Scania Gebze, Doğuş Oto Pazarlama ve Ticaret A.Ş., and Authorized Aftersales Services, due to the fact that wastes are under the responsibility of Doğuş Otomotiv.

1. General Reporting Principles

In preparing this guidance document, consideration has been given to following principles:

- Information Preparation – to highlight to users of the information the primary principles of relevance and reliability of information; and
- Information Reporting – to highlight the primary principles of comparability / consistency with other data including prior year and understandability / transparency providing clarity to users.

2. Key Definitions

For the purpose of this report, the Company defines: ‘Energy’ to mean electricity, natural gas and diesel / gasoline.

‘Energy consumption’ means the energy used during the reporting year (1 January to 31 December), being the energy purchased during the period. Energy consumption data includes energy used in the operation of Şekerpınar Campus (Head Office Building, Training Building and Logistics Building) of the Company, including electrical systems, heating, lighting, air circulation, company owned cars and employee commuting.

‘Water’ means the municipal water supplied from ISU, which is affiliated to Kocaeli Metropolitan Municipality..

‘Water consumption’ means the water used during the reporting year (the period between 1 January and 31 December).

‘Waste’ means the wastes arising generated by the Company’s activities and which are the responsibility of the Company. There are four different types of waste (hazardous waste, battery waste, lubricant waste and packaging waste) which are the responsibility of the Company, even if not produced directly by the Company. Packaging waste includes materials such as paper, cardboard, plastic and wood.

‘Waste Amount’ means the amount of waste generated during the reporting period (1 January - 31 December). For the recovery / disposal of these wastes produced by or under the responsibility of the company, cooperation is made with certain institutions or working with contracted waste management companies. The institutions cooperating for Waste Management are ÇEVKO (Environmental Protection and Packaging Waste Recovery and Recycling Foundation), PETDER (Turkish Oil Industry Association) and AKÜDER (Association of Accumulator and Recycling Industrialists).

‘Number of employees’ means the number of permanent employees working in the Doğuş Otomotiv and Doğuş Oto’s during the reporting period (1 January - 31 December). Fixed term employees are not included in this term and reported separately.

‘Female employee ratio’ means the number of woman employees (permanent and full time) divided by the total number of employees (permanent and full time) during the reporting year (1 January to 31 December).

‘Salary ratio of female and male employees’ means the ratio of the average salaries of the female



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employees to the average salaries of male employees during the reporting period (January 1 to December 31). In calculating this ratio, the internal positions of the employees are taken into consideration and the Board of Directors is excluded.

'Recorded Incident Rate' means the ratio of recorded work accidents to total working hours during the reporting period (January 1 to December 31). Calculation of Total Accidents / (Total number of working days x number of working days in the related year) was used in the calculation.

'Injury-related Lost Day Rate' means the ratio of the number of lost days due to occupational recorded accidents during the reporting period (January 1 to December 31) to the total working time. Total number of lost days due to accidents / (Total number of working days x number of working days in the related year) was used in the calculation.

'Occupational Disease – related Lost Day Rate' means the ratio of the number of lost days to the total working time during the reporting period (January 1 - December 31) due to repeated or temporary illnesses due to the nature of the work or the conditions of execution of the work. While calculating, Number of Lost Days Due to Occupational Disease) / (Total number of working days x number of working days in related year) formula was used.

'Employee trainings (total man/hours)' means the total training hours provided by the Company to employees during the reporting period (January 1 to December 31). The calculations were made taking into consideration the positions of the employees.

'Employee training – (total man / hours per person)' means the ratio of the total training hours provided by the Company to the number of employees during the reporting period (January 1 - December 31). The calculations were made taking into consideration the positions of the employees.

3. Scope of Reporting

For FY20 and comparative periods presented, energy consumption and water consumption data of the Company is related to:

- Doğu Otomotiv Servis ve Tic. A.Ş. / Şekerpınar Campus (Head Office Building, Training Building and Logistics Building);
- Company owned cars; and
- Employee commuting

The information regarding the energy and water consumption of the Company's affiliates, suppliers and authorized dealers and aftersales service centers other than those mentioned above are included in the sustainability report, although they are not included in the scope of independent audit and this reporting guidance.

