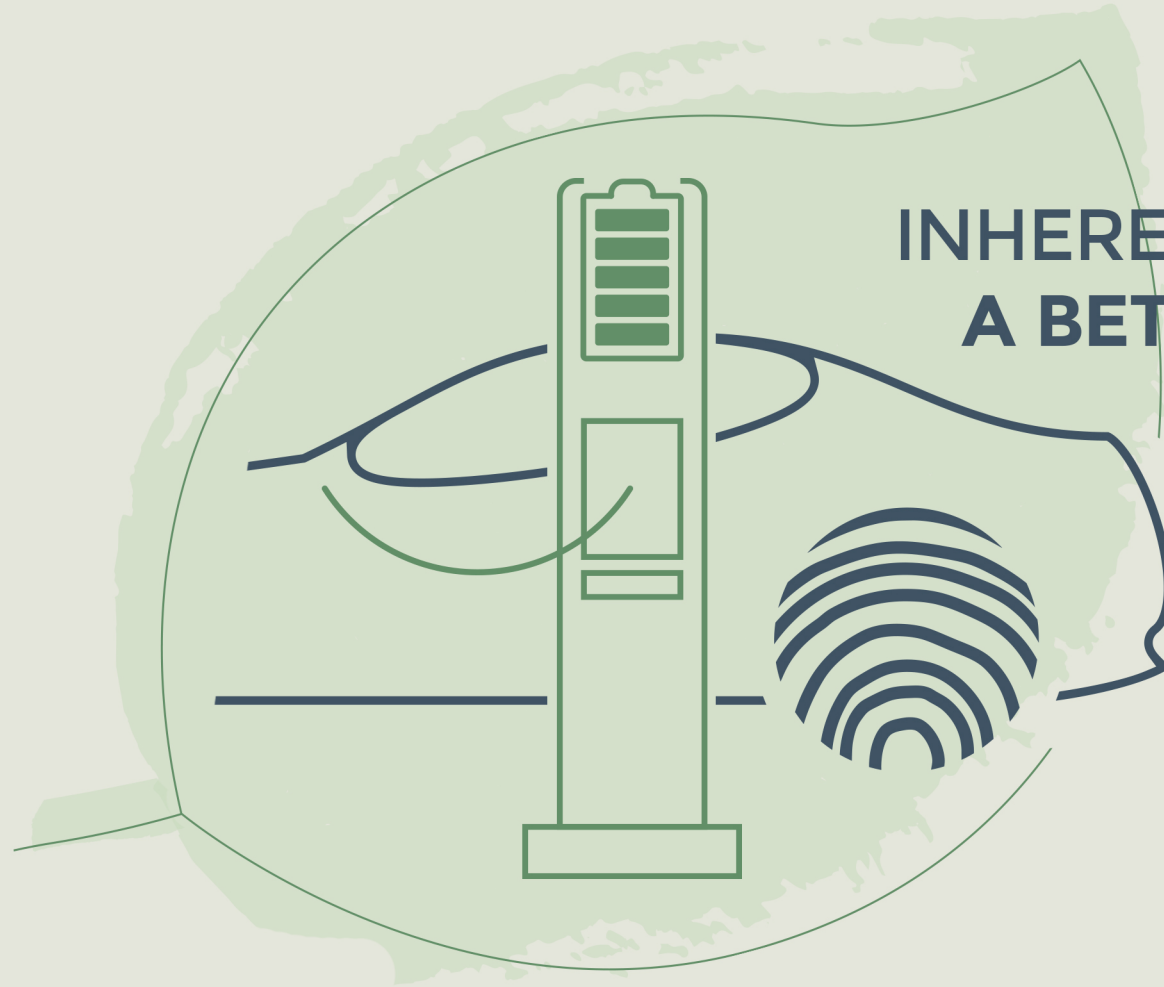




INHERENTLY A BETTER FUTURE

2022 INTEGRATED
SUSTAINABILITY
REPORT

NOW, FOR THE FUTURE

We have left behind the year 2022, which we entered with the goals of more transparency, more cooperation and greater awareness in our value chain. In 2022 we have made great strides not only in providing environmentally friendly products and services, but also in extending measurement and evaluation activities to our entire value chain, being accountable to our stakeholders, and ensuring integration in compliance processes. As a UN WEP's signatory company, we have committed to being open to cooperation in every step that will strengthen women's place in society and business life. We engaged in more conversation about sustainability with our Authorized Dealers and Service Centers. We attained the "For the Future, Success Now" Authorized Dealer and Service Center Evaluation Pilot Program experience, and planned our new steps.

We had embarked this journey knowing that sustainability, and its related regulations that would directly affect all our operations in the near future was about to become an integral part of the corporate life. With this ingrained perspective, we have been able to seize the chance of being always one step ahead of the developments in the world; a trait that we are truly proud of.



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ABOUT THE REPORT

REPORT PROFILE

Doğuş Otomotiv 2022 Sustainability Report is our company's 14th Sustainability Report. Considered as a direct dialogue platform with our key stakeholders, the Sustainability Report's content is prepared in line with the material issues determined by analyzing stakeholder concerns, and intends to respond to the expectations of entire Doğuş Otomotiv key stakeholders.

Being seen as the most important tool by which we transparently convey our sustainability strategies, relevant policies and practices, and our performance under our material issues to our stakeholders since 2009, our Sustainability Reports also include our performance in the chapters of United Nations Sustainable Development Goals (UN SDG), which we approach as a long-term value creation and business strategy.

In addition to the 2022 Sustainability Report, which includes Doğuş Otomotiv's integrated sustainability performances, the Corporate Governance Report has also been published within the scope of the Annual Report, which includes financial and operational data. Furthermore, consolidated financial reports, financial indicators in brief and presentations for investors prepared specifically for our shareholders and investors can be found in the Investor Relations section of our company's website as well.

Doğuş Otomotiv 2022 Integrated Sustainability Report includes the financial and non-financial performances of Doğuş Otomotiv Servis ve Tic. A.Ş. and its subsidiaries (unless otherwise stated). The content and scope of the report were determined by the Materiality Study, which was carried out for the second time in 2018.

Doğuş Otomotiv 2022 Annual Report
Investor Relations
Sustainability
Doğuş Otomotiv Ethics Code

REPORTING PRINCIPLES

Doğuş Otomotiv published its first Sustainability Report in 2009, following becoming 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 Company's first report published in accordance with the reporting principles of the Global Reporting Initiative. The reports from 2011 to 2014, which were titled as Corporate Responsibility Reports, started to be published at the comprehensive reporting application level after GRI changed its reporting framework to the G4 Standards in 2014. Starting from the 2015 report, the reports published in the same scope and in compliance with the GRI Standards 2016 Version are titled as Sustainability Reports. With the publication of the 2021 version following the GRI Standards 2016 version, Doğuş Otomotiv 2022 Sustainability Report has been prepared in accordance with this update.

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.

Doğuş Otomotiv 2022 Integrated Sustainability Report has been published in accordance with Integrated Reporting principles.

Scope Of The Report

The scope of the report includes 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. (ŠKODA Türkiye) and vdf Servis ve Tic. A.Ş. (vdf) which are in the value chain of Doğuş Otomotiv Servis ve Ticaret A.Ş. (Doğuş Otomotiv). Having being started since 2015 to be able to create sustainability awareness and a reporting culture, the program to include our affiliates, suppliers, authorized dealers and service centers in our report, was initiated with a more comprehensive study as a pilot application in 2021, and its details are given in the relevant section of our report.

Corporate Profile, Brands and Financial Indicators

Corporate profiles of Doğuş Otomotiv and its subsidiaries, the 2022 performances of the brands it represents, as well as detailed financial indicators are all included in the

Company's *annual report* and on its *website*. The financial data included in the Integrated Sustainability Report are data disclosed to the public by Doğuş Otomotiv Servis ve Tic. A.Ş. and verified by independent auditors.

Reporting Period

Although Doğuş Otomotiv 2022 Integrated Sustainability Report covers the fiscal year 2022 (1 January 2022 – 31 December 2022), some performances may also include early 2023 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 2021 Sustainability Report is published in accordance with the comprehensive reporting content as per the Global Reporting Initiative (GRI) 2021 Standards Reporting Principles and is self-declared.

Similarly, Doğuş Otomotiv 2022 Integrated Sustainability Report was prepared by considering 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 material topics in sustainability, the position it has taken and the Company's impact on non-financial areas constitute the content of the report.

The report also includes the United Nations Global Compact principles (UNGC) 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 material issues, identifying its key stakeholders and setting its strategy of dialogue platforms it maintains with all stakeholders. The Company acts by considering the framework and principles of the standard in all its stakeholder engagement-oriented performances. The scope and content of the report has also been prepared in accordance with the AA1000AP (AccountAbility) Principles.

Doğuş Otomotiv became a signatory to the United Nations Women's Empowerment Principles (UN WEPs) in 2022. For this reason, UN WEPs index has started to be included in the Appendices of the 2022 Integrated Sustainability Report as of this year.

Doğuş Otomotiv’s 2022 Integrated Sustainability Report also includes the Global Automotive Sustainability Practical Guidance Index of the Automotive Industry Action Group (AIAG), which is supported by our most important stakeholders, OEMs. Furthermore, sector-specific indicators published by SASB (Sustainability Accounting Standards Board) are also included in the appendices part as an index for the second time since 2021.

Materiality Principle

Doğuş Otomotiv carried out the Material Issues study, 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 ever material issues is included in the content of the 2018 Sustainability Report. In this report detailed and comprehensive information on the material issues is included in the relevant sections. Doğuş Otomotiv implemented its materiality study using the methodology recommended by AA1000SES (AccountAbility Stakeholder Engagement Standard). Doğuş Otomotiv key *stakeholder map*, established by the same standard, can also be accessed on our website. In 2023, our Company will carry out new materiality focus areas study in accordance with the principle of “double materiality” and will continue to report its performance accordingly.

Integration Approach

Doğuş Otomotiv meets with its stakeholders via a number of different communication platforms throughout the year, and adopts and instigates 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 content includes the Financial, Manufactured, Human, Intellectual, Natural, Social and Relationship Capital titles found in the IR (Integrated Reporting) Guidelines, but has not yet been published as a single report.

Communication of the Report

Doğuş Otomotiv includes its Sustainability Management approach in its Annual Report as well. Every year, after the Sustainability Report is printed, its release is announced to our entire stakeholders through all available external communication tools, and moreover, a declaration letter signed by the Company’s senior management is sent specifically to our business-affiliated stakeholders, informing them about the

publication of the report. Similarly following the report’s publication, facts from select performances are compiled, and as a part of our comprehensive communication strategy shared with our employees on bulletin boards, the intranet system, and on screens inside the company buildings etc.

Independent Assurance Statement

Doğuş Otomotiv 2022 Integrated 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 (*) symbol as per the reporting guide. Data for the years 2020 and 2021 are also indicated with the (**) sign and are included in the reports of previous years with a limited assurance statement. Let’s Enhance 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 conclusion section of our report.

Indexes

Otomotiv has been among the companies whose performance has been being

evaluated within the scope of Istanbul Stock Exchange Sustainability Index since 2015. Companies included in the BIST Sustainability Index are being evaluated four times a year since 2022 Doğuş Otomotiv has been regularly publishing sustainability reports since 2009 within the scope of the Global Reporting Initiative (GRI Standards). Being able to adopt the new standards set forth by GRI which were introduced as a part of their efforts to improve reporting standards, even before the adjustment period, our Company has successfully transitioned to the new standards and started publishing its reports in accordance with them. Furthermore, we have been being rated by the Istanbul Stock Exchange Corporate Governance Index since 2009. The score of 9.74 out of 10 we received in 2022, clearly demonstrates the compliance of the Company with Corporate Governance Principles published by the Capital Markets Board and sets an example with good practices it has implemented. The risks that the Company is likely to be exposed to 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 charter of the board of directors comply with corporate

governance principles. As a result; this score we received indicates that being included in the BIST Corporate Governance Index has been a well-deserved distinction. 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 determined. Regarding these principles, which were declared to be applicable starting from 2021 annual reports, DoğuŖ Otomotiv added a

limited compliance statement in its 2020 Annual Report and started publishing the said statement in its annual reports since 2021. This practice was continued in the 2022 annual report as well. The 2022 Integrated Sustainability Report also includes the relevant index in the Appendices in accordance with the updated template

Report Publishing Date

July 2023
(The previous report was published in July 2022. DoğuŖ Otomotiv regularly publishes its sustainability performance on an annual basis.)

Feedback and Comments

DoğuŖ Otomotiv Integrated Sustainability Report is available for download on the company’s website in pdf format. For all kinds of feedback and comments regarding the report, the contact information of the authorized persons can be found within the report.

DoğuŖ Otomotiv strives to improve its sustainability performance every year, to enrich the content and to reach its stakeholders in a more transparent manner.

MESSAGE FROM THE CEO AND CHAIRPERSON



In 2022, we benefited from an Electric Vehicle Financing Loan amounting to 8.7 million Euros within the scope of Combating Climate Change and Sustainable Financing, to be used in the import of electric vehicles.

Dear Stakeholders,

I am elated and proud to share with you the 14th Sustainability Report of DoğuŖ Otomotiv. Last year, we completed the transformation of the scope and content of our Sustainability Report into an integrated report. Considering transparency and accountability constitute the cornerstone of sustainability, I am well aware that this progress and transformation represent a particularly compelling value for all our stakeholders.

Upon leaving behind quite a challenging year socially and economically in Turkey as it was the same in all other countries of the world, in the current post-COVID period, we are witnessing the emergence of changing and transforming economies. Although 2022 brought many significant developments for DoğuŖ Otomotiv, what occupied the agenda all over the world has been the imbalances and inequalities in socio-economic conditions, which became more prominent with the pandemic. We are now at a juncture – a juncture which I believe will be highly decisive in the history – where we understand that doing our job right and being a sustainable company are not concepts separate from each other. Therefore, it seems reasonable for me to proclaim that sustainable development will rise progressively more in importance and will be at the core of our short, medium and long-term strategies.

Generating societal value with a much broader impact, perfecting our service excellence by increasing the trust of our customers in us, and growing our business by teaming up with our partners and other key stakeholders are among the primary goals in our sustainability-oriented management approach. As DoğuŖ Otomotiv, within the bounds of our commitment to being a sustainable business, we continue to maintain our position as a leading company that takes responsibility for building a society which has access to all mobility opportunities.

The automotive industry across the world spent the year 2022 in search of solutions to problems such as the energy crisis, decline in the global demand, and disruptions in the supply chain, which became a significant challenge for the industry during the outbreak. Although these adversities have been started to be mitigated gradually in the post-COVID period, the automotive industry solemnly forecasts that new vehicle sales will remain stable in 2023. Yet again, it is unequivocally stated that electric vehicles will be the shining star of the industry and a 25% growth is expected in the EV segment in 2023. In Turkey, 7,733 electric cars were sold in 2022; hybrid vehicle sales on the other hand, reached 4,387 units whereby achieving a 10.9 percent market share. These figures indicate a growth of approximately 30 percent in the hybrid car market compared to 2021, and a growth of 2.7

folds in the electric car market year on year. DoğuŖ Otomotiv, which is the leader in imported vehicle sales in the Turkish market, closed 2022 with 361 units in electric vehicle and 3,587 in hybrid vehicle sales.

In 2022, we benefited from an Electric Vehicle Financing Loan amounting to 8.7 million Euros within the scope of Combating Climate Change and Sustainable Financing, to be used in the import of electric vehicles. Transforming our investments with new models through sustainable sources of financing will remain to be among our business strategies in the time ahead.

We foresee that the number of electric vehicles will continue to increase at an accelerated pace. In view of that, we continued our investments in 2022 aiming to provide charging and maintenance services to electric vehicles. Currently, we offer customers access to more than 500 charging stations serving Porsche and other brands of electric cars. After launching Turkey's fastest charging station with a capacity of 320 kW which we commissioned in 2021, we finalized the installation of five new charging stations with 350 kW power each, in Istanbul, Ankara, Bursa, Izmir and Antalya in 2022. Additionally, we opened Turkey's first battery repair center in DoğuŖ Oto's Kartal location serving electric vehicles. Aspiring to increase the

number of these centers, we continue with our investments unremittingly.

In combination with the ever-increasing expectation of our customers for comfort in mobility, current trends such as zero-emission vehicles and carbon-neutral production compel the automotive industry to place sustainability as the most significant aspect of its process planning and target-setting strategy endeavors. These trends do not lead to improvements just because they are stipulated by the legislative regulations, but they give rise to different outcomes in view of the increasing awareness and changing expectations in the society. For example, more and more companies are taking the lead every year to devise renewable supply chains. Volkswagen AG is among these pioneering groups with its @retail and NetToZero programs. As DoğuŖ Otomotiv, we have the pleasure of taking part as a stakeholder in these efforts and acting jointly with our entire value chain as well as with our Authorized Dealers and Service Centers, in matters related to sustainability.

In the last days of 2022, the work was restarted on our new campus, which was under construction for quite some time. Being at the office three days a week, we shared with our fellow teammates who perfectly managed all our processes despite working remotely during the three-year COVID period, the excitement

of returning to our working environment. I the meantime, through the solar power plant established in 2022 at the Ŗekerpinar logistics center with an investment of 2.4 million dollars, we started to produce all of the energy we use in the campus ourselves, and better yet producing it from renewable energy sources. The emission reduction, which we targeted as 45% in 2022, was realized as 28%. Together with the implementation of the new hybrid working model, we aim to save more than 1000 tons of carbon emissions per year, and we are moving enthusiastically towards our goal of de-carbonization in all our operational processes.

Our exciting journey in digital transformation that we have been pursuing as Doğus Otomotiv since 2019 is also ongoing without breaking stride. In 2022, 12 projects were launched on Data Strategy and Governance, Data Architecture and Modeling, Metadata, Data Quality and Data Operations as part of our data roadmap. Five of these projects were completed, while the work on seven projects continues. Again in 2022, the Human Rights Committee which was established by our fellow workers from relevant departments, upon completing their human rights training, held its first workshop in accordance with the United Nations Guiding Principles on Business and Human Rights, and started working to reflect its results to the indicators published in the report.

We deem the ideas and opinions of our employees as our most important source of reference in terms of refining our operations. To this respect, in 2021, through the Suggestion System, which we have been continuously improving since 2009, we had transformed our related activities into a tool that was made available all our employees in our value chain, will include their ideas and that can be used actively throughout the year. In 2022, 70 ideas and 121 projects were put into practice in this context. A saving of approximately 26 million TL was achieved from the opinions and suggestions proposed by our employees, and this amount reached 40 million TL when combined with those shared by our Authorized Dealer and Service network.

Ensuring our entire value chain to address sustainability effectively, and to improve their sustainability performance each passing day with strategic goals they set have always been a priority for us since 2014. In 2022, we audited all of our critical suppliers in terms of compliance with sustainability principles. In 2023, we aim to advance Doğuş Otomotiv even further in sustainable supply chain management with new targets and codes of practice we will introduce.

As Doğuş Otomotiv, we aspire to be a part of the change with all our administrators and employees included. That is the reason why we strive every year to achieve better results and

collaborate with our stakeholders on better programs and projects. Being a role model for other establishments and organizations, we will continue to do our best to ensure that this pioneering approach is adopted in every sector in our country. As always, none of these achievements could have been accomplished without the support and conviction of our stakeholders, especially without those of our employees.

We remain convinced that all difficulties can be overcome with this shared wisdom and collective consciousness as we express our condolences for our citizens who lost their lives in the Kahramanmaraş earthquake that took place on February 6, 2022 in our country. Striving to bind up wounds in unison, we were and will continue to be in the region devastated by the earthquake, with all the support we muster.

As one of the leading establishments of social transformation, we hope 2023 to be a year that brings kindness and prosperity to all our stakeholders.

Respectfully yours,
Emir Ali Bilaloğlu
CEO and the Chairperson of the Board

2022 Highlights

2.5 Million Total Vehicle Park	10,031 Million Customers	9.74 Corporate Governance Compliance Score
5.6 Million TL Community Engagement	33.78% Female Employee Ratio	2.4 Million Dollars SPP Investment
BIST 25 Sustainability Index	40 Million TL Savings with Employee Suggestions	133 Million TL Savings with Digital Transformation Projects

GENERAL INFORMATION

Doğuş Otomotiv enjoys being the company with the widest brand choice and service network in the Turkish automotive industry today. Representative of 11 international brands and 12 affiliated product groups, each of which is the leader of its own industry, in passenger car, light commercial vehicle, heavy commercial vehicle, industrial and marine engine, and cooling system categories, Doğuş Otomotiv offers its private and corporate customers a wide product portfolio consisting of Volkswagen Passenger Cars, Audi, SEAT, ŠKODA, Bentley, Lamborghini, CUPRA, Porsche, Volkswagen Commercial Vehicles and Scania brands as well as more than 80 model varieties of these makes.

Moreover, the Company competes in the industrial and marine engines market with the Scania Power Solutions, and in the cooling systems market with the Thermo King brands. Additionally, Doğuş Otomotiv provides service to its customers in the second-hand market with the DOD brand.

More than 630 customer service points spread all over Turkey proffer the customers of Doğuş Otomotiv 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 over 2 thousand employees strong, Doğuş Otomotiv is one of the most significant players of the Turkish automotive industry. The brands that Doğuş Automotive is the distributor of are among the most admired and most trusted brands in Turkey, thanks to their dynamic service approach focused on customer satisfaction, which they have maintained without compromising since the first day.

Doğuş Otomotiv shares are being traded on Borsa Istanbul (BIST) with the “DOAS.IS” code. The Company’s Corporate Governance Compliance Rating increased to 9.74 in 2022 (2021: 9.70). Doğuş Otomotiv maintained to be one of the largest automotive companies in Turkey in 2022. Doğuş Otomotiv published the first Sustainability Report of its industry in Turkey in 2009 and signed the United Nations Global Compact in 2010. The Company continued to appear in the BIST Sustainability Index in 2022 and also included in to the BIST Sustainability 25 Index. Doğuş Otomotiv also signed United Nations Women Empowerment Principles in 2022.

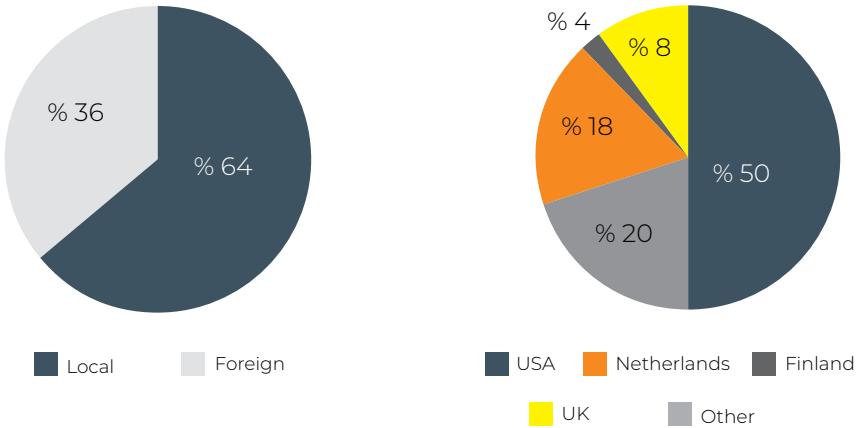
Affiliate Structure

As of December 31, 2022, there has been no change in Doğuş Otomotiv’s issued capital structure. No capital increase was made nor any capital market instruments was issued by our Company during the period.

Detailed information about the Doğuş Otomotiv Board of Directors and its structure can be found in the annual report as well as *Doğuş Otomotiv 2022 Corporate Governance Compliance Report* and *Corporate Governance Information Form*, which are included in the same report.

Shareholder’s Commercial Title	Share in the Capital (TRY)	Share in the Capital (%)
Doğuş Holding A.Ş.	144,099,708	65.50
Doğuş Otomotiv Servis ve Ticaret A.Ş. ¹	21,485,007	9.77
Doğuş Sigorta Aracılık Hizmetleri A.Ş.	292	0.00
Free Floating Shares	54,414,993	24.73
Total	220,000,000	100

Distribution of Free-Floating Shares



¹ Our Company retains its shares purchased from Borsa Istanbul A.Ş. in its own portfolio.

Direct and Indirect Subsidiaries of the Company and Share Percentages

Company Name	Area of Operations	Paid in Issued Capital	Company’s Share in Capital	Currency	Company’s Share in Capital (%)	Relation with the Company
Doğuş Holding A.Ş.	Holding Company	862,837,305	31,575,087.00	TL	3.66	Long Term Security
D-Auto Limited Liability Company ²	Vehicle Trading and After-sales Services –Iraq	150,000,000	150,000,00.,00	IQD	100.00	Subsidiary
Doğuş Oto Pazarlama ve Tic. A.Ş.	Vehicle Trading and After-sales Services	45,000,000	43,288,272.00	TL	96.20	Subsidiary
Doğuş Bilgi İşlem ve Teknoloji Hizmetleri A.Ş.	Information Technology Infrastructure and Software	241,881,000	52,623,746	TL	21.76	Affiliate
Doğuş Sigorta Aracılık Hizmetleri A.Ş.	Insurance and Brokerage Services	1,265,000	531,232.00	TL	41.99	Affiliate
vdf Servis ve Tic. A.Ş.	Automotive Products and Services	6,465,344	3,154,365.00	TL	48.79	Affiliate
Yüce Auto Motorlu Araçlar Tic. A.Ş.	ŠKODA Turkey Distributor	2,100,000	1,049,999.70	TL	50.00	Affiliate
TÜVTÜRK Güney Taşıt Muayene İstasyonları Yapım ve İşletim A.Ş.	Vehicle Inspection Stations	291,246,000	96,115,000	TL	33.00	Business Partnership
TÜVTÜRK Güney Taşıt Muayene İstasyonları Yapım ve İşletim A.Ş.	Vehicle Inspection Stations	510,150,000	168,300,000	TL	33.00	Business Partnership

² Upon reaching a concurrence with Audi Volkswagen Middle East FZE and Volkswagen AG on July 1, 2021, distributorship activities of Doğuş Oto Iraq, which carried out operations of importation, distribution, and after-sales services of Volkswagen Passenger, Audi, and Volkswagen Commercial vehicles, were discontinued with a termination agreement signed, and consequently, the liquidation process was decided to be initiated.

ABOUT DOĞUŞ GROUP

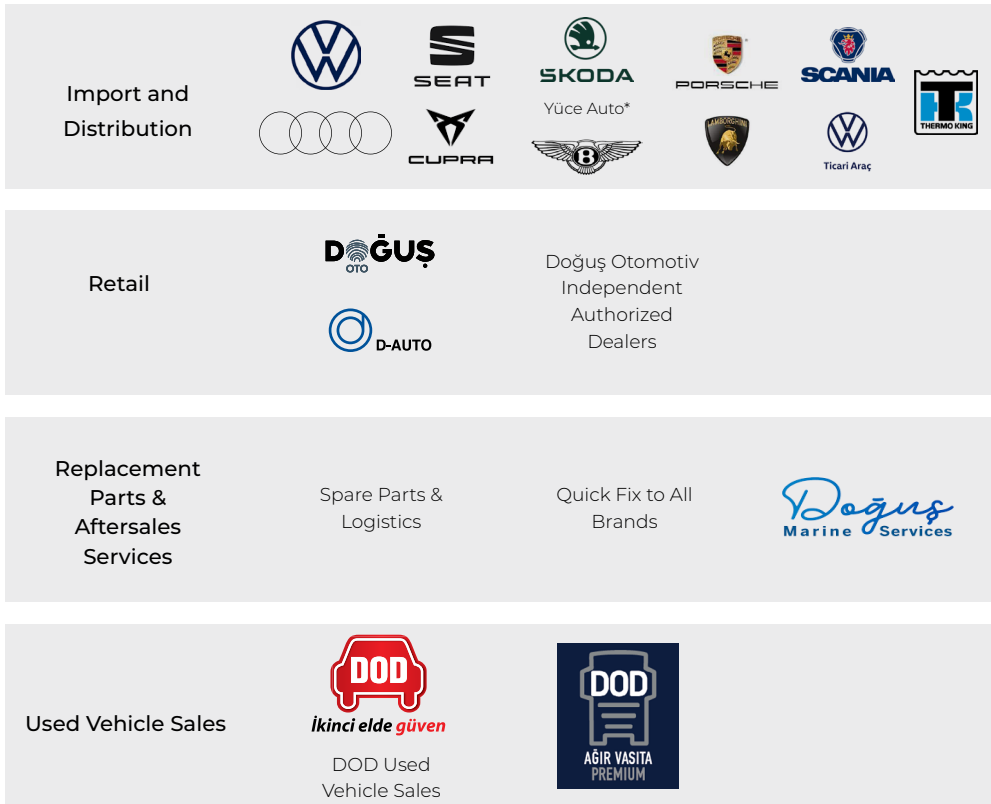
With more than 300 companies and 21 thousand employees all from different geographies of the world, Doğuş Group operates in seven industries: automotive, construction, media, catering, tourism and retail, real estate, energy and technology. Behind the success of Doğuş Group is a customer-oriented management approach that puts productivity at its core. As a consequence of this approach, the Group represents Turkey all over the world with its collaborations with brands which are reputable on a global scale.

Doğuş Group has collaborations and partnerships with major global players, such as; in the automotive industry with Volkswagen AG and TÜVSÜD, in the tourism industry with Hyatt International Ltd., in the food and entertainment industry with the international Azumi Group which holds brands like Roka, Zuma and Oblix and with Paraguas Group, the owner of Amazonico, Ten Con Ten, El Paraguas brands, and in the e-trade with the SK Group from South Korea. 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.

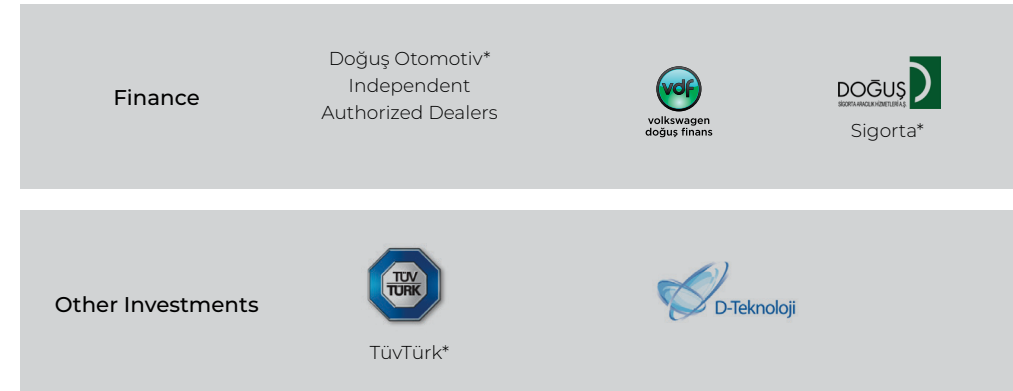
Aware of its responsibilities in all corporate social responsibility and sponsorship projects it has actualized, Doğuş Group acts with the mission of being a pioneer and example for the society, while contributing to the national economy and employment with its investments. Recognized as being among 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.

DOĞUŞ OTOMOTIV 2022 VALUE CHAIN

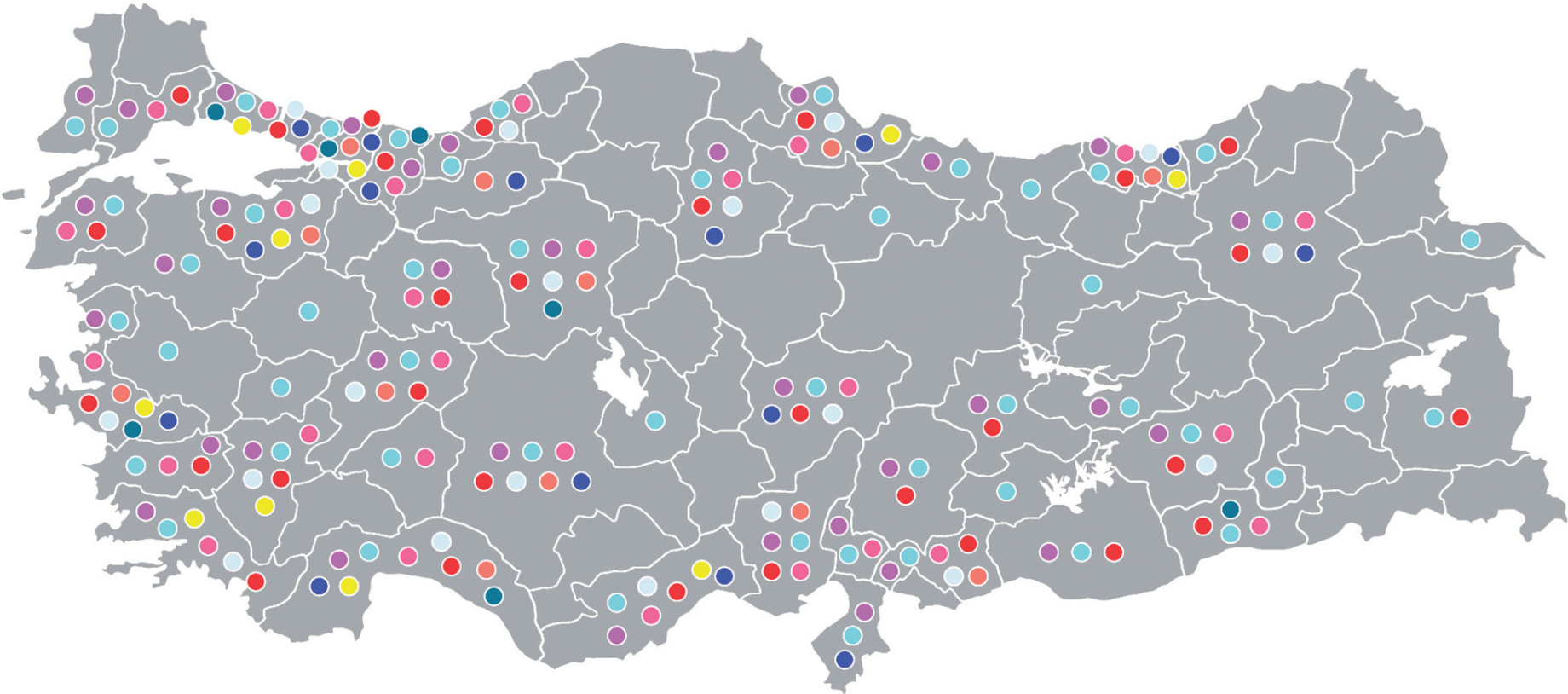
Core Activities



Auxiliary Activities



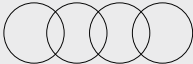
AUTHORIZED DEALER AND SERVICE CENTER NETWORK



- VW
- Audi
- Škoda
- SEAT
- Porsche
- Cupra
- Scania
- Thermo King
- Scania Power Solutions

NEW PRODUCTS AND SERVICES

New Models

						
New Models	New Models	New Models	New Models	New Models	New Models	New Models
TAIGO	e-tron SUV	Fabia	Continental GT Speed	Taycan Sport Turismo	V8	A360
T-CROSS	e-tron Sportback	Facelift	Bentayga EWB			A400
T-ROC	e-tron GT	Karoq	Lamborghini Urus Performante			A500
TIGUAN	e-tron RS					Advancer AxlePower
TIGUAN ALLSPACE						Advancer Spectrum
TOUAREG						Advancer-e
GOLF-R 5. JENERASYON						

MAIN BRANCHES OF ACTIVITY

IMPORT AND DISTRIBUTION

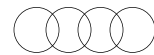


Despite the challenges encountered in supply in 2022, Volkswagen Passenger Cars maintained its third place in the passenger car market segment with 49,695 units in retail sales and an 8.4% market share. In March 2022, the brand launched three new models in the B SUV segment with the Taigo, the first SUV Coupe model, the flexible and versatile T-Cross and the facelifted T-Roc. In addition, it increased its SUV concentration with its wide model family consisting of Tiguan and Tiguan Allspace in the C segment and Touareg in the D segment. In the sales side, the 3D CGI Visualization Project, which enables vehicles to be modeled down to the smallest detail, has been actualized. With the SUV lunge the brand set in motion in 2022, the share of SUV models, which accounted for 31% of the total sales in 2021, increased to 53.5% in 2022.

Volkswagen Passenger Cars digital and social media activities were deemed worthy of prestigious awards this year as well. Volkswagen Kiosk Digital Vehicle Cards, which are available at all Volkswagen Authorized Dealers, won the Gold award in the "In-Store Experience" category at the Istanbul

Marketing Awards 2022. #Loveswag, a successful social media project which logs the stories of Volkswagen passenger car owners experienced with their vehicles, won the Social Media Application of the Year Award at the 2022 ODMD Gladiators Sales and Communication Awards.

Volkswagen Passenger Cars came second in Turkey according to the results of the IACS (International After-sales Customer Satisfaction) research conducted by the manufacturer through an independent company to measure customer satisfaction in after-sales processes and in which all automotive brands in Turkey participated.



Audi, the brand imported by Doğu Otomotiv since 1994, became the third best-selling premium brand with a sales of 14,554 units in 2022, taking a share of 22.95%. Baring its vision for the future candidly, Audi realized 360 degree communication of e-tron, e-tron Sportback, e-tron GT, RS e-tron GT models. Audi Turkey has managed to make an indelible impression with the #BirYolunuBul (Figure out a Way) campaign – a project which was filmed at various regions of Anatolia and

shown on all social media channels.



In the second year of its launch, the brand CUPRA increased its retail sales by 880% achieving a total of 2,792 units sold and was awarded the "Fastest Growing Automobile Brand of the Year" award by ODMD (Automotive Distributors and Mobility Association of Turkey). CUPRA Formentor managed to rank among the top 10 in its segment with 2,791 units sold and attained a segment share of 2.5%. New sales points with the CUPRA Garage concept in addition to the CUPRA Corner theme, were added in 2022, increasing the total number of Authorized Dealers to 12.

The Ibiza model of the brand SEAT attained a segment share of 1.8% with 1,760 units sold in 2022. Arona, the entry model of the brand to the SUV segment, has reached a segment share of 3.3% with 3,288 units sold. SEAT's model in the A-HB segment, the Leon, completed the year with 223 units sold and a segment share of 1.2%. Tarraco, SEAT's B-SUV model, achieved a 0.8% segment share with 187 units. Ateca, another SUV model of the brand, reached the sales of 685 units and

completed the year with a segment share of 0.6%. In 2022, 30 SEAT sales points carried out their operations throughout Turkey.

Thanks to its customer-oriented service approach, the customer experience survey score of this brand in After-sales Services was 4.83 out of 5 in 2022.



SKODA

In 2022, although the total passenger car market grew by 5.5% compared to the previous year, Škoda sales contrarily, constricted by 22.8%. The global sales of the brand also shrank by 16.7% compared to the previous year and reached sales number of 733 thousand units. Production bottlenecks in the semiconductor supply chain experienced as a result of Covid-19 measures, as well as the unforeseeable production standstills caused by the Russia-Ukraine crisis in sub-suppliers played a role in this constriction. In 2022, Fabia was reintroduced to the market with its renewed design and Karoq with its facelifted version.

The social responsibility project Škoda Goodness Car, which has been going on since 2020, has set off on the road again in 2022 to

become the “Vehicle to Happiness”. Delivering relief to healthcare workers during the pandemic, reaching stray animals, healthcare organizations and those in need, this time Škoda Goodness Vehicles set their course to village schools located in Kahramanmaraş, Van, Gümüşhane, Balıkesir and Şanlıurfa in September-December and met with more than 2,000 children in five rotations.



The “Speed” models produced by Bentley Motors in 2022, which highlight the sporty features of the vehicle in addition to its luxury perception, were offered for sale in Turkey in the last quarter. The extended version of the Bentley Bentayga was also introduced in 2022.



With a 7% upsurge in sales in 2022, the Porsche brand increased its sales figure, reaching a total of 668 units sold. The Macan, Porsche’s compact SUV model, has played the biggest role in this success, reaching a sales performance of 303 units with a growth of 38%.



Ticari Araç

In 2022, 190,623 vehicles were sold in the light commercial vehicle market, whereby achieving a growth of 8.6% compared to the previous year. Volkswagen Commercial Vehicles had a 5.6% share in the light commercial vehicle market, with a sales figure of 10,646 units sold; whereas in the imported commercial vehicle market, it ranked third with a market share of 13.6%.

In 2022, the Transporter model was the second in its segment with 5,283 units sold and 24.8% market share, while the Caddy model ranked sixth in its segment with 4,566 units and 7.6% market share. The Crafter model reached a market share of 2.1% with 797 units sold in 2022.

In 2022, Volkswagen Commercial Vehicles ran the “Value Creators” social media project, highlighting the brand’s After-sales Services, and carried out various communication campaigns to promote its California model. The projects received more than 3 million views on Instagram and over 440 thousand views on YouTube. In addition, “One Craft Master, One Unique Story” video project, which was initiated in 2021 with the intention to keep a lasting record of traditional handicrafts that are about to disappear was extended to run in 2022 as well. Video series

prepared in this context was viewed more than 386 thousand times in total on various social media channels.



In 2022, Scania enjoyed a 5.6% market share with 1,804 vehicles sold in the heavy commercial vehicle market in which 32,388 units were sold in total; 38 of the sales were trucks whereas 1,766 were tow trucks.



Under its Scania Power Solutions brand, Doğu Otomotiv offers engines to its customers to be used maritime vessels, industrial machinery and power generators. Scania Power Solutions has increased its market share in the marine engine segment in 2022, thanks to domestic and international projects realized with shipyards and yacht manufacturers that manufacture pilot boats, fishing boats and passenger ferries.



Thermo King, which has been the market leader in the cooling unit industry for years, continued its successful operations in 2022

with its solutions that meet different needs, and maintained its leadership status in the cold chain transportation industry

RETAIL SALES



Doğuş Oto offers new vehicles, used vehicles, spare parts, accessories sales, and after-sales services for the VW Passenger Car, Audi, SEAT, CUPRA, Škoda, Porsche, and VW Commercial Vehicle brands it represents in the provinces of Istanbul, Ankara, Bursa and Kocaeli. As a DOD authorized dealer, the company also sells used vehicle. Continuing its activities in six regions, 37 Authorized Sales and 34 Service Center locations, and with more than 1,300 employees, Doğuş Oto maintains its leading presence in the industry with its strength and stability.

Despite the economic fluctuations and the shortage of new vehicles, 2022 was a year in which the targets were achieved. The sales performance of Doğuş Oto in the brands it represents also reflected positively on the service center entries. The Company left behind a successful year with 33,138 new vehicle sales, 3,111 used vehicle sales and 240,444 service center entries.



SKODA

Having started a 50% partnership with Doğu Otomotiv in 1998, Yüce Auto, the Turkey distributor of ŠKODA, completed 2022 with a 3.3% market share. Despite the challenging uncertainties in the supply processes, ŠKODA continued its successful performance in the D segment.