For FY20 and comparative periods presented, waste amount (disposed or recycled) relate to the waste generated in Turkey by the Company:

- Doğu Otomotiv Servis ve Tic. A.Ş. / Şekerpınar Campus
- Scania Gebze
- Doğu Oto Pazarlama ve Ticaret A.Ş
- Authorized Dealers and Aftersales Service Centers

Information on waste management produced by the Company's affiliates, suppliers and authorized dealers and aftersales service centers outside the waste generation areas mentioned above, but which are not under the responsibility of the Company, is included in the sustainability report, although it is not within the scope of independent audit and this reporting guidance.

4. Data preparation

Energy consumption

Energy consumption data are reported for electricity and primary fuel sources, which comprise natural gas, diesel and fuel oil. Electricity and natural gas consumption data are obtained from supplier meters and service provider invoices. Diesel and fuel consumption (for the use of generators, company owned cars and employee commuting) data are obtained from service provider invoices

The Company has used the following published conversion factors:

For electricity, since the electricity supply unit is billed in kWh, the only conversion factor is 1 kWh = 0.0036 GJ conversion factor);

For natural gas, since the natural gas supply unit is billed in m³, 1m³ * kcal (9155) * joule (4,186,8) / 109 conversion factor formula is used in the conversion to GJ.

For diesel, since the diesel supply unit is billed in lt, 1 liter * kg (0.83) * ton (1000) * kcal (10.200.000) * joule (4.186.3)] / 109 formula is used in conversion to GJ.



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For density and conversion coefficient values “Enerji Kaynaklarının ve Enerjinin Kullanımında Verimliliğin Arttırılmasına Dair Yönetmelik (Resmi Gazete: 27 Ekim 2011/28097: Değ.03/09/2014-29108), EK-2: Enerji Kaynaklarının Alt Isıl Değerleri ve Petrol Eşdeğerine Çevrim Katsayıları” table is used.

Water consumption

Municipal water consumption is reported within the scope of water consumption data. Water consumption data is obtained from service providers' meters and invoices.

5. Restatements

The measuring and reporting of carbon emissions data inevitably involves a degree of estimation. Restatements are considered where there is a change in the data of greater than 5 percent at the Company level.



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UNAFFILIATED DECLARATION OF ASSURANCE



Limited Assurance Report To the Board of Directors of Doğu Otomotiv Servis ve Ticaret A.Ş.

We have been engaged by the Board of Directors of Doğu Otomotiv Servis ve Ticaret A.Ş. (the "Company") to perform an independent limited assurance engagement in respect of the Selected Sustainability Information ("Selected Information") stated in the Company's 2020 Corporate Sustainability Report (the "2020 Sustainability Report") for the year ended 31 December 2020 and listed below.

Selected Information

The scope of the Selected Information for the year ended 31 December 2020, which is subject to our independent limited assurance work, set out in 43, 44, 76, 79, 80, 81, 85, 86, and 91 pages of the 2020 Sustainability Report and marked with ("*") is summarised below:

- Energy Consumption,
- Water Consumption,
- Waste Amounts (Household Waste, Battery Waste, Lubricant Waste, Packaging Waste),
- Total Number of Employees,
- Female Employee Ratio,
- Salary ratio of female and male employees,
- Incidents of 30/31,
- Injury Rate (Recorded Incident Rate, Injury-related Lost Day Rate, Occupational Disease - related Lost Day Rate),
- Training hours (total and per person)

Our independent limited assurance work was with respect to the year ended 31 December 2020 information only and we have not performed any procedures with respect to earlier periods or any other elements, other than Selected Information marked with ("*"), included in the 2020 Sustainability Report and, therefore, do not express any conclusion thereon.

Criteria

The criteria used by the Company to prepare the Selected Information is set out in Doğu Otomotiv Servis ve Ticaret A.Ş. 2020 Corporate Sustainability Report - Reporting Guidelines (the "Reporting Guidelines") on pages 120-153 of the 2020 Sustainability Report.

PwC Ağustos Denetim ve Danışmanlık Hizmetleri Müşteri Hizmetleri A.Ş.
Büyükdere Şişli Çiftlik No:20 A Blok Kat: 7 Şişli/Beşiktaş/İstanbul/ Türkiye
T: +90 212 249 4949, F: +90 212 424 9939 www.pwc.com Mesaj Numarası: 07 499 5124 0596(1)



The Company's Responsibility

The Company is responsible for the content of the 2020 Sustainability Report and the preparation of the Selected Information in accordance with the Reporting Guidelines. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of Selected Information that is free from material misstatement, whether due to fraud or error.