SPARE PARTS AND AFTER SALES SERVICES



SPARE PARTS AND LOGISTICS

Spare Parts and Logistics imported 84,351 vehicles and shipped 103,045 vehicles to Authorized Dealers in 2022, completing the year with a turnover of 3.853 million TL from the sales of spare parts and accessories.

USED VEHICLE SALES



Despite the challenges experienced in the supply of new vehicles in 2022, the automotive market experienced a stagnant second half with low volatility due to high financing costs, difficulties in accessing financing, and the expectation of SCT reduction. Brand

Management sales reached 1,437 units in this period, while a total of 16,893 vehicles were sold, including 64 DOD Authorized Dealers operating in 32 provinces. Group brand vehicles carried under the roof of Doğu Otomotiv constitute 54% of total sales.

Within the year, the scope of cooperation established with vdf Fleet was expanded, and in addition to the existing supply channels, vehicles were supplied to the Authorized Dealer network with vdf Fleet vehicles. Furthermore, again with the cooperation established with vdf Filo, used vehicle car rental service was launched as a first in the market, and 96 rentals were made through online channels.

MARITIME INDUSTRY



Doğuş Marine Services had a substantial boat portfolio in 2022. Apart from Göcek, it increased its business volume approximately 10 times with the boat maintenance/repair works it undertook in Bodrum, Marmaris, and Didim regions in 2022. In the hangar, which was put into operation in 2022, it accommodated 30 different boats for overwintering. It plans to increase its overwintering capacity to 50 units in the coming period.

Automotive Related Ancillary Operations

Finance



Having an average of 11.2% penetration rate among Volkswagen Group brands in vehicle loans, vdf provided 16,012 new loans in 2022 and reached its targets with a total of 37,270 living loans. vdf's total living loan volume is 7.7 billion TL.



Operating as the agency for 13 insurance companies, vdf Insurance Services provides services to individual and group customers in many branches such as branded motor insurance, traffic, extended guarantee, and credit protection insurance. Operating under the Authorized Dealers of VW Group brands, vdf Insurance continued to serve in 176 showrooms in 2022. vdf Insurance Services has made a difference in the sector with brand-specific guarantees, starting with Volkswagen Insurance and continuing with SEAT, Škoda, Audi, and Scania Insurance. Maintaining its title as the largest agency in 2022 in terms of total net premium production and the number of living policies,

vdf Sigorta maintained its stability with a total net premium output of 1.2 billion TL. vdf Insurance increased the number of policies to 295 thousand in 2022.



vdf Faktoring A.Ş., which started its operations in 2010, offers financial solutions to 104 customers who are Doğu Otomotiv and Yüce Otomotiv Authorized Dealers throughout Turkey. Together with the last quarter of 2022, vdf Faktoring started to offer the financial solutions it provides to its stakeholders in the automotive value chain to Doğu Holding companies with supplier financing. In this context, the purchases of 10 Group companies with 42 suppliers were financed by vdf Faktoring. vdf Faktoring reached a total transaction volume of 44.3 billion TL and an asset size of 1.7 billion TL in 2022. vdf Faktoring aims to increase its business volume in 2023 with the principle of continuous and stable growth.

OPERATIONAL FLEET LEASING



vdf Filo, which took its place in the operational fleet leasing industry in 2016, set out with the vision of not only evaluating the needs of its customers as car rental, but also optimizing fleet costs, the total cost of ownership, and fleet management. As of 2022, vdf Filo, with more than 15,000 active contracts, 50% of which consists of Doğuş Otomotiv group brand vehicles, has an approach focused on efficiency and competent use of human resources. The company will continue rendering its services in line with the principle of providing the best service to its customers by further developing its digital solutions in 2023 with its investments in robotic process automation, mobile, and web-based applications.

OTHER INVESTMENTS



The right to establish and operate vehicle inspection stations was assigned to the TÜVTÜRK consortium, also including Doğuş Otomotiv, authorized by the Turkish

Privatization Administration, for 20 years, at a cost of 552 million USD.

Providing service in 81 provinces of Turkey with 210 fixed, 77 mobile, 6 motorcycle and 17 mobile tractor stations, TÜVTÜRK achieved growth in all fields of activity, especially periodic vehicle inspection services, in 2022, and its turnover increased by 35.4% to 3,784 million TL, and managed to increase it to 5,215 million TL. 838 million TL of the turnover was obtained from the operations of TÜVTÜRK Istanbul. TÜVTÜRK, Turkey's most effective public-private sector cooperation project, has contributed TL 18.6 billion to the public since its inception. This figure was realized as 3.8 billion TL in 2022.

In 2022, periodic vehicle inspections of approximately 11.2 million vehicles were carried out. During the inspections, it was determined that 28.4% of the vehicles were severely defective or unsafe. It was observed that 97.2% of the 3.1 million vehicles that came to the inspection again, their deficiencies and defects were corrected, and these vehicles, which were successful in the inspection again, were able to enter the traffic safely.

In 2022, exhaust gas emissions of 3.7 million vehicles were measured. The ratio of exhaust gas emission measurements to periodic

inspections is 33.4%, and the roadworthiness inspection service provided at 31 stations was 36,222 in 2022.



Established in September 2011, Doğuş Teknoloji is a 54% Doğuş Holding and 46% Doğuş Otomotiv partnership. The main areas of expertise of the partnership are business requirements analysis and design of software and information systems that respond to demands (business process automation, reporting, security, etc.), development, installation update, maintenance, fault detection and integration projects to these systems; sustainable security, performance monitoring and anomaly reporting, consultancy services and the management of all these processes. The establishment won the Gold Award in the “Best Advance in Selecting and Onboarding Interns” branch in the “Talent Acquisition” category of the Brandon Hall – Entry to the Future Program, in IDC CIO Summit the 1st place with Doğuş Oto Digital Assistant RPA automation project, and the first prize in the IDC Cloud Awards - Emergency Center category.

Sustainability Management and Strategy

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.

However, 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 disclosing 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, Establishing dialogue-centered “ask, learn, respond” 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, Instituting 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.

As Doğuş Otomotiv, we defined our understanding of Corporate Sustainability; by considering the requirements of global standards, our material issues 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 deduced 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 well and correct management of all our processes, as well as 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 DoğuŖ Otomotiv's Corporate Governance Structure and performance in the Corporate Governance Compliance Report included in the 2022 *Annual Report*.

Corporate Governance and Sustainability Committee

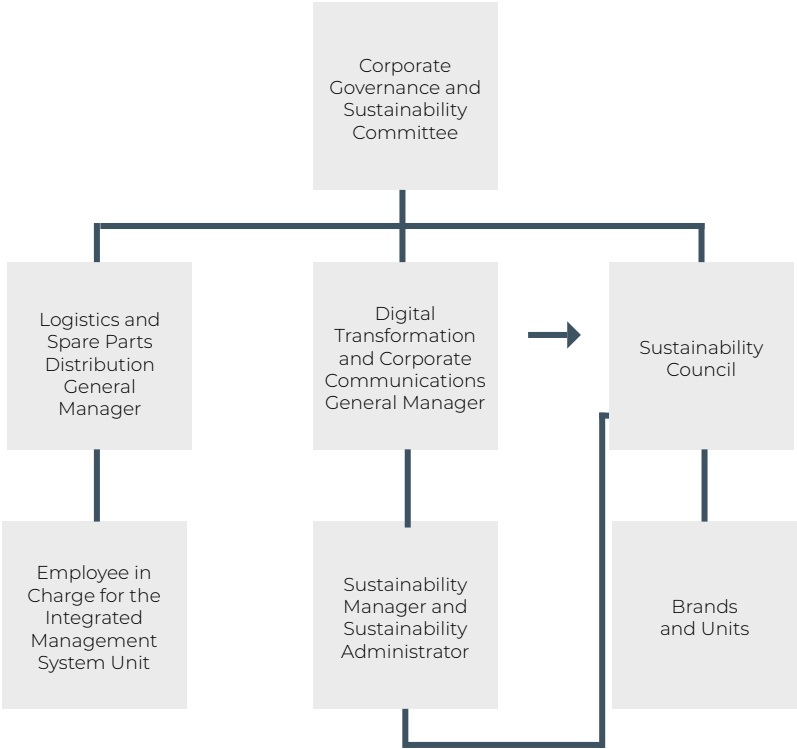
In DoğuŖ Otomotiv, areas related to sustainability are managed, including two Independent Members, by the Corporate Governance and Sustainability Committee, which is among the committees operating directly under the Board of Directors. Led by the General Directorate of Digital Transformation and Corporate 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 company has been working with a sustainability consultant since 2009 in order to support the Council, follow the reporting standards and ensure that the processes are evaluated by an independent eye in terms of sustainability. The General Manager of DTCC is, at the same time, a member of the Executive Board. The number of committees with representatives is two. The Corporate Governance and Sustainability Committee convened four times in 2022; it evaluated the performances presented by the DTCC representatives, who lead the Sustainability Council, and reviewed the 2023 targets. In addition to the ordinary committee meetings, two more information and evaluation meeting was held in 2022, requested by the committee members.

Board of Directors

Executive Board
Connection and
Sustainability
Management

Execution and
Reporting



Sustainability Council Leadership and DTCC Department’s Role

According to the stakeholder engagement approach that constitutes the cornerstone of Doğuş Otomotiv’s strategic perspective on sustainability-related areas, activities such as monitoring and reporting the performance of the field, as well as the coordination of developments are managed under the leadership of the Digital Transformation and Corporate Communications General Directorate (DTCC), in cooperation with Investor Relations, Financial Control and Risk Management Departments and Human Resources General Directorates. The DTCC 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
- Providing information 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 material issues in sustainability- related areas may directly concern the activities of many 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

In 2022, the applications and questions of our shareholders and key stakeholders were answered in a timely manner by the Investor Relations Department³, without discerning

among them, via telephone, e-mail, or one-on-one meetings. The year 2022 started with the effects of the Covid-19 pandemic, geopolitical risks, and semiconductor supply problems. Thus, we came together with a total of 51 local and foreign analysts and investors as part of a webinar event, which was held online for the purpose of presenting the year-end consolidated financials. Due to the uncertainties of the period, many of the conference organizations were moved to the virtual en-

³ Upon the Investor Relations Department Manager Damla Çobanoğlu taking on other duties within the Company, Yavuz Arda Yıldız, who holds Capital Market Activities Level 3 and Corporate Governance Rating Licenses, has been appointed as the Investor Relations Department Officer.

vironment. In this context, our company has organized its own online roadshows to ensure the continuity of its communication with its stakeholders.

The Company's performance, operations and the effects of the chip crisis were discussed with more than 300 investors and analysts through video and teleconference meetings on MS Teams, Zoom, Webex, and Closir platforms. During the period, four multi-participation teleconferences and webinars were held to inform the analysts and investors about the quarterly financials of the Company. The Investor Relations Department continued to carry out its investor relations activities proactively in 2022. In addition to the above-mentioned periodic briefing meetings, 4 virtual Analyst and Investor Days were organized at separate times throughout the year, and information was provided on the Company's activities. Informative e-mails were sent to more than 500 institutions within the scope of accurate and strategic investor targeting in order to reach foreign investors. Via video and teleconference with over 200 foreign institutions located in cities such as Amsterdam, Boston, Capetown, Chicago, Frankfurt, Hong Kong, Johannesburg, Copenhagen, London, Miami, Milan, Monaco, New York, San Francisco, Singapore, Stockholm and Tokyo communication was established

and discussions were made about the Company's activities and developments. In the same context, the "Investor Relations Activities and Investor Relations Strategic Plan" prepared by the Department for that year is submitted to the approval of the Corporate Governance and Sustainability Committee and the periodic "Investor Relations Activities Information Presentation" covering all activities during the year is submitted to the Committee's evaluation. The comprehensive "Investor Relations Annual Report" is shared with the Board of Directors once a year. Daily and weekly reports are consolidated and transferred to the Board of Directors periodically by the General Manager of Financial Affairs.

Participation in the Sustainable Development Goals

Upon signing the United Nations Global Compact that it signed in 2010, Doğuş Otomotiv conveys its developments to its stakeholders in line with its Sustainable Development Goals, as per its focus areas, through its Sustainability Report, since 2017. Doğuş Otomotiv analyzed its impact on SDGs throughout the value chain and identified 14 SDGs to which it contributed the most. These priority goals are paired off with the Company's strategic sustainability priorities and performance. Relevant performances are explained in the index that can be found in the Appendix of the Sustainability Report.

1NO POVERTY 	• Employment increasing growth (Authorized Dealers and Service Centers) • Activities to increase female employment (Equality at Work) • Cooperation with vocational high schools	7AFFORDABLE AND CLEAN ENERGY 	• Energy Efficiency Policy • Activities to reduce energy consumption • Investment on solar panels	11SUSTAINABLE CITIES AND COMMUNITIES 	• Waste Management Policies and practices • Activities and practices to promote waste management at suppliers, Authorized Dealers and Service Centers	16PEACE, JUSTICE AND STRONG INSTITUTIONS 	• Doğuş Otomotiv Ethics Code and related practices
3GOOD HEALTH AND WELL-BEING 	• Traffic is Life! platform • Doğuş Otomotiv Volunteering Platform • Informative seminars on health and well-being • Covid-19 practices and working from home model	8DECENT WORK AND ECONOMIC GROWTH 	• Expanding the Authorized Dealer and Services network • Employment of people with disabilities • Increasing the number of female employees • OHS Policy and Training Programs • Child employment policy • Employment in Value and Interest Center	12RESPONSIBLE CONSUMPTION AND PRODUCTION 	• Hazardous waste management • Sustainability Report • Sustainable Sourcing Policies • Sustainable Supply Chain Management • Corporate Governance and Sustainability Evaluation Program at Authorized Dealers and Service Centers	17PARTNERSHIPS FOR THE GOALS 	• UNGC signatory • UN WEPs signatory • TEV partnership
4QUALITY EDUCATION 	• Cooperation with vocational high schools • TEV partnership	9INDUSTRY, INNOVATION AND INFRASTRUCTURE 	• Digital transformation practices • Climate Change Policies as part of reducing carbon emissions • Investment on solar panels	13CLIMATE ACTION 	• Policy and goals related to climate change • Policy on Reducing Emissions • Environmental Risk Management • ISO 50001, ISO 14001 and ISO 14064		
5GENDER EQUALITY 	• Equality at Work platform • Female executive programs • Mentoring for female students • Number of woman on the Board of Directors	10REDUCED INEQUALITIES 	• All practice related to human rights and employee • Activities to increase employment and educational support • Human rights materiality study	15LIFE ON LAND 	• Environmental management and waste management activities to protect the forests		

Human Rights Policy and Principles

Doğuş Otomotiv’s Human Rights Policy is contained in a detailed and comprehensive manner in the *Doğuş Otomotiv Ethics Code*. The said policy is prepared by considering internationally accepted standards, guiding principles, directives and regulations such as the Universal Declaration of Human Rights, the International Labor Organization’s Conventions countersigned by Turkey, the OECD Guiding Principles, the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights.

Human Rights Policy

- bases its Human Rights commitments on the United Nations Global Compact, and on the United Nations Universal Declaration of Human Rights, of which it has been a signatory.
- considers human rights as an integral part of its Ethical Principles, and it expects all its employees and business partners to act in accordance with these principles and Doğuş Otomotiv Human Rights policy.
- complies with national and international laws and regulations on human rights, and demands that its business partners also comply with them.

·observes the rights of the people living in the regions where it operates, takes precautions against rights violations, and manages the related risks.

Human Rights Management Approach in Investments

Doğuş Otomotiv undertakes to take decisions in line with the United Nations Universal Declaration of Human Rights in all its activities and operations covering these activities, and to organize all its activities accordingly. At the same time, due to the first and second articles of the United Nations Global Compact, it has clearly declared its commitment on this issue.

Child Labor Management Approach

As a signatory of the United Nations Global Compact, Doğuş Otomotiv does not allow the employment of child labor at any stage of its operations under no circumstances. During the recruitment request process of our Authorized Service Centers, After-Sales Services Regional Managers are informed and supported regarding this issue. In addition, this issue is secured in contracts with our suppliers and is taken into consideration in annual audits.

Forced or Compulsory Labor Policy

As a signatory of the United Nations Global Compact, Doğuş Otomotiv does not allow forced or compulsory labor at any stage of its activities, under conditions that do not comply with laws and regulations. This condition also applies to all suppliers, affiliates, and subsidiaries of Doğuş Otomotiv. Our supplier audits have relevant content enacted accordingly.

In our Company, every employee is insured as of the day they start working. This issue is governed by both internal and external audits. Employees are informed about overtime working conditions during their initiation process and their approvals are obtained within the employment contract.

Doğuş Otomotiv also expects the same sensitivity to be shown by its Authorized Dealers and Service Centers as well as its suppliers within its impact and carries out the necessary inspections.

Security Administration Policy

Security services are provided by third party companies in the regions where Doğuş Otomotiv operates. As with all our suppliers, Doğuş Otomotiv principles and policies were shared with our security service supplier within the scope of a protocol, and necessary information was conveyed to them.

Local People’s Rights Management Approach

Respecting all the rights of the local peoples living in the regions we operate in, Doğuş Otomotiv attaches great importance to the way of doing business called “social approval”.

Evaluation of Suppliers in Terms of Human Rights Management Approach

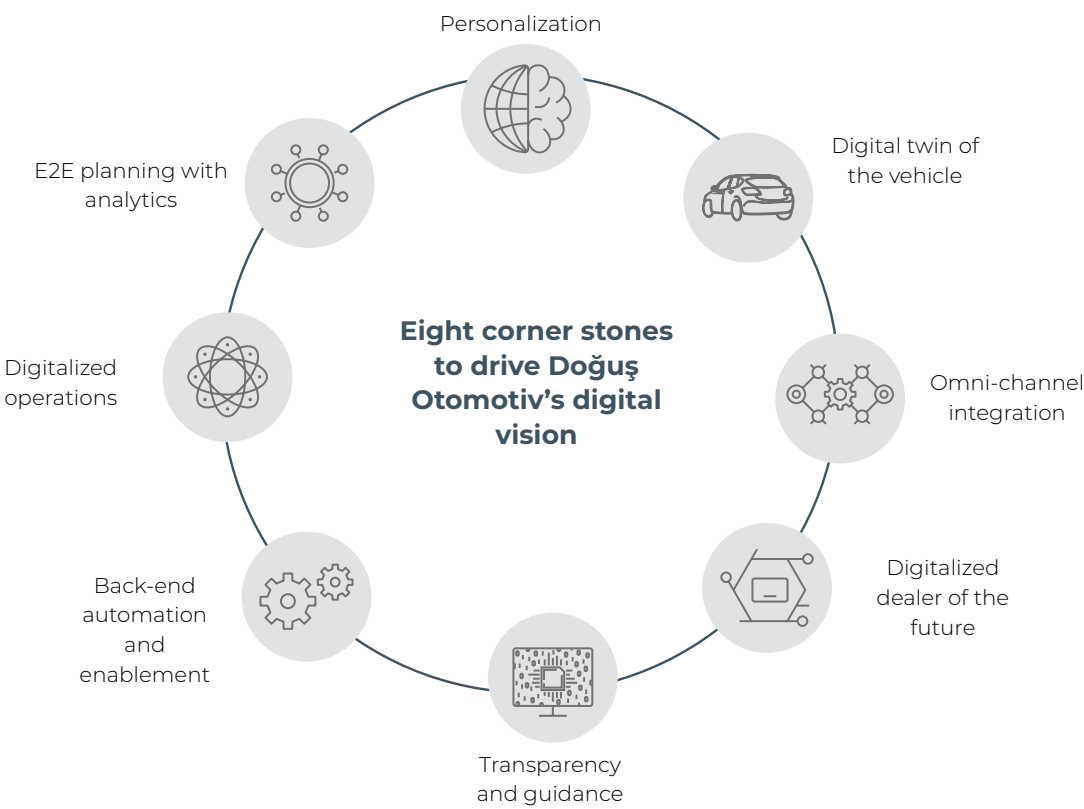
Starting in 2014, Doğuş Otomotiv has added clauses that include social, environmental, and ethical aspects, including human rights, to its supplier audits.

Digital Transformation

Doğuş Otomotiv’s Digital Transformation strategy is to maximize the experience of our customers and users within the Company with value-oriented products and solutions by following, developments in its sector being in the first place, relevant trends in technology, and to advocate a sustainable business model by fulfilling legal obligations, in line with its OEM strategy.

As Doğuş Otomotiv, our goal is to adopt agile management as the corporate culture and lay the groundwork for the entire organization to have the flexibility required by the digital age. The Digital Project Management Process is designed together with Doğuş Teknoloji to coordinate the digital software needs of the departments and brands within Doğuş Otomotiv centrally and consolidate them under a single portfolio.

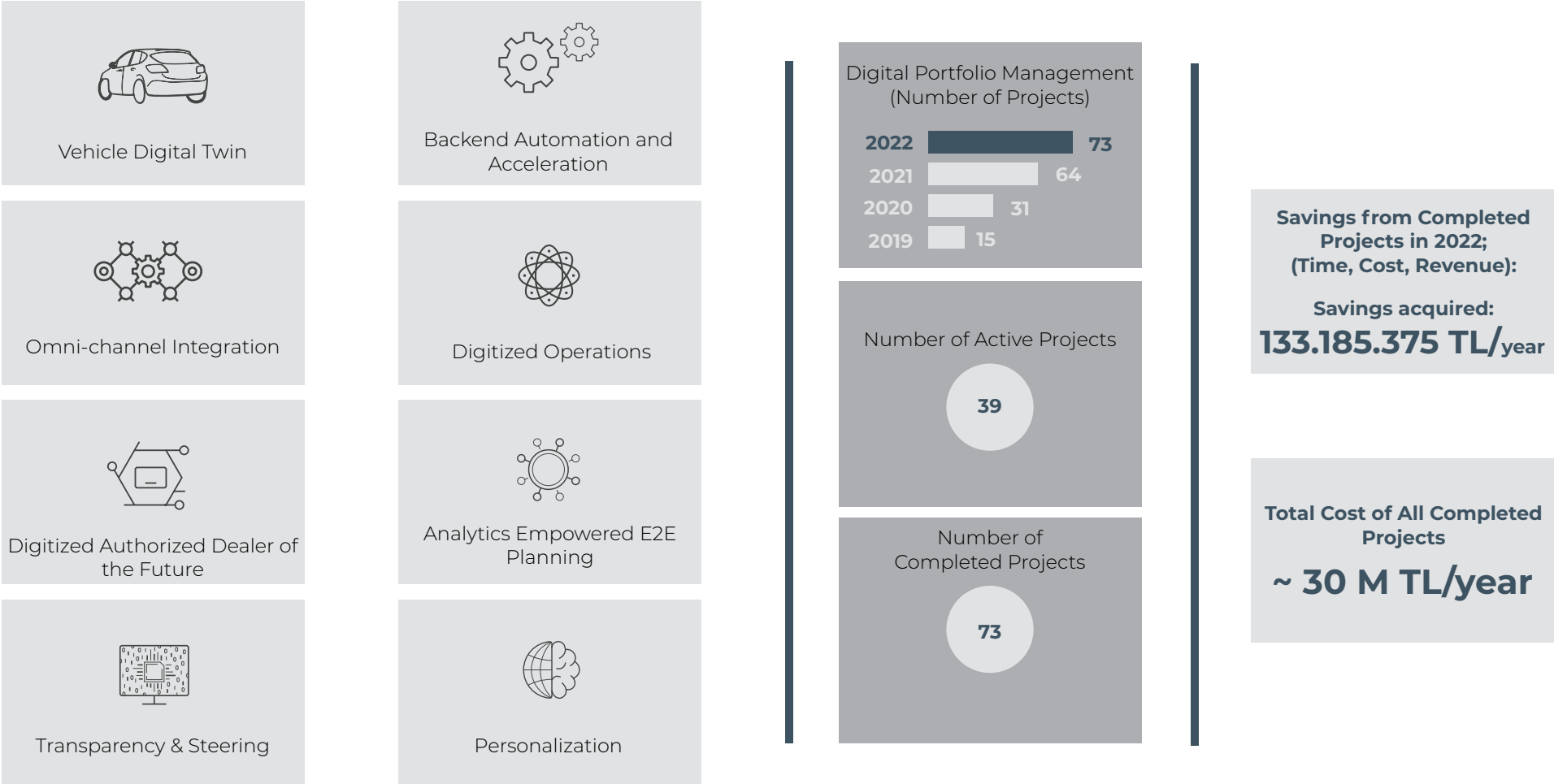
Accordingly, as of 2019, the Digital Board was established, where all digital projects of the Company are evaluated in a single pool, under which all brands and business units are represented. Held in every three weeks, the Digital Board is responsible for identifying and prioritizing the digital projects that are desired to be implemented by Doğuş Otomotiv brands and departments. Doğuş Automotive Digital Transformation strategy was created to improve customer and user experience, transform all product and service processes with a focus on efficiency and put technological products into practice which are required to design much easier, faster, and more comprehensible processes.



Doğuş Otomotiv’s Focused Technologies and Digital Projects



Digital Project Distributions



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 Relational Capital (Stakeholder and Community Engagement)

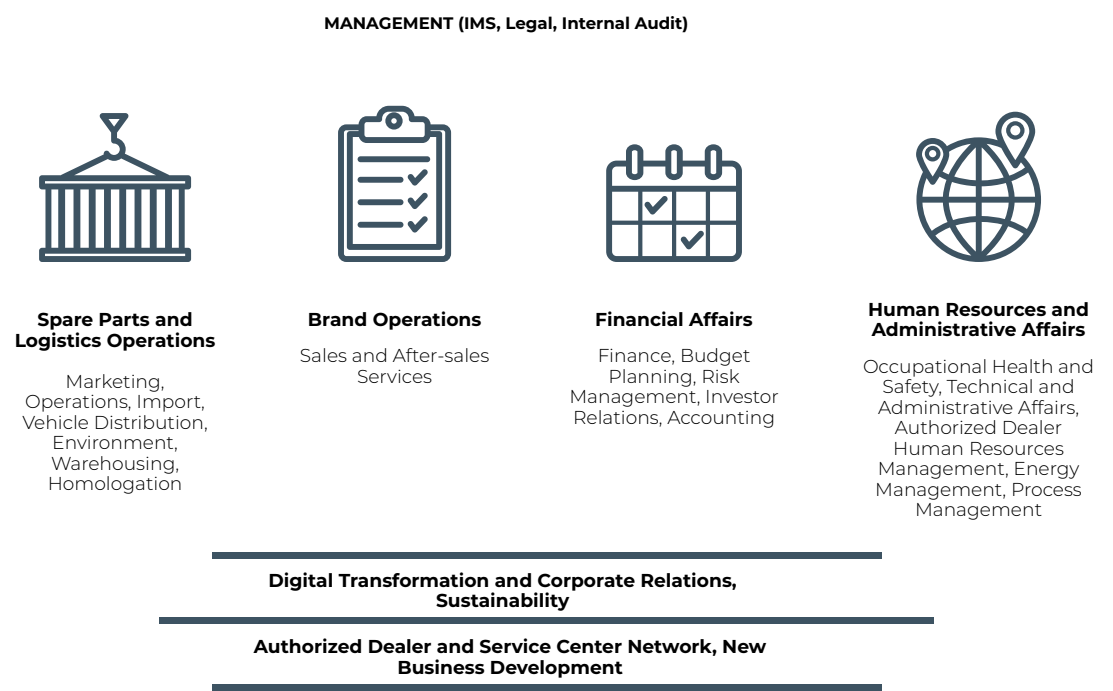
Stakeholder engagement is at the core of our Company's sustainability strategy. The views and expectations of all our key stakeholders and the dialogue platforms we have created to meet them are considered as the most valuable capital constituent that will carry us to the future. Our stakeholder engagement 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



Doğuş Otomotiv Capital-Impact Table

Capital Type			Impact	
Financial Capital	Total Assets (Million TL)	20,665	Revenue (Million TL)	46,781
	CAPEX	1,089	EBITDA Margin	17.6
	Net Financial Liability	772	EBIT Margin Cash Flows (Million TL)	16,9 3,790
Manufactured Capital	Number of Service Points	651	Gross Profit from Commercial Operations (Million TL)	10,526
	Newly opened Authorized Dealers and Service Centers (number)	21	Number of Sales (Excluding Wholesale/ ŠKODA)	85,928
	DİM Calls	27,971	Retails Sales (Number) Used Vehicle Sales (Number) Doğuş Oto and Doğuş Otomotiv Service Center Entries (Number)	105,794 16,893 251,378
Intellectual Capital	Number of Digital Projects	112	Number of Projects Actualized	121
	Annual Increase in the Number of Projects	386%	Savings to be Made (Million TL/year)	26 Million TL
	Number of Electrical Vehicle Charging Stations	267	Electric Vehicle Sales (Number)	361
Human Capital	Number of Employees ⁴	2,006	Rate of Female Employees ⁵	%33.78
	Approximate Training Cost per Employee (TL) ⁶	4,548	Rate of Female Executives ⁷ Approximate Training Hours per Employee Rate of Occupational Accidents Lost Days Rate Due to Accidents	31,4% 19.68 (*) 0,01% 0
Social and Relational Capital	Total Number of Suppliers	734	Corporate Governance and Sustainability Evaluation Program Pilot Implementation at Authorized Dealers and Service Centers	4
	Number of Meetings Held with Authorized Dealers and Service Centers	95	Number of Audited Suppliers	52
	Hours Dedicated to Volunteering	788	Sustainability Awards	2
	Social Investment Amount (Million TL)	5.6	Number of Years Participated in Borsa Istanbul Sustainability Index Traffic is Life Trainings Accessed by	8 1 Million students/day
Natural Capital	Total Electric Consumption (kWh)	3,46,838	Electricity Consumption-Based CO ₂ (Tons/employee) ⁸	1,584.01 (2,28 tCO2)
	Total Natural Gas Consumption (m³)	445,845.39	Natural Gas Consumption-Based CO ₂ (Tons/employee)	864.94 (1,24 tCO2)
	Total Fuel Oil Consumption (L) ⁹	4,095,494.18	Fuel Oil Consumption-Based CO ₂ (Tons/employee)	13,739.83 (19,82 tCO2)
	Total Water Consumption (m³)	95,561	Scope 1 Scope 2 Scope 3	1,736.32 1,683.76 13,121.12

4 The number of employees has been set forth according to the total numbers of Doğuş Otomotiv and Doğuş Oto in the 2022 annual report.

5 The female employee rate is prepared based on the December 2022 employee listing (including interns).

6 All data in the table are set down according to the total number of employees of Doğuş Otomotiv and Doğuş Oto.

7 Rate of female employees in Doğuş Otomotiv includes all managerial titles and titles of all above positions.

8 Doğuş Otomotiv switched to Integrated Management Systems in 2021, and the number of vehicles sold, which was previously used as a reporting factor, has been changed to the average number of employees as of 2022. Carbon emission data to be disclosed as of this date will be given using this factor. Only Doğuş Otomotiv is covered in natural capital data. The average number of employees in 2021 is calculated as 693.

9 Total liquid fuel consumption includes diesel and fuel consumptions of company vehicles, fuel consumption from generators, company vehicles, domestic and international vehicle shipments and employee shuttle services, and liquid fuel consumption from 4,058,614 km airline flights. Consumption from the domestic shipments of spare parts is not included as they are transported via partial shipment.

Materiality, Focus Topics and Goals

Doğuş Otomotiv remained to be one of the largest automotive companies in Turkey, again in 2022. Developing its business plans with the vision of “creative service beyond expectations”, Doğuş Otomotiv builds its corporate strategy on the goal of “customer satisfaction-focused business conduct”. Doğuş Otomotiv is the company with the widest brand variety and largest service network in the Turkish automotive industry today.

Material Issues

Doğuş 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 Doğuş Otomotiv’s activities throughout its business lifecycle and value chain.

While determining the issues 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.

Material Issues Identification Process

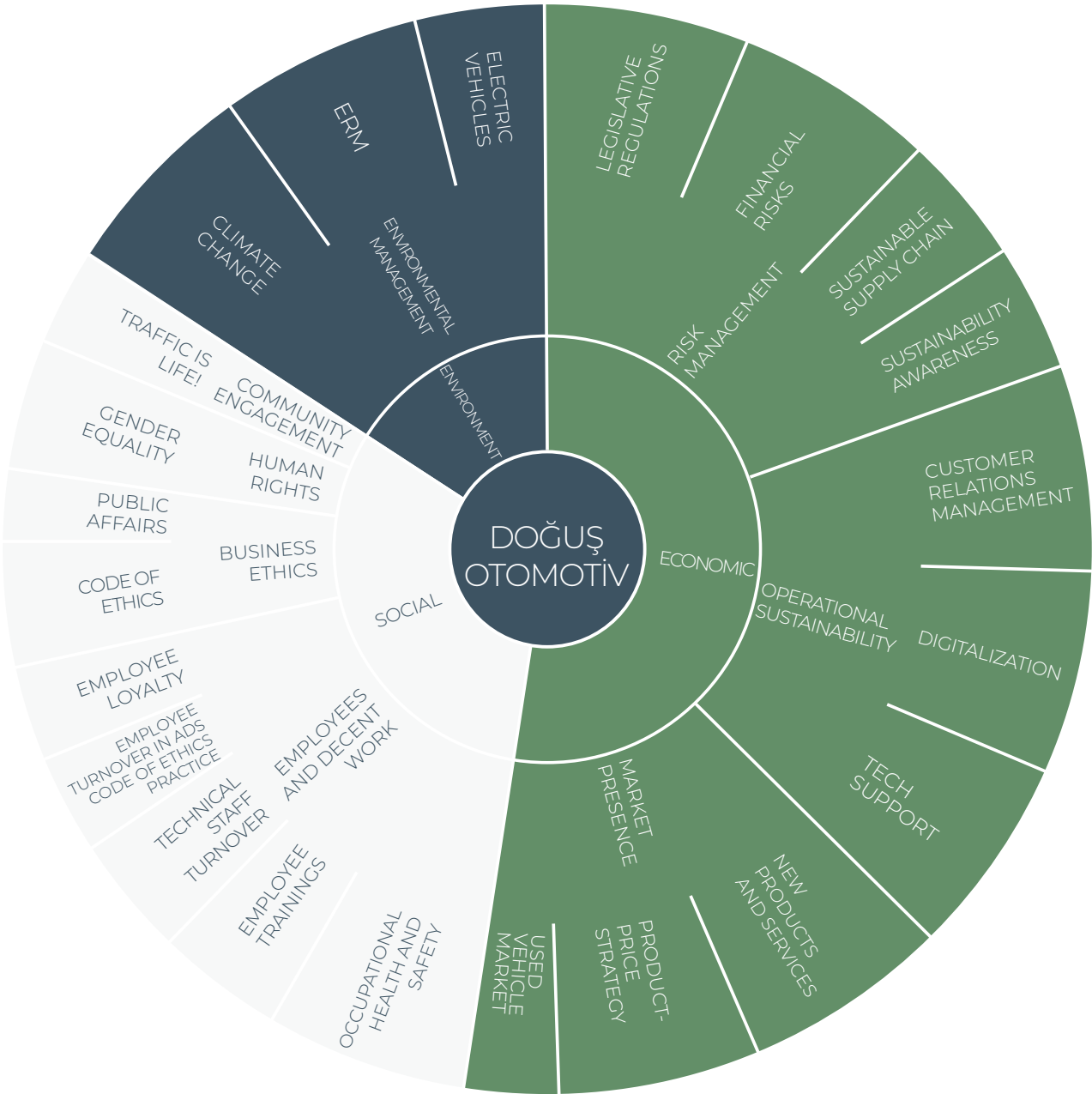
1. Identifying the issues that fall under the Company’s impact both in line with the opinions of key stakeholders, and based on the GRI Standards (Global Reporting Principles), UNGC, and UN SDG principles
2. Prioritizing the identified issues using the AA1000SES methodology and placing them in the matrix
3. Evaluating the compliance of the issues marked as material with the Company strategy
4. Appraising stakeholder expectations, concerns and feedback regarding each material issue and preparing the analysis report
5. Submitting the identified material issues and their related targets to the Board of Directors and obtaining their approval.

Materiality Approach

Doğuş Otomotiv reviews the “Materiality” approach, which is the basic principle of sustainability, over the impact of the value it creates. In this direction, the evaluations, opinions and expectations of all key stakeholders as well as the strategic priorities of the company are considered.



DOĞUŞ OTOMOTİV MATERIAL
ISSUES 2018-2025



Risks and Opportunities in Terms of Our Material Issues

Materiality Topic	Material Issue	Internal/ External	Operational Opportunities	Governance Opportunities	Financial Opportunities	Products and Service Opportunities	Goals
Business Ethics	Corporate Relations	Internal/ External	Trust and loyalty to the company to be increased with honest and reliable employees and value chain	Top-level performance in the field of governance with top-level ethical practices, reduction of non-financial risks	Developing the ability to act against risks that may result in financial penalties for the company	-	Giving Ethics Code training to newly recruited employees Ethics Code Awareness and Information sharing in Purchasing processes
Business Ethics	Ethics Code Practices	Internal/ External	Implementation of ethical processes in international standards and adoption of them by the employees	Corporate trust and reputation	Reducing possible liabilities that may arise from unethical practices	-	Giving Ethics Code training to newly recruited employees Ethics Code Awareness and Information sharing in Purchasing processes
Environmental Management	Environmental Risk Management	Internal/ External	Developing strategies focused on savings and efficiency, environmental awareness among employees Compliance with OEM Expectations	Possibility to rank higher in governance indexes that are the impact 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 terms of the impact	Electric vehicle charging stations investment Battery Maintenance and Repair Centers Evaluating green financing opportunities	Reducing CO ₂ emissions from electricity consumption by 15% per person in 2022 (tCO ₂ e) Renewable energy use target is 35% Reducing electricity consumption (kWh) Target 15% Reducing Water Consumption (m ³) Target 5% Starting to give environmental awareness trainings to the employees of the suppliers working in or worksites in 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 Compliance with OEM based legislative regulations (German Supply Chain Due Diligence Act)	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 Becoming the country with the most battery maintenance and repair centers in Central and Eastern Europe Establishing battery maintenance and repair centers at three more Porsche dealerships

Materiality Topic	Material Issue	Internal/ External	Operational Opportunities	Governance Opportunities	Financial Opportunities	Products and Service Opportunities	Goals
Human Rights	Gender Equality	Internal	Creating equal opportunities for employees within the company by increasing the ratio of female employees, increase in the number of female executives Compliance with Volkswagen AG Human Rights and Environmental Due Diligence Practices	High performance in governance indexes Compliance with OEM based legislative regulations (German Supply Chain Due Diligence Act)	-	A priority service product for female customers at DIM	Completing the Human Rights Priority Study and increasing human rights performance to higher levels in 2023 with result-oriented strategies Increasing the rate of female employees at Doğuř Otomotiv to 35% in 2023 Increasing the rate of female employees at Doğuř Oto to 20% Increasing the rate of female executives at Doğuř Otomotiv to 33% Increasing the number of Doğuř Oto female executives by 15%
Employees and the Workplace	Employee Loyalty	Internal	Decrease in employee turnover, increase in customer satisfaction	High performance in governance and sustainability indexes Risk management	Reduction in employee training and staff development-related costs	-	Increasing the employee loyalty rate to 75% in 2024 (2022: 72%)
Employees and the 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 indexes Risk management	-	-	Analyzing the personal development areas needed by the employees and implementing them in all training topics of the 2023 training plans. Target: 90% coverage
Risk Management	Sustainability Awareness	Internal/ External	Ingraining of savings and efficiency-oriented business style	High performance in governance and sustainability indexes	Cost savings with efficiency and savings-oriented projects	Electric vehicles, electric vehicle charging stations	Completion of environmental awareness trainings, that also include environmental risks, by 2022 (2022: %70)
Risk Management	Sustainable Supply Chain Management	Internal	Ingraining of savings and efficiency-oriented business style, ensuring business continuity by increasing awareness of sustainability in the supply chain	High performance in governance and sustainability indexes Compliance with OEM based legislative regulations (German Supply Chain Due Diligence Act)	Controlling Business Continuity-related costs	-	Continuing business continuity studies that also included risk scenarios
Community	Traffic is Life!	Internal/ External	Collaborations	High performance in governance and sustainability indexes, 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

RISKS AND GENERAL VIEW

A GENERAL ASSESSMENT REGARDING SUSTAINABILITY RISKS – 2022

In recent years, a lot of research has been published proving that the strategic management of environmental, social, and governance (ESG) issues by establishments positively affects the performance of the company in general and increases flexibility in decision-making and risk management processes. We are seeing a growing number of establishments regard ESG as an important component of their overall business strategy, whereby coincidentally investor interest in these issues is also increasing regularly.

The year 2022 was commemorated by the crisis between Russia and Ukraine, inflation and high cost of living that affected all countries of the world, ever-changing energy markets, rising interest rates, the intensity the markets experienced after the pandemic, and political uncertainties, as well as disasters stemming from climate change. In this direction, many developments have also been recorded in terms of sustainability. A new legal environment has begun to emerge that shapes both the investment climate and the challenges

faced by companies as well as the opportunities that come with it.

We have observed that the major trends that have shaped ESG investments since 2019 have turned into issues that clearly affect the business world in 2022. At the top of these issues were the risk of climate change and what needs to be done on the way to net zero. Loss in biodiversity, energy problems, social inequalities, new obligations enacted by the laws and regulations, and recent debates about exactly what performances ESG should include were also among the discussion topics of the last year.

Due to the unrelenting clashes in Ukraine in 2022 and the high inflationary environment felt all around the world, many countries gave priority to energy security and access to energy. Therefore, the near-term pressure imposed globally on countries to reduce their greenhouse gas emissions was anticipated to be subsided. Still, in 2023 large companies are expected to allocate substantial budgets to long-term de-carbonization and renewable energy opportunities.

When we look at investor behaviors in 2022 compared to 2021, we find that more investors are concentrating their focus on companies' emissions reduction targets. Targets of

the respective companies falling below the global targets were objected to by the investors. Despite this, the year was recorded as a period when the energy crisis and security issues were much more compelling than reducing emissions.

Until 2022, ESG-focused funds had to perform with regulations that could be said to be somewhat limited. However, significant progress has been recorded in this respect over the past year. With the expectations of more transparent reporting for ESG funds, countries started to enact new regulations, following the Sustainable Finance Declaration Regulation issued in the European Union last year. In recent years, China and the European Union have strengthened their policies and regulations regarding the reuse of all waste, including electronic waste (e-waste). In September 2022, a law on the recycling of electric vehicle batteries came into effect in the US. While it is not a new fact for investors to consider ESG-related aspects, these issues are likely become even more consequential in 2023 and beyond, given the increased number of regulations, stakeholders' demand for greater transparency, and ongoing efforts to develop new and global standards. So much so that developments related to ESG both

contain the changing expectations of society and create new risks and opportunities for companies.

Since consumers and investors, who are among the key stakeholders of companies, closely follow the viewpoints of opinion leaders and evidence-informed organizations on the urgency of taking immediate action, it behoves companies to shift their corporate structures to more sustainable models; and for this, they are expected to assume proactive roles. For example, in April 2022, the Intergovernmental Panel on Climate Change (IPPC) published a report explaining that global emissions must decline after 2025 in order to meet targets under the Paris Agreement.

The issue of protecting the ecological environment continues to be at the top of the agenda of companies in 2023. Organizations will be obliged to explain through ESG reports to their stakeholders what they are doing to reduce their negative impacts on the environment and society by implementing transparent and traceable actions. International research on sustainability/ESG conducted at the end of 2022 clearly reveals that companies will be much more action-o-

oriented in terms of ESG concerns in 2023 and from climate change to biodiversity, from economic crisis to digital divide they will play a greater role in solving many threats.

In summary; In 2022, we continued to witness critical developments in the field of corporate sustainability, while watching that environmental, social, and governance issues (ESG) maintain their importance in all organizations, regardless of private or public. As Doğuş Otomotiv, we discussed and evaluated many developments under the following headings throughout the year:

1.Increase in Renewable Energy Use:

In 2022, when an increase in renewable energy generation was observed in many countries amidst the energy crisis, we also saw many companies invest in renewable energy sources with the intent to reduce their carbon footprint. Long-term energy purchase agreements entered by companies with producers to procure renewable energy, including solar and wind energy, and attractive incentives granted for new investments were the most recounted topical issues. These developments, which herald an important change, will be among the material issues in 2023 based upon both environmental concerns and the increasing cost of renewable energy options, together with the search for relevant new solutions.

2.Circular Economy and Waste Management:

It would be accurate to say that 2022 has been a year when the concept of circular economy has been increasingly adopted and taken its place among the key material issues of many companies. The circular economy, which intends to minimize waste and maximize resource efficiency, has begun to include topics such as extending the life cycle of products, recycling, and using innovative packaging techniques. The issue of reducing waste has become one of the key objectives to be achieved not only within the company's own structure but also among its supply chain. It seems like collaborations of all kinds where forces are joined to reduce waste and produce new solutions are expected to maintain their currency also in 2023.

3.Diversity, Equality and Inclusion (DEI):

The headmost topic in terms of sustainability last year was commitments made by companies concerning diversity, equality, and inclusion, encapsulating all of their key stakeholders, across their entire impact, and transparently sharing this data by setting their own indicators. As companies see the benefits of integrating different perspectives and experiences into their corporate culture, initiatives to prevent discrimination on gender or other topics have started to draw interest. Equal opportunities, training programs

on diversity, and inclusionary practices in recruitment processes to create a fairer work environment will keep companies occupied both as policies and effective field practices in the coming years.

4.Transparency in the Supply Chain:

Gaining more relevance especially after the disruptions and problems encountered during the pandemic in the supply chain which affected the world economies severely, the issue of sustainable supply chains with new regulations became the main topic of conversation after coming out from the pandemic in 2022. Not only does implementing social and environmental regulations in supply chains require very effective supply chain management, but it was also acknowledged that the way to facilitate this is through transparency. Large companies around the world have tried to develop sustainable supply chain practices by utilizing their resources more efficiently and establishing well-functioning monitoring and verification systems in their supply chains. In addition, the expanding expectations of consumers and newly enacted laws have prompted companies to take immediate actions to be transparent.

5.The Relationship between Climate Change and Risk Management:

After the COP27 Climate Summit held in 2022, the risk management systems of

companies to be revised and the financial impacts of climate change to be reflected on the balance sheets came to the fore. In this context, we observed that companies invested in robust risk assessment tools to be able to understand the potential impact of climate change on their operations. Financial institutions and investors have also encouraged support for initiatives such as the Task Force on Climate-Related Financial Disclosures (TCFD) Framework, by demanding companies disclose their climate-related risks and opportunities.

6.Collaborations and Partnerships:

Due to the wide scope of sustainability-related issues and the complexity of their impact, institutions and organizations established collaborations to find solutions and aimed to be a part of the solution, civil society and the academic world participated in these joint efforts. These collaborations and partnerships were supported by all stakeholders as they are a facilitator for companies to achieve their sustainability goals and underline that social and economic development is only possible when moved in concert. Collaborative initiatives focusing on climate action, eco-friendly use of water, or the use of recyclable packaging have become quite a common occurrence.

7.Investors’ ESG Performance

Expectations:

We have witnessed that the importance of companies’ ESG performances in the decision-making processes of investors is increasing steadily. It is possible to say that ESG funds and impact-relevant investments have grown in 2022 and this trend is projected to continue in 2023. In the coming years, companies that show strong ESG performance seem to be more advantageous in drawing the interest of investors and attaining a competitive edge.

Generally speaking, it is possible to say that 2022 has been a year in which we observed increasing commitments and implemented actions devoted to sustainability within the framework of the above-mentioned topics. While companies have been developing strategies to seize the right opportunities with long-term goals in innovation and resilience, management systems that include measures regarding social and environmental problems have never lost their popularity. With sustainability becoming a fundamental material issue, companies started to consider creating value for their stakeholders, increasing their financial, social and environmental resilience, and existing in a more sustainable future among their principal corporate goals.

Impact Management

Impact management is the practice of continuously measuring, evaluating and improving 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.

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

Risks and Opportunities	Inputs and Activities	Outputs	Results	Impact	UN SDG
Increase in carbon emissions from electricity consumption	Achieving the goal of zeroing emissions from electricity consumption by investing in solar energy panels to be placed on the roof of the logistics building	Increasing awareness on reducing emission Reducing electricity consumption costs	A 28% reduction was achieved in the carbon emission originating from the purchased electricity. The target of 45% was not reached. Also reducing the costs of Authorized Dealers and Service Centers and ensuring their awareness on the climate change is increased	Significantly increasing the share of renewable energy in global energy resources by 2030 Ensuring the sustainable management and effective use of natural resources by 2030	     
Reducing fossil fuel consumption and combating climate change	Continuing the investment in Importation and Sales of Electric Vehicle as well as setting up Charging Stations	Investment for setting up 100 Porsche Destination charging stations. Setting up Turkey's fastest charging station with a total power of 1.05 MW Establishment of the Battery Repair Center to serve Central and Eastern Europe	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	Significantly increasing the share of renewable energy in global energy resources by 2030 Ensuring the sustainable management and effective use of natural resources by 2030	     
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, Anti-Discrimination Policies, Diversity	The coaching and mentorship program for women consists of nine modules. By the end of 2022, 185 female employees have participated in the program. We have published our "Workplace Against Domestic Violence Policy" to show that we stand by our employees who are victims of domestic violence, to guide them, to provide support, and to raise awareness about domestic violence. Upon participating in the "Business Against Domestic Violence" (BADV) study in partnership with Sabancı University, we became the first automotive company in Turkey to publish a policy on Domestic Violence. With the contributions of a volunteer-based project team of 22 people, the policy was prepared with teamwork after the informative training courses received.	Female employee rate Doğuş Otomotiv: 33.78% Doğuş Oto: 17.45% Two company combined: 22.9% Female executives rate Doğuş Otomotiv: 31.4% Doğuş Oto: 13.64% Two company combined: 30% Providing compassionate leave and unpaid leave if necessary Free kindergarten and commute shuttle service for our female colleagues' children of kindergarten age The right to additional leave (unpaid) for those female colleagues who request extra time post-delivery, and the right to leave on the day of the school opening of their children "Motherhood Handbook" for expectant and new mothers For our colleagues who have recently become a mother, full salary payment during the maternity leave period and SSI pension against incapacity to work payment to be refunded to the employee For our Colleagues Subjected to Domestic Violence: Providing confidential and free psychological and legal counselling through TKDF (Federation of Women Associations of Turkey) Up to 5 sessions of pedagogical counselling support for employees with children Option to change company phone numbers Option to deposit salary payments to a different account	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 encompassing issues such as 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 micro-finance. Ensuring women's full and effective participation in the decision- making processes of political, economic and social life and granting equal opportunities for women to be leaders in decision-making mechanisms at all levels 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 embracing the principle of equal pay for equal work fully by 2030	   

Risks and Opportunities	Inputs and Activities	Outputs	Results	Impact	UN SDG
Creating training and awareness programs aiming to reduce traffic accidents	Traffic is Life!	Carrying out its pursuits since 2004 to create a positive culture on traffic safety in the society, Traffic is Life community engagement platform has been continuing its activities focused on responsible, safe and cost-effective driving in the traffic	Adapting itself to the new societal habits and living standards that changed hastily with the pandemic arose in 2020, Traffic is Life! platform has concentrated its focus on the changing perception of mobility conception along with its educational activities. In addition, the platform, which aims to convey its messages to large segments of society through the right channels, has adopted the strategy of increasing its visibility and effectiveness in social media and digital platforms, considering the new media consumption habits. While Traffic is Life! training courses were given on online channels for the most of 2022, the platform delivered “Road Safety Seminars” to approximately 600 teachers, in cooperation with the Istanbul Provincial Directorate of National Education, under the slogan “It’s teachers who set an example for students”. Throughout the year, joined together on online platforms with 289 Vocational High School students destined to enter the automotive industry in the future, information on both the automotive industry and traffic safety was provided. Started in 2020 on EBA TV, the training program for the 5-19 age group, the group most prone to accidents in Turkey, continued in 2022 as well. Educational videos on what is traffic, safe walking on the sidewalk, safe crossing, the importance of seat belts, and many more subjects were permanently added to the EBA TV Education Library whereby reaching 1 million students per day	Having the global number of deaths and injuries from road traffic accidents halved by 2030 Proliferation of Global Partnerships for Sustainable Development, complemented 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 developing countries.	 
Encouraging sustainability reporting by increasing awareness and consciousness of sustainability across the entire value chain	Sustainable Supply Chain Management	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 lead 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.	Collecting CO₂ emission data resulting from energy consumption from our 84 Authorized Dealers and Service Centers DRIVE Program Incorporating Sustainability-related topics to Supplier Selection and Audit Criteria Launching the Corporate Governance and Sustainability Evaluation Program at our Authorized Dealers and Service Centers and starting the implementation of the program in four Authorized Dealers and Service Centers as pilot.	Large and transnational companies being in the first place, encouraging companies to adopt sustainable practices and integrate information on sustainability into their reporting cycles Securing everyone in everywhere to acquire knowledge and awareness on sustainable development and to lead a life in harmony with the nature, by 2030	

Risks and Opportunities	Inputs and Activities	Outputs	Results	Impact	UN SDG
Corporation-wide management of the digital transformation procedures by conducting training and awareness activities both internally and externally, including Authorized Dealers and Service Centers, to ensure compliance with digitalization 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 Doğuş Otomotiv employees in 2020, continued online due to the pandemic.	As of the end of 2022, a total of 73 digital projects have been completed, whereas software development works of 39 projects are ongoing. An increase of 386% was observed in the number of completed projects compared to 2020. The annual benefit from the completed projects is 21 million TL in total for the years 2019 and 2020 combined. The gain from software projects completed in 2022 has been calculated as approximately 133 million TL/year based on time, cost, and revenue projections. Among these projects, which use digital technologies such as RPA, IoT, ERP, Web/Mobil, Machine Learning and Artificial Intelligence, there are different projects that we have implemented in the Value and Interest Center (DIM) where we establish direct contact with the customers as well as projects designed specifically for the Replacement Parts and Logistics department, in addition to the projects instigated for the sales, after-sales services and marketing processes of the brands. In 2022, within the scope of the Digital Competency Development Program and GO-DGTL Academy programs, horizontal and vertical programs continued in order to raise awareness of the entire Company on digitalization and digital technologies. The training on Digital Terms assigned to Authorized Dealers and Service Centers in 2022 was completed by 1500 people. This figure is approximately 25% in our Authorized Dealer and Service Network, which has approximately 6000 employees	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. Developing countries being in the first place, promoting innovation by 2030 in all 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.	

Being Part of the Circular Economy

A superior sustainability perspective is needed at every level of management in companies to recognize every challenge they encounter in the business world as a commercial 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 the 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 USD. 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 USD 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 challenging issues present 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. Doğuş Otomotiv completed its studies

on identifying risks and opportunities in line with its material issues in 2020, upon implementing Integrated Management Systems, updates were made in 2022.

Stakeholder Engagement

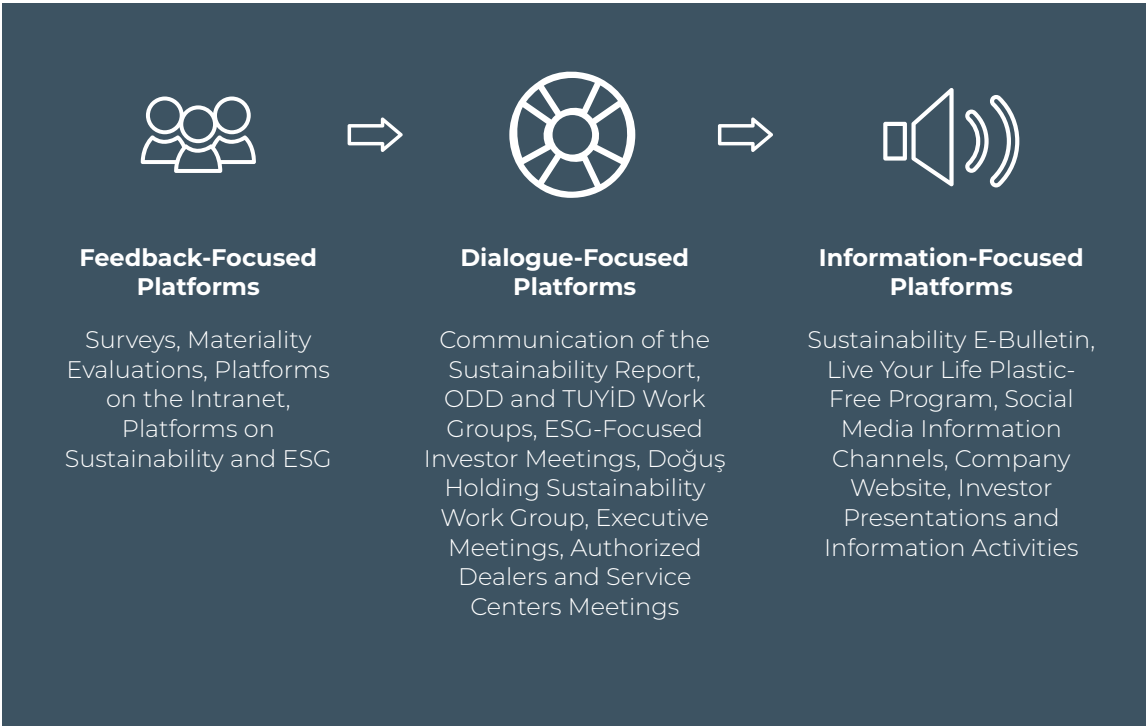
Stakeholder Engagement strategy, which is the most significant component of Doğuş Otomotiv sustainability management, is carried out together with our key stakeholders within the scope of the “ask, learn, respond” cycle. Our strategic approach is to get feedback from our stakeholders by coming together with them 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:

- Employees
- OEM (Original Equipment Manufacturer- Manufacturer companies we are distributors of)
- Investors
- Affiliates and Subsidiaries
- Authorized Dealers and Service Centers
- Suppliers
- Customers
- Society

Stakeholder dialogue platforms created in line with Doğuş Otomotiv’s material issues are included in the Appendices section of our report.

Doğuş Otomotiv continues to engage in dialogue with its stakeholders on the following platforms, in line with its stakeholder engagement strategy:



Indexes and Ratings

Doğuş Otomotiv responds to all queries and expectations of investors regarding ESG issues. Doğuş Otomotiv, which has been present in the Borsa Istanbul Sustainability Index since 2015, has also been included in the BIST Sustainability Participation index as of April 2022.

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".

According to the Capital Markets Board's Bulletin dated 13.01.2022 and numbered 2022/2, our Company takes part in the BIST 1st Group Companies list¹⁰. After being scrutinized against the 456 criteria defined in the methodology prepared by Kobirate Uluslararası Kredi Derecelendirme ve Kurumsal Yönetim Hizmetleri A.Ş. (Kobirate International Credit Rating and Corporate Governance Services Inc.), that our Company has been observed to have had complied largely with the Communiqué. The Corporate Governance Rating score, which was 97 (9.70 on Statement of Compliance with Corporate Governance Principles out of 10)

as of 17.12.2021, increased to 97.40 (9.74 out of 10) as of 17.12.2022, by virtue of our Company's continuous improvement efforts in this area. You can access the Corporate Governance Rating Report [here](#).

Credit Rating

In the decision numbered 9133 taken by the Banking Regulation and Supervision Agency (BRSA) on 10.09.2020, it is stated that "Including the credit for which the total risk is requested in the banking sector, according to the most up-to-date information in the Risk Center of the Banks Association of Turkey, excluding banks and financial institutions, for companies to use a loan of 500 million TL or more, they must obtain a rating from a rating agency authorized by the Board until 30.06.2021, and it has been decided to change the said rating to remain valid as of the loan application date in accordance with the provisions in subparagraph (g) of paragraph 4 of article 12 of and in accordance with the provisions of subparagraph (f) of paragraph 8 of article 15 of the Regulation on the Principles Regarding the Authorization and Activities of Rating Agencies."

Credit Rating Agency

JCR Eurasia Rating (<http://jcrer.com.tr/>)

Ratings

Long-Term National Credit Rating: A+ (TR) / (Outlook: Stable)

Short-Term National Credit Rating: J1+ (TR) / (Outlook: Stable)

Long-Term International Foreign Currency Credit Rating: BB / (Outlook: Negative)

Short-Term International Foreign Currency Credit Rating: BB / (Outlook: Negative)
You can download the JCR Summary Report [here](#).

¹⁰ According to the Capital Markets Board's bulletin dated 13.01.2022 and numbered 2022/2, our company has been upgraded from the BIST 2nd Group Companies list to the BIST 1st Group Companies list as of 2022.

Memberships and Collaborations

While implementing its sustainability strategy, Doğuş Otomotiv places particular emphasis on cooperating with non-governmental organizations, professional associations, public institutions and other institutions and organizations in line with the stakeholder engagement practices that it attaches importance to systematically, and conducting improvement-oriented studies by evaluating their feedback throughout the process

Material Issue

Risk Management

Collaborating Institutions and Organizations

	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. KOTEDER (Association of Shareholders Managers Listed on the Stock Exchange), TÜYİD (Turkish Investor Relations Society), TKYD (Corporate Governance Association of Turkey)
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, TAİD (Heavy Commercial Vehicles Association)
Employees and the 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 TMMOB (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, Sabancı University, Koç University, Bahçeşehir University, Işık University, Özyeğin University
Business Ethics	-
Human Rights	-
Community Engagement	TR Ministry of National Education, General Directorate of Security, TRT, RTÜK, Doğuş Media Group, İstanbul Technical University, WHO, Council of Higher Education, Ayhan Şahenk Foundation, Darüşşafaka Society, Association for Supporting Contemporary Life, Fenerbahçe Sports Club Association.
Climate Change	AKÜDER (Accumulator and Recovery Industrialists Association), PETDER (Turkish Oil Industry Association) (First half of 2022)
Environmental Risk Management	AKÜDER (Accumulator and Recovery Industrialists Association), PETDER (Turkish Oil Industry Association) (First half of 2022)
Electric Vehicles	TEHAD (Turkish Electric and Hybrid Vehicles Association), TAPDER (Portable Battery Producers and Importers Association)

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 as well as relevant individuals, authorities and institutions through our website and annual reports.

PERFORMANCE

Doğuş Otomotiv approaches sustainability performance from an integrated perspective, and aims to inform all its stakeholders fully, clearly and regularly in line with its material issues. The 2022 Integrated Sustainability Report, published in this direction, includes all our performances in the fields of economic, social, environmental and governance in a comprehensive and detailed manner.

FINANCIAL PERFORMANCE

As always, our financial performance is shared with our key stakeholders at specified intervals on our website, in a transparent manner, in compliance with the law, for our shareholders, investors and “management goals”. In addition, our financial performance is also one of the keystones of our sustainability performance in terms of the direct and indirect economic value we create. Getting off to a strong start, Doğuş

Otomotiv's passenger car and light commercial vehicle sales reached 103,990 units in 2022. Our total sales, including heavy commercial vehicles, were 105,794 units sold.

Also in 2022, Audi Q8, Porsche Taycan Cross Turismo, Volkswagen Passat Alltrack, Volkswagen Caddy, and CUPRA Born promotion activities were carried out with 22 different exhibitions and events held at our Arts and Technology Experience Center Plus located in Galataport. Plus is a high-

tech customer experience center where our potential customers are able to experience the brands within the Group up close and personal as well as attend various events.

While Doğuş Otomotiv brands closed the year with successful results, sales of passenger cars and light commercial vehicles reached 103,990 units sold in 2022. Total sales, including heavy commercial vehicles, were 105,794 units. The market share of the Company is recorded at 13.3% DOĞUŞ OTOMOTİV

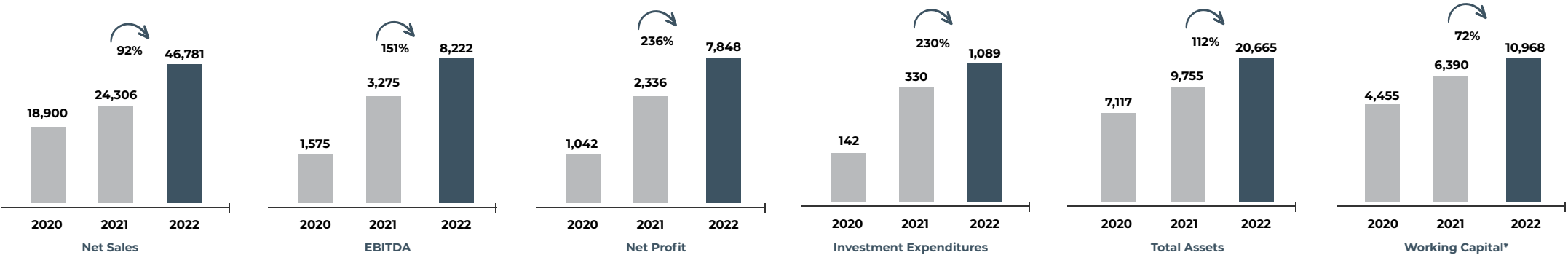
2022 PERFORMANCE IN NUMBERS¹¹

	2020	2021	2022
Total Vehicle Sales (Units)	120,476	123,038	105,794
Number of Employees	2,057	2,163 ¹²	2,006
Rate of female employees (%)	21.3(*)	23.83 (*) ¹³	33.78(*)
Number of interns	190	68	171
Average training hours per employee	19.68(*)	22.34 (*)	37.49(*)
Training cost per employee (TL)	1,066	674.37	4,548
CO ₂ emission (Tons/average number of employees) ¹⁴	-	27.58	23.86
Number of Suppliers	567	543	734
Total Local Purchases (Million TL) ¹⁵	869.1	1.067.9	1,214.5

¹¹ Doğuş Otomotiv's approach to the Automotive Industry in Turkey and its market projections for 2022 can be found in the relevant sections of the *Annual Report*.
¹² The total number of employees is calculated according to the total number of Doğuş Otomotiv and Doğuş Oto employees published in the 2022 annual report.
¹³ The rate of female employees is prepared with reference to the December 2022 personnel payroll list (including interns).
¹⁴ Between 2009 and 2020 Doğuş Otomotiv took the number of vehicles sold as the CO₂ factor in disclosing its emissions, however, as of 2022, it began to disclose its emissions in accordance with ISO 14064 and started to take the average number of employees as the factor. From 2022 on, CO₂ emissions will be disclosed on this factor.
¹⁵ The figure includes purchasing amounts of brands in addition to the amounts of the purchasing department.

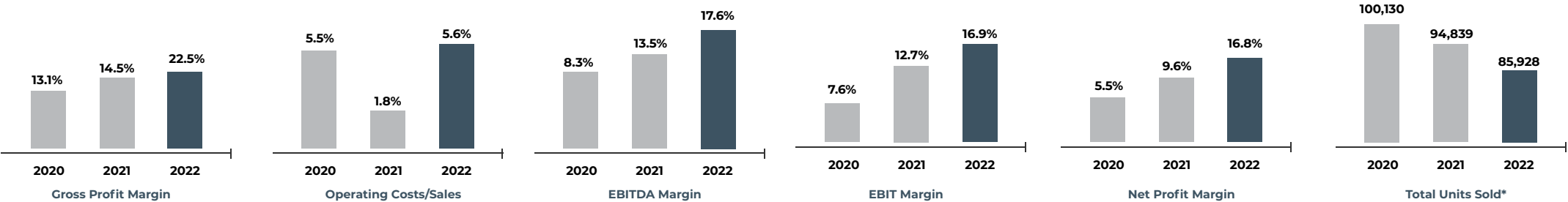
Financials and Operational Data

FINANCIAL PERFORMANCE (Million TL)



* Consists of cash and cash equivalents, trade receivables and inventories.

MARGINS %



* Passenger (excluding Škoda), Light Commercial and Heavy Commercial vehicle sales are included.

FINANCIAL DATA

Financial Indicators	2020	2021	2022
Net sales (million TL)	18,900	24,306	46,781
Gross Profit (million TL)	2,475	3,521	10,526
Gross Profit Margin (%)	13.1	14.5	22.5
Operating Expenses (million TL)	1,031	429	2,601
Operating Expenses /Sales (%)	5.5	1.8	5.6
EBIT (million TL)	1.444	3.093	7.925
EBIT Margin (%)	7.6	12.7	16.9
Net Profit (million TL)	1,042	2,336	7,848
Net Profit Margin (%)	5.5	9.6	16.8
ROA (%)	14.6	23.9	38.0
ROE (%)	45.4	53.5	67.0
Net Financial Debt / Equities ¹⁶	0.75	-0.09	-0.07
Investment Total (CapEx) ¹⁷ (Million TL)	142	330	1,089
Dividends Paid to Shareholders ¹⁸ (Million TL)	600	1,250	2,900
Corporate Tax Expense (million TL)	180.4	600	672.9
Social Investments (million TL)	8.1	5.1	5.6
Amount Paid to Suppliers	869.1	1,067.9	1,224.5

¹⁶ Short-term borrowings, short-term portions of long-term borrowings, long-term borrowings and cash equivalents are considered.
¹⁷ Property, plant and equipment entries are considered.
¹⁸ After deduction of the advance dividend of 900.000.000 TL paid on 14 November 2022, the remaining 2.000.000.000 TL dividend payment was made on 10 April 2023 with the decision of the Board of Directors.

SALES NUMBERS RETAIL

	2020	2021	2022
Passenger	107,283	106,183	93,344
Volkswagen	52,740	53,523	49,695
Audi	18,168	14,036	14,554
SEAT	11,551	12,457	6,142
CUPRA	-	285	2,792
ŠKODA	24,175	25,228	19,464
Porsche	619	627	668
Bentley	11	11	15
Lamborghini	19	16	14
Light Commercial	12,036	14,663	10,646
Volkswagen	12,036	14,663	10,646
Heavy Commercial	1,157	2,192	1,804
Scania	1,157	2,192	1,804
TOTAL	120,476	123,038	105,794
Doğuş Otomotiv Market Share ¹⁹ (Retail) (%)	15.4	16.4	13.3
Number of Used Vehicle Sales (DOD)	14,625	17,001	16,893

OPERATIONAL INDICATORS

	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
	2020		2021		2022	
Number of Sales (Wholesale)	120,476	40,613	123,038	39,526	85,928	33,138
Number of Service Center Entries	6,736	234,615	8,271	251,833	10,934	240,444
Number of Employees	618	1,449	716	1,447	671	1,335

¹⁹ ŠKODA included.

Created and Distributed Economic Value

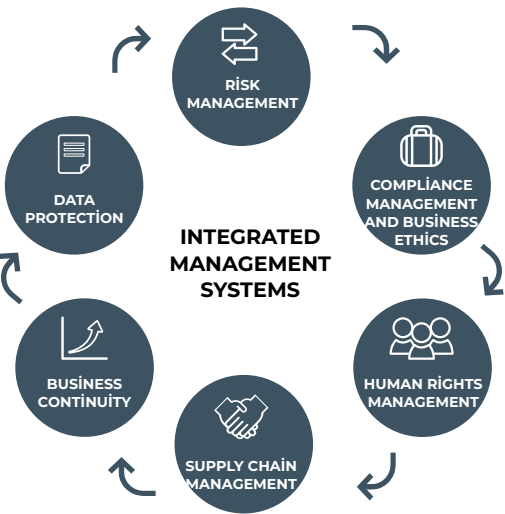
Doğuş Otomotiv continues to create value to support all its stakeholders and the economic development of the country in which it operates.

672.9 MILLION TL
DOĞUŞ OTOMOTIV'S CONTRIBUTION TO THE LOCAL ECONOMY
WITH TAXES IT PAID IN 2022

Economic Value Created (Million TL)	Total Revenue	46,781
	Operating Expenses	2,601
	Employee compensations and benefits provided	1,548
Economic Value Distributed (Million TL)	Dividends Paid to Shareholders	2,900
	Income Tax Paid	672.9
	Total Donations and Grants	5.6
Undistributed Profit (Million TL)		1,927

RESPONSIBLE PRODUCTS AND SERVICES PERFORMANCE

Doğuş Otomotiv continued its efforts for the integration of its sustainability strategy throughout the year within the scope of responsible product and service performance, which is among its impact. Especially in the topic of sustainable supply chain management, many strategic steps have been taken and projects have been implemented.



Risk Management

Having been created with the aim of defining uncertainties in a timely manner, evaluating them with the right methods, and taking measures in accordance with the targets approach as a way of doing business

throughout our Company, the Corporate Risk Management is developed as a corporate culture, extending from our management bodies all the way to our employees at the lowest level. 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.

GOALS Goals identified within Integrated Management Systems	DISSEMINATION Awareness in the Value Chain
POLICIES Continually updated policies and corresponding procedures	IMPROVEMENT Regular reviewing approach
GOVERNANCE Responsible and integrated governance approach	MONITORING AND AUDITING Control mechanisms and auditing in all processes

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, and related reporting and stakeholder information activities are also strengthened accordingly.

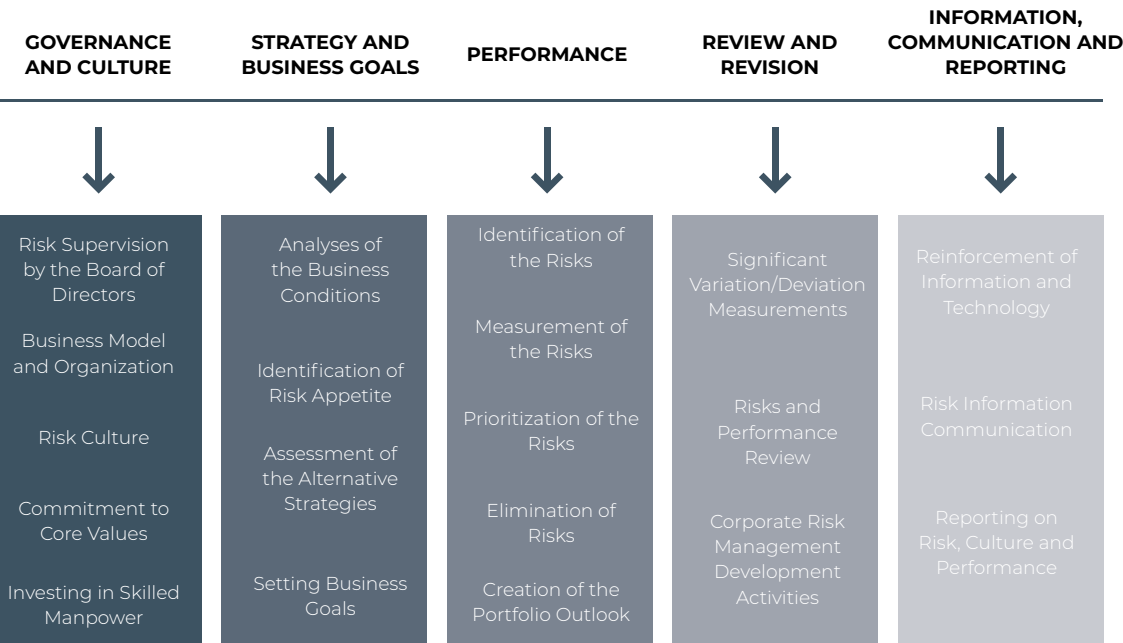
The revisions we have made in accordance with our changing organization and the environment, in which we operate, are aimed at keeping under control and managing understanding, following the risk analyses conducted consistent with the objectives of our internal control system. Management organs being in the first place, relevant committees together with the 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.

Risk Management Policy

The most fundamental issue that we value within the current risk management structure is the risk to be expressed in the same language by all our stakeholders, as part of the common corporate culture of our Company. It is essential for the models and methods designed for this purpose to be implementable in our Company and at the same time handled in line with generally accepted references. In this context, our risk management model has been created in accordance with the COSO (Committee of Sponsoring Organizations of the Treadway Commission) Corporate Risk Management Framework.

Timely detection of the issues that may pose a threat to our organization, assets and stakeholders, taking measures against them, and increasing the effectiveness of the surveillance task are the main factors that determine the direction of our work, as it has always been. Our Company's risk management framework is summarized with the following structure.



Risk Factors and Practices

Our risk perspective shaped by our Company's business segment, size and working structure is constantly matured on a platform where international developments and examples of good practice are filtered with competencies. The obligation that the risks that are part of this process are not only limited to financial, operational, and natural events over time but also are rendered to be manageable in a much broader perspective and with a sustainability understanding is

the main issue that determines our corporate risk management steps. The course of the processes within the scope of risk management, extending towards a strategic and proactive company model, is managed with the efforts that we have created in a holistic template by including the relations of risks with each other.

Doğuş Group Risk Management System was launched in 2021. Within the scope of the study, all departments of our Company defined the risks they manage and the

actions taken regarding these risks to the system. In 2022, the Doğuş Group Risk Management System maintained its critical position in Doğuş Otomotiv's risk management strategy.

Again in 2021, consultancy service was received from Ernst & Young Turkey on "Risk Maturity Level". As a result of the outputs of this study, short, medium and long-term strategic risk management plans were created. Each plan includes improvement areas and action plans for these improvement areas. The Risk Management Working Group was established within the scope of the short-term strategic risk management plan. The Group was formed by identifying a risk ambassador from each department in our Company. The updates of procedures and regulations regarding the Enterprise Risk Management function have been completed. Risk management responsibilities that are planned to be added to the job descriptions of our employees have been determined. In 2022, a dynamic and proactive risk management approach continued to be adopted. With this approach, and with the impact of efficient risk management practices we

have implemented, significant financial and operational successes have been achieved.

Risk Management Policies and Processes

- . Corporate Risk Management Policy
- . Risk Appetite Statement
- . Early Detection of Risk Management
- . Business Continuity Plan

Management of Non-Financial Risks

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 whereby 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, respond” 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.

Compliance Management and Business Ethics

In addition to full compliance with existing laws and regulations, Doğuş Otomotiv's compliance approach also includes compliance with internal policies and procedures, social norms, *Doğuş Otomotiv Ethics Code* and international standards. To be able to do our job in the most accurate way and to establish the trust of our stakeholders, all our operational activities are carried out in accordance with Doğuş Otomotiv Ethics Code.

In line with Doğuş Otomotiv's sustainability strategies, “Compliance Training” was given to all company employees to share basic information on Ethics, Compliance and Sustainability when the need became clear. The compliance training covered a variety of

topics, such as; corporate compliance and basic principles, important developments related to compliance, the Ethics Code and its relationship with our compliance obligations, compliance in terms of sustainability, basic risk topics related to compliance, competition and compliance, and ISO 19600 Compliance Management System.

The Compliance Function, which reports to the Early Detection of Risk Committee, a subcommittee of the Board of Directors, held three committee meetings in 2022 with the participation of its working group. After the Compliance Function Procedure is finalized by compiling the opinions and suggestions given by the relevant units, it is planned to be submitted to the approval of the senior management in 2023.

Doğuş Otomotiv Compliance Function and Homologation Unit, in compliance with legal obligations and deadlines, established the Monitoring and Steering of Regulations (“MsoR”) Working Group in 2022 with the intent to manage company processes and to effectively exchange information with the OEMs.

Doğuş Otomotiv aims to obligate all its employees to take the “Ethics Code Training” by 2023 to increase their awareness. The

Ethics Code training is expected to cover a variety of topics, such as; Business Ethics, Protection of Company Information, Anti-Bribery, Gifts- Gratuities, and Entertainment, Preventing Harassment and Promoting Respectful Behavior, Preventing Illegal Information Trade, Avoiding Conflicts of Interest, Encouraging Whistleblowing on Abuse of Power Incidents, Encouraging Diversity and Prevention of Discrimination, and Protection of Human Rights.

Doğuş Otomotiv decided to establish the D-Compliance e-mail Group in 2023 to ensure the active participation of all its employees in compliance processes. Through this e-mail Group, the Company encourages all its employees to evaluate the issues that may affect the Company's Compliance processes and to publish their suggestions and requests via e-mails.

The Compliance Function has decided to participate in the Compliance Management Program in 2023 to monitor and to be able to evaluate the compliance processes of national and international companies. Doğuş Otomotiv Information Security Management System organizes and updates the security processes to ensure the confidentiality, accessibility, integrity, and full compliance of the Company's information assets with the applicable legislative regulations, and ensures the roles and

responsibilities in the processes are defined. Upon enlisting its information security-related activities also with international standards in 2022, Doğuş Otomotiv obtained ISO 27001 Information Security Management System Certificate. In this context, the number of procedures under the Information Security Policy was increased from 11 to 14. . In 2022, the transition to the IMS system was completed. (ISO 9001, 45001, 50001, 27001, 14001). . In 2023, the Company excelled in the first interim follow-up audits for ISO 9001, 45001, 50001, 27001, and the second interim follow-up audits for ISO 14001, which were carried out in April and May within the scope of IMS systems. . In 2024, the Company will be audited for ISO 14001 certification renewal, and a second interim audit for ISO 9001, 45001, 50001, 27001 will be carried out. The certification renewal audit for ISO 9001, 45001, 50001, 27001 will be carried out in 2025. In this regard, all required work is diligently continuing. . In 2023, the Integrated Management Systems digitalization project is planned to be activated. In this context, the document approval process and KPI (process objectives) tracking will be digitized. . We have included it among our targets for the post-2024 period to expand integrated management systems in our dealer network.

Compliance Function and Law on the Protection of Personal Data (KVKK) Practices

Doğuş Otomotiv has formed a working group within the scope of the “Law on the Protection of Personal Data” (KVKK). Compliance process is managed by the joint efforts of Legal, Risk Management and Information Security Units, adhering to legal obligations and deadlines.

Doğuş Otomotiv continues its efforts to ensure its KVKK Compliance Rate to be 80% in 2023.

Aiming to ensure that the corporate policies are fully understood within the company and the duties of the Compliance Function are supported, Doğuş Otomotiv conducted internal communication studies in 2022 to increase the awareness of the policies within the Company and accordingly, published four Compliance Bulletins and KVK Bulletins. With the Compliance Bulletin, the intent is to refresh the information on Compliance and Ethics issues, and to convey the current news and developments regarding Compliance in the World and in our Country to the employees. Whereas with the KVK Bulletin, the intent is to inform the employees about the current news and developments by including the KVK Board decisions and

Global Developments. Posters and billboards containing information about policies were hung in workplaces where employees can easily see, thus details about the contents of the policies were shared sufficiently.

Doğuş Otomotiv Information Security Management System organizes and updates the security processes to ensure the confidentiality, accessibility, integrity, and full compliance of the Company’s information assets with the applicable legislative regulations, and ensures the roles and responsibilities in the processes are defined. Upon enlisting its information security-related activities also with international standards in 2022, Doğuş Otomotiv obtained ISO 27001 Information Security Management System Certificate. In this context, the number of procedures under the Information Security Policy was increased from 11 to 14.

As of July 2022, the Company carries out its operations as the holder of ISO 27001 Information Security Management System Certificate.

Compliance with Laws and Regulations and Responsible Competition

Doğuş Otomotiv considers it as a primary material issue to continue its activities by complying with laws and regulations

throughout its entire value chain. It assumes communicating with its stakeholders in a transparent manner while carrying out its activities and regularly informing them about developments as a part of this understanding.

Our Company monitors all financial, operational, environmental and sectoral laws and regulations in Turkey, the country in which it operates, through the relevant units and gives the necessary instructions. At the same time, it takes an active part in industry-specific unions and associations to express opinions on changes in laws and regulations specific to our industry, to encourage responsible competition, to protect the rights of its customers and authorized dealers and service networks, and to manage risks correctly.

Doğuş Otomotiv Ethics Code

Upon completing its preparatory work that lasted for two years, Doğuş Otomotiv published its ethics code in international standards in 2012. *Doğuş Otomotiv Ethics Code* includes 54 case studies and ethics code topics specific to the industry in which our Company operates. The Ethics Code has been revised in 2020 due to changing conditions and requirements and is republished on our Company’s website. In 2022, information on the Ethics Code was also

included to the content of the e-orientation training which was given to a total of 300 Doğuř Oto and Doğuř Otomotiv employees combined and lasted for 750 employees/ hour.

Doğuř Otomotiv Ethics Code and the principles and policies we have published under this code warrant that our Company will maintain its relations with its customers, business partners, and competitors by developing honest and ethical behavior patterns. Doğuř Otomotiv considers business conducted at the highest ethical standards as the cornerstone of its growth-oriented future strategy.

With the *Doğuř Otomotiv Ethics Code*, our Company firmly rejects unethical business conduct. Ethics Code prepared by Doğuř Otomotiv, intends to provide all our employees with valuable and enlightening information on what to do in case of any ethics-related problem they may encounter. Doğuř Otomotiv Ethics Code serves as a guide for our Company’s employees as well as business partners to fully understand and comprehend how we conduct our business.

Doğuř Otomotiv’s business ethics understanding contains the highest ethical standards in our corporate policies, business conduct, and behavior. In other words, it is the manifestation of moral standards in

every area of our business. It fully reflects an ethical business approach beyond moral traditions and values to our Company units, technological assets, financial and operational activities, in short, all our business processes.

The most valuable asset that Doğuř Otomotiv possesses is the trust of its customers, suppliers, employees, and shareholders put in our Company, and our corporate reputation that we have built since the day we started our commercial activities. Maintaining the trust of our stakeholders and protecting our reputation are our reasons for existence that we will never compromise.

Doğuř Otomotiv Ethics Code also includes our corporate sustainability perspective across the entire Doğuř Otomotiv value chain and our commitments within the scope of the United Nations Global Compact principles. Our Ethics Code has been approved by Doğuř Otomotiv’s Board. Doğuř Otomotiv Ethics Code was prepared not only to regulate the behavior of our employees but also the relations of our employees with our customers, competitors, and suppliers.