Inherent Limitations

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining such information. The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities. The provision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine such information, as well as the measurement criteria and the precision thereof, may change over time. It is important to read the Selected Information in the context of the Reporting Guidelines.

In particular, the conversion of different energy measures to megawatt-hour (MWh) and energy used to carbon emissions is based upon, inter alia, information and factors generated internally and/or derived by independent third parties as explained in the Reporting Guidelines. Our assurance work has not included examination of the derivation of those factors and other third-party information.

Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.



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Our Responsibility

Our responsibility is to issue a conclusion, based on limited assurance procedures, as to whether anything has come to our attention that causes us to believe that the Selected Information has not been properly prepared in all material respects in accordance with the Reporting Guidelines. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information, and, in respect of greenhouse gas emissions, International Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement under ISAE 3000 (Revised) and ISAE 3410. Consequently, the nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a reasonable assurance engagement.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we:

- making inquiries of the persons responsible for the Selected Information;
- understanding the process for collecting and reporting the Selected Information. This included analyzing the key processes and controls for managing and reporting the Selected Information;
- evaluating the source data used to prepare the Selected Information and re-performed selected examples of calculations;
- performing limited substantive testing on a selective basis of the preparation and valuation of the Selected Information prepared by the Company; and
- undertaking analytical procedures over the reported data.



Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Company's Selected Information for the year ended 31 December 2020, is not properly prepared, in all material respects, in accordance with the Reporting Guidelines.

This report, including the conclusion, has been prepared for the Directors of the Company as a body, to assist the Directors in reporting Doğu Otomotiv Servis ve Ticaret A.Ş.'s performance and activities related to the Selected Information. We permit the disclosure of this report within the 2020 Sustainability Report for the year ended 31 December 2020, to enable the Directors to demonstrate they have discharged their governance responsibilities by commissioning an independent assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Directors as a body and the Doğu Otomotiv Servis ve Ticaret A.Ş. for our work on this report save where terms are expressly agreed and with our prior consent in writing.

PwC Başmüfettişleri ve
Serbest Muhasebeci Mali Müşavirlik A.Ş.

İbrahim Çiçek
Partner

İstanbul, 20 June 2021



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CORPORATE SUSTAINABILITY COUNCIL 2020

| Member | Department/Unit |
|---------------------|---|
| Ahsen Bayraktarođlu | DOD Marketing and Business Development |
| Bahadır Akyol | Administrative and Technical Affairs |
| Bengü Himmetli | Internal Audit |
| Beste Tan | Volkswagen Passenger Car Marketing |
| Cem Kaya | Dealer Management |
| Damla Akınalp | Dođuş Oto Human Resources |
| Dilruba Suner | vdf Finance |
| Ebru Belen | Audi-Lamborghini-Bentley Marketing |
| Ebru Kantođlu | Digital Transformation and Corporate Communications |
| Eren Kocamangil | Dođuş Teknoloji Corporate Communications |
| Firat Cebeci | Scania Marketing |
| Gamze Yazıcı | Financial Control and Risk Management |
| Gökberk Öfkeli | Value and Interest Center |
| Gökçe Biciođlu | Porsche Marketing |
| Koray Bebekođlu | Digital Transformation and Corporate Communications |
| Kübra Sarıgöl | Process Management |
| Murat Battalođlu | Skoda-Marketing |
| Müge Yücel | Investor Relations |
| Nagihan Yurdusev | Dođuş Oto Marketing |
| Nermin Taşkin | Budget Planning |
| Özgecan Üstün | Process Management |
| Pınar Tuncer Dođanç | Corporate Brand Management |
| Selin Tükenmez | Volkswagen Commercial Vehicle Marketing |
| Sertaç Arda | Logistic Vehicle Distribution |
| Simge Ofluođlu | Scania Marketing |
| Sinem Bedir | Legal |
| Şeref Kurtarıcı | Volkswagen After-sales Services |
| Yađmur Gök | Dođuş Oto Marketing |
| Yavuz Arda Yıldız | Financial Control and Risk Management |
| Zeynep Karataş | Purchasing |
| Zeynep Korku | SEAT Marketing |



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