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

Between 2015 and 2022: 2,191 employees/hour of ethics code training was provided to 1,011 employees at Doğuř Otomotiv, and 3418.5 employees/hour to 1824 employees at Doğuř Oto.

Doğuř Otomotiv Compliance Policy is available on the website and in the content of the *Ethics Code*.

Human Rights Management

Doğuř Otomotiv has been carrying out awareness and informative activities in the entire value chain since 2014 in line with its Human Rights Policy. A Human Rights Administrator was appointed in 2020, a working group was formed to determine the priorities of the Company in the context of Human Rights, and training was given to this working group on Human Rights. The materiality study is planned to be completed in 2023. Upon Human Rights Due Diligence Law enacted in 2021 in the regions where our key stakeholders, OEMs, operate, and due to the changing and updated standards, the materiality study was postponed to be able to accommodate these laws and codes. However, our activities continue in line with our material issues under the title of Gender Equality and Prevention of Discrimination. In this context, in 2021, we published our “Workplace Policy against Domestic Violence”, aiming to provide a sound and safe working environment away from all kinds

of violence and threats. Doğuř Otomotiv became the first automotive company to implement policies by taking part in the “Business against Domestic Violence” (BADV) project, supported by Sabancı University. The first workshop on human rights was held in December 2022.

Doğuř Otomotiv Ethics Code has been developed to cover all basic principles under the United Nations Universal Convention on Human Rights, and has been publicly disclosed. In addition, our relevant stakeholders are constantly informed about this content through regular trainings given throughout the year.



In 2022, 18 complaints concerning Ethics Code were received by our Company through the Ethics Hot Line or other channels. Five of them proceeded to the investigation stage whereas four notifications were deemed justifiable, and administrative action was taken. Apart from these, the issues identified during the audit studies were also subjected to the investigations and administrative actions were taken accordingly.

Digital Transformation

The importance of our investments in digital transformation as a part of our company strategy since 2017 has come to the fore even more with the pandemic conditions. By means of our digital transformation and CRM projects spread throughout the company, we have been able to ensure the integrity of communication with those of our employees who work remotely and those who work in the office or in the field as their positions required to do so as well as to offer most of the services we provide to our customers without interruption. We situate digital transformation on three main pillars: an agile management approach, increasing the digital competencies of our human resources, and a high-quality business philosophy based on data. We have made significant progress in all three areas in recent years. The digital projects we carried out together with Doğuş Teknoloji moved us forward with an increasing momentum in 2021. As of the end of the year, while software

developments of 39 projects still went on, a total of 73 digital projects were concluded. We have significantly increased our efficiency by using digital technologies such as robotic process automation, internet of things, ERP, machine learning and artificial intelligence in areas such as the Value and Interest Center (DİM) where we establish directly contact with our customers, as well as spare parts and logistics, in addition to processes such as sales, after-sales services and marketing.

Our Digital Transformation Strategy

The foundations of digital transformation activities at Doğuş Otomotiv were initiated with the establishment of the Digital Transformation department in 2017, with the motto of identifying current trends and customer expectations within the framework of operational excellence, redefining the value chain and restructuring the future, and gained momentum with the dissemination efforts made in the following years.

Digitalization in the Automotive Industry

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

the automotive industry is rapidly digitizing, covering all the processes in the automotive industry, expectations from the industry, and consumer demands, as well as comprising all technologies used and internal workflows. This situation is an indication that “digital products” or “digital services” will gain weight in the future business models of organizations operating in the automotive industry. Especially in the automotive industry, where fast communication, proactive service provision based on data, and high- tech solutions such as artificial intelligence are rapidly appearing on the agenda, digitalization has become one of the material issues of organizations.

Agile Management as a Corporate Culture
Agile project management is the flexibility, capacity and ability to respond to change and make improvements to be successful even in an uncertain environment. Agile management style enables giant companies in the world to produce products and services much faster and without friction.

Agile is the fastest and safest project development approach among accepted methods in the world. Started in the realm of software development, this business has now entered our lives as the new norm of doing business and management. As Doğuş Otomotiv, our goal is to adopt agile management as a corporate culture and lay the groundwork for the entire organization to

have the flexibility required by the digital age. The Digital Project Management Process, together with Doğuş Teknoloji, is designed to centrally coordinate and consolidate the digital software needs of departments and brands within Doğuş Otomotiv under a single portfolio.

Accordingly, as of 2019, a Digital Board has been established where all digital projects of the Company are evaluated in a single pool in which all brands and business units are represented. Organized every three weeks, the Digital Board/ Business Owner Meetings is responsible for identifying and prioritizing the digital projects that Doğuş Otomotiv brands and departments desire to implement.

Digital Project Portfolio

IT software development investments and digital project activities progressed with increasing momentum in 2022 as well. While the development of a total of 15 digital projects was completed in 2019, a total of 31 digital projects were launched in 2020 and 64 digital projects were activated 2021. As of the end of 2022, a total of 73 digital projects was completed, and software development work on 39 projects is still ongoing.

Among these projects, which use digital technologies such as RPA, IoT, ERP, Web/ Mobil, Machine Learning and Artificial Intelligence, there are different projects that we have implemented in the Value and

Interest Center (DIM) where we establish direct contact with the customers as well as projects designed specifically for the Replacement Parts and Logistics department, in addition to the projects instigated for the sales, after-sales services and marketing processes of the brands.

Doğuş Otomotiv has three patents for its ERP system Turkuaz. The first is a system that provides vehicle transfer management and tracking of vehicles with RFID, the second is a system for product shipment control from stock areas, and the third is a support system for product ordering and sales. In addition, our 25 mobile applications belonging to Doğuş Otomotiv, including brands and other units, have been downloaded more than a hundred thousand times by users.

Machine Learning / Artificial Intelligence and Data Analytics Activities

At the core of the digital transformation is “Data”, and related to that 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, Doğuş Otomotiv places digitalization and new technologies at the center of its business. In this direction, Machine Learning/ Artificial Intelligence and related Data Analytics Studies were started in 2019.

Artificial Intelligence, Machine Learning and Data Analytics studies, whose projects were started in 2020, gained momentum in 2021 with the support of the competency development program. While projects related to Machine Learning and Artificial Intelligence were developed in operation areas such as warehouse, spare parts and after-sales services, trainings for the roles of “Data Translator” and “Data Scientist” within the company were given with the support of the country’s leading educational institutions and universities. The main purpose of these activities is to increase the digital competencies within the company and invest in human resources for future studies on related subjects such as Data Science and Machine Learning. In 2022, well-attended

training sessions and information seminars on data continued to be given.

Digital Literacy

The Digital Competency Development Program was launched in 2020 as a joint effort of Doğuş Otomotiv Human Resources and Digital Transformation and Corporate Communications departments, and for this purpose, GO-DGTL Academy was established. Within the scope of this program, horizontal and vertical programs were determined to increase awareness on digitalization and digital technologies throughout the Company. While horizontal programs cover Basic Digital Awareness and Digital Transformation Trainings, Vertical Programs

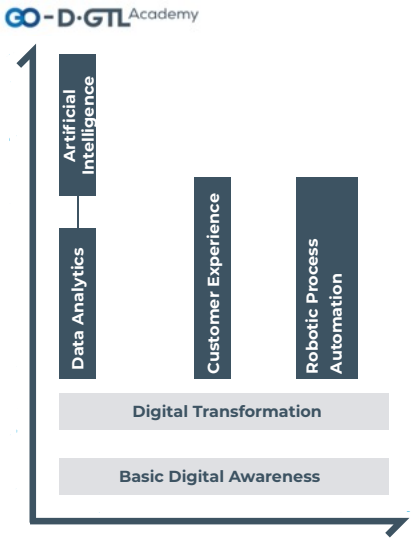
focus on Data Science School, Robotic Process Automation (RPA), Customer Experience and Trends and Artificial Intelligence. In 2021 and 2022, competence development activities continued to be implemented within the context of the Digital Competency Program under GO-DGTL Academy. Similar activities will continue in 2023 with awareness-raising webinars and trainings.

In 2022, Doğuş Otomotiv employees received a total of 3,267 hours of digital competence development training. The rate of participation in these trainings within the company reached 50% as of the end of 2022. 42% of the Doğuş Otomotiv participants has been female employees.

In 2022, Doğuş Oto employees received a total of 1,215 hours of digital competence development training. The rate of participation in these trainings within the company reached 22% as of the end of 2022. 36% of the Doğuş Oto participants has been female employees.

Data

Today, both people and companies create and disseminate data in many different fields 24/7. Controlling and processing so much data that flows endlessly and accumulates in huge piles requires a separate expertise. To be able to determine the processing stra-



tegies of this data, “Data Strategy and Data Roadmap” activities have been initiated. The intent of these activities was the accumulation of the data, management of them to be processed, stored and disposed of accurately, its quality to be increased, systems (architecture) suitable for needs to be established and maximum benefit from data analytics studies to be ensured.

Planned to manage data in an effective and professional manner in general, these long-term activities are conducted in a way that maximizes the use of data and technology as well. At the end of the three-month program carried out with the experts of the field; Within the scope of the “Customer Journey” processes at Doğuş Otomotiv, the maturity of the existing data has been determined for many different data types and our subject headings.

In this context, a “Data Roadmap” has been prepared that will shed light on our path in the future by conducting situation analyzes that will comply with our data strategy. According to this roadmap, a total of 16 projects have been drawn up, and the studies for the realization of these projects have been initiated within a two-to-three-year time spectrum. In this way, the data will be managed in a better quality and effective manner, cove-

ring all processes from creation to processing. As a result, we are able to align our business strategy with our data strategy, and implement topics such as data infrastructure, governance and analytical processes through the Data Roadmap. In 2022, within the scope of our Data Roadmap, 12 projects were initiated on Data strategy and governance, Data architecture and modelling, Metadata, Data Quality, and Data operations. Among these, five projects have been completed and the work of seven projects continues. 50 employees from Doğuş Otomotiv and Doğuş Technology took an active role in the process.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

As Doğuş Otomotiv, minimizing our risks in sustainability-related areas across our entire value chain and ensuring compliance with Doğuş Otomotiv’s sustainability strategies and policies are among our primary material issues. In recent years, with the supply chain-centered problems being brought up increasingly to the agenda in all sectors, we are aware that the expectations of our stakeholders are gaining momentum in this direction as well. As part of our efforts to configure an integrated management system accordingly, we also make the necessary arrangements and evaluations in our supply chain.

Our Purchasing Policy

Doğuş Otomotiv and Doğuş Oto, for the supply of products and services they receive while carrying out their activities in accordance with strategic sustainable codes and principles, evaluate, supervise and regulate that the suppliers and business partners it works with have management processes in place with reduced risks in social, environmental, ethical and economic areas.

The goal of this policy is to set forth the expectations of Doğuş Otomotiv and Doğuş Oto from their product and service provider business partners in the purchase of goods and services, and to outline the basic principles and fundamentals in line with these expectations, as well as to regulate the supply chain and purchasing activities in accordance with sustainable purchasing management policies, during the purchase of goods and services.

The foundation of Sustainable Purchasing Policy has been built on establishing, executing and developing long-term business relationships based on mutual trust and cooperation with existing and potential business partners with processes that are in line with the general policies and strategies of Doğuş

Holding, Doğuş Otomotiv and Doğuş Oto, comply with Doğuş Otomotiv and Doğuş Oto’s Ethics Code and Purchasing Procedures, and concede with the United Nations Global Compact.
. Accordingly, Doğuş Otomotiv and Doğuş Oto demand the following from their suppliers and business partners;
. To have business processes that comply with sustainability principles,
. To regularly monitor their impact on the ecological environment when conducting their business and to carry out activities intending to reduce this impact,
. To follow social, environmental and ethical issues carefully in their investment processes and to be accountable in these areas,
To regulate their internal working conditions and ethical processes in line with the sustainability principles.

Any action that will prevent the fair and impartial execution of the process during the purchase of goods and services is prohibited. If it is determined that the said actions are carried out by the candidate company/ companies, said company/ companies are excluded from the purchasing process. For goods and services, whether there are new company/companies that produce/ market the goods or services in question are investigated at regular intervals.

In purchasing processes, in addition to price and payment terms, the company's processes in social, environmental and ethical issues are also considered. The following criteria are taken into consideration when choosing among the candidate companies:

- . The company's intelligence information, technical and financial capability, commercial reputation and its standing in the marketplace, experience, references, relations with Doğuř Otomotiv and Doğuř Oto,
- . Whether if it is an organization that is able to offer competitive advantages and attaches importance to research and development to specialize in its own field,
- . The following conditions of the goods or services to be purchased from the company are also considered;
- . Whether the goods or services are produced in accord with the main field of activity of the company and whether they would be supplied directly by the firm,
- . Their quality and compliance with standards, technology level in which they are produced, and guarantees (TSE, ISO, etc.),
- . The capacity of the firm in meeting the need,

Whether they are produced in accordance with national and international standards in terms of Environment and Occupational

- . Safety and whether they have a service or production process that respects human

health and ecological environment,

- . How fast they can deliver and how often their maintenance periods are, whether technical support and spare parts are readily available, whether they are able to fix the suggested price and the sale price for a certain period, etc.

All correspondence with companies and offers received during the purchasing process are made in accordance with Doğuř Otomotiv and Doğuř Oto's corporate correspondence rules; in addition, all goods and services acquisitions made by units authorized to make purchases are recorded electronically.

Every employee in charge of Doğuř Otomotiv and Doğuř Oto's purchasing processes is obliged to carry out the purchasing processes in line with the following principles. They are responsible for conducting Doğuř Otomotiv and Doğuř Oto activities in accordance with sustainability principles, reducing the social, environmental, ethical and economic risks of the goods and services they are about to purchase, and raising the awareness of their suppliers and business partners by reducing their risks in these areas.

- . Employees who manage the process should investigate whether there are different areas to be evaluated according to the type of

product and service, such as the following.

- . Justification of the necessity of the purchase,
- . The waste generated in the wake of the purchase to be at a minimum level (and/or it contributes to the reduction of wastes),
- . To reduce the risks related to climate change, have a positive impact on them and/or have no impact at all,
- . Their impact to be positive on productivity (financial or non-financial productivity),
- . To have a positive impact on the use of natural resources,
- . To comply with all laws and regulations related to occupational health and safety, their impact on the health and safety of Doğuř Otomotiv and Doğuř Oto employees to be assessed

All processes are obligated to be complying with Doğuř Otomotiv and Doğuř Oto Ethics Code, the supplier or business partner must have full knowledge of the Ethics Code and undertake to fully comply with them. Establishing long-term business relations (or conducting business) with companies that produce and render their services in accordance with national and international standards in the fields of Environment and Occupational Health and Safety and have a modern management approach is preferred.

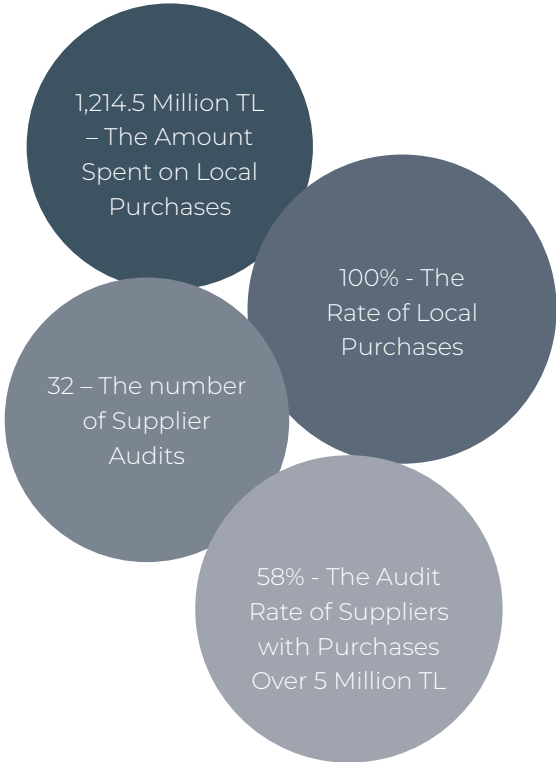
Suppliers

With the sustainable supply chain management model commenced in 2015, Doğuř Otomotiv has assumed a leadership role in all developments in its segment. It also contributes to the development of its suppliers both through its Ethics Code and its compliance model featuring ethical principles that set an example for all purveyors involved.

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 Doğuř Otomotiv in the context of our Ethics Code, the principles of the United Nations Global Principles Agreement and UN Universal Declaration on Human Rights. Doğuř Otomotiv's Ethical Principles and Human Rights Policy is available on our website.

Doğuř Otomotiv will continue its efforts to create a responsible supply chain in 2023 as well. According to the risk categorization

project carried out in 2022, goods and services purchased throughout the year came to a total of 982,552,867.99 TL. In 2021, a new procedure study was started for our suppliers. Starting from the first stage of the purchasing and including all the audits throughout the process, this study will be completed in 2023 and the participation of the relevant parties will be ensured. Within the context of the procedure, provisions stipulating full compliance with Doğuř Otomotiv Ethics Code will be included in the contracts and our suppliers will be insisted to fully comply with them.



SUPPLY CHAIN MANAGEMENT

SUPPLIER SELECTION	ASSESSMENT	CATEGORIZATION	SUPPLIER DEVELOPMENT PROGRAM
- Purchasing processes are managed in accordance with the Doğuř Otomotiv Purchasing Policy. - Our suppliers undertake to comply with Doğuř Otomotiv Ethics Code. - Sustainability criteria are included in the assessments made during supplier selections.	- Supplier Assessment Management is carried out according to criteria determined for each industry separately. - Self-assessment system studies will begin in 2023.	Risk assessments of suppliers are made for purchases of 5 million TL or more. However, supplier selection and evaluation criteria are valid for all our suppliers.	Studies are being carried out to devise warning and development programs for suppliers identified as underperforming during the audits, to be activated if deemed necessary. Currently, the areas determined during the audits as underperforming, the company’s targets are monitored.

Doğuř Otomotiv will continue to carry out its awareness-raising and training activities on sustainability not only internally, but also for the entire stakeholders in its supply chain. The program, which resumed between the years 2014 and 2020 and which was carried out within the scope of improving our suppliers’ reporting habits on sustainability, was terminated as of 2021. After the completion of the procedures within the risk management activities, sustainability studies will be carried out in the supply chain, and action plans will be created for information programs.

Doğuř 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 regularly made every year, it 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. Doğuř Otomotiv’s supply chain is managed with reliable, sustainable and ethical processes in principle.

The sustainability of supply chain, which we run together with hundreds of suppliers and business partners, depends not only on the success of Doğuř 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- 2021, when there is a significant amount of uncertainty, Replacement Parts and Logistics Unit, which managed to keep replacement parts availability at 99% by increasing safety stock levels, has been successfully handled 20.4 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 Unit in 2022 as well, whereby delivering vehicles to Authorized Dealers directly from the port, thus minimizing delivery times.

By means of 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, whereby minimizing the manual workload. Replacement Parts and Logistics achieved XXX tons of saving from its logistics- originated CO2 emissions, with the intermodal route system it manages. Having imported 84,351 vehicles and shipped 103,045 vehicles to Authorized Dealers in 2022, Replacement Parts and Logistics completed the year with a turnover of 3,859.7 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 strides regarding waste management and collection.

Additionally, in 2022;
. With a total of 2.8 million lines of orders, approximately 10.6 million replacement parts were shipped.

. On average, more than 3,500 parcels per day were delivered to 147 Authorized Service Centers located in 48 different provinces of Turkey, with 42 daily freight services departing from Şekerpınar.
. A monthly average of 1,400 semi-trailer trucks load of vehicle distribution operations were carried out

Replacement Parts and Logistics Unit and Industry 4.0

Doğuş Otomotiv Replacement Parts and Logistics Unit, 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 Unit has recently put digital supply chain management and Industry 4.0 on its focus. These concepts generally appear in the logistics industry in the topics 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 to be able to maintain competitive edge.

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 Unit. 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 Unit, 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. Doğuř 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, Doğuř Otomotiv Logistics Unit 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 Unit 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.

In 2022, successfully continuing its “shipment from port” management – a management system implemented with a leading vision in the field of vehicle logistics – Spare Parts and Logistics has minimized delivery times by shipping vehicles to authorized dealers directly from the port. Ship unloading, Inventory Site Management, and vehicle shipment to Authorized Dealers processes which were carried out by using RFID technologies in vehicle logistics continue to be strengthened with steps taken in digitalization and with new infrastructures set up. In April 2022, a warehouse was opened under the Körfez Petrochemicals Customs Directorate, devoted for handling lubricating oils coming from abroad. In this way, cost advantage is achieved and delivery times are shortened. In 2022, Spare Parts and Logistics, saved CO2 emissions originated from logistics operations with the intermodal route system it manages.

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 from 600 points across the country, Doğuř Otomotiv carries out the most important operational leg of the supply chain of these brands in Turkey. Doğuř 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.

Doğuř Otomotiv’s operational sustainability is organized according to its own priorities in these three main areas:

Doğuř 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 Doğuř 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 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, DoğuŖ Otomotiv reviews and organizes all its processes accordingly.

All processes and related data we manage with the intention of minimizing our negative environmental impact in all our operational processes are included in our report under the chapter of Climate and Environment.

The solar power plant, which was installed with an investment of 2.4 million USD on the roof of our Logistics Center in Ŗekerpinar, was activated in 2022.

Logistic Standards Complied With

Replacement Parts and Logistics Unit at DoğuŖ 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 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, DoğuŖ 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 Replacement Parts and Logistics Unit

Digital projects that reached 31 in number after 17 more projects were added as of September 2021 to the 14 large-scale digital projects planned at the beginning of 2020, continued in 2022 as well. 8 of these projects have been completed. Some of our projects that serve strategies such as operational efficiency, turnover/profitability, and customer satisfaction are projects where different technologies such as IoT (Internet of Things), RPA (Robotic Process Automation), ML (Machine Learning) are being utilized. Within the scope of Industry 4.0, upon completing 13 projects, new digitalization projects were added in 2022. All the dealers to whom spare parts are shipped have been integrated to D-BIS communication platform, which is one of the most important projects for the digitalization of the dealer communication process, and by this way, the communication with the dealers in daily operations which was previously carried out through different media and tools such as e-mail and telephone is transformed into a mobilized, single channel, and standardized communication. The "Smart Equipment Tracking Project", which uses IoT (Internet of Things) technology and is the first project of DoğuŖ Otomotiv to use this technology, was

also put into use in 2022. Through this project, the intent is to eliminate accident risks by monitoring the effective and efficient use of forklifts and similar equipment, and detecting all their moves dangerously drawing near.

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 activities are also supported by digital processes concurrently. 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 these projects are started in 2020 and are ongoing according to their business plans.

Having imported 84,351 vehicles and shipped 103,045 vehicles to Authorized Dealers in 2022, Replacement Parts and Logistics completed the year with a turnover of 3,859.7 million TL attained from the sales of replacement parts and accessories. Maximizing its replacement

part service level through advanced forecasting mechanisms, DoğuŖ Otomotiv Logistics Unit ranks first with over 99% availability value for the brands it serves, when compared to distribution centers in Europe.

Information Security

In recent years, together with the increasing importance of information technologies, the accumulative data and data processing volumes caused traditional auditing methods to be questioned for their adequacy. Consequently, studies on continual/computer-assisted audit systems – an electronic audit process which enable auditors to give assurance soundly have gained importance. As such, an audit methodology has been developed which is able to produce results not just by inspecting a sample but from the entire data, when periodic reports are fed to the system. Continual audit activities, which contribute to the relevance, efficiency, effectiveness and timeliness of audits, continued in 2022 as well.

Risks regarding our Company’s Information Systems processes have been reviewed, and the effectiveness of controls has been evaluated. The audit activities were carried out under four main headings: Information Technologies Governance, Information Security and Data Access Management, Infrastructure Operations, and Change

Management. In addition, follow-up activities were carried out concerning compliance with the Information Systems Management Communiqué published by the CMB in 2018; accordingly, the appropriateness and effectiveness of the actions taken were evaluated.

As per ISO-27001 Information Security Standards, continuous improvement activities include the surveillance of security program, corporate governance and cyber security risk management and the evaluation of emerging threat trends, but all controls are not limited to these. The effectiveness of the functioning of the internal audit environment, investigating whether laws and regulations are complied with against possible security breaches, and proactive monitoring activities are also included in the program.

For risk-based approaches, our high-risk information assets were evaluated by following the methodology shown in the Risk Management Working Framework and Working Principles, on top of the DoğuŖ Otomotiv Information Asset Inventory prepared within the scope of ISO-27001 Information Security Certificate.

DoğuŖ Otomotiv Information Security Management System organizes and updates the security processes to ensure the confidentiality, accessibility, integrity,

and full compliance of the Company’s information assets with the applicable legislative regulations, and defines the roles and responsibilities of the persons involved in the processes. DoğuŖ Otomotiv updated its Information Security Policy and 11 separate procedures related to this policy in 2021, and subsequently published four new procedures. As of July 2022, the Company carries out its operations as the holder of ISO 27001 Information Security Management System Certificate.

The Security Scope Form, prepared by the Information Security Working Group and Legal teams, is constantly updated for the purpose of controlling the Information Security at our suppliers, and this form is provided as an annex in supplier contracts.

Information Security Activities at DoğuŖ Otomotiv are carried out by the Information Security Working Group under the title of Information Security Management Systems. Corporate Communications and Digital Transformation General Manager leads the working group as Information Security Management Officer. In 2022, there were no operations stopped arising from the breach of information security.

BUSINESS CONTINUITY

For DoğuŖ Otomotiv to deliver all its services without interruption to its customers and to

ensure its employees to continue working in a safe and healthy work environment, management of risks that might hinder the continuity of our business is among the material issues of our Company. As they are also possible to be caused by various environmental factors, the changes in the economic conditions created by the Covid-19 processes that we have been experiencing since 2020, should be monitored by evaluating the reflections of these changes, especially on logistics services, and necessary precautions should be taken. For this reason, 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 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 information activities are also strengthened in this direction. ISO 14001:2015 Environmental Management System certification activities, which started in 2020, have been completed and DoğuŖ Otomotiv has been awarded the international certificate in this field. During our work carried out to obtain Company’s Integrated Management Systems certification, risks in terms of business continuity were reviewed and updated.

During the configuration of the ISO 45001 Occupational Health and Safety Management and ISO 27001 Information Security Management Systems in 2021, risks related to business continuity were reviewed. Upon the completion of the Integrated Management System configuration, responsible persons were appointed and the assignments were completed. In 2022, development areas within the scope of Business Continuity were identified and actions regarding the identified development areas continued to be taken.

INTEGRATED MANAGEMENT SYSTEMS



While Doğuş Otomotiv Integrated Management Systems configuration works, which were started in 2021, continued in 2022, the Company excelled in the first interim follow-up audits for ISO 50001 Energy Management, ISO 27001 Information Security Management, ISO 45001 Occupational Health and Safety Management, and ISO 9001 Quality Management Systems, and the second interim follow-up audits for ISO 14001 Environmental Management System performed in 2023.

Integrated Management Systems works were conducted for 15 main processes and 55 sub-processes connected to these main processes, and the following activities were carried out:

- . Integrated Management Systems awareness and information training courses were given to all employees.
- . Internal audits were carried out within the scope of Integrated Management Systems.
- . KPIs for all processes were reviewed.
- . Risks and opportunities of all processes were reviewed within the scope of Integrated Management Systems.
- . The “Integrated Management Systems Digitization Project” was initiated within the scope of the digitalization of documents and processes management. In this regard, work continues, and the projects are aimed to be

put into operation in 2023.

. In 2024, the second interim, and in 2025, certification renewal audits will take place. In this regard, all required work is diligently continuing.

The facilities included in the scope of Integrated Management Systems are as follows:

Registered Office:

Maslak District, Ahi Evran Street, Doğuş Center Maslak, No: 4, İç Kapı No: 3, Sarıyer/ ISTANBUL

Headquarters:

Sekerpinar Mah. Anadolu Cad. No: 45/D, PK: 41420 Çayirova/KOCAELI

Logistics Center:

Sekerpinar Mah. Anadolu Cad. No: 45, PK: 41420 Çayirova/KOCAELI

Bonded Warehouse: (not included in the scope of 14001 and 50001)

C41000363 (Under Dilovası Customs)

Akfırat M., Göçbeyli Bulv., No: 1 Istanbulpark Tuzla/ISTANBUL

Bonded Warehouse: (not included in the scope of 14001 and 50001)

C41000083 (Under Dilovası Customs)

Ankara yolu üzeri Kadı yeri mevkii servis alanı Tavşanlı-Gebze/KOCAELI

Doğuş Otomotiv Gebze Scania: (not included in the scope of 14001 and 27001)

Dilovası Organize Sanayi Bölgesi 4. Kısım Sakarya Cad. No: 14, 41400 Gebze/KOCAELI

Doğuş Otomotiv Tuzla Scania: (not included in the scope of 14001 and 27001)

Fatih Mah. Kanuni Cad. No: 36 34956 Tuzla/ ISTANBUL

EMPLOYEES AND THE WORKPLACE PERFORMANCE

Human Resources Management

We are well aware that being a sustainable company means being an organization that is innovative, respects and encourages diversity, is managed with strategies that do not detach work, social life and professional experience from each other, and supports its employees to show their full potential. For this reason, as Doğuş Otomotiv, we strive to be a solution-oriented company that would be placed among the companies of the future, pioneering in discovering new talents, and become a first-choice company by all its stakeholders with innovative and prompt processes we implement.

Doğuş Otomotiv’s human resources vision and strategy has been determined based on the Company’s vision of “creative service beyond expectations”, focusing on human-oriented experience, development and satisfaction. We adopt innovative and sustainable human resources practices that make our colleagues feel valued and create a common culture in a constantly and rapidly changing world.

With the intent to contribute to the professional and personal development of its colleagues and to encourage them to use their potential in the most efficient way, Doğuş Otomotiv continuously improves its programs accordingly.

As in all our processes, digitalization has also become a material issue for us in human resources. In the context of digital processes, which are among the strategic goals of our company, we continue to develop ourselves as the human resources unit and to be a role model in the industry.

In addition to the technological standards we follow in the world and in our country, we are happy to compete with innovation and cooperation-oriented targets that encourage creative thinking for our coworkers.

The year 2022 has been a year in which the digitalization investments that we started in the past years in the field of human resources have been integrated into the processes, and digital tools have been produced and used actively in many fields with an agile working methodology whereby a new working model has been adopted. As the effects of the

pandemic began to wane, Doğuş Otomotiv has implemented practices that will facilitate adaptation to the new operating model. While new applications were implemented, updates were made to existing applications in terms of efficiency management and working experience.

In addition to systems and applications such as Bilişim HR Human Resources Management System (HRMS), Dinamik Self-Service HR Platform, D-İnsan 4.0 Performance Management System, renewed GO Development Academy Learning Management System (LMS), and BilişimBI Analysis and Reporting system currently being used and supported by continuous needs-oriented developments, in 2022, ORA (Office Reservation Assistant) was launched simultaneously with the hybrid working process.

For Doğuş Otomotiv and Doğuş Oto colleagues, human resources indicator dashboards created on a brand-department basis, periodically shared and allowing in-depth analysis, as well as demographic, employee circulation, budget, performance information related to human resources management, and awards and training Evaluations and reports

such as analyzes are made accessible to all management levels in the company and are followed instantly
Material issues for Human Resources in 2022 are as follows:

- . Employee Experience and Communication
- . Talent Management and Development
- . Efficiency and Digitization
- . Employer Brand

Our Key Stakeholders: Employees

Acting with the awareness that our coworkers are the pivotal stakeholders of our organization, we have been working since our establishment, with the strategy of providing “creative service beyond expectations” by constantly improving our service understanding that values people.

Doğuş Otomotiv regards all the differences and diversity of its coworkers as a value. Supporting their development by encouraging each of our coworkers in line with their own abilities is among our performance targets. Our Company aims to sustainably maximize the talents and capacities of all its employees within the organizational structure to improve its overall performance.

While we consider our coworkers as our pivotal key stakeholders, we consider each of them as a separate individual. Our human resources management also acts with this perspective. At the same time, projects are implemented to increase employee loyalty in order to ensure the motivation and independence of the company and to achieve its growth target

Doğuş Otomotiv transitioned to a hybrid working model with a new office structure designed in accordance with the new working model determined as of December 2022. In Doğuş Otomotiv’s new working model, our colleagues, who can work remotely depending on their duties, can use this option up to three days a week at most to adapt to flexible working conditions and primarily to support employee satisfaction. With the new working order, the ORA Office Reservation System, which is integrated with Microsoft Teams, has been put into use in order to provide optimum management of resource consumption for the days worked in the office and to coordinate services such as meals and transportation depending on the number of people working in the offices.

A New Human Resources Model Focused on Innovation and Digitalization

Today, we experience a new era with our coworkers 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 Doğuş Otomotiv, have been able to manage to rank among the best in our industry over the years with an employee profile who are able to change accordingly as our customers’ expectations change, who can adapt themselves fast, and who possess a high level of social awareness.

In the context of community engagement, we are aware that not only our Company but also our employees create a social, environmental and economic impact. To manage this impact in the most accurate way, to obtain 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 significant goals for a sustainable workplace in terms of “Employee Engagement”. Doğuş 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 does today. We are mindful that reinforcing the efficient business processes of our employees with an understanding of responsibility is an indispensable contribution both socially and for the corporate value.

Employees ^{20 21}	2020		2021		2022	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Full-time Employees	618	1,439	652(**)	1,332(**)	671(*)	1,334(*)
Part-time Employees	1	2	0(**)	1(**)	0(*)	1(*)
Permanent Employees for an Indefinite Period	619	1,441	652(**)	1,333(**)	671(*)	1,335(*)
Seasonal and Temporary Employees	27	12	1,544	12	28	17
Total Executives (Director and above) ²²	57	27	60	22	60	18
Total Number of Promotions	56	12	97	22	106	34
Promoted Female Employees	24	4	25	6	43	11
Total Employees Recruited ²³	63	122	95	201	52	189
Total Women Recruited	24	32	47	56	18	33
Ratio of Recruited Women to Total Number of Recruitments (%)	38	26	49.5	27.9	35	18
Resignations ²⁴	50	109	53	145	67	181
Ratio of Resignations to Total Workforce (%)	8	7.6	8	11	9.98	13.56
Male Employees Resigned	26	87	31	114	42	141
Ratio of Male Employee Resignations to Total Workforce (%)	4.2	6.1	4.6	8.4	6.3	10.5
Female Employees Resigned	24	22	22	31	25	40
Ratio of Female Employee Resignations to Total Workforce (%)	3.9	1.5	3.3	2.3	2.3	3.7
Employee Resignations Under the Age of 30	19	53	21	56	56	27
Ratio of Employee Resignations under 30 to Total Workforce (%)	3.1	3.7	3.1	2.3	3.7	2.9
Employee Resignations Between the Ages of 30 and 50	28	53	29	56	27	75
Ratio of Employee Resignations between 30 and 50 to Total Workforce (%)	4.5	3.7	4.3	4.1	4	5.6
Employee Resignations Over the Age of 50	3	3	3	88	37	105
Ratio of Employee Resignations over 50 to Total Workforce (%)	0.5	0.2	0.4	6.5	5.5	7.9

20 The number of employees in this table has been prepared according to the data of 1 January 2022 - 31 December 2022.

21 2022 full-time employee data is given according to 31.12.2022 and the number of permanent permanent employees is added.

22 Members of the Board of Directors and the Chief Executive Officer are also included in the number of directors and higher executives.

23 Recruitment numbers do not include interns, including fixed-term and call center employees.

24 The number of employees who left work due to Doğuş Oto – Etimesgut workplace closure is excluded from the 2022 Doğuş Oto resignation report. Based on the number of employees dated 31.12.2022, it is calculated only on permanent staff.

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 was its coworkers 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, and differing expectations and conditions require companies not only to 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 ensured. In this context,

Doğuş Otomotiv D-İnsan 4.0 Performance System has been redesigned by taking current local and global human resources trends in account. Going beyond just keeping a score, a new, simpler and leaner Performance Management System based on development culture has been implemented by focusing on feedback.

Transparency

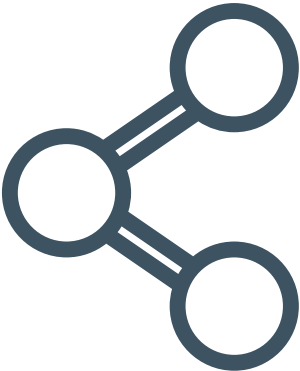
Transparency and traceability in recruitment processes

Productivity

Strategies focused on employee loyalty and stakeholder engagement

Health and Safety

Awareness on community health with a target of precaution and zero accident



Life Quality and Development

Social welfare and productivity in work environment, personal and professional development

Equality

Policies and practices against diversity

Dialogue

Strategies and practices focused on employee engagement

Employees and Workplace Policy

Doğuş Otomotiv;

- . Uses measurable recruitment tools to be transparent and traceable in its recruitment processes. Evaluates candidate recruits who possess competencies pertinent to the job descriptions with the relevant department managers.
- . The aim of the Human Resources policy is to increase employee loyalty and ensure sustainable productivity. For this, stakeholder - priority analysis, employee satisfaction and loyalty survey are conducted, and improvement programs are implemented according to their results.
- . With its zero-accident target, takes lessons by benefiting from encountered incidents and improves processes accordingly. Implements the necessary programs to ensure the results of accidents are traceable and accountable for.
- . Cares about the expansion of awareness about social health and safety issues among its employees. For this reason, it organizes informative, awareness and consciousness-raising seminars. These efforts are put in practice in a systematic and planned manner. Implements various programs and sets targets with the goal of increasing the quality

of life and social welfare of its employees, as well as making the work environment more efficient.

- . Prioritizes transparency in all processes of employee-related practices. Monitors legal processes related to discrimination, and follows up the data.
- . Cares about dialogue with its employees, regularly inquires their expectations and applies an open- door policy.
- . Identifies key performance indicators to be able to achieve its targets to be the “Most Desired Company to Work for, the Best Employer” in local and international platforms.

Employment Policies

As a service-providing company, Doğuş Otomotiv draws its strength from its human resources, which is acknowledged as a corporate value. Doğuş Otomotiv Human Resources vision is to be the most preferred automotive company in Turkey with its innovative and sustainable human resources practices that make its employees feel valued, and that create a common culture. Human Resources Policy shaped by this vision is to recruit employees who;

- . Adopt the values of Doğuş Group,
- . Possess the competencies required by the dynamism of the Company,

- . Are conscious of the importance of the customer,
- . Are willing to learn and evolve, Predicate efficiency within the organization, Retain a system-oriented approach,
- . Are able to sustain a long-term high performance, and to emphasize contributing to their professional and personal development as well as enabling them to use their potential in the most efficient way.

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.

Held four times in 2022, in the Bir’iz Employee Committee meeting, the views and suggestions of employees on 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. All opinions and suggestions obtained from Bir’iz Employee Committee are evaluated by Doğuş Otomotiv Executive Board and Board of Directors, and employee opinions are thus

included in the decision-making processes of the senior management. Moreover, Doğuş Otomotiv Human Resources and Administrative Affairs General Manager, also serves as a Member of the Executive Board.

Doğuş Otomotiv appointed an employee working in the Human Resources Department as the Employee Rights Representative in 2020. Within the scope of Employee Representation, plans are made to develop new strategies and to expand the representation of our employees in management.

At the same time, employees who are newly recruited in the graduate program and teams from the Z generation met at least four times during the year, and their opinions and suggestions were received regarding the studies and activities.

In 2022, Universium research was included in the creation of employer brand studies and strategy, and projects were implemented in line with the expectations of university students.

Within the scope of employer branding activities, 28 universities attended the career days and met with students on online platforms and were informed about the automotive sector.

In addition, CV consultancy and interview experience activities were organized for the relatives of Doğuş Otomotiv colleagues, and support activities were carried out for the relatives of our colleagues in these processes. In addition, within the scope of employer branding activities, efforts were made to expand vacant positions by collaborating with different career platforms.

Employee Engagement

In 2021, the “Employer Brand Research” was carried out to shape the activities intended for Doğuş Otomotiv employee experience. In the first stage of this research, a questionnaire was sent to the employees, and upon determining the strengths and development areas in line with the research outputs received, communication plans were made. In the first phase of this research, strengths and areas that need improvement were identified through questionnaires and focus groups. In the next stage, with the cross project teams, the effectiveness of existing communication activities has been increased or communication activities have been implemented through information meetings, open door meetings and different platforms, intended for different target groups (Internal Communication, External Communication, and Communication with Field Staff). All employee participation plans for 2022 were made accordingly.

A field survey was also given to the teams working in the field, and studies were carried out in this direction. Some of the projects include the online backgammon tournament, sending books to the children of the field workers during the summer break, and giving away school backpacks and stationery sets when the schools are started. In addition, a mobile communication channel was launched over Microsoft Teams to be able to communicate directly with employees who work in the field but do not use personal computers to transmit company information instantly.

At Doğu Otomotiv, where the opinions of coworkers have always placed at the forefront, an employee loyalty research was conducted in 2022 with the participation of 582 workers. According to the result of the research conducted at regular intervals, the loyalty rate increased from 64% in 2019 to 72% in 2022.

After the employee loyalty research, focus group studies were organized with different personas to determine the development areas and to examine the expectations of the employees. As a result of the focus group studies, opinions and suggestions were conveyed on the following topics:

- » Career and Performance Processes
- » Employee communications
- » New working models.

The results of the employee engagement survey in our company were evaluated and focused on the demands of our employees regarding their special interests. “Biz’de Sanat” was founded by employees who have dreams about art and love to produce artistic ideas even if they have no experience. The ideas produced by the group are voted on, prioritized and implemented. Among these projects are a podcast series where conversations about art take place, and a photography exhibition that explains the greatness of the automotive group through art.

Activities with employee participation continued in 2022:

- » On March 8, International Women’s Day event, actress, entrepreneur and actress Ceyda Düvenci attended our invitation. During the event, various gifts were distributed in order to increase the awareness of the employees about the female workforce.
- » On April 23, National Sovereignty and Children’s Day, a Storytelling and Origami Workshop was held for the 3-6 year old children of Doğu Otomotiv and Doğu Oto colleagues, and a Sustainable World Seminar was given to their children aged 7-13, followed by a Sapling Planting activity.
- » On May 19, Commemoration of Atatürk, Youth and Sports Day, Doğu Sailing Club members, including eight employees from

Doğu Automotive, shared their experiences on the contributions of sports to private life and self-discipline.

» For the Day of Persons with Disabilities, an interview was conducted with Gamze Elibol, the first disabled theater actor, to raise awareness and to emphasize that nothing is an obstacle to achieve success in life.

Apart from events organized on special days, Doğu Otomotiv organizes different events, such as:

- » “We Just Ask What We’re Curious About” meetings were held three times within the Company, where leaders and coworkers came together and asked questions to each other about their business and social lives. In 2022, “Ask Anyone Who Knows” events were held six times in which a different unit manager came together with teams under the age of 30. In this way, young coworkers had the opportunity to benefit from the experiences of their superiors.
- » “Career Journey Conversations” were held to support the career journeys of the team members, who started their careers as Customer Representatives at the Value and Interest Center with an average age of 24, with leaders with similar experience.
- » Special Needs Employee Meetings were held regularly for disabled coworkers and the opinions and suggestions of the employees were received.

Equal Rights and Opportunities

Under the title of “Justice and Equality”, which is the 3rd article of Doğu Otomotiv Ethics Codes, our equal rights principle is explained as “We treat all 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 policy is continually supported by the Human Resources programs. Activities that champion diversity are carried out with practices targeting women and mother employees, Reverse Mentoring Programs carried out within the framework of the cooperation established with the senior management and the Generation Y, meetings set at certain intervals with university and high school interns, and engagement platforms organized to fraternize with disabled employees.

Employee Benefits

In Doğu Otomotiv Fundamental Rights and Responsibilities Procedure, it is clearly stated that all of the full-time employees of Doğu Otomotiv have equal rights and that each employee is one of the key stakeholders of our Company. Health insurance, life insurance, meal allowance and

shuttle service to work are social benefits enjoyed by all our employees. Employees who are pregnant are informed about the whole process with an informative presentation particularly prepared for them, and a special celebration is organized with the participation of their fellow workers before they take their maternity leave. In addition, there is no deduction in salaries and SSI payments of employees who are on maternity leave; maternity allowances paid to the Company by SSI are also deposited into the accounts of the employees as an additional benefit. Moreover, there is a nursery and shuttle service specific for mothers working in Doğuř Otomotiv. Employees who are not able to bring their children to the company nursery are provided with a kindergarten allowance supplemented to their salaries. In addition, foreign language support for those whose jobs require to speak a foreign language, vehicle-driver allocation, meal support for those who lose their relatives, and yoga workout at lunch break are among the benefits provided to our employees.

Corporate discount agreements were entered with four different private educational institutions to be benefited by the children of the Company employees who would like to attend those. In addition, within the scope of Doğuř Otomotiv’s cooperation with universities, employees participating in masters and doctoral programs are provided with a certain amount of support.

25 Side benefits provided to Doğuř Otomotiv employees are granted only to full-time employees.
26 Not provided to all our employees. A supplementary 7,700 TL is paid to female employees who have given birth, in addition to their health insurances.
27 Employees who have completed their 15 years are given an additional week of leave at Doğuř Otomotiv. On the Doğuř Oto side, a gift certificate of 2,500 TL is presented to employees who have completed their 15 years.

EMPLOYEE SIDE BENEFITS 2022 ²⁵	Full-time
Mobile Phones (Brand Limited)	According to their positions, to those who should have one as required by their responsibilities.
Private Health Insurance (Company and coverage)	To all employees
Private Health Insurance for Employees’ Children Under 18	Exclusive for Doğuř Otomotiv employees
Life insurance	To all employees
Company Vehicle (with model and fuel restrictions)	To directors and above positions
Service Shuttle	To all employees
Fuel/Commute Expense Support	-
Private Pension Contribution	-
Kindergarten Benefit	Exclusive for Doğuř Otomotiv female employees
Private Health Insurance – Birth Cover (with Extra Premium) ²⁶	To all employees
Extra One Week Leave for Employees Who Have Completed 15 Years ²⁷	Exclusive for Doğuř Otomotiv employees
Gift Certificate for Employees Who Have Completed 15 Years	Exclusive for Doğuř Oto employees

Health and Safety

Doğuř Otomotiv considers a sound working environment as well as the health and safety of its employees as a material issue. Every year, our Company carries out Occupational Health and Safety (OHS) activities in a comprehensive manner. In 2021, ISO 45001 Occupational Health and Safety Management System started to be instituted within the scope of the Integrated Management System, necessary policies and procedures were reviewed, and were updated in line with the requirements. Certification process was completed in 2022.

Occupational Health and Safety Policy
Health and safety of our coworkers are among the material issues of our Company.
The basis of our OHS policy is the “Safety First” principle. Providing necessary information to our employees, regularly and continuously giving necessary trainings, as well as creating a healthy and safe work environment is also a significant principle of our “Employees and Work Environment Policy”, and it is considered as an important element for ensuring our business continuity.

Stakeholder engagement has an important place in Doğuř Otomotiv’s OHS Policy, as in all its policies. The main axis of our policy is to follow the best practices in the world regarding the health and safety of our employees, to carry out improvement studies by seeking the opinions of our employees, and to be “accountable” in all processes.

Considered among our materials issues, Occupational Health and Safety aspects, which are tackled to be able to foresee our risks within the scope of our sustainability strategy, to be the most preferred company, and to increase the satisfaction and loyalty of our employees, are

managed in line with the following principles:

- . We consider occupational health and safety aspects as our material issues at every stage of our activities, and manage them from a risk management perspective.
- . Under all circumstances, we comply with health and safety laws and regulations, social norms, generally accepted business practices and safety standards at every stage of our business.
- . We implement practices related to occupational health and safety in line with the systems and processes in which our coworkers are also directly involved.
- . We provide all necessary operational support for all our coworkers and managers to fully comply with the processes related to occupational health and safety, and to pay maximum attention to zeroing the rates of work-related accidents and lost days, as well as reducing work-related and occupational diseases.
- . Just like all our processes, we meticulously manage issues such as regular trainings given with the aim of guaranteeing the health and safety of our coworkers, monitoring of quality processes, sharing possible accident reports with open communication, sampling, and exchanging information through drills.
- . We regularly review our Occupational Health and Safety Policy to be able to adapt to the operational changes in our business and the sector, as well as to improve our processes in line with new needs, and in necessary case, we ensure that changes are implemented accordingly.

. We run the necessary information and warning mechanisms to ensure that our stakeholders, including Doğuş Otomotiv’s suppliers, business partners and customers, strictly comply with all aspects of this policy.

The Administrative Affairs Department is responsible for the implementation of Doğuş Otomotiv’s OHS policy. The General Manager of Human Resources and Process Management, to which the Administrative Affairs Department is affiliated under, is a Member of the Executive Board. In addition, ISO 45001 OHS Management System is considered as a part of Integrated Management Systems along with other management systems at Doğuş Otomotiv. Integrated Management Systems Executive Representative is the Logistics and Spare Parts General Manager and a member of the Executive Board. In this context, OHS issues are represented by two General Managers in the senior management.

Doğuş Otomotiv transparently shares its OHS data with the public in its Sustainability Report every year.

OHS Performance

The OHS Unit has organized trainings by actively using the electronic environment, through Communication Technologies, to inform the employees about topics such as; causes of work accidents and principles of protection, use of personal protective equipment, causes

of occupational diseases and principles of protection, manual lifting and carrying, working with screened vehicles, ergonomics, biological and psycho-social risk factors, certified first aid training, and personal hygiene.

In 2022, 1,184 hours of Occupational Health and Safety training were provided to 128 people. OHS trainings are continued to be given regularly. Again in 2022, two board meetings were held; 11 of the 26 identified cases discussed at those meetings were closed whereby achieving 42.3% success. Whereas in Spare Parts and Logistics three board meetings were held; 23 of the 46 identified cases discussed at those meetings were closed whereby achieving 50% success. Doğuş Otomotiv Occupational Health and Safety Management framework has been established within the scope of corporate sustainability strategy and policies, and in line with Occupational Health and Safety standards. These standards include all management systems from identifying risks related to occupational health and safety in accordance with laws and regulations, implementing permanent and systematic solutions within a certain action plan, monitoring, evaluation and auditing of parts of processes related to occupational health and safety within the Company.

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 our daily

operations. All processes related to Occupational Health and Safety are carried out by a consulting company and managed by Doğuş Otomotiv Administrative and Technical Affairs Department. The Department provides direct reporting to the General Directorate of Human Resources and Administrative Affairs. Doğuş 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 in place.

Health and Safety Impact of Our Business

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

The drivers of our shuttle service vehicles are regularly checked against alcohol consumption, and are 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 Doğuş Otomotiv-Audi as part of a pilot project in Turkey. The system, which was tested for the first time at Doğuş Oto Maslak, an Audi Authorized Service Center, started to be popularized in 2020. Ergonomic power support system, which has started to be used in two of our Authorized Dealers and Service Centers as of 2020, has also started to be used in all Doğuş Oto outlets as well as 22 of our Authorized Dealers and Service Centers as of 2021.

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.

Talented Potential Employees

Considered as our strongest and most effective capital, continuously investing in human resources with tools that support development is among the most crucial strategies of our Company as Doğuş Otomotiv. Our employees always happen to be the driving force of Doğuş Otomotiv with their excellent knowledge and experience, their sense of responsibility and their growth-oriented way of doing business.

Being an attractive employer brand for contemporary and talented potential employees requires a wide range of perspectives and visions, from performance management to recruitment policies and processes, from talent and development

programs to ethical business conduct. For this reason, Doğuş Otomotiv attaches importance to conducting all human resources processes with a transparent, versatile and holistic approach.

Doğuş Otomotiv continued its efforts throughout the year within the scope of Human Resources and employer brand activities carried out to reach the best talents. With the “You are the Future - New Graduate Program”, 17 new graduates have started to work at Doğuş Otomotiv. The mentioned employees were included in a 160-hour training program covering different topics that would support their personal development in 2022 and completed many sustainability projects. In this context, social sustainability projects, in which women’s workforce are supported in groups with a given budget, and environmental, child and animal rights are at the forefront, have been implemented.

Within the scope of employer branding activities, career days of 28 universities were attended, students were met on online and face-to-face platforms and briefed on the automotive sector.

In addition, students were included in the

career BizDe Internship online program such as Kariyer.net and LinkedIn, and they were included in the summer term and all year long internship programs. During 2022, 32 summer interns and 45 long-term project-based interns completed their internship at Doğuş Otomotiv.

Doğuş Otomotiv won two awards at the Brandon Hall Group Excellence Awards, where the world’s best employers and successful HR practices are evaluated; one of these awards is in the “Future of Work - Best Program for Upskilling Employees” category with our Digital Competency Development Program, and the other is in the “Human Resources - Best Unique or Innovative HR Program” category with Doğuş Otomotiv’s Compass is People and Training (DRIVE) organization.

Furthermore, Doğuş Otomotiv has become one of the most preferred companies in Turkey by improving the rankings included in the Universum Turkey’s Most Attractive Employers 2022 research conducted at 59 universities in Turkey. Doğuş Otomotiv’s existing and newly added talents were developed in 2022 as a hybrid with training contents designed to support individual development and motivation, with face-to-

face and online options. In addition to these, online webinars, workshops and activities were also organized. While the areas of development that emerged according to the competency needs were one of the focal points, on the other hand, new topics that emerged according to the needs and expectations of the period were included in the GO Development School.

Performance Management

The changing business world structure, differing expectations and conditions require that companies not only to 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-İnsan 4.0 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.

Improvements in the BI Reporting tools, where Human Resources reports are generated which are open to the Company management, and new reports are designed, and dashboards continue to be created. With the improvements made to the D-İnsan 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.

Employee loyalty survey at Doğuş Otomotiv was conducted in 2019. In the survey conducted every two years, the loyalty rate of our employees in 2019 was determined as 64%. With the new survey conducted in 2022, the employee loyalty rate increased to 72%. Within the scope of the performance process change, a team of target coaches was formed among the brand and department employees at Doğuş Otomotiv, which provides guidance and coordination to the teams regarding the performance process.

The functions of the goal coach team are as follows:

- . Helping pursue goals that differentiate personal performance
- . Supporting the coordination between the relevant regions/brands

- . Assisting in target prioritization and determining the most effective indicator to focus on a small number of targets
- . Being informed about the new regulations in the system and disseminating the information
- . Supporting the compliance of target revision and approval stages with the determined calendars

Performance management results are seen as a parameter that provides information for measuring employee development and recognizing opportunities. Evaluation outputs continuously contribute to the training and development plan, “talent” analysis, and career and compensation management areas. Employee Development and Training Following the professional development of our coworkers, supporting them to perform at the highest level by developing their skills, and achieving our corporate goals by increasing their personal successes constitute one of the fundamental principles of our Employees and Workplace Policy.

GO Development Academy

The learning and development platform GO Development Academy has been renewed in line with the changing technology and user experience trends. With the new interface and added functions of the platform, it was visited more frequently by the employees and contributed to their development.

In addition to its improved user experience, the renewed application has become even more efficient with its mobile usage support that enables access to content from any device,

75 Eclectic Trainings
5,450 persons
13,985 total men/hours

208 Compulsory Trainings
4,999 persons
56,877 total men/hours

23 Digital Trainings
494 persons
1,439 total men/hours

access to publicly available content, learning statistics, a library where constantly renewed publications are added, and employees' ability to follow development activities.

Gamification will be introduced in 2023, and it is aimed for employees to participate in more e-learning and in-class training so that they can contribute more to their own development.

GOWell

After the survey conducted to our colleagues, the focus topics of the last year were determined

as “Sports routines” and “Breathing, Meditation and Yoga”. Events and agreements related to the focus topics were delivered to the employees under the umbrella of GOWell this year as well. With the motto of “A New Era Full of Sports”, different sports activities (Trekking, Direction Finding, Beach Volleyball, Functional Training, Mindfulness practices) were held in different parts of Istanbul. In order to make the habit of sports permanent after the events, an agreement was made with Benefit Systems, which has agreements with more than 400 gyms, and the gym support application was put into use. The “We Walk for Nature” event, which was held in previous years, continued this year by being extended to the Holding. With this event, employees competed with other teams by recording their walks over the mobile app for a month with the teams they formed.

Workshop activities, which allow the teams to have a pleasant time outside of work and to get together with their colleagues, continued to be organized this year as well. As a result of the survey, various activities were organized with different units during the year in the areas of greatest interest. These events were held on topics such as Cocktail Mixing, Istanbul Historic Peninsula City Tour.

Mentorship Program

The mentorship program, which was implemented in order to support our constantly learning and developing organization by

ensuring that our experienced managers transfer the culture and values of our company to the new generation, and to ensure cultural unity, continued in 2022 with 15 mentors and 40 mentees.

Personal Learning Platform

In parallel with the changing learning and development approaches, the Personal Learning Platform was launched, where employees can plan their own development needs more flexibly and benefit from different platforms. With the support of the company, it was possible to benefit from many applications in the categories of Reading, Personal and Professional Development, Skill Acquisition and Well-being.

The personal learning platform covers different personal development applications such as Storytel, Harvard Business Review, BAUGO, LinkedIn Learning, Cambly, Hapaka, Neoskola.

In addition, a knowledge contest was organized through the mobile gamification application “QuizGame” in order to increase the interaction among the employees and reinforce the learned subjects. At the end of the competition, the employees who ranked high were rewarded.

In 2022, a new era has started with the participation of our new mentors. 15 Mentors who are involved in the mentoring process will provide cultural unity by supporting our

organization that is constantly learning and developing by ensuring the transfer of company culture and values to 40 mentees who have just joined the company and are at the beginning of their careers.

Leadership Development Program

Within the scope of the leadership development program, “Development Programs for the Future” were carried out with the aim of improving the leadership skills of new managers who recently started to manage teams, enabling unit managers to determine their own management styles, forming high-performing teams by revealing their and team members’ potentials, and enabling them to determine their own management styles. The content of the programs included online trainings, webinars, group coaching, inventories, assessments and various development tools. The program, which is participated by 13 managers, was completed with the participants presenting their own development plans.

Within the scope of the leadership development program, the “Management Development Academy” program given in cooperation with Sabancı University is continuing for the manager level employees. The program, which is prepared on the basis of Executive MBA practices and contributes to the development of strategic leadership competencies and business conduct approaches, based on the understanding of

“continuous development” required by the goals of increasing growth and success in today’s business world, consists of 10 modules. In addition, two modules of the “Solution-Oriented Coaching Program”, realized in cooperation with Erickson Coaching International Turkey, were completed. The Art and Science of Coaching Certificate Program Module 1 and Module 2 Certificates will be given to the participants in the program, which was created to support the participants’ ability to create change in the way they do business and manage their teams with a coaching approach.

Voice of our Employees: Ideas Platform

Doğuş Otomotiv has been supporting new ideas, creative suggestions and projects aimed at improving business processes from its colleagues for many years, and it is important to invest in relevant infrastructures. With our Idea Platform established for this purpose, employees share their ideas, process improvement projects, in-house entrepreneurship and new business ideas.

3,245 ideas were submitted to the Ideas Platform in 2022, and 744 of these ideas were approved. Improvements were made in internal applications and business processes by implementing 666 of the approved ideas. In addition, over 100 process improvement projects are implemented every year in the fields of efficiency, quality, cost savings, additional

turnover, customer and employee satisfaction, and corporate sustainability. In this context, approximately 121 projects were put into practice in 2022. A return of approximately 26 million TL was obtained from the ideas and projects shared by the employees, and this amount is 40 million TL when the Authorized Dealer and Service Centers network is included.

Mavi Direksiyon (Blue Steering Wheel) Awards

Mavi Direksiyon (Blue Steering Wheel) Awards given under three separate categories at Doğuş Otomotiv are qualified as follows.

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

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

Passion for the road award: It is given by the managers of the relevant brand or department in order to instantly evaluate the success of their colleagues. Within the scope of this award, colleagues are presented with a gift certificate, the amount of which is reviewed annually, and a plaque showing that they have received the award. The plaque is presented to the colleague by his manager in an environment where his teammates are

also present. The passion for the road award's content was updated in 2022 and turned into an application that the employee can choose from among Doğuş Group brands.

Lean Leadership Training Program

Within the scope of the Lean Leadership Training Program, which has been carried out since 2008 with the aim of making the continuous improvement perspective and lean philosophy an employee culture, 1 more lean leaders completed the program this year. More than 200 "Lean Leaders" who have completed the program to date, play an active role in process improvement projects and new idea formations implemented in Group Companies today, and provide up close and personal support for these projects and ideas to become functional.

Digitalization in Human Resources Processes

The year 2021 has been a year in which the adaptation of the digitalization investments that started in the previous years in the area of human resources to the processes has been completed, and digital tools, which were produced with an agile working methodology, have been started to be actively employed in many areas. In today's world, where remote working has become more common in our lives, technological solutions have been designed

according to the ever-changing employee experiences and expectations, and these have been put into practice.

In addition to systems and applications such as BilişimHR Human Resources Management System (HRMS), Dinamik Self-Service HR Platform, D-İnsan 4.0 Performance Management System, renewed GO Development Academy Learning Management System (LMS), and BilişimBI Analysis and Reporting system currently being used and supported by continuous needs-oriented developments, with the Recruitment Platform in Compliance with the Law on the Use of Personal Data, launched in 2021, digital transformation continued in all end-to-end processes of the human resources business line, and contributions were made to sustainability strategies and policies with individual-independent systems. With the human resources dashboards created on a brand/department basis for Doğuş Otomotiv and Doğuş Oto teams, which are shared periodically and allow in-depth analysis, the evaluation and reporting processes related to human resources management such as demographics, employee turnover, budget, performance information, as well as award and training analyzes are made accessible to all management levels in the company, and are being followed instantaneously.

With the aim of ensuring new employees to get to know the Company better and their

swift adaptation, We-Up application, which includes information about the Company and online training videos, was launched. Thus, new employees can upload their employment documents to the application as well as gaining easy access to various information.

We are aware of the fact that reinforcing the efficient business processes of our colleagues with a sense of responsibility is an indispensable contribution to both social and company value.

Digital Literacy

The GO-DGTL Academy program, which was launched last year to support digital transformation and contribute to the digital competence development of employees, continued in 2022 as well. In 2022, in line with the digital transformation strategy, to be able to support the development of the digital skills and competencies of the organization, the Customer Experience Development Program was implemented with the new term participants in cooperation with Sabancı EDU within the scope of GO-DGTL Academy. Within the scope of GO-DGTL Academy, RPA 101 webinar was organized in order to popularize Robotic Process Automation (RPA), which enables the automation of our routine and repetitive works by means of a virtual robot, within the company and to include new

participants in development studies. Currently, 5 Robots involved in the RPA process work in eight Departments for 66 business processes.

With the support of Doğuř Teknoloji, the number of robots working in the company increased to 5 and the number of processes to 66 in the RPA applications. Within the scope of DGTL Academy, 3 panels were organized in 2021, focusing on digitalization issues. Names from the management teams of leading technology companies were guests at these events.

DRIVE Program

With “Doğuř Otomotiv’s Compass is People and Training” (DRIVE) program team, the goal was to support the development of Doğuř Otomotiv Authorized Dealers through corporate structure and values that Doğuř Otomotiv embraces, render its Human Resources processes holistically, and achieve sustainable success in business results and customer satisfaction. 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 material issues 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 6,500 employees currently work.

Aiming to activate the institutional structures in Human Resources management of the Authorized Dealer network and consequently, to achieve sustainable success in customer satisfaction and business results, Doğuř Otomotiv - DRIVE team visited Vocational High Schools with Volkswagen Laboratory setups, which were founded with the perspective of placing qualified workforce in the sector it operates. Held online, the visits were made to schools located both in Istanbul and outside the city, and the team established communication with teachers as well as students. In these online meetings, students’ internship processes, educational curriculum planning, and the needs of schools were discussed with students and school administrations. At the same time, training on electric vehicles has been started in the schools in mention, and coordination with schools has been established regarding student selections for the VW Laboratory.

Aiming to improve students’ perspectives on the automotive industry, contribute to their personal and career development, and provide guidance on business-related issues, Doğuř Otomotiv - DRIVE team, together with Authorized Dealers, participated in university

career day events as well. Organized at Izmir Dokuz Eylul University, Diyarbakir Dicle University and Mardin Artuklu University with the participation of our authorized dealers, the events drew enthusiastic attention of the students.

The “DRIVE Human Resources Awards”, in which the most successful and distinctive Authorized Dealers are awarded in the efforts to develop and institutionalize human resources practices across the entire Authorized Dealer organization of Doğuř Otomotiv, continued in 2022 as well.

The “Employee Loyalty Survey”, organized by the DRIVE department and conducted by the independent research company Adisa Pin, will be conducted online between September and October in 2023 with the participation of white-collar and blue-collar employees of all Authorized Dealers.

In order to train the talents that will shape the future of the automotive industry, studies geared for vocational high schools will be continued intensively in 2023 as well.

In this direction; . Within the scope of the “Profession by Doğuř” project, the student selection process was carried out in Vocational and Technical Anatolian High Schools with VW Laboratory

in the 2022-2023 academic year. During these visits, the students’ career development and professional opportunities were shared with the department teachers and their career planning was supported. We continue to support our authorized dealers in raising funds with 155 students selected among 565 students interviewed in 10 school visits in vocational high schools throughout Turkey. . The “DRIVE Human Resources Awards”, in which the most successful and distinctive Authorized Dealers are awarded in the efforts to develop and institutionalize human resources practices across the entire Authorized Dealer organization of Doğuř Otomotiv, will continue in 2023 as well.

. While the DRIVE department continues to contribute to employee training and development processes, a training titled . “Talent Management Program” will be organized in cooperation with Sabancı University for potential managers at our authorized dealers.

The “Idea Platform”, the online system where the ideas of employees at Doğuř Otomotiv are evaluated and applied successfully, will also be opened to our pilot authorized dealers in 2023.

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 organized the first Human Rights Materiality workshop in 2022 in line with the United Nations Guiding Principles on Business and Human Rights. In line with the results that will be combined with the results of the Double Materiality workshop to be held in 2023 and submitted to the approval of the Board of Directors, the action plans and targets related to the issues to be implemented until 2025 will be shared in the 2023 Integrated Sustainability Report.

Doğuş Otomotiv Human Rights Policy impact is managed as follows:



COMMITMENT

Policies and commitments which shows our support to the human rights related subjects



PRACTICING

Realizing the importance of human rights in decision-making mechanisms with our Code of Ethics



ENCOURAGEMENT

To launch programs that will positively promote human rights, primarily gender equality, in line with our impact area.



SUPPORT

To act by prioritizing human rights in all our ways of doing business and to support raising awareness

İş’te Eşitlik (Equality at Work)

Doğuş Otomotiv considers increasing women’s participation in the workforce as one of its main goals and aims to increase the number of female employees and make

them more effective in decision-making through the “Equality at Work” program. Within the scope of Equality at Work, activities for female employees continued in 2022 as well. In 2022, 25 new female managers participated in the “Coaching and Mentoring Program for Women”, which is the first of these and has been continuing since 2014.

Doğuş Otomotiv and Doğuş Oto published the “Workplace Principles against Domestic Violence Policy” in 2021; within the scope of these studies, Doğuş Otomotiv became the first automotive company to implement the relevant policies by participating in the “Business against Domestic Violence” (BADV) project supported by Sabancı University.

Responsible for providing its employees with a sound and safe working environment free from all kinds of violence and intimidation, Doğuş Otomotiv believes that domestic violence, which is one of the most important factors that can threaten the work environment, not only affects private life but also business life, and carries out its activities with this awareness. With the policy created in this direction, guiding the employees who are victims of this situation, raising awareness about domestic violence with trainings, supporting them in a possible case of violence, and finally creating a work environment where employees who have

been subjected to domestic violence will not hesitate to receive support/help in this regard are among the fundamental goals of the Company.

Human Rights and Diversity

The diversity principle at Doğuş Otomotiv is continually supported by the Human Resources programs carried out. Considering diversity as working for the same purpose with many employees who are different in terms of their age, gender, religion, language, ethnicity, education and talent, and accepting the multi-colored structure that this has brought as an opportunity, our Company continued its practices in this area in 2021 as well.

Doğuş Otomotiv meets the equipment needs of its disabled employees. In addition, by organizing regular meetings, the challenges that our disabled employees face are heard, and their opinions are collected. We run activities that support diversity such as practices implemented specifically for women and mothers, Reverse Mentoring Programs carried out within the framework of cooperation established by the senior management of the Company with Generations Y and Z, interviews conducted at certain intervals with university and high school interns, as well as events organized to fraternize with disabled employees.

CUSTOMERS

Since the day it was founded, Doğuş Otomotiv regards making the trust of its customers as permanent in all its activities among its material issues, and accepts customer loyalty and satisfaction as its irrevocable goal. The health and safety of our customers, providing them with high quality, reliable, fast and satisfactory service, and ensuring them to experience a unique service understanding in all their relations with Doğuş Otomotiv, will always be our priority.

Having obligated to deal with more risks than ever before in the past decade, the areas of responsibility of the automobile industry are steadily expanding, and accordingly, the stakeholder expectations also changing as well. For this reason, we consider acting by placing our customers at the center at every stage of our operations as a strategic point of view. Not only the personal loyalty our customers for Doğuş Otomotiv and the brands we distribute, but also them to recommend us to others and encounter a service that they are sure is met to the fullest carry great importance. That is why we approach our business with a service understanding that goes even beyond the standards of the brands we carry whose quality the whole world is sure of.

Customer Loyalty and Satisfaction

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.

Value and Interest Center (DİM)

Supporting our brands at every point of the customer’s life stage, DİM, with the

projects it carries out, not only increases the quality of service it renders but service diversity as well. Aiming to bring service and quality standards to customer contact points, the DİM operation ensures instant and transparent monitoring of consumer expectations and opinions with its reporting features implemented in brands it carries and in its Authorized Dealers. 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. 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 and its 2022 performance are explained in detail below:

1.Interest Management (Dialogue):

Means the management of the requests (wishes, complaints, recommendations, recognitions, etc.) related to the vehicle

brands imported by Doğuş Otomotiv as well as demands about the Authorized Dealers and Service Centers, meeting the needs and expectations of customers, and in this way, bequeathing the value and showing the interest deserved by our customers. These requests are forwarded through a variety of communications channels such as phone, e-mail, live chat, social media and letters. In 2022, DIM successfully answered 150,006 phone calls that came to the dialogue center. The average response time (ASA) of dialogue phones was 6 seconds in 2022, and our service level was 92%. 109,247 e-mails received from customers in 2022 were answered. The e-mail response time was 58 seconds. Compared to 2021, the number of answered e-mails increased by 48%. In 2022, 88,658 live chat calls were answered within an average of 19 seconds²⁸. DIM responded to 27,971 notifications on social media (Twitter, Facebook) within 19 seconds.

2.Roadside Assistance: Encompasses the roadside assistance services provided to the vehicle brands imported by Doğuş Otomotiv, holders of vdf insurance policies, and the drivers of vehicles leased from vdf Fleet Leasing. The main purpose of

28 It is the ratio of calls answered within the target answering time to total calls answered.

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 2022, 194,277 roadside assistance calls were answered. The average response time (ASA) for roadside assistance calls was 8 seconds, and our service level was 90%. In 2022, 20,627 “Emergency Services” offered by DIM to its customers. Emergency Service is a positive service for our brands in terms of solving the demands of our customers at the scene and ensuring uninterrupted mobility. Again in 2022, the number of “Towing Services” offered by DIM to its customers was 20,230. The temporary vehicle allocation provided to its customers by DIM, another service within the scope of field operations, was 1,799. In 2022, the number of records opened for roadside assistance calls was 98,904. The satisfaction level of the customers regarding the road assistance service they received was 95%.

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. Intended at raising sales opportunities to the highest level with new and loyal customers, and correctly processing potential and existing customer data, it is essential to call customers and keep data records to be able to manage CRM activities correctly and efficiently. In 2022, 137,658 surveys were conducted for 31 different projects at DIM. The joint work of our CRM department with our brands is supported by this unit and field studies are carried out with our survey team.

4.Appointment: Involves making and planning appointments by Authorized Service Centers for our customers in matters concerning repairs or maintenance, which is the first-time communication with their customers following sales. Attending to the needs and expectations of customers is the foundation of this process. In addition, it also involves coordination with relevant Authorized Service Centers in terms of workshop planning. In this context, Arca Automotive has been included in our appointment service covering all regions, which we provide for vdf Fleet Leasing and Doğuş Oto in 2022. In this context, 236,827 calls were received and as a result, a total of 83,936 appointment files were created for all our brands. In addition, a total of

6,468 appointments were created in the Appointment project over IVR, which was implemented in 2020.

5.Used 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 used vehicle, bartering services, and insurance and financing of used vehicle, presenting the research result to the customers, and connecting the customers with the Authorized Dealers. DOD calls increased by 43% in 2022 and amounted to 5,068.

6.While the world average of the Telephone Service Factor (Service Level), which is one of the most important criteria evaluated in the call center sector in general, is 75%, this criterion in DIM was achieved as 91% as the common value of all units in 2022. The NPS results, in which customer representatives were evaluated, the quality of the service provided and the feeling it evoked in the customer, were realized as 90% in 2022. As a result of the quality measurement of DIM customer representatives, the call quality score of customer representatives in 2022 was 95. DIM always considers privileged service a priority in the services it provides to its customers. In this sense, DIM signs special contracts with tow trucks in important and dense regions, and then measures the quality of these towing companies. In

this way, high service standards are aimed both in terms of quality and efficiency. DIM employees also contributed to all processes of Doğuş Otomotiv. In 2022, 293 suggestions were made by DIM employees, and as in the previous year, they ranked first by making the most suggestions.

7.Other Services:

DİM Rent A Car (RAC): To provide a better service for customers who 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.

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

Dialog Mobile Application: To be able to meet customer expectations and provide unmatched customer experience, the 1st phase of the DİYALOG 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 the 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 DIM, 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.

Decision Support Assistance: This is an application that aids newly recruited DIM Roadside Assistance customer representatives to make the right decision through a special Chabot created from the topics frequently asked by them. One of the important features of Decision Support Assistant is being a system that learns from the previously recorded data.

WhatsApp Business: By means of the WhatsApp Business project implemented by DIM in 2021, both the customers were

presented with a new communication channel and congestion of the phone lines were relieved. Within the scope of the project, 2,296 WhatsApp text-messaging calls were answered in 2022.

Dashboard Operations: With the Brand Reports Dashboard project implemented by DIM working in collaboration with D-Technology, approximately 40 reports were automated and made available to eight brands. In addition to this project, in a pilot study conducted specifically for Audi, brand-specific dashboard projects were carried out based on KPIs determined entirely by brand officials. The project also contributed to raising awareness within the Company in designing and creating dashboards.

Invoice Automation: With the use of RPA technology, DIM's Emergency Service and Towing Service invoices were automated whereby minimizing the labor loss. Within the scope of the project implemented in 2022, receiving approvals of approximately 24,000 invoices automatically resulted in 0.6 person/year savings.

Roadside Assistance Survey Automation: Applied by DIM to measure the Emergency and Towing Services provided to its customers after the Roadside Assistance service, Roadside Assistance Satisfaction Surveys were automated with the IVR system, as was the case previously

with the Customer Representative NPS Automation. Within the scope of the project implemented in the second half of 2021, a total of 5,282 questionnaires, 3,056 Emergency Services and 2,226 Towing Services, were successfully filled by customers. DIM also continued to use the "speech to text" system, which it started to use in 2017 by making a significant technology investment, in 2022 as well. In this way, it is made possible to automatically convert all recorded conversations into text with speech-to-text technology, and to perform various analyzes on these texts by applying data mining methods. Analytics system has ensured various contributions to DIM in terms of performance management, efficiency and marketing. DIM started to run the Porsche Premium Customer Representative project, which was implemented by the Porsche brand in 2019. Within the framework of this project, dialogue and roadside assistance calls coming to a designated line are started to be answered by our employees specifically allocated for the Porsche brand. This project has also been extended to VW Commercial and Scania brands. With the Positive Discrimination Project initiated in 2016, DIM has started a new implementation intended to provide faster service and to minimize the waiting periods of its disabled, female and 60+ years old customers. By means of identifying remarks entered to the system to which DIM is connected as well as to the switchboard operating system, these customers are prioritized when they called and a warning 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 the manner and duration in which the service is rendered.

8.Project-based Activities

- a.**To analyze, report on and implement improvement projects for wishes, complaints and requests coming from the field,
- b.**To give regular 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 Volkswagen Commercial Vehicle Premium project, and similar projects such as Digiturk Portal and DMF lead linking, VW Shop, D-Gym, meeting cyclical campaign requests (24/7 open showrooms, etc.), continuing the Scania Corporate operations),
- d.**To update data on project basis by calling the customers of either a brand or an Authorized Dealer,
- e.**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.

9.CRM Scorecard: The management of the “CRM Scorecard”, designed to measure the impact of CRM studies on brand performance, is carried out by DİM.

10.Telemarketing: Telemarketing activities (sales of accessories, guarantees, etc.) are carried out by DİM.

Doğuş Otomotiv Plus +

Doğuş Otomotiv Plus- Galataport Customer Experience Center
The Center provides services between 10:00 and 22:00, 7 days a week, within a certain calendar, with the aim of promoting the products and services of the brands within the Group and being a visitor contact point with Doğuş Otomotiv employees.

Doğuş Otomotiv Plus+ aims to maximize the customer experience in the digital field, in line with its goal of working with a customer satisfaction- oriented focus and being a solution center in all matters. It combines the Company's digital transformation strategy and sustainability vision with art and technology, and acts with the mission of contributing to the perception

of being a digital transformation leader among automobile brands.

To its visitors, it provides information and support on both the brands, products and services offered by Doğuş Otomotiv as well as on meeting their requests regarding their purchasing (sales, test drive) and After-Sales Service demands (service, complaint, request, boutique). Doğuş Otomotiv Plus+ aims to provide a different experience to its visitors by using digitalization and technology. Depending on the brands or special days and events, the contents are constantly updated on three large LED screens and two external LED screens, and the music broadcast is changed according to the content, offering an environment that accommodates different concepts to the visitors.

Carrying out joint events and projects with brands periodically with the intent of stimulating digital transformation and sustainability, Doğuş Otomotiv Plus + contributes to increasing customer satisfaction by sharing the information, requests, suggestions and complaints it receives from its visitors with brands.

Doğuş Otomotiv Plus+ opened on October 21, 2021, and hosted a total of 2,349 visitors as of 2021 and 2,861 visitors in total. Vehicles with low or zero emissions, which were put up for sale in the Turkish market as well as those planned to be offered in the future, were presented to the visitors alternately in the exhibition area.

The brands and models exhibited, and their time intervals are as follows:

- . CUPRA Born (23 December -18 January 2022)
- . VW Commercial Vehicle California (January 19 -January 27, 2022)
- . CUPRA Leon (28 January - 9 February 2022)
- Porsche Cross Turismo (10 February -23 February 2022)
- . Bentley Bentayga (24 February 2022)
- . VW Taigo (25 February – 14 March 2022)
- . Lamborghini Huracan (15 March – 16 March 2022)
- . VW Golf R (17 March – 30 March 2022)
- . Audi A8L (31 March – 19 April 2022)
- . VW T-Cross (20 April – 3 May 2022)
- . CUPRA Formentor (4 May – 24 May 2022)
- . Skoda Kodiaq RS (25 May – 7 June 2022)
- . Porsche Panamera Platinum Edition (8 June – 13 July 2022)
- . Bentley Flying Spur (14 July – 20 July 2022)
- . CUPRA Formentor (21 July – 22 September 2022)
- . CUPRA Leon (23 September – 27 September 2022)
- . VW Golf R (28 September – 13 October 2022)
- . Bentley Bentayga S (14 October – 20 October 2022)
- . VW Commercial Vehicle ID Buzz (21 October – 30 October 2022)
- . Lamborghini Urus (31 October – 13 November 2022)
- . Audi e-tron GT (14 November – 28 November 2022)

- . Porsche Taycan Cross Turismo (29 November – 26 December 2022)
- . Bentley Continental GT (14 December – 15 December 2022)
- . Skoda Superb (27 December – 7 January 2023)

In 2022, the “Recycled Art” exhibition, where the pieces were created from waste automobile parts, as well as parts belonging to the brands that are distributed, with the theme of living things in danger of extinction, continued.

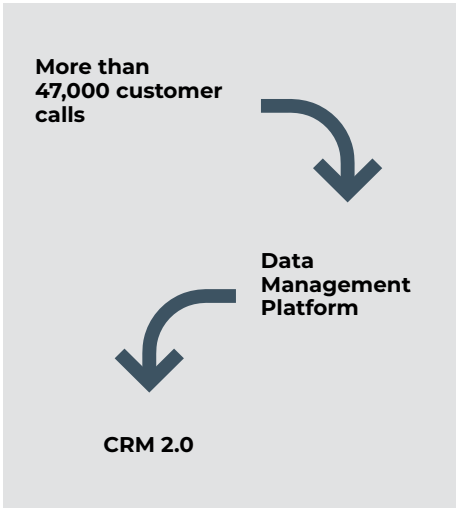
On January 30 – February 9, 2022, we held a digital exhibition and discussion session with the participation of wildlife and bird watcher photographer Alper Tüydeş within the framework of our We Opened Wings to Nature project. The following activities were carried out in 2022: our traffic education activity for children on April 23, 2022, with the participation of road safety expert Ahmet Özgün, within the framework of our social responsibility project, They Are Also in Traffic; Doğuş Automotive Career Day - A Day with Doğuş, organized by the HR department on May 23, 2022, with the participation of Sabancı University students; Village School event with the participation of Kocaeli Çubuklu and Osmaniye Village Primary School students on May 26, 2022; on December 19, 2022, A Day with Doğuş event with the participation of Koç University students. The first of our Film Workshop event was held on September 14, 2022. The work discussed

in this framework met with the participants, accompanied by Mehmet Sindel's film reading techniques and comments. Our Film Workshop event continued with different films on 12 October, 9 November and 21 December. On October 21, 2022, the "New Generation Young Investors" Training Meeting, which took an active role in our current authorized dealer organization from 27 different cities, organized by the DRIVE department, was held. It was held at Doğuş Otomotiv Plus – Galataport, hosted by Doğuş Otomotiv senior management. On 24-27 October 2022, a special event was held for Fleet customers within the framework of the new product ID Buzz promotion organized by the VW Commercial Vehicle brand. Doğuş Otomotiv Plus achieved 6.8 million access on social media, including 1,105 news-related posts, 4.6 million on Instagram and 2.2 million on Facebook, with its communication efforts in 2022.

Customer Relations
Management (CRM)

Specifically geared for our customers who always enjoy the privilege of being a key stakeholder of Doğuş Otomotiv, and to be able to ensure their unconditional satisfaction, we focused on continually improving ourselves also in 2022. As the sales and service centers of 11 international brands and 12 product groups sprawling into all regions of Turkey, Doğuş Oto locations, Scania

Gebze, and DOD, we continued to work to provide the best and the most trustworthy service to our customers in all the country. As Doğuş 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 with how fairly we



conduct our business affairs, intensifying their expectations in this regard continually. Accordingly, in 2022 by calling more than 47 thousand customers in total, their satisfaction with sales and after-sales services was polled, and improvement actions were planned by the relevant management units.

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 Department.

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;
- . Confidentiality 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;

Customer Experience Management is the whole of the perceptions and emotions that result from the relationships we establish with customers at all points we connect with them. Business and process steps in the pre-sales, sales, and after-sales phases of our Volkswagen, Audi, Porsche, SEAT, Cupra, Scania and DOD brands represented by Doğuş Otomotiv, to be able to manage customer communications proactively and with a lean approach, by putting our customer at the center, tracked on contact maps. Preparations on the infrastructure prepared for the times when telephone surveys will decrease and online surveys will increase due to the requirements brought by digitalization have been completed and the work of online surveys has continued. Cümlelerin Türkçeleri feci. Within the scope of the research, system integration was ensured for the automatic transfer of customer data to an independent company, and in this way, important steps were taken in terms of data quality control. In 2022, more than

47 thousand customers, 9 thousand of which were online, were interviewed, their satisfaction with sales and after-sales services was questioned, and improvement actions were planned by the relevant management units. As of 2022, the online survey process via sms and e-mail has been started instead of telephone surveys for our SEAT and CUPRA brands.

Dealer Satisfaction Survey (DSS) was conducted in order to measure the satisfaction of our Authorized Dealers and Service Centers regarding Doğuş Otomotiv’s units they have been in relations with. In the online study, 370 questionnaires were evaluated, and as a result of the analyzes, studies on development areas started.

Cooperation with ZUBİZU

In 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 2022 as well. Many privileges are provided to Doğuş Otomotiv customers in companies in different sectors through ZUBIZU via brand mobile applications. Our ZUBIZU-Shell fuel benefit program partnership continued throughout 2022.

Digital Solutions

D-Board

Concerning mobile apps, an application called D Board was developed specifically for Doğuş 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 and Service Forecasting Project

With the “Service Forecasting Project”, a model was created to predict the probability of customers coming for maintenance the next month. The project, whose tests were completed with the Audi brand, was implemented for all brands in 2022. The Lead Database Management project, which aims to improve the experience with a holistic perspective from the first moment customers contact Doğuş Otomotiv, was implemented in 2022. The development, which aims to renew the lead process from start to finish and make it traceable with automatic, user-friendly and effective reporting, includes digital, showroom, activity, etc. in the existing structure. The lead collection methods were reviewed and the structure worked in an integrated manner with the CRM 2.0 project.

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. Tested with the Audi brand, the project will be implemented for all brands in 2022.

Aiming to increase customer data quality and to measure customer and project follow-up processes, a CRM Scorecard project has been initiated for all our sales customers in all our brands.

Autopilot Project

Six different scenarios were added to the “Autopilot Project”, which was implemented to determine the communication scenarios in the customer life journey on the Customer Contact Map, with the intent to make special automatic communication according to the usage preferences and habits of each customer, to use new micro-targeting technologies, and to redesign new campaign ideas quickly in accordance with the rapid feedback.

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 bi-directionally.

Data Governance

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 2022, in line with our pre-determined priorities.

Mobile Payment System

A fully integrated Mobile Payment System has been developed into our ERP system, Turkuaz, for the use of all our brands and dealers. Within the scope of this study, full integration of the agreed payment system with the supplier company has been achieved. In this way, our customers were offered web, mobile, and remote payment opportunities. Used by nine of our dealers in 2022, our dealers who wish to join will be able to integrate into the system in 2023 as well.

Artificial Intelligence

The project of transforming our CRM Artificial Intelligence projects into an open-source code system, which started with Sales Forecasting, Service Appointment Projection, Churn, and Recycling solutions to make the algorithms of our CRM projects more efficient, continued in 2022 with Behavior-Based Segmentation and Optimal Vehicle Estimation projects. In addition, the Churn project, which was carried out for individual customers, was also taken live for corporate customers. The transition period of other

artificial intelligence projects planned to be used for corporate customers in 2023, has also been completed. Pilot searches of the “Potential Part Sales Projection Project”, which invites our authorized services to improve the experience by proactively estimating the brake pad, brake fluid, and sunroof replacement dates of our customers’ vehicles, have been opened to all VW Passenger brand authorized services, and will be launched in 2023 and targeted to be expanded to other brands.

In 2022, the “Digital Power Plant Project” was implemented to improve digital communication infrastructure systems by taking advantage of the opportunities offered by today’s advanced technology. The project includes the studies focused on the renewal of the communication system infrastructure to provide uninterrupted communication and a high level of experience to our customers. As a result of the project, which will be implemented with the renewal of the network infrastructures and the new switchboard system to be installed on it, all the digital communication projects that have been made and planned for the future will be able to be realized quickly and easily on this healthy technical infrastructure.

DOD

DOD in 2022

Despite the difficulties experienced in the supply of new vehicles in 2022, the automotive market experienced a stagnant second half with low volatility due to high financing costs, difficulties in accessing financing and the expectation of SCT reduction. Brand Management sales reached 1,437 units in this period, while a total of 16,893 vehicles were sold, including 64 DOD Authorized Dealers operating in 32 cities. Group brand vehicles under Doğuş Otomotiv constitute 54% of total sales. During the year, the scope of cooperation with vdf Fleet was expanded, and in addition to the existing supply channels, vehicles were supplied to the Authorized Dealer organization with vdf Fleet vehicles. In addition, with the cooperation of vdf Fleet, used vehicle rental service was launched as a first in the market and 96 rentals were made through online channels. With the DOD Insurance product, which makes customers feel more secure in their used vehicle purchase processes, vehicle sales penetration was realized at %19.

Digital Solutions

In 2022, the focus was concentrated on improving the digital experience of internal and external customers. The new DOD.com.tr website and DOD Mobile application were launched in May 2022, offering a

faster, more holistic and more user-oriented experience with their completely renewed technical infrastructure, front and back codes. The DOD Mobile application has been downloaded to approximately 1,060,000 mobile devices to date and has become one of the most preferred applications in this field. The “DOD Auction” platform, where the vehicles of DOD Brand Management and contracted fleet companies are offered to DOD Authorized Dealers, was launched in August 2022. A “Suggestion System” has been designed, which aims to offer alternative used vehicle suggestions, brand new vehicle options and additional services of the group to users looking for or planning to sell vehicles on our digital platforms. In the first phase of the project, a content-based suggestion system was implemented within the scope of used vehicle. Work on the user-based suggestion system continues and it is aimed to be implemented in 2023. The “Image Processing Project”, the preparations of which began in 2022, aims to eliminate foreign elements in the advertisement photos and to obtain a standard appearance that focuses only on the vehicle. The ongoing project is planned to be implemented in April 2023.

Authorized Dealers

With the participation of Aykan Osmaniye,

Başaran and Özön İstanbul, the DOD organization expanded further in 2022. Corporate used vehicle buying and selling services continued at 64 sales points in 32 cities with DOD Authorized Dealers. Avek Karşıyaka, Erçal Çatalca, Erçal Sancaktepe, Erçal İzmir, Demoto Salihli projects were approved in 2022 and their construction processes started. The locations are planned to open in 2023. With the new showrooms, number of sales points will reach to 69 in 2023. In order to improve the current competencies of our sales teams and to make our organization even more equipped in the corporate used vehicle market, DOD Sales and Purchasing Training was organized in the digital environment and 172 person/day training was provided. With the new sales points planned to be opened in 2023, it is aimed to increase the number of locations operating throughout Turkey and to bring DOD service quality to wider audiences.

DOD and Dialogue Platforms

Digital platform advertisements aimed at increasing DOD brand awareness continued throughout the year. DOD digital solutions were prioritized in communication activities and various promotional and social media activities were carried out in this direction. In addition, social media management continued with the production of platform-specific and interactive rich content

throughout the year.

Regulation Compliance
Activities

The amendment to the “Regulation on the Trade of Used Motor Vehicles” was published in the Official Gazette dated 16 August 2022 and numbered 31925. Accordingly, as of September 15, 2022, in the used vehicle trade, the trade of vehicles that have not exceeded 6 months and 6,000 km from the first registration date has been stopped until July 1, 2023; alignment studies were carried out on digital platforms.

AUTHORIZED DEALERS AND SERVICE CENTERS

Authorized Dealer and Service Center Management

Putting sustainable development and stakeholder engagement at the core of its sustainability strategy, DoğuŖ Otomotiv considers ensuring the growth and development of its Authorized Dealers and Service Centers, which are among its key stakeholders, and increasing their sustainability awareness, among its most important goals. Despite the effects of the pandemic, it continued its efforts to manage the development activities of Authorized Dealers and Service Centers in the most efficient way in 2022, which it manages with the logic of a business partnership aimed at meeting mutual dialogue and expectations.

Authorized Dealer and Service Center Development Activities

In 2022, 13 Authorized Dealers and eight Authorized Services started to operate, and the activities of one Authorized Dealer and four Authorized Service Centers came to an end. In the dealer development reporting period, a total of eight Authorized Service applications, including two Volkswagen Authorized Service, two Audi Authorized Service, two SEAT Authorized Service, one Porsche Authorized Service and one Scania Authorized Service Center application, were received through the website.

SPP Investment in Our Authorized Dealers and Service Centers

As of 2022, there are 11 Authorized Dealers and Services that have stepped into renewable energy with the SPP project. With a total number of 14,469 panels, an installed power of 5,914 kWp has been reached, and 9,631 MWh of energy is produced annually. In this context, our dealers with SPP work in the facility are AydoĖanlar (Service), BaŖaran AĖır Vasıta, Dizsan, Elis, Opat (Aldo), Polat, Aykan Kayseri, Miram Malatya, Attarlar and Vosmer (All Branches). Our dealers, whose SPP work is in the implementation phase in their facilities, are YaĖcı Balıkesir, YaĖcı Edremit, Avek (All branches), Akdeniz AV, Ankara AV, Özeltin Kayseri, Antalya BaŖaran, Gizerler

Adana, Koçaslan Bursa and Öztürk Aksaray. In the coming periods, the intent is to increase our clean energy usage rate by applying it in different locations.

Authorized Dealer and Service Center Audits

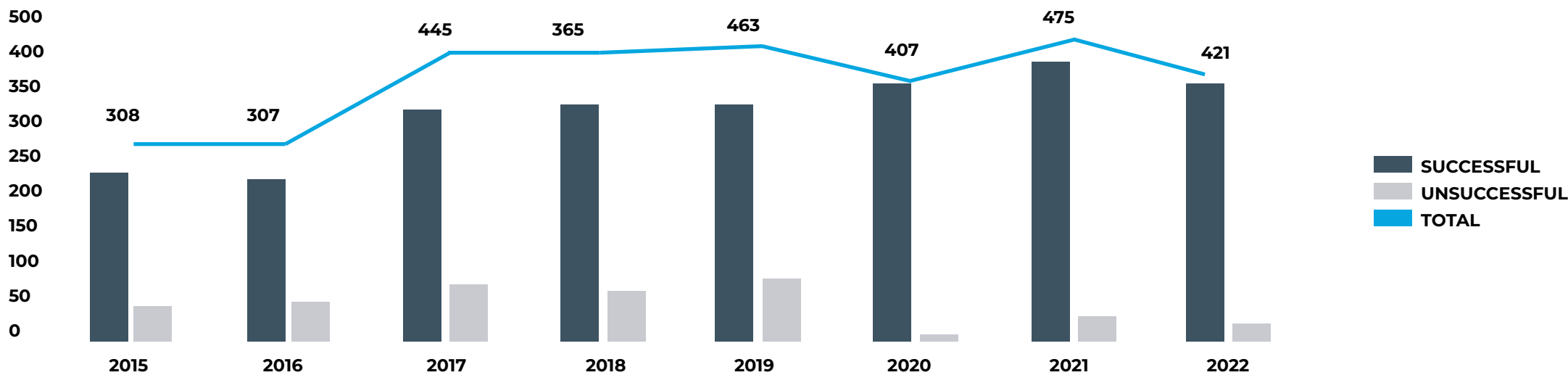
In 2022, a total of 433 audits were carried out, including 421 Quality and Brand Standards Audits (ISO and Scania DOS5) and 12 only Brand Standards Audits, during and after sales. In 2022, the success rate in audits is 95%.

Doğuş Otomotiv Sales and Services Points

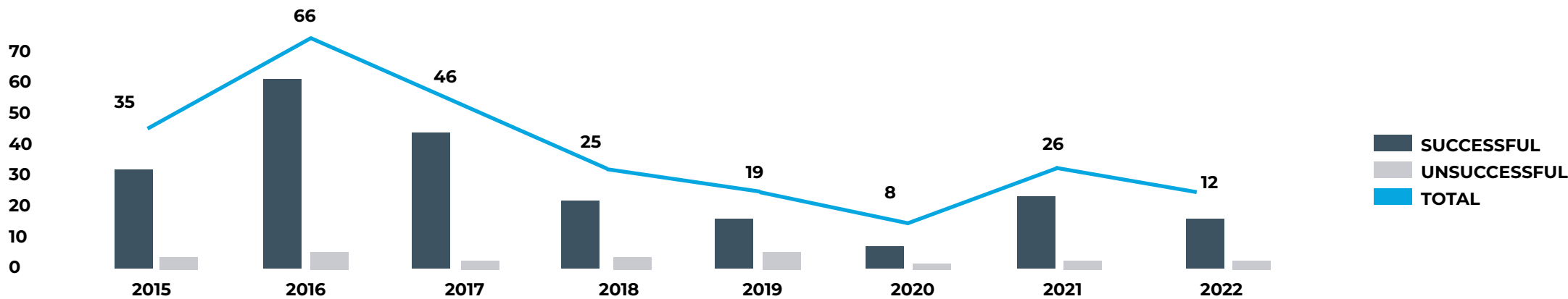
	Sales and Service Centers		Sales Centers		Service Centers		Total Sales Centers		Total Service Centers		Service Locations	
	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022
Volkswagen	69	69	0	0	10	11	69	69	79	80	148	149
Audi	26	26	0	0	19	20	26	26	45	46	71	72
Porsche ²⁹	7	7	0	0	17	17	7	7	24	24	31	31
Scania	13	12	0	0	6	5	13	12	19	17	32	29
SEAT	30	30	0	0	17	18	30	30	47	48	77	78
CUPRA	6	12	0	0	41	36	6	12	47	48	53	60
Scania Engines	5	7	3	3	14	14	8	10	22	21	30	31
Thermo King	14	14	0	0	1	1	14	14	15	15	29	29
DOAŞ TOTAL	170	177	3	3	125	122	173	180	298	299	471	479
DOD	0	0	60	64	0	0	60	64	0	0	60	64
TOTAL INCLUDING DOD	170	177	63	67	125	122	233	244	298	299	531	543
Škoda	47	51	0	0	6	6	47	51	53	57	100	108
TOTAL	217	228	63	67	131	128	280	295	351	356	631	651

²⁹ Service Points are Porsche C-Type Service Centers.

Authorized Dealer and Service Center Certification Audits (Sales and After Sales – ISO and DOS5)



Brand Standards Audits³⁰



³⁰ Includes Volkswagen, Audi, Seat, ŠKODA, and Porsche Brand Standards Audits.

Sustainability Awareness at Authorized Dealers and Service Centers

According to the “Automotive Industry in the Age of Sustainability” Report published by Capgemini Research Institute in 2020, ensuring sustainability in marketing, sales and after-sales services in the automotive industry is among the top 10 priorities of OEMs. Pursuant to the results announced within the scope of the report, the interaction of the players in the automotive industry, especially of those who are in sales and after-sales services, with sustainability-related issues will increase in the coming years. It is predicted that the pace of this change will increase whereby decisions taken internally, steering of the OEMs or additional social and legal pressures. For this reason, all kinds of awareness-raising activities that will enable our Authorized Dealers and Service Centers, which are among our most important business partners in our value chain, to adapt quickly to this changing process are strategically planned and managed by Doğuř Otomotiv.

Energy Efficiency Incentive Program at Authorized Dealers and Service Centers

As of 2022, there are 8 Authorized Dealers and Services that have stepped into renewable energy with the SPP project. With

a total number of 6,239 panels, an installed power of 2,405 kWp has been reached, and 3,849 MWh of energy is produced annually. In this context, our dealers with SPP work in the facility are Aydođanlar (Service), Bařaran Ađır Vasıta, Dizsan, Elis, Opat (Aldo), Polat, Aykan Kayseri, Miram Malatya, Attarlar and Vosmer (All Branches). Our dealers, whose SPP work is in the implementation phase in their facilities, are Yađcı Balıkesir, Yađcı Edremit, Avek (All branches), Akdeniz AV, Ankara AV, Özaltın Kayseri, Antalya Bařaran, Gizerler Adana, Koçaslan Bursa and Öztürk Aksaray. In the coming periods, the intent is to increase our clean energy usage rate by applying it in different locations.

Also in 2022, beyond monitoring the energy consumption of our Authorized Dealers and Services through monitoring devices (Widgets) and software with IOT technology, analyzing the collected data, learning energy consumption patterns and ML technology, taking necessary actions and measures by seeing savings opportunities in line with the data analyzed by the platform, preventing unnecessary costs by detecting abnormal situations immediately, and improving energy performance, POC work was carried out with two of our dealers to put into practice an Energy Monitoring program in

order to maximize efficiency by reducing operational costs. The aim is for the system to be used in 50% of our Authorized Dealer and Service Centers network within 2 years. It is also among our goals to be an important development activity for the GoToZero @ Retail Program, which was launched by Volkswagen AG in 2021 and to which we contributed as a pilot country.

Success for the Future Now Program at Authorized Dealers and Service Centers

Success for the Future Now Program, implemented by Doğuř Otomotiv for Authorized Dealers and Service Centers to exist in the future and to improve themselves by complying with the Sustainability and corporate governance (ESG) standards in the world, acts with the goal of Growing Together. The Corporate Governance and Sustainability Current Situation Evaluation Program at Our Authorized Dealers and Service Centers, developed to ensure that Doğuř Otomotiv’s existing Authorized Dealers and Service Centers achieve corporate governance and sustainability structures that will enable them to grow and develop and transfer them to future generations in a healthy manner, was launched in September 2021 at a meeting attended by Doğuř Otomotiv CEO E. Ali Bilalođlu. Initiated as pilot with

our four Authorized Dealers and Service Centers, in the study the methodology developed by IFC (International Finance Corporation) in 2019 in terms of Corporate Governance and Sustainability Compliance for Small and Medium-Sized Enterprises and Family Companies was taken as reference. According to this matrix, companies are divided into four different categories:

- . Basic-Level Companies
- . Emerging Companies
- . Advanced Companies
- . High-Level Companies

Evaluation reports for our Authorized Dealers and Service Centers, which were considered within the scope of the pilot study, were completed in 2022, and according to the feedback, the program is planned to be extended to 50 percent of our Authorized Dealers and Service Centers as legal entities in 2023.

Action plans will be made during the dissemination phase for monitoring the evaluations, following the development areas, and categorization studies.

Planned to develop and support our Impact in Sustainability activities, which we have started by including our Authorized Dealers

and Service Centers in the sustainability report since 2014, this new phase is among the most important steps we have taken regarding sustainability in our impact. Two of our Authorized Dealers and Service Centers participating in the pilot study were at Advanced Level and two were at Progressive Level, and reports were prepared for each participating Authorized Dealer and Service Center, in which the development stages and results were analyzed. Within the scope of the pilot study, two more evaluation criteria were added to the last phase. It has been observed that the pilot authorized dealers and service centers participate in the program with 93.75% and comply with 53.75% in the participation and compliance topics, where participation in the program is scored with a weight of 25 percent under four performance areas. As the awareness of the program increases in the future, our Authorized Dealers and Service Centers are expected to comply at a much higher level.

Human Resources Management Program at Authorized Dealers and Service Centers (DRIVE)

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, one of the material issues of our Company, at our Authorized Dealers and Service Centers. In this context, consultancy support was provided for the development and institutionalization of human resources processes in approximately 600 Authorized Sales and Service Centers where 6,500 employees currently work. 2022 performances related to the DRIVE Program are given in detail in the Employees and the Workplace chapter.

Subsidiaries

DOĞUŞ OTO

Doğuş Oto offers sales of new vehicles, used vehicles, spare parts, accessories and after-sales services for a total of 7 brands it represents in the provinces of Istanbul, Ankara, Bursa and Kocaeli. Doğuş Oto provides authorized sales and service for VW Passenger Car, Audi, Seat, Cupra, Skoda, Porsche and VW Commercial Vehicle brands. Doğuş Oto also sells second-hand products as a DOD authorized dealer.

Continuing its activities in six regions of Turkey with 37 Authorized Sales and 34 Service points and more than 1,300 employees, Doğuş Oto maintains its pioneering presence in the industry with its strength and stability.

Doğuş Oto’s mission is to provide the highest quality sales and after-sales services for the passenger and commercial vehicle brands it represents.

Sustainability

Doğuş Oto, which has demonstrated its leadership in the industry with its approach to sustainability, has started to work on the

main improvement areas determined. As a result of these works, the CO2 footprint has been reduced by providing energy and resource savings with the right facility and resource management. In 2022, the equivalent of 3,000 trees in electricity consumption and 16,725 trees in natural gas consumption have been achieved. Within the scope of the Zero Waste Project, all wastes are separated and sent for recycling.

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 by controlling the outdoor and indoor ambient temperatures for this purpose, energy efficiency is ensured.

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 Turkey, 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 Turkey, and the related legislative regulations thereafter, energy manager assignments have been made and activities 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 2022, 3% savings were achieved in electricity usage compared to the previous year. To assess the effectiveness of the activities 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 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 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.

In addition to the practices carried out within the framework of increasing efficiency above, ISO EN 50001; Establishing an Energy Management System, increasing the efficiency of automation systems with the industry 4.0 approach, and establishing solar electricity and solar thermal systems based on renewable resources are among the topics to be tackled under the heading of energy in Doğuş Oto facilities.

To reduce emissions caused by fuel consumption at Doğuş Oto, the necessary route optimizations are carried out periodically to ensure that fewer vehicles are in traffic by grouping the transportation of employees. Older vehicles are taken out of service and transportation is supported by vehicles with low emissions. Building roof insulation is being tried to be increased. Heating, cooling and kitchen appliances with high energy efficiency are purchased. Afforestation is carried out in vacant land areas.

In 2022, the CO2 footprint has been reduced by providing energy and resource savings with the right facility and resource management. The equivalent of 3,000 trees in electricity consumption and 16,725 trees in natural gas consumption have been achieved.

Green IT

Devices used for data processing in Doğuş 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 Doğuş Teknoloji. Decommissioned IT products are sent to recycling.

Waste Management

Doğuş Oto has an Industrial Waste Management Plan in place. 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. For the recycling of recyclable wastes, cooperation is established with authorized companies and municipalities to ensure that these materials are given to the relevant organizations for recycling. Environmental and Dangerous Goods Safety consultancy services started to be received.

Health and Safety of our Employees

The principles followed by Doğuş 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.

There were 61 occupational accidents in 2022, and preventive trainings were organized

about the accidents. During the year, new personal protective equipment was used and work instructions were revised. In addition, environmental measurements were made and improvements were implemented in the work areas accordingly. Continuous inspections and controls have also been carried out.

An accident opinion report related to each accident is prepared in a way that does not exceed one week after the accident. The team consisting of the OHS Specialist, Workplace Physician, Unit Officer, Service Engineer, Employee Representative and Workshop Foreman, who investigated the accident,

examines each accident and determines what needs to be done to prevent it from being repeated, and shares the opinion report with the relevant Manager and Regional Director.

Employee Trainings
To meet the training/development needs arising within the framework of the company's vision and strategy, training is provided to newly recruited and existing employees at all levels, according to their needs. While it is obligatory for the employees to take some trainings, some trainings are offered to the employees as an elective. The main topics of the training given throughout the year are as follows:

Initial job training, Occupational Health and Safety Training, supportive development programs, competence development training, professional development training, leadership development programs, specialization development programs and personal development trainings. In 2022, Occupational Health and Safety Training was given to 1307 employees as distance education. Within the scope of Occupational Health and Safety Training, 1307 employees were given 15632 hours (11.96 man/hours) of training. 98% of all employees have completed 12-hour mandatory Occupational Health and Safety Training.

DOĞUŞ OTO ECONOMIC PERFORMANCE

	2020	2021	2022
Sales (mio TL)	7,439	9,423	17,674
Market Share (%)	5.30	5,40	4.20
Operation Costs (mio TL)	256	343	559
(EBIT) Operational Profit (mio TL)	171	166	806
(EBIT) Margin (%)	2.3	1.76	4.56
Gross Profit (mio TL)	427	509	1,365
Gross Profit Margin (%)	5.74	5.4	7.72
Number of Total Suppliers	430	340	396
Number of Local Suppliers	430	340	396
Total Amount Paid to Suppliers (TL)	30,998,149	115,471,719	117,449,095
Total Amount Paid to Local Suppliers (TL)	30,998,149	115,471,719	117,449,095

DOĞUŞ OTO
ENVIRONMENTAL PERFORMANCE

	2020	2021	2022
Electricity Consumption (kWh)	34,991,965	14,363,253	13,879,134.88
Natural Gas Consumption (m³)	5,884,307	10,080,265	10,717,326.94
Fuel Consumption (Lt)	291,610	280,579	175,021
Water Consumption (m³)	82,802	69,370	68,391.00
Paper Consumption (kg)	84,045	62,500	64,415
Total of wastepaper sent to recycling (kg)	104,005	77,802	127,062

DOĞUŞ OTO
EMPLOYEES³¹

	2020	2021	2022
Number of Full-time Employees	1,437	1,332	1,334
Number of Half-time Employees	2	1	1
Total Workforce	1,439	1,313	1,335
Number of Female Employees	246	238	233
Number of Male Employees	1,193	1,094	1,102
Percentage of Female Employees (%)	17	23.83	18
Number of New Recruits	109	201	206
Number of New Female Recruits	24	56	46
Number of Promotions	7	22	31
Number of Female Employees Promoted	2	6	11
Turnover (%)	5.03	7.95	9.47

31 Only full time permanent employees are included in Employee turnover ratio.

ŠKODA

Founded in 1989 to operate as the Turkish distributor of Škoda, and as a subsidiary of Doğuř Otomotiv, YÜCE AUTO offers sales, aftersales and spare parts services for FABIA, SCALA, KAMIQ, OCTAVIA, KAROQ, KODIAQ, and SUPERB models with 50 Authorized Dealers and 5 Authorized Service Centers across Turkey. The main building of Yüce Auto, which has sold over 292,000 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 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% Doğuř Otomotiv affiliate.

Business Ethics

The Company has an ethical principles procedure in place. Additionally, all activities are carried out in accordance with the Doğuř Otomotiv Ethics Code. 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 Doğuř Otomotiv every year for compliance.

Environmental Efficiency

The Company uses LED lighting fixtures, 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 our 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 coming from the customers are met by the Value and Interest Centre (DIM), 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 2022 our employees were given 5.937 man/day trainings in 65 different topics. For the 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 nine members. Eight 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 9%. The employees are offered health and life insurance.

ŠKODA
ECONOMIC PERFORMANCE

	2020	2021	2022
Sales (TL)	3,715,885	4,205,354	7,347,787
Market Share (%)	4	4.5	3.3
Net Revenues (TL)	283,352	419,264	1,466,395
Operation Costs (TL)	91,345	127,328	318,465
(EBIT) Operational Profit (TL)	192,007	291,936	1,147,929
(EBIT) Margin (%)	5.2	6.9	15.6
Gross Profit (TL)	283,352	419,264	1,466,395
Gross Profit Margin (%)	7.6	10	20
Number of Total Suppliers	271	283	395
Number of Local Suppliers	261	272	383
Total Amount Paid to Suppliers (TL)	3,385,304	3,669,380	6,572,298
Total Amount Paid to Local Suppliers (TL)	86,798	150,059	307,988

ŠKODA
ENVIRONMENTAL PERFORMANCE

	2020	2021	2022
Electricity Consumption (kWh)	312,180	238,768	366,012
Natural Gas Consumption (m ³)	209,105	4,151	31,256
Fuel Consumption (Lt)	54,561	100,091	132,364
Water Consumption (m ³)	2,444	1,828	2,192
Paper Consumption (kg)	60	52	43
Total of wastepaper sent to recycling (kg)	45	41	35

ŠKODA
EMPLOYEES

	2020	2021	2022
Number of Full-time Employees	80	90	92
Number of Half-time Employees	1	1	1
Total Workforce	81	91	93
Number of Female Employees	25	28	33
Number of Male Employees	56	63	60
Percentage of Female Employees (%)	30	31	35
Number of New Recruits	11	15	14
Number of New Female Recruits	7	6	9
Number of Promotions	11	9	15
Number of Female Employees Promoted	2	5	8
Turnover (%)	5.30	5.80	13.2

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 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 2021, 273 employees participated in the Information Security Training over Do Akademi. In addition, 142 interns were provided with Information Security Virtual Classroom Training.

· In 2022, information security training was given to 184 interns in an online session within the scope of the Introduction to the Future program.

· Information security awareness training, which is one of our compulsory trainings, was completed by the attendance of our 153 employees through Do Academy. Within the scope of compulsory information security awareness training, there is no distinction between permanent staff and interns.

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.

The number of virtual servers that Doğuş Teknoloji has as of January 2022 is 3000, “the number of CPUs these servers have is 11660 and the amount of memory is approximately 38.65 TB. All of the virtual servers of this infrastructure and some other subsidiaries run on 119 physical servers.

Confidentiality of Customer Data In Doğuş Teknoloji

In Doğuş Teknoloji, personal data of customers are processed by considering 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.

Customer Satisfaction

Carried out by an independent company, Customer Satisfaction Survey is given to all customers who are serviced by Doğuş 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 2021 increased by 2 points compared to the previous year and reached the level of 80%. 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.

. The result of the customer survey conducted in 2022 was obtained at the beginning of 2023. According to this survey, the result is 83%. Compared to the result of the survey conducted in 2021, it increased by 3 points. Employee Health and Safety (OHS)

The company employs dedicated staff (physician, nurse, OGH specialist) for occupational health and safety. While doctors and OHS specialists come from the OSGB Company that we receive support from, a doctor and two nurses serve Doğuş Teknoloji under the Joint Workplace Health Unit. There are a total of 15 employees in the OHS board, including a doctor, an OHS Specialist, an employer representative, four employee representatives, a human resources representative, an administrative affairs representative, two technical personnel, and four subcontractor representatives. The ratio of employees in the OHS board to all employees is 3.8%. Regulatory and preventive actions are followed by these people.

- The OHS Board continues to be 15 people.

Since there are no mass entrances and exits within the company, the ratio of employees in the OHS board to all employees remains to be approximately 3.8%.

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 defence, evacuation, etc.) are provided for all employees and relevant teams. In 2021, 388 employees participated in a total of 3,104 hours of training. OHS rules are regulated by the Administrative Affairs Department. By 2022, regulative activities regarding OHS will be managed by D-Ofis Administrative Affairs Unit under the body of Doğuş Holding.

- Mandatory OHS training was delivered to our 99 permanent employees with 14 in-class lecture sessions.
- Our online compulsory OHS training, on the other hand, was given to 198 employees
- These OHS trainings came to a total of approximately 2,496 hours.

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.

2022 was the year of preparation for the Employee Well-being Survey. In 2022, we started the preliminary studies of a project in which we focused on experience and approached all aspects from the perspective of employee well-being and employee value proposition, and we implemented the research in 2023.

Employee Trainings

In 2021, various trainings were delivered in different fields to improve the employees in terms of both their professional experienceanand personal development. During the year 137 training programs were held, corresponding to 5.8 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.

A total of 99 internal trainings were held in 2022. While 69 of these trainings are internal training given to permanent employees, 30 of them cover the number of trainings and conversations given to our young talents. In addition, as of 2022, the number of our trainers employed internally is 36.

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 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 Activities by the Employees

Employees are welcomed to voluntarily lead social clubs and organize activities. Due to the pandemic in 2021, our clubs could not organize any activities in the context of employee volunteering. In 2022, due to the pandemic, clubs could not carry out any employee volunteering activities.

Mother-Infant Policy and Equality at Work In addition to maternity/paternity leaves and nursing leave in compliance with labor 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 rent 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 to employ more persons with autism.

DOĞUŞ TEKNOLOJİ

ECONOMIC PERFORMANCE

	2020	2021	2022
Sales (TL)	172,484,306.30	259,771,087	398,385,176
Market Share (%)	N/A	N/A	N/A
Net Revenues (TL)	171,484,306.30	258,429,004	393,324,410
Operation Costs (TL)	90,529,362.65	84,963,459	139,950,014
(EBIT) Operational Profit (TL)	-8,316,531.29	14,529,955	9,375,754
(EBIT) Margin (%)	-5	6	2
Gross Profit (TL)	82,212,831.36	99,493,414	149,325,768
Gross Profit Margin (%)	48	38	38
Number of Total Suppliers	577	675	518
Number of Local Suppliers	555	632	479
Total Amount Paid to Suppliers (TL)	56,083,514.57	106,536,584	182,323,757
Total Amount Paid to Local Suppliers (TL)	53,047,439.41	99,303,372	168,422,762

DOĞUŞ TEKNOLOJİ

ENVIRONMENTAL PERFORMANCE

	2020	2021 ³²	2022 ³³
Electricity Consumption (kWh) ³⁴	2,091,262.17	2,258,227.63	2,059,449.36
Natural Gas Consumption (m ³)	3,892.00	-	119.593,00
Fuel Consumption (Lt)	50,128.85	-	-
Water Consumption (m ³)	2,503	-	4,329
Paper Consumption (kg)	500	-	-
Total of wastepaper sent to recycling (kg)	75	-	-
Electricity Consumption (kWh)	-	-	2,740

32 In 2021, Doğuş Teknoloji moved to the D-Ofis Maslak building, where the management office of Doğuş Holding's subsidiaries is located. For this reason, all environmental consumption is considered a common area and it was not possible to separate them. Electricity Consumption includes the consumption of the section where the servers found in Şekerpınar site are located.

33 In 2022, some data under the title of environmental performance have become measurable. Since the paper is not separated in the municipality and the paper waste is collected in bulk, it is delivered as mixed packaging paper. For the year 2023, a different separation practice will be started within our own structure.

34 Electricity consumption, on the other hand, shows the total consumption in the Şekerpınar (Doğuş Teknoloji Data Center) facility

DOĞUŞ TEKNOLOJİ EMPLOYEES

	2020	2021	2022
Number of Full-time Employees	386	461	591
Number of Half-time Employees	18	84	75
Total Workforce	404	545	666
Number of Female Employees	145	213	238
Number of Male Employees	259	332	428
Percentage of Female Employees (%)	36	39	36
Number of New Recruits	149	341	467
Number of New Female Recruits	51	134	156
Number of Promotions	69	97	119
Number of Female Employees Promoted	25	31	50
Turnover (%)	company, 1,9	23,35	21



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

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 wastepaper, battery waste and packaging waste in certain locations in each department. Wastepaper, 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.

Occupational Health and Safety Board has been established separately for our three companies, and occupational health and safety studies are continuously monitored with a team of 15 people. The Emergency Team is composed of 50 people who

completed taking necessary trainings from the authorized institutions and constitutes 20% 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. Apart from health insurance, audiometry (hearing tests) and eye examinations are made, and they are constantly followed up. With the occupational health and safety announcements made every month, all updated activities and situations are notified to the employees.

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 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 needed, SMMM, project management, business analyst, etc. technical training support is also provided. vdf takes part in the “Stimmungs barometer” (Idea Barometer) survey conducted by Volkswagen FSAG among all Volkswagen companies to measure employee satisfaction and the Great Place to Work rankings in rotations. 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 2018 and organized several 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 considering 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 Doğuş Group, is followed by vdf Human Resources and Senior Management. Along with all the other Doğuş 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.

vdf

ECONOMIC PERFORMANCE

	2020	2021	2022
Sales (TL)	6,602,466,203	6,963,758,723	6,973,055,005
Market Share (%)	14	10	N/A
Net Revenues (TL)	979,482,644	1,898,207,825	3,009,637,351
Operation Costs (TL)	839,647,409	1,819,454,258	3,044,452,961
(EBIT) Operational Profit (TL)	165,085,067	332,950,232	472,841,333
(EBIT) Margin (%)	2.26	3.02	3.76%
Gross Profit (TL)	139,835,235	78,753,567	-34,815,610
Gross Profit Margin (%)	1.92	0.72	-0.28%
Number of Total Suppliers	98	65	87
Number of Local Suppliers	93	65	87
Total Amount Paid to Suppliers (TL)	22,875,410	10,820,701	19,484,887
Total Amount Paid to Local Suppliers (TL)	21,279,269	10,820,701	19,484,887

vdf

EMPLOYEES

	2020	2021	2022
Number of Full-time Employees	307	310	273
Number of Half-time Employees	0	0	0
Total Workforce	307	310	273
Number of Female Employees	182	182	156
Number of Male Employees	125	128	117
Percentage of Female Employees (%)	59.2	58.7	%57.1
Number of New Recruits	38	48	15
Number of New Female Recruits	22	22	15
Number of Promotions	16	26	17
Number of Female Employees Promoted	9	17	11
Turnover (%)	8.57	11.8	14.3

vdf

ENVIRONMENTAL PERFORMANCE

	2020	2021	2022
Electricity Consumption (kWh)	230.470	183.476	258.866
Natural Gas Consumption (m ³)	0	0	0
Fuel Consumption (Lt)	30.252	36.100	186.955
Water Consumption (m ³)	1.748	598	1007
Paper Consumption (kg)	20.850	6.957	2.000
Total of wastepaper sent to recycling (kg)	2.250	N/A	N/A

Community Engagement

Doğuş Otomotiv acts with the awareness that it can achieve sustainable growth only if the communities living in the region where it operates are sustainable and the economic and social development is continued.

Under the title of Community of the primary material issues study, which was carried out for the second time in 2018, we continue our efforts on always conducting our business ethically and creating awareness that will ensure safety in traffic in line with our impact by contributing to the welfare of the society we live in.

Doğuş Otomotiv's community engagement policy prepared in this direction has been declared as follows:

- We are working to make driving safer and more economical, and we are carrying out awareness activities focused on children, youth and women to reduce the losses caused by traffic accidents and to spread the conscious use of vehicles in areas we live in.
- We support our employees to become citizens with high social awareness through volunteering programs.
- We invest in social approval by establishing positive collaborations with non-

governmental organizations in the industry in which we operate.

We regularly monitor our social impact to achieve our community engagement goals, and we listen our stakeholders affected by our activities in this area through various dialogue platforms and try to be accountable.

Traffic is Life!

A social participation platform that has left 18 years behind, Traffic is Life! Program continued its journey with collaborations to raise awareness in 2022 as well.

Being the industry's longest running corporate responsibility program, the "Traffic is Life!" platform has been carrying out awareness projects for 18 years geared for different target audiences 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 a bright future. Adapting to the rapidly changing habits and living conditions in society with the digital media it uses ad collaborates with,

Traffic is Life!



Road Safety Seminars to
600 Teachers



Road Safety Trainings at 14
Universities attended by
More than 25,000 Students



EBA TV Educational
Videos Viewed by
**1 million Students
Per Day**



Through Social Media Platforms
**More than 50 million
Interactions**

the Traffic is Life! Platform has shifted its focus to the changing understanding of mobility as well as education. In addition, the platform, which aims to convey its messages to large segments of society through the right channels, has adopted the strategy of increasing its effectiveness in social media and digital platforms, taking into account the new media consumption habits.

Collaboration with the Ministry of Education

Traffic is Life! Platform gave "Road Safety Seminars" in cooperation with the Istanbul Provincial Directorate of National Education in 2022, during the period when education

was mostly carried out on the online platform. Throughout the year, 97 personnel affiliated with the Provincial Directorate of National Education were come together on online platforms and were informed about traffic safety. The training program, which started in 2020 on EBA TV for the 5-19 age group most affected by accidents in Turkey, continued in 2022. Training videos on what is traffic, safe walking on the sidewalk, safe crossing, the importance of seat belts, and many more have been added to the EBA TV Education Library permanently. Access to 1 million students per day was achieved with educational videos.

Collaboration with Küçükçekmece Municipality

In 2022, the Traffic is Life! Platform, in cooperation with Küçükçekmece Municipality, started the Child Safety in Traffic project with the slogan “Conscious Children in Traffic, Our Future is Safe”. In the project to be carried out in the Children’s Traffic Education Park, which is established on an area of approximately five acres within the borders of Küçükçekmece Municipality, both theoretical and practical training programs are given to 25,000 students between the ages of 5-12 per year under the coordination of Küçükçekmece Municipality and Küçükçekmece District National Education Directorate. In the project, which is supported by the Traffic is Life! Platform with the education curriculum and training materials, trainings are given by the municipality trainers to different age groups in the classrooms in the Küçükçekmece Municipality Child Traffic Education Park. At the same time, in the training area, which also includes a specially designed disabled class and disabled track, the aim is to raise awareness of traffic at a young age by giving both theoretical and practical Traffic Safety trainings. Doğuş Otomotiv’s sustainability policies strive to protect the social welfare of the society we live in and to manage our

possible negative effects. Society includes the segments affected by all our activities that require social approval, starting with our primary stakeholders within our impact. With the Traffic is Life! Program, the intent is to be included in the formal education program in order to raise awareness and educate especially for children and young people who have reached the age of driving license. Doğuş Otomotiv serves purposes 3 and 7 of the United Nations Sustainable Development Goals with the Traffic is Life! Platform.

Distance Education for more than 25 Thousand Students in 14 Universities

Traffic is Life! Platform continued its “Traffic Safety Distance Education”, which it started in 2013, in 2022 as well. Distance education, 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. With the project, more than 20,000 students in 14 universities have been reached so far.

Driving License Exam Preparation with Facebook Chatbot

With the Facebook Chat Bot application, which was implemented for the first time as

a social responsibility platform, as in previous years, those who will take the driver’s license exam in 2022 were given the opportunity to take a test with the driver’s license exam questions approved by the Ministry of National Education in previous years. 485,128 users have benefited from the application to measure the pre-exam knowledge of the participants since December 2017, when it was launched.

Changing Mobility

The interest in individual mobility solutions, which started with the changing understanding of mobility in the society, continued to increase in 2022. Traffic is Life! Platform, taking into account both the trend researches made in the society and the feedback from the target audience, the new mobility vehicles that entered our lives during the year and the related road safety issues, including all relevant stakeholders.

Continuous and Dialogue Based Communication

Giving importance to dialog-based communication, the Traffic is Life! Platform came together with the broad segment of the society, which is its target audience, on different social media channels throughout the year.

Traffic is Life!’s 2022 slogan was determined as “Trafikte ‘Sakin Kal, Kendin Kal’”. The restrictions applied with the pandemic have brought about serious changes in economic and social life, and have deeply affected individuals psychologically. At the beginning of these effects is the change of daily habits, primarily socialization and mobility.

This increase in the number of vehicles and people in traffic has brought along more anxiety for everyone involved in traffic, especially the drivers. When the difficulties experienced in traffic were added to the stress of the business and personal life, it became increasingly difficult to stay calm, especially for those behind the wheel.

Our project and slogan emerged from this situation: With our Sakin Kal, Kendin Kal! project, we aimed to make people aware of their behavior while they were in traffic and to explain the importance of empathizing and the value of staying calm. In the first leg of our digital project, Psychologist Gökhan Çınar, with his expert opinion, explained how drivers can get rid of negative thoughts in traffic and stay calm.

The videos were shown on all social media channels of Traffic is Life. In the second leg of the project, influencer Gökhan Ünver

humorously conveyed to the audience how to be patient and calm in traffic with a video series broadcast on social media channels. In the third part of the project, with the series of interviews he made with Psychologist Gökhan Çınar with Traffic Residents (automobile drivers, pedestrians, cyclists and moto courier drivers), he brought the answers to the screens with his original comments on how to stay calm in traffic, what problems he encountered and his perspective on traffic. The platform focuses on YouTube, a social media channel whose active usage rate is increasing, and it is aimed to convey the mistakes made in traffic to the viewers with safe driving trainer Ahmet Özgün and Safe Driving Videos for educational purposes and Prevent Accidents Videos.

In addition, to increase the dialogue with the target audience and get feedback, street interviews with the title of “Lucky Work”, which brought up the accidents caused by carelessness, were made and broadcasted on social media channels.

Thanks to the communication maintained throughout the year, more than 63,000,000 interactions were achieved on the Traffic is Life! social media accounts. By gaining more than 8,000 followers on social media channels, 183,388 followers on Facebook, 28,400 on Instagram and 8,740 followers on YouTube were reached. It was aimed to increase the awareness of the Group employees through

regular information activities carried out within the body of Doğu Group throughout the year.

2023 Goals

In 2023, the Traffic is Life! Platform will continue to work towards creating a positive culture and increasing awareness in traffic. The most important issue that the platform prioritizes is education. Collaboration with relevant public institutions will be supported by studies with experts on the subject, and the trainings will continue by focusing primarily on the 5-12 age group. In addition, trainings will be given to parents to set an example for their children in traffic. Traffic in social media channels and the subject of being exemplary individuals in traffic are planned to be discussed with the participation of experts in this field. In 2023, both educational videos and activities will be organized with psychologists and families chosen as examples, with the slogan “Trafikte Büyükler Çocuklara”, to set an example for parents and their children in traffic. In addition, it is planned to teach children about traffic and being exemplary individuals in traffic on social media channels with the participation of experts in this field.

Volunteering Platforms

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 2022, Doğu Otomotiv Volunteers took part in various programs for a total of 788 hours. (2021: 1,486.5 hours) took part in the programs. Universities with which we cooperate within the scope of career promotion and career days are Sabancı University, İTÜ, Marmara University, Koç University, Yıldız Technical University, Bilkent University, and Istanbul University.

Volunteering Programs within New Graduates Recruitment Program



In the studies carried out as part of the orientation program of newly graduated employees who join Doğu Otomotiv, the impact, purpose, and objectives of the practices are provided by the participants who developed the program. The budgets of the projects are covered by Doğu Otomotiv. 17 new graduates started to work at Doğu Otomotiv with the “Gelecek Sensin Yeni Mezun Programı” at Doğu Otomotiv. These employees were included in a 160-hour training program with different training contents to support their personal development in 2022 and completed many sustainability projects. In this context, social sustainability projects, in which women’s workforce are supported in groups with a given budget, and environmental, child, and animal rights are at the forefront, have been implemented.

ŠKODA Goodness Cars

ŠKODA’s «Goodness Vehicle» Program continued to expand its impact in 2022. The community engagement program Škoda Goodness Car, which has been going on since 2020, has set off on the road again in 2022 to become the “Mutluluğa Aracı”. Delivering relief to healthcare workers during the pandemic, reaching stray animals, healthcare organizations, and those in need, this time Škoda Goodness Vehicles set their course to

village schools located in Kahramanmaraş, Van, Gümüşhane, Balıkesir, and Şanlıurfa in September-December and met with more than 2,000 children in five routes. On their last route, actresses Sevinç Erbulak and Füsun Erbulak accompanied the Škoda Goodness Vehicles, which bring culture, art, and activities to the children living in rural areas and give them a day like a carnival, during the fairy tale reading event held in Şanlıurfa.



CLIMATE AND THE ENVIRONMENT

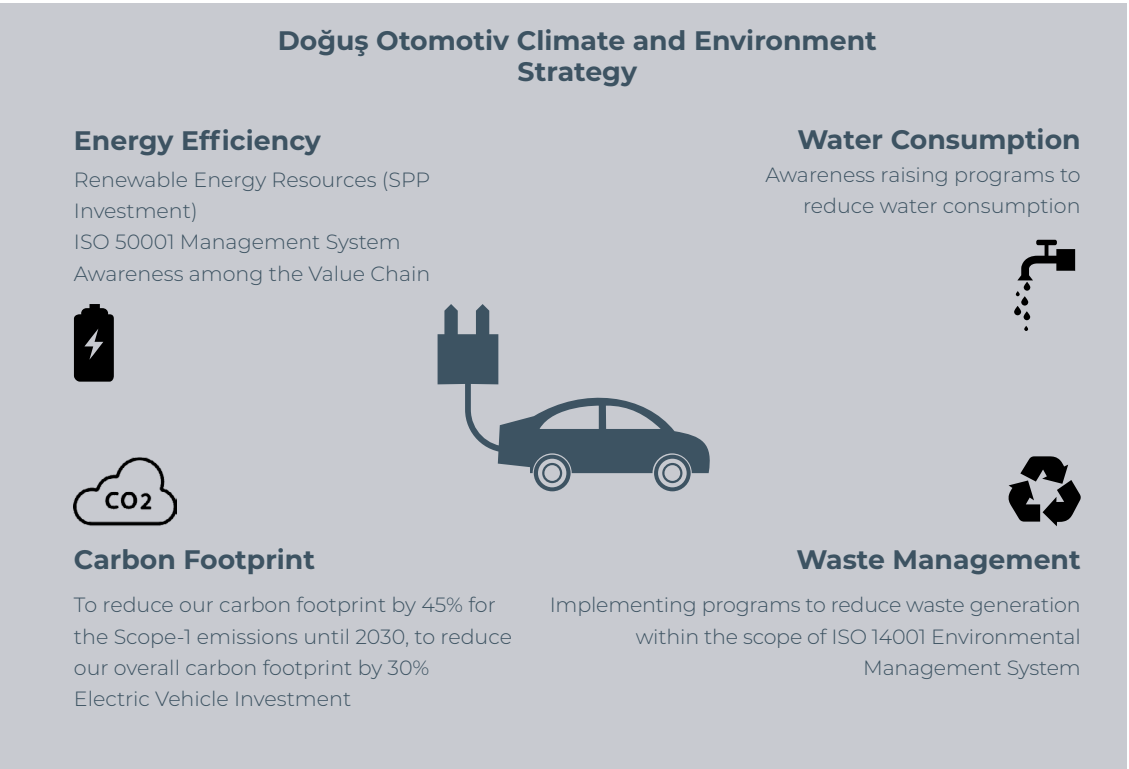
Climate change faced by our planet and both the economic as well as environmental and social impacts resulting from these changes are important for all humanity and constitute a risk factor to be anticipated. In this regard, Doğuş Otomotiv, in line with the principles and objectives of the United Nations 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 disclosed this to the public with their policies.

Doğuş Otomotiv Climate and Environment Strategy

Doğuş Otomotiv’s environmental sustainability policy and vision is based on minimizing our environmental impact throughout the entire life cycle of our business and investing in the world of the future. Doğuş Otomotiv monitors its impact at every stage of the environmental life cycle, regularly informs its stakeholders to raise awareness, and has been sharing its environmental data with the public since 2009 within the scope of its Sustainability Reports. In this context, ISO 14001: 2015 Environmental Management System Certificate was successfully obtained in

2021, and at the end of the year, ISO 50001 Energy Management System set up works were started. Certificate received in 2022. Doğuş Otomotiv’s strategy regarding the climate and the environment is gathered under three headings in line with its Environment and Energy Policy.

- . To reduce our environmental impact arising from our activities,
- . To take the necessary steps to increase environmental awareness in our value chain,
- . To make strategic investments to protect the ecological environment and to increase our efficiency as well as reducing our emissions.



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, Doğuş 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.

While Doğuş Otomotiv accepts that climate change is a global issue, it acts with the understanding that the impact of climate change may directly affect its operations, and the living and working conditions of its key stakeholders as well as all economic activities on the planet we live in.

Our Climate Change Strategy Goals



Climate Change Awareness

Environmental and energy efficiency trainings were given to 70% of Doğuş Otomotiv employees. We aim to complete these trainings with 100% participation of our employees in 2023.



Renewable Energy Resources Investment

With the GES Investment, which was commissioned in April 2022, we provide 62% of the electricity we use from renewable energy sources. We aim to reach 90% by 2025



Carbon Footprint

We will reduce our carbon footprint, calculated for the first time in 2021 according to ISO 14064, by 30% until 2030.



Sustainable Supply Chain Management

By 2025, we will include 40% of our Authorized Dealers and Service Centers as legal entities in the Corporate Governance and Sustainability Due Diligence Assessment Program.

Doğuş Otomotiv Renewable Energy Source Investment

Doğuş Otomotiv started the construction of solar energy panels with an investment of 2.4 million dollars on the roof of the Logistics Center in Şekerpınar in 2021. With the commissioning of this investment in 2022, our annual energy needs were met from renewable energy sources, resulting in a 27.5% annual reduction in carbon emissions

from consumption. Doğuş Otomotiv advances its energy consumption strategies in line with the energy vision set by the Republic of Turkey for 2023. In the second phase of the program, it is aimed to produce energy with solar energy panels in an area of approximately 235 thousand square meters in 2022 and beyond, enabling not only the headquarters but also authorized dealers and services throughout the country to produce their own energy. Doğuş Automotive has installed 7,956 solar

panels on the roof of the logistics building located in Şekerpınar in an area of 19,000 square meters in 2022. As of May 2022, a total of 3,011,718 kWh of energy was produced in 6 months. Thus, Doğuş Otomotiv prevented 1148 tons of CO2 emissions in 2022, provided an environmental impact equivalent to the carbon dioxide absorption of 2794 trees, thanks to the investment, and prevented the emission of emissions equal to the CO2 emissions produced by 182 people in 1 year. In the second phase of the project, with the inclusion of authorized dealers and services in the medium and long term, the aim is to invest 142,000 panels and reach an installed capacity of 33 Mwp. This target will enable Doğuş Otomotiv to become Turkey's fourth largest installed power in terms of SPP.

Solar Power Plant Investment at Our Authorized Dealers and Service Centers

As of 2022, there are 11 Authorized Dealers and Services that have stepped into renewable energy with the SPP project. With a total number of 14,469 panels, an installed power of 5,914 kWp has been reached, and 9,631 MWh of energy is produced annually.

Business Continuity

Taken into consideration as process and scenario-based within the scope of probability and possible impact, our risk composition

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, and related reporting and stakeholder notification activities are also being strengthened in this direction.

ISO 14001:2015 Environmental Management System certification activities, which started in 2020, were completed and Doğuş Otomotiv earned the right to obtain the international certificate in this field. During the activation of the ISO 14001:2015 Environmental Management System, environmental risks in terms of business continuity, were revised and updated. In 2022, the first year interim audit was carried out for ISO 14001: 2015.

Environmental Awareness

Suggestions that provide significant improvement in Doğuş 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 by our Company have been implemented.

Live Your Life Plastic-Free

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 inflict 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 the knowledge, attitude and behavior of people regarding their plastic waste management.

As a company whose waste management is one of its material issues, DoğuŖ Otomotiv started a significant awareness program in 2019, in this context. While strived to convey information and awareness-raising messages to its external stakeholders over the internet, at the same time it launched the “Live Your Life Plastic-Free” Program to raise awareness of its employees on plastic waste. As a beginning, a campaign was launched which completely ended the use of plastic cutlery and straws in the cafeteria. In the first stage, 35,000 plastic plates and 40,000 plastic cutleries were discontinued to be used. To

prevent the use of plastic bags, all employees were given bags made of fabric. 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. In this direction, the necessary process for obtaining the Zero Waste Certificate issued by the TR Ministry of Environment and Climate Change in 2022 has been initiated. With the return to office activities planned in 2022, awareness activities continue on different platforms.

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 activities 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 risks effectively.

The Committee, which supports the monitoring duty of the Board by providing them assurance with its qualified staff structure and accurate information flow, also reviews risk management systems four times throughout the year. In 2021, by holding five meetings as determined according to its working principles and at specific intervals, it submitted the evaluation reports it had prepared to the Board during the year as well as sharing them with the auditor.

In 2020, within the scope of ISO 14001:2015 Certification, 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, as members of the Sustainability Council, can report directly to the Corporate Governance and Sustainability Committee, which reports directly to the Board of Directors. Digital Transformation and Corporate Communications General Manager is a member of both the Sustainability Council and the Executive Board concurrently.

Waste Management

For DoğuŖ Otomotiv, waste management 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 Ŗekerpinar facilities and Authorized Dealers and Service Centers are sent to sub-contracted waste management companies for recycling/disposal. Disposal methods employed differ according to the type of waste.

Institutions we collaborate on waste management are as follows;

- . 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. On the other hand, paper, plastic, glass and metal wastes are recycled by the municipality.

Environmental Benefits Provided during the Year

With battery recovery, 60% of lead and 10% of plastic are recovered, while 20% of acidic water is neutralized. Thanks to 313,864 kg of waste batteries sent for recycling in 2022, 188,390 kg of lead and 31.386 kg of plastic were recovered, and 62,772 kg of acidic water was neutralized to prevent any harm to the

environment. In addition to this, the following indirect environmental benefits have been provided; the difference between the energy spent for the process of obtaining 1 ton of lead from the ore and the energy spent for the process of obtaining 1 ton of lead from the lead recovered from the waste battery is 230 kWh. With approximately 188 tons of lead that we recovered, 43,240 kWh of energy was saved. Assuming that 10 grams of lead pollutes 0.2 tons of soil, 3,760,000 tons of soil has been prevented from being polluted, thanks to approximately 188 tons of lead, which we have prevented from being recovered and mixed into the soil. With the recovery of 1 ton of plastic, 14,000 thousand kWh of energy is saved. With approximately 31 tons of plastic that we recovered from the batteries, 434,000 kWh of energy was saved. In summary, a total of 477,240 kWh energy savings were achieved with battery recovery. This amount means a saving equivalent to the electricity consumption of 2,074 families for 1 month.

Waste Engine Oils

In 2022, 1,550,685 kg of waste engine oil was collected from our Authorized Services. This collected amount was sent to the Regeneration facilities for base oil recovery. In this way, 1.137.458 lt of base oil was recovered.

Packaging Waste

In 2022, 3,720 trees were prevented from being cut down by recycling 218,889 kg of paper/cardboard waste that was collected separately at the source and sent to a licensed recycling company at Doğuş Otomotiv locations, whereas 642 trees were prevented from being cut down by recycling 214,044 kg of wooden packaging.

Green Technology

As a result of the efficiency studies carried out on the number of virtual servers at Doğuş Otomotiv, we managed to increase our existing virtual servers while keeping the number of physical servers this year. We increased the number of servers in the existing virtual infrastructure from 42 to 264, which was 222 in 2021. We increased the number of servers in the existing virtual infrastructure from 222 in 2021 by 42 to 264. In 2022, the number of servers was increased from 264 to 293. All these virtual servers are hosted on 9 physical machines running by VMware ESXi operating systems. In Doğuş Oto, the 5 physical servers running by VMware ESXi operating systems were shut down as a result of efficiency practices, and the number of physical servers was reduced from 18 to 13. Again, in Doğuş Oto, the number of servers in the virtual infrastructure

was reduced from 74 to 46, along with the physical servers that were shut down. As always, Doğuş Otomotiv and Doğuş Oto continue to work with the aim of providing cost savings in terms of energy, hosting and licensing. In the future, we will continue to add the latest technologies to our company with less cost and energy use.

Energy and Water Management

Doğuş Otomotiv continued its efforts to reduce energy and water consumption in 2022, in line with its environmental responsibility policy. Within its energy efficiency efforts, our Company started to work on energy efficiency in partnership of a 3rd party company as the Energy Manager, as of September 2017. 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 activities and started to be published on the website and among the contents of the renewed Ethics Code.

Our Environment and Energy Policy

Doğuş Otomotiv intends 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 its negative impact on the environment, and manage energy consumption with high efficiency. In this context, our main objectives are;

- . To rearrange or redesign our workplaces in a way that prevents environmental accidents and pollution,
- . To reduce the possible negative environmental impact of our services and activities,
- . To contribute to reducing the factors that impact the global warming by increasing energy efficiency,
- . To set 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 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 environment-related material issues 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 the 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 activities we carry out for our brands and the environmental awareness we try to instill at our Authorized Dealers and Service Centers.

Energy Efficiency

With regard to energy efficiency, it is aimed to create energy saving areas by taking actions according to the determinations stated in the monthly reports. In this context, the amount of prevented CO2 was 366 tons. Doğuş Otomotiv completed the ISO 50001 Energy Management System certification process in 2022. Doğuş Otomotiv Authorized Dealers and Services were included in the GoToZero @Retail Program, a pilot study of which was initiated by Volkswagen AG

in 6 countries, in 2021. As a legal entity, 54 Authorized Dealers and After-sales Service Centers contributed to the data collection efforts to reduce energy consumption, calculate and reduce carbon emissions, within the scope of this program. In 2023, the participation of 60 dealers is targeted. In 2023, the plan is to give an awareness training at our Authorized Dealers and After-sales Service Centers for this purpose.

Emissions

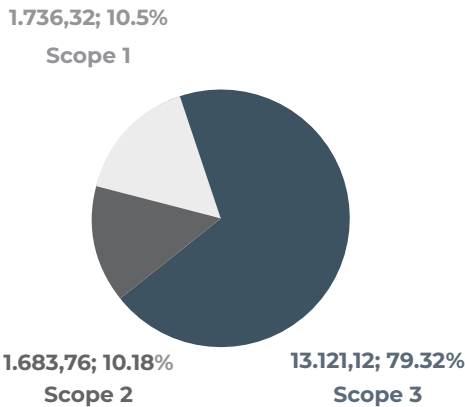
Doğuş Otomotiv Carbon Footprint of 2022 (ton CO2 /year)

Scope	tCO ₂ /year
Scope 1	1.736,32
Scope 2	1,683.77
Scope 3	13.121,12
Total	16,541.20

In 2021, after the maintenance of the heating boilers, their exhaust gas emission measurements were taken and the devices were checked for overconsumption; no problems were observed in the boiler emission measurements. Route optimizations in domestic spare part transportation operations, the use of intermodal systems in international spare parts transportation operations, and our recycling/recovery-based waste management

(especially battery and waste oil) are other efforts we carry out to reduce our emissions. Our carbon footprint for 2022 was 16,541.20 tons in total, and the carbon footprint per employee was calculated as 23.86 tons of CO2e. In addition, with the SPP Project, which was completed in 2022, 115% of the electricity consumed for our logistics operations was started to be supplied from renewable solar energy in 2022, and on this occasion, a 28% decrease was recorded in carbon emissions originating from electricity consumption. The plan is to use the excess electricity produced in other buildings in the Şekerpınar campus.

Distribution of Carbon Emissions in GHG Scopes for 2022 tCO2 / year



Water Consumption

Water need of our company is provided by ISU (Kocaeli Water and Sewerage Administration General Directorate). Water

consumption for 2022 in Doğuř Otomotiv and Doğuř Oto was recorded to be 95,531 m³ (27,170 m³ (*) of water consumption for Doğuř Otomotiv, 68,391 m³ of water consumption for Doğuř Oto was recorded). Bottled water in glass containers are used for drinking water. Our water consumption per vehicle sold in 2022 was realized at 0.90 m³. Compared to 2019, our water consumption per vehicle sold decreased by approximately 28%.

Eco-Friendly Vehicles

Doğuř 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 by means of technologies that advance each passing year and the added value created. In 2022, 3,587 hybrid vehicles were sold. Emission values per vehicle sold for each brand are included in the appendices section of our report.

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, Doğuř 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. With the effective electric vehicle policy it adopts, platforms it develops and wide range of electric vehicles it offers, our main manufacturer Volkswagen Group 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 to be added to the 20 models 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. On the other hand, Doğuř Otomotiv continues to grow the charging station infrastructure, with which our customers will enjoy driving uninterruptedly with their electric vehicles.

In this context, the installation of 200 charging stations across Turkey has been completed, including Turkey’s fastest charging stations with 320 kW installed in Kartal in 2021 and six 350 kW charging stations installed in other Porsche centers in 2023. The plan is to reach 2000 charging stations by the end of 2023.

At the same time, 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, the Battery Repair Center, which will serve the Central and Eastern Europe regions, started its operations at Doğuř Oto Kartal. The plan is to increase the number of battery repair centers to four in 2023. In addition, in 2023, the company with the registered title of Doğuř řarj Sistemleri Pazarlama ve Ticaret A.ř., was established as the sole shareholder of Doğuř Otomotiv, to operate in the installation, operation and charging of an electric charging unit, charging stations and charging network.

CORPORATE GOVERNANCE

One of the automotive companies with the largest number of brands and wide service network in Turkey, has been traded in Borsa Istanbul (BIST) with the code “DOAS.IS” since 2004.

Doğuş Otomotiv’s approach to corporate governance and sustainability has been one of its strongest aspects for many years, in line with the principle of responsible governance. In addition, it monitors all the governance and sustainability standards in the world with the aim of transparency, effective and efficient governance systems as well as optimum operational performance, and integrates its systems according to these by following the developments specific to our industry.

In the operating period that ended on 31.12.2022, our company adopted the equality, transparency, accountability and integrity notions appeared in the Capital Markets Board’s Corporate Governance Communiqué (Communiqué for short) numbered II- 17.1 published in the Official Gazette dated 03.01.2014 and numbered 28871. According to the Capital Markets Board’s announcement in its Bulletin dated 13.01.2022 and numbered 2022/2, our company is on the BIST 1st Tier Companies list.

Corporate Governance Structure

Doğuş Otomotiv, to be able to keep up to date all the strategic approaches it deals with within the scope of corporate governance, regularly monitors laws and regulations in our country and in the world, changing and developing policies and regulations, as well as international best practices, and provides necessary information at the board committees.

Doğuş Otomotiv’s corporate governance approach is implemented based on the following topics:

- Company management to develop a dialogue- oriented communication mechanism with all stakeholders of the Company and to evaluate the expectations of key stakeholders in all management processes,
- To maintain a transparent and accountable management approach and to put control mechanisms in operation,
- To be the assurance of effective and sustainable policies carried out operationally.

All details regarding Doğuş Otomotiv’s Corporate Governance Performance are included in the *Corporate Governance*

Compliance Report within the scope of the annual report.

Doğuş Otomotiv Board of Directors

The Functional Board of Directors has managed and represented the Company by keeping the risk, growth and return balance of the Company at the most appropriate level, with a rational and prudent risk management approach, with the strategic decisions it has taken, and by considering the long- term interests of the Company as a priority. The Board of Directors, in line with the vision and mission of the Company, coordinated the work carried out by the company’s executive bodies; at the same time, it supervised the performance of the Company management by observing the compliance of the Company’s activities with the legislation, Articles of Association, internal regulations and established policies. The Board has the authority at the highest level to make decisions, determine strategies and represent the Company.

Operating Principles of the Board of Directors
The Board of Directors carries out its activities in a transparent, accountable, fair and

responsible manner. The Board of Directors plays a leading role in maintaining effective communication between the Company and the shareholders, settling potential disputes and coming up with resolutions. For this purpose, the Board of Directors works in close cooperation with the Investor Relations Department. While fulfilling its duties and responsibilities, the Board of Directors is in constant and effective cooperation with the managers. Managers attend Board of Directors meetings when deemed necessary. The authorities and responsibilities of the Members of the Board of Directors and managers of the Company are included in the 9th, 10th, 11th, 12th and 13th articles of the Company’s Articles of Association. Members of our company’s Board of Directors, against the damages they may inflict to the Company through their faults while conducting their duties, are covered by the “Manager Liability Insurance Policy” with an annual umbrella insurance of USD 10 million, taken out by Doğuş Holding A.Ş.

When working procedures and principles of the Board of Directors are examined, the following matters, and many more issues listed in the principles, have been decreed;

- . Administrative structure, duties and responsibilities of the Board of Directors,

. Processes regarding the invitation of the Members of the Board of Directors to the meetings and meeting preparations,

. Information on the number of annual meetings and meeting planning,

. The method of setting the meeting agenda,

. Flow processes of information and documents related to the issues on the agenda to the members,

. Each member having the right of one vote,

. Duty to give information responsibility of the Members of the Board of Directors to inform each other, and the managers to the Board of Directors,

. Distribution of duties of the Board of Directors, and the committees,

. Evaluation of the performance of the Board of Directors.

. In practice, we act in accordance with this regulation.

Structure of the Board of Directors

The Company's Board of Directors consists of a total of six (6) persons, including one (1) chairman and five (5) members. As such, the condition of having at least five (5) members has been complied with in the formation of the Board of Directors. Adequate number of members has been provided for the Members of the Board of Directors to carry out productive and constructive works and to organize the formation and work of the committees effectively. There are one (1) executive and five

(5) non-executive members in the Board of Directors. The majority of the members are non-executive members. On the other hand, two (2) of the non-executive members of the Board of Directors are independent members in accordance with the definitions in the Corporate Governance Principles. Written statements of the independent members regarding their independence within the framework of the criteria set out in the legislation, Articles of Association and principles were submitted to the Board of Directors.

Two (2) female members serve on the Board of Directors. As such, 33% of our Company's Board of Directors consists of female members. The election of the Members of our Company's Board of Directors coincides with the qualifications in Chapter IV of the CMB's Corporate Governance Principles, and is made pursuant to the relevant articles of the Turkish Commercial Code. Members of the Board of Directors are Emir Ali Bilaloğlu, Gür Çağdaş, Koray Arıkan, Özlem Denizmen Kocatepe, Adalet Yasemin Akad and Adnan Memiş. According to the distribution of duties among the members of the Board of Directors elected at the Ordinary General Assembly Meeting of our Company on March 30, 2021, and announced on the Public Disclosure Platform; Emir Ali Bilaloğlu was elected as the Chairperson of the Board of Directors. Due to the reduction in the number of Board members, it has been found appropriate that the Chairperson of the Board of Directors and

the Chairperson of the Executive Board be the same person, considering the experience of the Chairperson elect Emir Ali Bilaloğlu, in the positions he held as the Member of the Board of Directors and Chairperson of the Executive Board for many years. There are two (2) independent members in our Company's Board of Directors; Adalet Yasemin Akad and Adnan Memiş serve as independent members. Members of the Board of Directors were elected at the General Assembly dated March 30, 2021 to serve for three (3) years. Resumes of our Board Members can be accessed on our website.

Board Meetings

The Board of Directors convened 12 times in 2022, and all meetings were attended. In cases where there was no participation, the members were informed, and their opinions were taken within the framework of the general procedures. Matters discussed in the Board of Directors are also made into meeting notes and their records are kept. Members of the Board of Directors have the right to express different opinions on every issue and to add annotations on decisions on this matter.

The Company's operating results, and performance indicators, as well as its financial, operational and sustainability goals are monitored by the Board of Directors through regular monthly meetings. Each member of the Board of Directors has one vote, and no member has been entitled with the right to veto. The meetings of the Board of Directors

are held in accordance with the legislation and the regulations of the Articles of Association regarding the meeting procedures of the Board of Directors. In the table below, the attendance status of our Board Members to the Board of Directors meetings held in 2022 is given:

	Attendance Ratio
Emir Ali Bilaloğlu	%100
Gür Çağdaş	%58
Koray Arıkan	%100
Özlem Denizmen Kocatepe	%100
Adalet Yasemin Akad	%100
Adnan Memiş	%100

Board of Directors Performance Evaluation

In our Company, performance evaluation activities of the Board of Directors are carried out by an independent consultancy firm every two to three years. In this context, in 2021, the proposals of three independent consultancy firms were evaluated by the Remuneration and Nomination Committee for this activity and ARGE consultancy firm is decided to be recommended to the Board of Directors. Alternative companies were also evaluated at the Board of Directors meeting on November 25, 2021, and it was decided to carry this activity in 2021 with the ARGE. This work, which started with an R&D company at the end of 2021, was completed in 2022. Within the scope

of the Board of Directors Performance Evaluation Study, questionnaires and face-to-face interviews were conducted with the members of the Board of Directors, and the answers were analyzed by the company. In addition, one-on-one meetings were held with senior executives who have administrative responsibilities and feedback was received regarding the Board of Directors. At the Remuneration and Nomination Committee meeting held on May 18, 2022, the results of the study were presented by the firm's consultant and the committee's opinions were received. At the Board of Directors Meeting dated 25.07.2022, the outputs of the study were conveyed and evaluated by the Board of Directors.

Committees of the Board of Directors

The following committees have been established for the Board of Directors to fulfill its duties and responsibilities in a reliable manner:

- . Audit Committee
- . Corporate Governance and Sustainability Committee
- . Early Risk Detection Committee
- . Remuneration and Nomination Committee

Due to the structure of the Board of Directors, Remuneration and Nomination Committee has not been established separately. The duties of these committees are being fulfilled by a single committee titled the Remuneration and Nomination Committee. The duties, working

principles and the members of the committees are determined in writing by the Board of Directors, approved by the Board of Directors, disclosed to the public, and published on the Company's website.

All members of the Audit Committee are Independent Board Members. On the other hand, at least the chairpersons of the Corporate Governance and Sustainability, Early Detection of Risk and Remuneration and Nomination Committees are Independent Board Members. The Chairperson of the Board of Directors/Chief of the Executive Board do not take part in these Committees. All kinds of resources and support required for the committees to fulfill their duties were provided by the Board of Directors. The committees invite independent experts and relevant executives to their meetings on matters they deem necessary regarding their activities and benefit from their opinions. The reports submitted by the committees were evaluated by the Board of Directors and relevant actions were taken by our Company.

Audit Committee

Adnan Memiş (Chairperson - Independent Member of the Board of Directors)
Adalet Yasemin Akad (Independent Member)
As defined within the framework of the CMB's Corporate Governance Principles, the Audit Committee, consisted of Independent Members of the Board of Directors, carries out its activities

within the framework of the Committee Regulation approved by the Board of Directors. The Audit Committee assists the Board of Directors in its supervision role regarding accounting, auditing, internal control system and financial reporting practices.

In this context, the Audit Committee ensures, on behalf of the Board of Directors, to determine the methods and criteria, for the efficiency and adequacy of the Company's internal audit, internal control and risk management systems, these systems and accounting and reporting systems are operated in compliance with principles of the Capital Market Legislation and the provisions of this regulation, for the integrity of the information produced, for the examination and resolution of the complaints received by the Company regarding its internal control system and independent audit, as well as for the confidential evaluation of notifications and warnings on accounting and independent auditing. In addition to the disclosure of financial information to the public and regular monitoring of independent audit activities, the Committee informs the Board of Directors about the issues within the framework of its determinations and evaluations regarding its duties and responsibilities.

The Audit Committee submits in writing, its evaluations of the compliance and accuracy of the annual and interim financial statements to be disclosed to the public with the accounting

principles followed by the Company, as well as their fairness and accuracy, by taking the opinions of the responsible managers and independent auditors of the Company together with its own assessments.

Eight (8) meetings were held by the Committee in 2022. In the presentations made by the Internal Audit Department to the Committee, information was provided on the findings regarding internal control, risk management and governance processes as a result of the audit activities, and the decisions taken were recorded in the Committee meeting minutes.

The Board of Directors was informed four times in 2021 about the audit findings that were decided to be shared with the Board of Directors by the members of the Committee.

Corporate Governance and Sustainability Committee

Adalet Yasemin Akad (Chairperson - Independent Member of the Board of Directors)
Gür Çağdaş
Koray Arıkan
Hasan Hüsnü Güzelöz
Yavuz Arda Yıldız (Investor Relations Representative)
The Corporate Governance and Sustainability

Committee determines whether the Corporate Governance Principles are implemented in the Company, if not, the reason, and the conflicts of interest that occur due to not fully complying with these principles, and fulfills its duty of public disclosure with the Corporate Governance Report.

In addition, it informs the Board of Directors about preventive/remedial measures to ensure the implementation of sustainability principles, areas that may create opportunities, and operational results. The said Committee consists of five (5) members; The Chairperson of the Committee is an Independent Board Member, and two (2) members are non-executive Board Members. Another (1) member serves as the Investor Relations Officer.

This person has been appointed as a Member of the Corporate Governance and Sustainability Committee in accordance with the Communiqué number II.17-1 of the Capital Markets Board.

If the Corporate Governance and Sustainability Committee consists of two members, both of them, and if it has more than two members, the majority of them are non-executive members, and as such, the Committee's structure is in conformity with the Corporate Governance Communiqué. The Committee

met four (4) times in 2022, whereby regularly reporting its findings and decisions to the Board of Directors. Within the scope of the Capital Markets Board's Communiqué II -17.1.a on the Amendment of the Corporate Governance Communiqué II -17.1 published in the Official Gazette dated 02.10.2020 and numbered 31262, the compliance of the companies with the sustainability principles and the compliance with the corporate governance principles in the reporting, including the explanations within the scope of the compliance with the sustainability principles framework has been made mandatory. As the Corporate Governance and Sustainability Committee, a decision was taken to set up the Company's goals by including this matter in the KPIs of the senior management, and the Committee to inform the Board of Directors periodically.

Sustainability governance structure of the company is detailed in the Sustainability Management section of the report.

Early Risk Detection Committee

Adnan Memiş (Chairperson - Independent Member of the Board of Directors)
Koray Arıkan
Gür Çağdaş
Hasan Hüsnü Güzelöz

The Early Detection of Risk Committee consists of four (4) members and the Chairman of the Committee is an independent member. As of April 2013, the structure of the Committee has been separated from the Corporate Governance and Sustainability Committee and its working principles have been established independently. The duties and responsibilities of the Early Detection of Risk Committee are carried out in accordance with the legislation. Established for the early detection of the causes that endanger the existence, development and continuation of the Company, as well as the implementation of the necessary measures and remedies against those, and the management of the risk, the Committee is responsible for operating and improving the system. The Committee held a total of four (4) meetings in 2022, one of which was with the Internal Audit Department. The Committee made a situation analyses by presenting regular monthly reports to the Board of Directors and shared the said reports with the auditor as well.

The Compliance Function, which submitted reports to the Early Detection of Risk Committee, held three meetings in 2022 with its working group. The Compliance Function has structured its activities within

the framework of compliance with internal policies, legal regulations and legislative requirements, international standards and processes, identification of risks in related processes and their reporting. Within the scope of its 2022 activities, the Compliance Function aims to increase compliance and loyalty to Doğuş Otomotiv Ethics Code and company values by adhering to the Compliance Policy, and by minimizing the risk in the areas it renders its services.

Remuneration and Nomination Committee

Adalet Yasemin Akad (Chairperson - Independent Member of the Board of Directors)
Özlem Denizmen Kocatepe
The Remuneration and Nomination Committee consists of the two (2) members whose names are mentioned above, and the chairperson of the committee is an independent member.

According to the content of the matter and when deemed necessary, the relevant managers are invited to the meeting and their opinions and evaluations are taken. The task of the Nomination Committee is also carried out by the Remuneration and

Nomination Committee in our Company. The Remuneration and Nomination Committee met three (3) times in 2022. The issues determined at the meeting, the activities related to them, and the outputs obtained were presented to the Board of Directors. "Evaluation of the Board of Directors and Improving its Efficiency" work is carried out regularly in our company. These studies are under the responsibility of the Remuneration and Nomination Committee. At the same time, with the recommendation of the Remuneration and Nomination Committee, a proposal is submitted regarding the salary increase of the independent members during the General Assembly period.

The Nomination Committee plays an active role in identifying candidates for the Independent Board of Directors substitutes. In addition, for the Members of the Board of Directors to have more detailed information about the organization, informative trainings including the current situation, medium and long-term strategies and expectations of each business unit are held regularly every year.

Succession Planning

In our Company, the performance of the members of the Executive Board based on their business goals is measured every year, and their detailed goals in finance, customer, process and learning and development

dimensions are evaluated according to a specific methodology. Executive Board Members' career development, succession plans, strengths and areas in need of improvement are evaluated and recorded in the existing infrastructure through annual gatherings called roundtable meetings. The following decisions were taken by the Board of Directors with the recommendation of the Remuneration and Nomination Committee in 2020 regarding the career planning of senior executives and their preparation for the Board of Directors: At the Board of Directors meeting dated June 15, 2020, a decision was taken concerning two General Managers from the Executive Board to attend the Board of Directors meetings alternately for six months for the purpose of being trained for the Board of Directors. In addition, a General Manager to attend to the Board of Directors every month and make a presentation about their operations is put on the agenda. These decisions were implemented in 2022 as well.

Human Resources and Disciplinary Committee

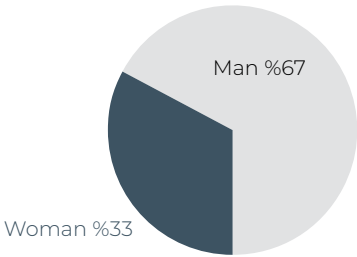
Emir Ali Bilaloğlu (Chairperson)
Gür Çağdaş
Koray Arıkan
Özlem Denizmen Kocatepe

The Committee was established with the authority of the Board of Directors to provide consultancy on human resources and disciplinary practices, to follow the studies and to take decisions on these issues. The Committee held two (2) meeting in 2022. Remuneration of the Board Members The principles of remuneration of the Members of the Board of Directors and executives with administrative responsibilities have been put in writing, submitted to the approval of the General Assembly, and shared with the public electronically. Stock options or payment plans based on the Company's performance were not used in the remuneration of the Independent Members of the Board of Directors, and the wages of these members were determined to protect their independence.

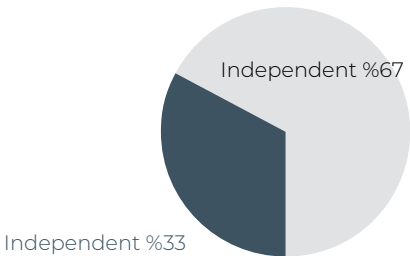
Our Company has not given any loans or opened credits to any Member of the Board of Directors or a manager with administrative responsibility, has not made loans available under the name of personal loans through a third party, or has not given guarantees such as surety in favor of it. Performance measurements of the Members of the Board of Directors were evaluated by applying objective criteria, with the support of a professional organization.

In 2022, our Company provided 259 million TL financial benefits to its top executives (Members of the Board of Directors and persons with administrative responsibility) for their authority and responsibility to plan, manage and control the Company's activities.

Percentage of Female Members in the Board of Directors



Percentage of Independent Members in the Board of Directors



Doğuş Otomotiv Executive Board

	Position	Education
Emir Ali Bilaloğlu	Chairman of the Board of Directors/CEO	M. Sc. in Engineering
Kerem Talih	Chief Financial Officer	Economics
Koray Bebekoğlu	Chief Digital Transformation and Corporate Communications Officer	Mining Engineering / MBA
Giovanni Gino Bottaro	Chief Brand Officer - Volkswagen Passenger Cars	Mechanical Engineering
Anıl Gürsoy	Chief Brand Officer - SEAT, CUPRA, Porsche, DOD and Doğuş Marine Services	Business Administration & Marketing
Kerem Galip Güven	Chief Brand Officer - Audi, Bentley, Lamborghini	Tourism & Hotel Management
Mustafa Karabayır	Chief Spare Parts and Logistics Officer	Geology Engineering / M. Sc. in Civil Engineering
Ela Kulunyar	Chief HR and Process Management Officer	Business Administration
Tolga Senyücel	Chief Brand Officer - VW Commercial Vehicles, Scania, DOD Heavy Vehicles, Thermo King, Scania Industrial and Marine Engines; Managing Director of Gebze and Tuzla Service Points	Business Administration / MBA

APPENDICES

APPENDIX 1.1 2022 Sustainability Performance

FINANCIAL PERFORMANCE³⁵

	2022
Revenue (thousand TL)	46,781,376
EBITDA (million TL)	8,222
CapEx (million TL) ³⁶	1,089
Total Sales ³⁷	85,928

DOĞUŞ OTOMOTİV SERVİS ve TİCARET A.Ş. CONSOLIDATED STATEMENTS OF FINANCIAL POSITION AS OF AT 31 DECEMBER 2022

(Convenience translation of consolidated financial statements originally issued in Turkish and amounts expressed in thousands of TL unless otherwise indicated.)

	Audited	
	2022	2021
ASSETS ³⁸		
CURRENT ASSETS		
Cash and cash equivalents	3,366,150	3,409,576
Financial investments	2,033,691	-
Trade receivables	3,331,831	1,010,816
Trade receivables due from related parties	2,548,419	656,025
Trade receivables due from third parties	783,412	354,791
Other receivables	181,270	150,347

35 Doğuş Otomotiv's detailed audited financial statements are available on the website.
36 Tangible asset entries have been taken into consideration
37 Wholesales excluded ŠKODA.
38 Footnote *references of financial reports*, independent audit report and Doğuş Otomotiv 2022 financial statements are available on the Company's website.

Audited		
Other receivables due from related parties	7,622	6,942
Other receivables due from third parties	173,648	143,405
Inventories	4,270,103	1,969,481
Prepayments	107,723	39,858
Other current assets	6,609	3,214
Total current assets	13,297,377	6,583,292
NON-CURRENT ASSETS		
Financial investments	2,345,929	831,804
Financial assets measured at fair value through other comprehensive income	2,345,929	831,804
Other receivables	738	1,372
Other receivables due from related parties	339	975
Other receivables due from third parties	399	397
Investments accounted for using equity method	1,682,377	880,235
Investment property	99,227	121,463
Property, plant and equipment	2,015,093	1,096,291
Right of use assets	150,806	109,068
Intangible assets	154,909	89,645
Prepayments	6,206	18,790
Deferred tax assets	912,518	22,639
Total non-current assets	7,367,803	3,171,307
TOTAL ASSETS	20,665,180	9,754,599

DOĞUŞ OTOMOTİV SERVİS ve TİCARET A.Ş.

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION AS AT 31 DECEMBER 2022

(Convenience translation of consolidated financial statements originally issued in Turkish and amounts expressed in thousands of TL unless otherwise indicated.)

	Audited	
LIABILITIES	2022	2021
CURRENT LIABILITIES		
Current borrowings	2,183,408	2,705,361
Short-term portion of long-term borrowings	189,637	232,254
Trade payables	3,586,647	1,231,202
Trade payables to related parties	213,048	113,323
Trade payables to third parties	3,373,599	1,117,879
Employee benefit obligations	113,695	38,116
Deferred income	260,748	59,269
Current tax liabilities	343,251	259,620
Current provisions	1,135,049	396,216
Other current provisions	1,135,049	396,216
Other current liabilities	533,140	164,700
Total current liabilities	8,345,575	5,086,738
NON-CURRENT LIABILITIES		
Long-term borrowings	221,458	90,669
Deferred income	103,563	35,279
Non-current provisions	288,058	142,662
Non-current provisions for employee benefits	192,880	72,217
Other long-term provisions	95,178	70,445
Deferred tax liabilities	-	35,568
Total non-current liabilities	613,079	304,178

LIABILITIES	Audited	
	2022	2021
TOTAL LIABILITIES	8,958,654	5,390,916
EQUITY		
Equity attributable to equity holders of the Company	11,669,381	4,350,425
Issued capital	220,000	220,000
Inflation adjustment on capital	23,115	23,115
Treasury shares (-)	(215,241)	(220,393)
Share premium/(discount)	63,861	-
Other accumulated comprehensive income/(loss) that will not be reclassified in profit or loss	(118,262)	(28,935)
Gains/(losses) on revaluation and remeasurement	(118,262)	(28,935)
Gains/(losses) on remeasurements of defined benefit plans	(118,262)	(28,935)
Other accumulated comprehensive income/(loss) that will be reclassified in profit or loss	2,302,482	762,398
Exchange differences on translation	22,659	8,582
Gains/(losses) on revaluation and reclassification	2,279,823	753,816
Gains/(losses) from financial assets measured at fair value through other comprehensive income	2,279,823	753,816
Restricted reserves appropriated from profits	542,047	423,295
Legal reserves	323,363	199,463
Treasury share reserves	215,241	220,393
Other restricted profit reserves	3,443	3,439
Advance dividend payments (net) (-)	(900,000)	-
Prior years' profit or losses	1,927,193	839,364
Profit/(loss) for the period	7,824,186	2,331,581
Non-controlling interests	37,145	13,258
TOTAL EQUITY	11,706,526	4,363,683
TOTAL EQUITY AND LIABILITIES	20,665,180	9,754,599

DOĞUŞ OTOMOTİV SERVİS VE TİCARET A.Ş.
CONSOLIDATED PROFIT OR LOSS STATEMENTS FOR THE YEARS ENDED 31 DECEMBER 2022

(Convenience translation of consolidated financial statements originally issued in Turkish and amounts expressed in thousands of TL unless otherwise indicated.)

	Audited	
	2022	2021
Revenue	46,781,376	24,306,203
Cost of sales	(36,255,256)	(20,784,706)
GROSS PROFIT/(LOSS) FROM COMMERCIAL OPERATIONS	10,526,120	3,521,497
GROSS PROFIT/(LOSS)	10,526,120	3,521,497
General administrative expenses	(1,752,047)	(758,847)
Marketing expenses	(1,218,539)	(566,894)
Other income from operating activities	766,834	1,062,291
Other expenses from operating activities	(397,589)	(165,304)
PROFIT (LOSS) FROM OPERATING ACTIVITIES	7,924,779	3,092,743
Investment activity income	243,549	31,820
Share of profit (loss) from investments accounted for using equity method	1,032,454	440,531
PROFIT (LOSS) BEFORE FINANCING INCOME/(EXPENSE)	9,200,782	3,565,094
Financial income	89,576	54,771
Financial expense	(769,399)	(651,276)
PROFIT/(LOSS) FROM CONTINUING OPERATIONS, BEFORE TAX	8,520,959	2,968,589
Tax/(expense) income, continuing operations	(672,886)	(632,533)
Current period tax/(expense) income	(1,656,694)	(633,036)

	Audited	
	2022	2021
Deferred tax/(expense) income	983,808	503
PROFIT/(LOSS) FROM CONTINUING OPERATIONS	7,848,073	2,336,056
PROFIT/(LOSS)	7,848,073	2,336,056
Profit/(loss), attributable to		
Non-controlling interests	23,887	4,475
Owners of parent	7,824,186	2,331,581
Basic earnings per share		
Basic earnings/(loss) per share from continuing operations	39.4136	11.7757
Diluted earnings per share		
Diluted earnings/(loss) per share from continuing operations	39.4136	11.7757

DOĞUŞ OTOMOTİV SERVİS VE TİCARET A.Ş.

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY FOR THE YEARS ENDED 31 DECEMBER 2022

(Convenience translation of consolidated financial statements originally issued in Turkish and amounts expressed in thousands of TL unless otherwise indicated.)

					Accumulated other comprehensive income and expense that will not be reclassified through profit or loss	Accumulated other comprehensive income and expense that will be reclassified through profit or loss				Accumulated earnings				
	Issued capital (Note 19)	Inflation adjustments on capital (Note 19)	Treasury shares (Note 19)	Share premium (discount) (Note 19)	Gains / losses on remeasurements of defined benefit plans	Foreign currency translation difference (Note 19)	Gains / losses on remeasuring of financial assets measured at fair value through other comprehensive income (Note 19)	Restricted reserve (Note 19)	Advance dividend payments (net)	Retained earnings/ (Accumulated losses)	Net profit/ loss for the period	Equity attributable to equity holders of the company	Non-controlling interests (Note 19)	Total equity
Balance at 1 January 2021	220,000	23,115	(220,325)	-	(22,080)	2,078	481,437	405,826	-	359,566	1,037,334	2,286,951	8,783	2,295,734
Transfers	-	-	-	-	-	-	-	17,401	-	1,019,933	(1,037,334)	-	-	-
Total comprehensive income (loss)	-	-	-	-	(6,855)	6,504	272,379	-	-	-	2,331,581	2,603,609	4,475	2,608,084
Profit (loss) for the period	-	-	-	-	-	-	-	-	-	-	2,331,581	2,331,581	4,475	2,336,056
Other comprehensive income (loss)	-	-	-	-	(6,855)	6,504	272,379	-	-	-	-	272,028	-	272,028
Profit shares	-	-	-	-	-	-	-	-	-	(600,000)	-	(600,000)	-	(600,000)
Increase (decrease) through treasury shares transactions	-	-	(68)	-	-	-	-	68	-	59,865	-	59,865	-	59,865
Balance at 31 December 2021	220,000	23,115	(220,393)	-	(28,935)	8,582	753,816	423,295	-	839,364	2,331,581	4,350,425	13,258	4,363,683
Balance at 1 January 2022	220,000	23,115	(220,393)	-	(28,935)	8,582	753,816	423,295	-	839,364	2,331,581	4,350,425	13,258	4,363,683
Transfers	-	-	-	-	-	-	-	123,904	-	2,207,677	(2,331,581)	-	-	-
Total comprehensive income (loss)	-	-	-	-	(89,327)	14,077	1,526,007	-	-	-	7,824,186	9,274,943	23,887	9,298,830
Profit (loss) for the period	-	-	-	-	-	-	-	-	-	-	7,824,186	7,824,186	23,887	7,848,073

					Accumulated other comprehensive income and expense that will not be reclassified through profit or loss	Accumulated other comprehensive income and expense that will be reclassified through profit or loss				Accumulated earnings				
	Issued capital (Note 19)	Inflation adjustments on capital (Note 19)	Treasury shares (Note 19)	Share premium (discount) (Note 19)	Gains / losses on remeasurements of defined benefit plans	Foreign currency translation difference (Note 19)	Gains / losses on remeasuring of financial assets measured at fair value through other comprehensive income (Note 19)	Restricted reserve (Note 19)	Advance dividend payments (net)	Retained earnings/ (Accumulated losses)	Net profit/ loss for the period	Equity attributable to equity holders of the company	Non-controlling interests (Note 19)	Total equity
Other comprehensive income (loss)	-	-	-	-	(89,327)	14,077	1,526,007	-	-	-	-	1,450,757	-	1,450,757
Advance dividend payments	-	-	-	-	-	-	-	-	(900,000)	-	-	(900,000)	-	(900,000)
Profit shares	-	-	-	-	-	-	-	-	-	(1,250,000)	-	(1,250,000)	-	(1,250,000)
Increase (decrease) through treasury shares transactions	-	-	5,152	63,861	-	-	-	(5,152)	-	130,152	-	194,013	-	194,013
Balance at 31 December 2022	220,000	23,115	(215,241)	63,861	(118,262)	22,659	2,279,823	542,047	(900,000)	1,927,193	7,824,186	11,669,381	37,145	11,706,526

DOĞUŞ OTOMOTİV SERVİS VE TİCARET A.Ş.

CONSOLIDATED STATEMENTS OF CASH FLOW FOR THE YEARS ENDED 31 DECEMBER 2022

(Convenience translation of consolidated financial statements originally issued in Turkish and amounts expressed in thousands of TL unless otherwise indicated.)

	Audited	
	2022	2021
A. CASH FLOWS FROM OPERATING ACTIVITIES:	3,789,856	3,268,796
Profit (loss) for the period	7,848,073	2,336,056
Adjustments to for profit (loss) for the period reconciliation:	1,575,163	1,339,906
Adjustments for depreciation and amortization expense	297,612	182,141

	Audited	
	2022	2021
Adjustments for impairment loss (reversal of impairment loss)	(919)	(482)
- <i>Adjustments for impairment loss (reversal of impairment loss) of receivables</i>	111	(27)
- <i>Adjustments for impairment loss (reversal of impairment loss) of inventories</i>	(1,030)	(455)
Adjustments for provisions	1,315,359	505,839
- <i>Adjustments for (reversal of) provisions related with employee benefits</i>	43,901	19,501
- <i>Adjustments for (reversal of) lawsuit and/or penalty provision expenses</i>	18,549	22,587
- <i>Adjustments for (reversal of) warranty provisions</i>	229,805	133,751
- <i>Adjustments for (reversal of) other provisions</i>	1,023,104	330,000
Adjustments for interest (income) and expense	518,405	491,474
- <i>Adjustments for interest income</i>	(89,576)	(54,771)
- <i>Adjustments for interest expense</i>	607,981	546,245
Adjustments for unrealized foreign exchange losses (gains)	47,822	752
Adjustments for fair value losses (gains)	(213,248)	-
- <i>Adjustments for fair value losses (gains) of financial assets</i>	(213,248)	-
- <i>Adjustments for undistributed profits of investments accounted for using equity method</i>	(1,032,454)	(440,531)
Adjustments for tax (income) expenses	672,886	632,533
Adjustments for losses (gains) on disposal of non-current assets	(30,300)	(31,820)
- <i>Adjustments for losses (gains) from sale of tangible assets</i>	(30,300)	(31,820)
Changes in working capital	(3,542,842)	107,145
Adjustments for decrease (increase) in trade receivables	(2,321,511)	36,360
- <i>Decrease (increase) in due from related parties</i>	(1,892,394)	(94,168)
- <i>Decrease (increase) in due from third parties</i>	(429,117)	130,528
Adjustments for decrease (increase) in inventories	(2,299,592)	782,817
Adjustments for increase (decrease) in trade payables	2,355,445	(622,628)
- <i>Increase (decrease) in due to related parties</i>	99,725	(18,447)
- <i>Increase (decrease) in due to third parties</i>	2,255,720	(604,181)
Increase (decrease) in deferred income	179,763	36,671
Adjustments for other increase (decrease) in working capital	(1,456,949)	(126,075)

	Audited	
	2022	2021
Cash flows from operations	5,880,394	3,783,107
Payments related with provisions for employee benefits	(9,968)	(12,050)
Payments related with other provisions	(507,892)	(100,826)
Income taxes refund (paid)	(1,573,063)	(401,502)
Other cash inflows (outflows)	385	67
B. CASH FLOWS FROM INVESTING ACTIVITIES	(873,100)	19,868
Cash outflows arising from purchase of shares or capital increase of associates and/or joint ventures	(3,368)	-
Proceeds from sales of property, plant, equipment and intangible assets	48,259	56,962
- <i>Proceeds from sales of property, plant and equipment</i>	48,259	56,962
Purchase of property, plant, equipment and intangible assets	(1,219,317)	(403,754)
- <i>Purchase of property, plant and equipment</i>	(1,088,594)	(330,159)
- <i>Purchase of intangible assets</i>	(130,723)	(73,595)
Dividends received	301,326	366,660
C. CASH FLOWS FROM FINANCING ACTIVITIES	(2,974,259)	(536,641)
Regarding the entity's acquisition of its own shares and other equity instruments cash outflows	69,013	-
Proceeds from borrowings	2,314,324	2,596,252
Repayments of borrowings	(2,777,486)	(2,056,713)
Cash outflows on debt payments from leasing agreements	(103,991)	(80,742)
Dividends paid	(1,935,000)	(600,000)
Interest paid	(630,695)	(450,209)
Interest received	89,576	54,771
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS BEFORE EFFECT OF EXCHANGE RATE CHANGES (A+B+C)	(57,503)	2,752,023
D. EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS	14,077	1,954
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS (A+B+C+D)	(43,426)	2,753,977
E. CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD	3,409,576	655,599
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD (A+B+C+D+E)	3,366,150	3,409,576

CUSTOMERS

CUSTOMER EXPERIENCE MANAGEMENT SURVEY (CEM) RESULTS

SALES	BRAND	2020	2021	2022
	Volkswagen Passenger	4,97	4,97	4,97
	Volkswagen Commercial	4,96 ³⁹	4,95	4,97
	Audi	4,94	4,95	4,97
	SEAT	4,93	4,93	4,91
	CUPRA			4,91
	Porsche	4,95	4,96	4,93
	DOD	4,74	4,75	4,81
SERVICE	Volkswagen Passenger	4,85	4,87	4,89
	Volkswagen Commercial	4,88 ⁴⁰	4,91	4,92
	Audi	4,9	4,91	4,94
	Porsche	4,97	4,99	4,99
	CUPRA			4,62
	Seat	4,86	4,87	4,83

EMPLOYEES

	2020		2021		2022	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Full-time Employees	618	1,439	652	1,332	671 ⁴¹	1,334
Part-time Employees	1	2	0	1	0	1
Permanent Employees for Indefinite Period	619	1,441	652	1,333	671	1,335
Seasonal and Temporary Employees	27	12	15	12	28	17
Total Executives (Directors and up)	57	27	60	22	60	18

39 CEM calls were suspended in March-April-May due to the pandemic and resumed in June. The data for 2020 covers 9 months.

40 CEM calls were suspended in March-April-May due to the pandemic and resumed in June. The data for 2020 covers 9 months.

41 2022 full-time employee data is based on 31.12.2022, and indefinite-term employees on the permanent staff are included.

	2020		2021		2022	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
Total Number of Promotions	56	12	97	22	106	34
Promoted Female Employees	24	4	25	6	43	11
Total Employees Recruited	63	122	95	201	52	189
Total Women Recruited	24	32	47	56	18	33
Ratio of Recruited Women to Total Number of Recruitments (%)	38	26	49.5	27.9	35	18
Resignations ⁴²	50	109	53	145	67	181
Ratio of Resignations to Total Workforce (%)	8	7.6	8	11	9.98	13.56
Male Employees Resigned	26	87	31	114	42	141
Ratio of Male Employees Resignations to Total Workforce (%)	4.2	6.1	4.6	8.4	6.3	10.5
Female Employees Resigned	24	22	22	31	25	40
Ratio of Female Employees Resignations to Total Workforce (%)	3.9	1.5	3.3	2.3	2.3	3.7
Employee Resignations Under the Age of 30	19	53	21	56	56	27
Ratio of Employee Resignations under 30 to Total Workforce (%)	3.1	3.7	3.1	2.3	3.7	2.9
Employee Resignations Between the Ages of 30 and 50	28	53	29	56	27	75
Ratio of Employee Resignations between 30 and 50 to Total Workforce (%)	4.5	3.7	4.3	4.1	4	5.6
Employee Resignations Over the Age of 50	3	3	3	88	37	105
Ratio of Employee Resignations over 50 to Total Workforce (%)	0.5	0.2	0.4	6.5	5.5	7.9

42 Doğuş Oto – Etimesgut location business closure is excluded from the 2021 Doğuş Oto resignation report. It was made only for indefinite permanent staff from the personnel list dated 31.12.2022.

TRAININGS

Total Man/Hours – Man/Hours per Person	Doğuş Otomotiv						Doğuş Oto					
	Total			Per Employee			Total			Per Employee		
	2020(**)	2021(**)	2022(*)	2020(**)	2021(**)	2022(*)	2020	2021	2022	2020	2021	2022
Board of Directors	3	3	3	0.42	0.75	0.50	0	0	0	0	0	0
Senior-level Executives	60	25	67	6.61	3.19	8.38	5.0	3.50	6	0.56	3.50	3
Mid-level Executives	901	1,214	2,954	21.45	26.40	65.64	1,024.5	699	1,906	60.26	30.39	90.76
Executives	6,425	7,287	11,361	33.81	38.15	56.81	4,639.0	5,549	7,816	37.11	41.72	62.53
Officers / Asst. Officers / Specialists / Asst. Specialists.	4,449	5,489	10,747	24.58	27.87	50.22	16,731.0	21,644	24,352	47.40	59.46	75.16
Call Center	394	932	996	6.35	12.94	14.23	0	0	0	0	0	0.00
Employees	13	20	153	0.66	1.05	8.50	1,316.5	3,066	4,065	4.82	9.95	15.57
Blue-collars	411	231	1,218	3.28	1.90	9.52	2,957.5	1,634	6,316	4.39	2.46	10.07
Others	275	211	205	11.96	6.59	4.10	20.5	18	136	0.68	0.41	1.11
TOTAL/Overall Average	12,928	15,413	27,704	19.58	22.34	37.49	26,694	32,613	44,597	18.01	19.43	30.09

BENEFITS PROVIDED TO EMPLOYEES

Payments for the Rights and Side Benefits Provided to Employees⁴³

Scope (Million TL)	Doğuş Otomotiv			Doğuş Oto		
	2020	2021	2022	2020	2021	2022
Gross Salary Payments	139.79	161.83	269.24	141.79	174.02	242.39
Meals	1.7	20.99	3.5	12.45	15.11	10.354
Transportation	4.8	54.80	7.8	25.09	48.11	17.220
Bonuses	155.34	1.25	207.86	99.16	69.46	218.95
Health and Life Insurances	3.28	3.5	5.85	4.73	4.99	7.65

⁴³ Gross Salary, Bonus, Health and Life insurance payments are prepared according to data from 1 January 2022 - 31 December 2022.

BENEFITS PROVIDED

BENEFITS PROVIDED TO EMPLOYEES 2022 ⁴⁴	FULL-TIME EMPLOYEES
Mobile Phones (Brand Limited)	According to their positions, to those who should have one as required by their responsibilities.
Private Health Insurance (Company and coverage)	To all employees
Private Health Insurance for Employees’ Children Under 18	Exclusive for Doğuř Otomotiv employees
Life insurance	To all employees
Company Vehicle (with model and fuel restrictions)	To directors and above positions
Service Shuttle	To all employees
Fuel/Commute Expense Support	-
Private Pension Contribution	-
Kindergarten Benefit	Exclusive for Doğuř Otomotiv female employees
Private Health Insurance – Birth Cover (Additional Premium) ⁴⁵	To all employees
Extra One Week Leave for Employees Who Have Completed 15 Years ⁴⁶	Exclusive for Doğuř Otomotiv employees
Gift Certificate for Employees Who Have Completed 15 Years	Exclusive for Doğuř Oto employees

D. OCCUPATIONAL HEALTH AND SAFETY

REPRESENTATION RATIO IN OCCUPATIONAL HEALTH AND SAFETY COMMITTEES

	Total Number of Employees ⁴⁷			OHS Committee Employee Numbers			OHS Committee Members (%)		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Head Office	345	353	400	13	13	12	3.76	3.68	3.00
Logistics	217	218	235	15	15	18	6.91	6.88	7.66
Total	562	571	635	28	28	30	4.98	4.90	4.72

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

45 It is not provided to all our employees. A supplementary 7,700 TL is paid to female employees who have given birth, in addition to their health insurances.

46 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 2,500 TL is presented to employees who have completed 15 years.

47 31.12.2022 all employees are included.

Representation Ratio in DoğuŖ Oto Occupational Health and Safety Committees

	Total Number of Employees			OHS Committee Employee Numbers			OHS Committee Members (%)		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Esenyurt	250	325	272	8	29	16	3.2	8.92	5.88
Maslak	308	279	325	14	13	28	4.54	4.65	8.62
Kartal	262	278	294	10	15	19	3.81	5.39	6.46
Gebze	57	220	63	7	23	15	12.28	10.45	23.80
Bursa	196	212	200	13	31	26	6.63	14.62	13
Etimesgut	164	153	-	8	18	-	4.1	11.76	-
Çankaya	195	62	220	8	8	22	4.1	12.90	10
Maslak Audi City	5	10	11	0	3	3	0.00	30.0	27.27

LOST DAYS RATES⁴⁸

	Data Measurement Method	DoğuŖ Otomotiv			DoğuŖ Oto		
		2020	2021	2022	2020	2021	2022
Illness-related Lost Day Rate Full-time Employees	(AR)	1.56(**)	1.79(**)	0.63(*)	2.91(**)	2.86(**)	1.40(*)
Recorded Incident Rate	(IR)	0.01(**)	0.01(**)	0.01(*)	0.01(**)	0.01(**)	00.2(*)
Injury-related Lost Days Rate	(LDR)	0.02(**)	0(**)	0(*)	0.01(**)	0(**)	0(*)
Number of Cases with Work-related Fatalities Full-time Employees	-	0	0	0	0	0	0
Occupational Diseases-related Lost Days Rate	(ODR)	0	0	0	0	0	0

48 The table has been prepared according to the data of January 1, 2022 - December 31, 2022.

Workplace Accident Rate	2020	2021	2022
Workplace Accident Rate (%)	0.01	0.01	0.01

E. GENDER EQUALITY DATA

FEMALE-MALE EMPLOYEES BY REGIONS⁴⁹

	Female			Male			Female			Male		
Regions	Doğuş Otomotiv 2020	Doğuş Otomotiv 2021	Doğuş Otomotiv 2022	Doğuş Otomotiv 2020	Doğuş Otomotiv 2021	Doğuş Otomotiv 2022	Doğuş Oto 2020	Doğuş Oto 2021	Doğuş Oto 2022	Doğuş Oto 2020	Doğuş Oto 2021	Doğuş Oto 2022
Marmara	193	217	242	426	428	429	189	202	236	895	922	1,099
Aegean	0	1	0	0	3	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	36	0	292	172	0

49 The number of employees in this table is prepared according to the data of 31 December 2022 and excludes the number of fixed-term employees and interns.

AGE BREAKDOWN BY POSITION⁵⁰

	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		
	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022
Board of Directors and Executive Board	2	2	2	1	0	0	4	4	4	3	1	1	0	0	0	0	0	0	1	0	0	1	0	0	5	6	6	3	1	2
Senior Level Executives	1	1	2	1	0	0	8	7	7	6	1	7	0	0	0	0	0	0	4	2	1	4	0	3	5	6	8	3	1	4
Mid-Level Executives	9	10	13	5	3	3	33	36	38	12	17	13	0	0	0	0	0	0	37	41	38	15	16	15	5	5	10	2	4	1
Executives	64	65	72	0	0	0	126	126	131	0	0	0	1	2	4	0	0	0	166	173	175	0	0	0	10	16	24	0	0	0
Officers/ Asst. Officers/ Specialists/ Asst.	74	85	101	130	128	134	103	106	126	351	321	312	78	88	122	120	92	108	97	97	97	354	348	327	2	6	8	7	9	11
Call Center	27	39	48	0	0	0	29	24	31	0	0	0	41	50	59	0	0	0	15	13	20	0	0	0	0	0	0	0	0	0
Employees	3	6	4	109	104	109	16	94	89	155	178	167	2	5	10	94	102	93	13	86	78	165	173	175	4	9	8	5	7	8
Blue-collars	3	0	0	3	3	1	112	37	50	667	575	567	8	5	7	232	216	197	94	24	35	424	342	340	13	8	8	14	20	31
Others	11	10	23	1	1	1	0	0	0	1	1	5	1	1	1	0	0	0	9	8	8	1	1	5	1	1	1	1	1	1

FEMALE-MALE EMPLOYEE BREAKDOWN BY EDUCATION LEVELS⁵¹

Education Level	Kadın			Erkek			Kadın			Erkek		
	Doğuş Otomotiv 2020	Doğuş Otomotiv 2021	Doğuş Otomotiv 2022	Doğuş Otomotiv 2020	Doğuş Otomotiv 2021	Doğuş Otomotiv 2022	Doğuş Oto 2020	Doğuş Oto 2021	Doğuş Oto 2022	Doğuş Oto 2020	Doğuş Oto 2021	Doğuş Oto 2022
	0	0	0	0	0	0	0	0	0	0	0	0
PhD	49	51	24	79	81	88	25	22	24	31	25	23
Masters	123	147	157	187	192	209	163	163	157	346	337	325
Bachelors	8	10	32	25	26	28	32	30	32	179	166	177
Associate Degree	12	9	23	117	516	116	28	24	23	440	404	395
High School	1	0	0	18	13	18	1	0	0	203	135	147

50 The number of employees in this table is prepared according to the data of 31 December 2022 and excludes the number of fixed-term employees and interns.

51 The figures in the table are based on the 31 December 2022 data.

FEMALE EMPLOYEE NUMBERS BY POSITION AND RATIOS⁵²

Position	Total Number of Female Employees			Percentage of Female Employees by Total Employees (%)			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 (%)		
	2020	2021	2022	2020	2021	2022	2020(**)	2021(**)	2022(*)	2020(**)	2021(**)	2022(*)	2020	2021	2022	2020	2021	2022
Board of Directors	3	2	2	30.0	29.00	25	2	2	2	33.33	33.33	33.3	1	0	0	25.0	0	0
Senior Level Executives	2	1	2	12.5	11.11	12.5	1	1	2	11,11	11.11	22.2	1	0	0	14.3	0	0
Mid-Level Executives	14	13	13	23.7	19.69	20.3	9	10	10	21.43	21.74	20.8	5	3	3	29.4	15.00	18.8
Executives	64	65	72	33.7	34.03	35.6	64	65	72	33.68	34.03	35.6	0	0	0	0	0	0
Officers / Asst. Officers/ Specialists / Asst.	204	213	227	31.0	33.28	34.3	74	85	95	41.81	44.50	43.6	130	128	132	27.0	28.5	29.8
Call Center	27	39	44	48.2	61.90	63.7	27	39	44	48.21	61.90	63.7	0	0	0	0	0	0
Employees	112	110	106	39.6	26.1	30.3	3	6	7	15.79	6.00	7.9	109	104	99	41.3	36.8	37.9
Blue-collars	6	3	1	0.8	0.49	0.16	3	0	0	2.61	0	0	3	3	1	0.4	52.00	0.18
Others	12	11	11	92.3	91.6	68.75	11	10	10	100.0	100.00	100	1	1	1	50.00	50.00	16.7

SALARY RATIOS OF FEMALE AND MALE EMPLOYEES⁵³

Ratio of Female Employee Salaries to the Male Employee Salaries (%)	2020(**)		2021(**)		2022(*)	
	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto	Doğuş Otomotiv	Doğuş Oto
	96	96	96	96	99	103

52 The figures in the table are based on the 31 December 2022 data.

53 Since the data collection system regarding salary rates did not include employee categories during the reporting period, distribution by employee categories could not be given. The figures in the table are based on the 31 December 2022 data.

ENVIRONMENTAL PERFORMANCE

EMISSIONS FROM LOGISTIC OPERATIONS LOGISTICS CAGE EXPORTS

YEAR	Volkswagen Annual Number of Trailer Trucks Exported	CO ₂ Emissions (ton)
2020	391	768
2021	448	880
2022	463	909

DOMESTIC VEHICLE DISTRIBUTION OPERATIONS⁵⁴

YEAR	Fuel Consumption (lt)	CO ₂ Emissions (tons)	Number of Vehicles Sold	CO ₂ Emission per Vehicle Sold (kg)
2020	4,250,000 lt	10,440	120,476	86
2021	4,363,000 lt	10,718	123,038	87
2022	3,750,000 lt	9,823.30	103,990	94

OVERSEAS REPLACEMENT PARTS TRANSPORTATION OPERATIONS⁵⁵

YEAR	2020	2021	2022
MARS	1,605	1,092.24	1,513
EVOLOG	48	1,027.20	519
TOTAL	2,361	2,637	2,032

54 CO₂ emissions from all our logistics operations, excluding domestic spare parts transportation, are 12,153 tons

55 By means of the Intermodal System used in transportation operations, 717 tons of CO₂ was saved in 2022.

WASTE MANAGEMENT
HAZARDOUS WASTES

Location	2020 (kg)	2021 (kg)	2022 (kg)
Doğuş Otomotiv Servis ve Tic. A.Ş. / Şekerpınar Central Location and Scania Gebze / Scania Tuzla	21,640	23,809	27,348
Doğuş Oto Pazarlama ve Tic. A.Ş.	178,413	185,707	179,411
Other Authorized Service Centers	416.621 (62 service centers)	381.403 (62 service centers)	389,355
Overall Total	616,674 (**)	590,919 (**)	596,114 (*)

BATTERY WASTES⁵⁶

	2020 (**)	2021 (**)	2022 (*)
Battery Totals (kg)	499,544	410,252	302,411

LUBRICANT WASTES

	2020 (**)	2021 (**)	2022 (*)
Lubricant Waste Totals (kg)	1,876,683	1,550,685	1,864,189

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

ECO-FRIENDLY VEHICLES

	2020	2021	2022	2020	2021	2022
Volkswagen Passenger	52,740	53,523	49,695	122	118	120
Volkswagen Commercial	12,036	14,663	10,646	179	172	147
Audi	18,168	14,036	14,554	114	121	119
Porsche	619	627	668	192	83	162
Bentley	11	11	15	267	302	271
Lamborghini	19	16	14	313	328	292
SEAT	11,551	12,457	6,142	126	112	113
Cupra		285	2,792		127	129
Total Sales/Average of All Brands	95,144	95,618	84,526	125	126	123

ENERGY CONSUMPTION

	2020		2021		2022	
	Doğuş Otomotiv (**)	Doğuş Oto	Doğuş Otomotiv (**)	Doğuş Oto	Doğuş Otomotiv (*)	Doğuş Oto
Natural gas (m³)	402,652	1,046,820	396,989.77	1,296,492	445,845.39	1,036,942
Fuel (lt)	223,695	276,181	276,224.2	328,310	345,494.12	335,296
Electric (kWh)	5,179,752	13,893,660	4,797,564.72	14,386,114	3,466,838.37	13,879,135

CO₂ EMISSIONS 2021⁵⁷

	Activity Data	Activity Source	Emission Header	Emission Amount (tCO2e)
Electricity Consumption (kWh)	4.797.564,72	Logistics + HQ Building	Electricity Consumption-related tCO2	2,192,02
	-	Logistics + HQ Building	Transmission and Production Losses	-
Renewable Electricity Consumption (kWh)	-	Logistics	GES Electricity Consumption Sourced	-
Natural Gas Consumption (m³)	396.989,77	Logistics + HQ Building	tCO2 from Natural Gas Consumption	770,16
Liquid Fuel Consumption (lt)	22.330,00	Diesel (Generator)	Diesel Fuel Consumption Sourced	58,84
	112.689,84	Diesel (Company Vehicles)	Diesel Fuel Consumption Sourced	300,54
	141.204,36	Gas (Company Vehicles)	Gasoline Fuel Consumption Sourced	320,53
Liquid Fuel Consumption (lt)	-	Evalog (Spare Parts Freight)	Value Calculated by Evalog	1.027,20
	-	Mars (Spare Parts Freight)	Value Calculated by Mars	1.092,24
	4.363.000	Diesel (Vehicle Shipment)	Diesel Fuel Consumption Sourced	11.628,39
	-	Diesel (Personnel Shuttles)	Calculated by Distance Traveled (km)	124,69
	-	Flights	Calculated by Distance Traveled (km)	75,62

CO₂ EMISSIONS 2022

	Activity Data	Activity Source	Emission Header	Emission Amount (tCO2e)
Electricity Consumption (kWh)	3.466.838,37	Logistics + HQ Building	Electricity Consumption-related tCO2	1.584,01
	-	Logistics + HQ Building	Transmission and Production Losses	-
Renewable Electricity Consumption (kWh)	2.079.219,00	Logistics	GES Electricity Consumption Sourced	99,76
Natural Gas Consumption (m³)	445.845,39	Logistics + HQ Building	tCO2 from Natural Gas Consumption	864,94
Liquid Fuel Consumption (lt)	12.078,00	Diesel (Generator)	Diesel Fuel Consumption Sourced	31,83
	61.398,10	Diesel (Company Vehicles)	Diesel Fuel Consumption Sourced	163,75
	272.018,08	Gas (Company Vehicles)	Gasoline Fuel Consumption Sourced	617,48
Liquid Fuel Consumption (lt)	-	Evalog (Spare Parts Freight)	Value Calculated by Evalog	519,24
	-	Mars (Spare Parts Freight)	Value Calculated by Mars	1.513,80
	3.750.000,00	Diesel (Vehicle Shipment)	Diesel Fuel Consumption Sourced	9.994,60
	-	Diesel (Personnel Shuttles)	Calculated by Distance Traveled (km)	161,57
	-	Flights	Calculated by Distance Traveled (km)	737,56

57 Before 2021, Doğuş Otomotiv announced its emissions as Scope 1 and 2, based on limited data. As of 2021, emission data is disclosed as Scope 1-2 and 3 for the first time, based on data obtained using ISO 14064 (GHG) calculation methods. The amount of emissions announced per vehicle sold in previous years will be announced as per employee data starting from 2021. Therefore, making comparisons with previous years is not possible. Reduction rates in consumption are explained in the relevant sections of the Sustainability Report.

DOAŞ 2022 Carbon Footprint Totals (ton CO₂ /year)

	2021	2022
Scope	tCO ₂ /yıl	tCO ₂ /yıl
Scope 1	1,450.08	1,736.32
Scope 2	2,192.02	1,683.76
Scope 3 ⁵⁸	14,165.98	13,121.12
Total	17,808.08	16,541.20
tCO ₂ per employee	27,31	23,86

WATER CONSUMPTION (DOĞUŞ OTOMOTİV AND DOĞUŞ OTO)⁵⁹

	2020	2021	2022
Per Vehicles Sold (m ³)	1,07	0,79	0,90

58 Greenhouse gas emissions originated from the use of public transportation by employees, greenhouse gas emissions originated from the production of materials (paper, pens, packaging materials, etc.) used in administrative activities and which can be considered as Scope 3, greenhouse gas emissions originated from the employees' business trips by train and bus, which were made for business purposes, and greenhouse gas emissions originated from spare part shipments (since they are transported partially, obtaining valid data is not possible) are not included in the calculations.

59 In 2022, due to Doğuş Otomotiv activities, 27,170 m³ (*) of water consumption was recorded, while 68,391 m³ (*) of water consumption was recorded for Doğuş Oto.

DIGITAL TRANSFORMATION PERFORMANCE

Digital literacy trainings	3,482
Digital literacy rates of employees (%)	50%
Digital literacy training gender breakdown (%)	42%
Digital literacy rate of Authorized Dealer and Service Center employees ⁶⁶ (%)	22%
Number of digital projects implemented in 2021	73
Number of active projects	As of the 1st quarter of 2023, a total of 18 digital projects have been completed and software development work for 62 projects continues.
Number of patents held	3
Number of mobile applications developed	24
Amount saved with digital projects (TL/year)	133 million

Appendix 1.2

Doğuş Otomotiv Key Stakeholders and Stakeholder Dialogue Platforms

Material Issues	Stakeholder Groups	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 Activities, Corporate Reports, Authorized Dealer and Service Center Audits, Volkswagen AG GoToZero @Retail Program, Corporate Governance and Sustainability Current Situation Assessment Program in Authorized Dealers and Service Centers
Sustainability Awareness	Investors, OEM, Employees	Information Meetings, Investor Presentations	Corporate Sustainability Report, Website, Press releases, Traffic is Life Platform, Volunteering Platform, Volkswagen AG GoToZero @Retail Program, MT Trainings, Corporate Governance and Sustainability Current Situation Assessment Program in Authorized Dealers and Service Centers, Sustainability E-Bulletin, Sırada Ne Var? (What's Next?) Podcast Broadcast
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, Social Media Platforms
Digitalization and Technological Support	Employees, Affiliates and Subsidiaries, Customers, Investors, OEM	Workshops, Social Media Information Platforms, Digital Transformation and Corporate Relations Unit Operations	Digital Transformation Platforms and Digital Projects, Digital Literacy Trainings, ISO 27001 Information Security Management System
New Products and Services	Authorized Dealers and Service Centers, Customers, Investors, Suppliers, OEM	Surveys And Customer/ Market Research, Information Platforms, Social Media	Evaluation of the results of field research, Used Vehicle Market (DOD), DİM, Digital Transformation Activities and Programs, Social Media Platforms, Brand Websites

Material Issues	Stakeholder Groups	Dialog Platforms	Doğuş Otomotiv's Response
Used Vehicle Market	Employees, Affiliates and Subsidiaries, Authorized Dealers and Service Centers, Customers, Investors, Suppliers	Surveys, Social Media, Customer Relations Management Tools, Information Platforms, DOD Authorized Dealers Meetings	DOD, Compliance with Laws and Regulations, Employee Training and Certification Activities, Social Media Platforms, Digital Applications, and Implementations
Occupational Health and Safety	Employees, Affiliates and Subsidiaries, Authorized Dealers and Service Centers, Customers, Investors, Suppliers, OEM, Community	Occupational Health And Safety Boards, Information Meetings, Suggestions System	Practices related to Occupational Health and Safety, Informational messages, Corporate Reports, Compliance with laws and regulations, Trainings, ISO 45001 Occupational Health and Safety Certification
Employee Trainings	Employees, Authorized Dealers and Service Centers, Customers, Investors, OEM, Suppliers	GO Development Academy Platform, D-İnsan 4.0 System, Suggestions System, Surveys, GO-DGTL Academy for Increasing Digital Competence	Initiation development, personal development, leadership development, expertise development, competence and values development programs, articles and videos supporting self-learning, workshop activities, internal trainings, coaching and mentoring programs, GOWell Events, GO-DGTL Trainings
Technical Staff Turnover	Employees, Authorized Dealers and Service Centers, Customers, Investors, OEM	Vocational High School Collaborations, Information Meetings	DRIVE Program, Vocational High School Volkswagen Laboratories, Internship and Recruitment Programs, Young Women Development Project in cooperation with TEV
Authorized Dealer Employee Turnover	Authorized Dealers and Service Centers, Customers, Investors, OEM	Vocational High School Collaborations, Information Meetings, University Collaborations, Sustainability Awareness Programs	DRIVE Program, Vocational High School Volkswagen Laboratories, Internship and Recruitment Programs, Young Women Development Project in cooperation with TEV, Corporate Governance and Sustainability Assessment Program

Material Issues	Stakeholder Groups	Dialog Platforms	Doğuş Otomotiv's Response
Employee Loyalty	Employees, Affiliates and Subsidiaries, Authorized Dealers and Service Centers, Customers, Investors, OEM	Bir'iz Employee Brand, Surveys, Performance System, Bir'iz Employee Committee, Intranet, Social Media	Bir'iz common language and common company culture, GO Development Academy Platform, Go-Fest, All educational development activities, Workshop Events, GOWell Events, Hello to Motherhood Event, Organic Market, 8 March Women's Day Event, Seminars, Equality at Work Program, Suggestions System, Employee Volunteering, General Manager Talks, Senior Management Information Meetings, Oktoberfest, Birthday of Ideas
Ethics Code Practices	Employees, Affiliates and Subsidiaries, Authorized Dealers and Service Centers, Customers, Investors, Suppliers, OEM, Community	Ethics Code One-on-One Trainings, Ethics Code E-Learning Modules, Ethics Hotline, Information Meetings	Ethics Code and Ethics Hotline, Ethics Code E-Learning Modules, Ethics code section of the orientation program, Compliance Function
Public Relations	Employees, Authorized Dealers and Service Centers, Investors, OEM	Meetings, Seminars	ODD Membership, Traffic is Life Platform
Gender Equality – Diversity	Employees, Affiliates and Subsidiaries, Authorized Dealers and Service Centers, Customers, Investors, Suppliers, OEM, Community	Surveys, Information Meetings, Seminars, Disability-Free Career Fair, Social Media Platforms	Equality at Work Platform, BIST Women-Empowered Board of Directors Index, Young Women Development Project in cooperation with TEV, Sustainability Index, UN GC, UN WEPs

Material Issues	Stakeholder Groups	Dialog Platforms	Doğuş Otomotiv's Response
Traffic is Life	Employees, Affiliates and Subsidiaries, Authorized Dealers and Service Centers, Customers, Investors, Suppliers, OEM, Community	Surveys, Panels, Seminars, Training and Information Meetings, Radio Programs, Meetings, Radio Programs,	Traffic Safety Trainings, University Collaborations, Ministry of National Education and General Directorate of Security Collaborations, Traffic Safety Distance Education, HOP!, Facebook Chat Bot Application (license exam preparation tests), Public Service Announcements, Social Media Channels, MEB EBA TV67
Electric Vehicles	Employees, Affiliates and Subsidiaries, Investors, OEM, Community	Perception Studies, Information Meetings, Workshops	Import and promotion of electric vehicles, investment in charging stations, awareness-raising activities on electric vehicles.
Environmental Risk Management	Affiliates and Subsidiaries, Investors, OEM, Community	Workshops, Efficiency Analyses, Preliminary Evaluation Studies, Corporate Reports, Investor Presentations, Social Media	Sustainability Reporting, Internal awareness-raising activities, internal communication activities, efficiency analyses, ISO 14001 Environmental Management System Certificate, ISO 50001 Energy Management System Certificate, SPP Investment, Environment Committee
Climate Change	Affiliates and Subsidiaries, Investors, OEM, Community	Workshops, Surveys and Awareness- raising Activities, What's next? Podcast, Sustainability Newsletter	Sustainability Reporting, Risk Management and early detection of risks activities, ISO 14001 Environmental Management System Certificate, ISO 50001 Energy Management System Certificate, SPP Investment, Environment Committee, Environment and Energy Policy

Appendix 1.3
AA1000AP Standard Index

Principle	Method	Section and Page Number in Report
Inclusivity	Evaluating feedback from all key stakeholders through various channels, and identifying material issues	Sustainability Management, 21 Materiality, Focus Topics and Goals, 31 Stakeholder Engagement, 41 GRI Content Index, 197-209
Materiality	Identifying material issues by utilizing AA1000SES	Sustainability Management, 21 Materiality, Focus Topics and Goals, 31 Stakeholder Engagement, 41 GRI Content Index, 197-209
Accountability	Sustainability report prepared in global standards being the first and foremost, having a sustainability management focused on regular information and stakeholder engagement strategy, to be accountable for stakeholder expectations through all communication channels.	Sustainability Management, 21 Stakeholder Engagement, 41 Stakeholder Dialogue Platforms 145-148 GRI Content Index, 197-209
Impact	Impact management activities, as well as risks and opportunities approach Integrated Management Systems	Sustainability Management and Strategy, 21 Capital-Impact Table, 30 Stakeholder Engagement, 41 Stakeholder Dialogue Platforms 145-148 Employee Development and Training, 73-75 Digital Transformation, 27, 54-62, 144 Circular Economy, 41 Materiality, Material Issues and Goals, 31 Integrated Management Systems, 63

Appendix 1.4

United Nations Global Compact (UNGC) Index

Doğuş Otomotiv became a signatory in 2010 by committing to make the 10 principles of the United Nations Global Compact a part of its business strategies. Since 2010, it has been transparently sharing its performance within the scope of 10 principles on human rights, employee rights, environment, and anti- corruption with the public in its Sustainability Report.

As in previous years, Doğuş Otomotiv's sustainability performances in line with its material issues, targets and vision are included in the Sustainability Report in 2022 as well.

This report demonstrates Doğuş Otomotiv Servis ve Tic. A.Ş.'s efforts to make the 10 principles of the United Nations Global Compact and in a broader sense, the United Nations Sustainable Development Goals, a part of its way of conducting business, and its support for 10 principles and 17 goals.

CRITERIA NO	UNGC Question	Related Reporting Standards	Mapping to the Ten Principles of the UN Global Compact	Mapping to SDG Targets	Sections of the Report with Declarations
	GOVERNANCE				
G.1	Board/senior management engagement	GRI 2-12, 2-14, 2-22	Principle 1 Principle 7	5.5, 8.1, 8.3, 8.5, 8.7, 8.8, 16.1, 16.2, 16.3, 16.4, 16.5, 16.6, 16.7	Board of Directors, 115-119 <i>Annual Report</i> , 14 Sustainability Management, 21 Corporate Governance and Sustainability Committee, 22,117-118

CRITERIA NO	UNGC Question	Related Reporting Standards	Mapping to the Ten Principles of the UN Global Compact	Mapping to SDG Targets	Sections of the Report with Declarations
G.2	Publicly stated commitment	GRI 2-23	Principle 1 Principle 7 Principle 10	8.1, 8.3, 8.5, 8.7, 8.8, 16.1, 16.2, 16.3, 16.4, 16.5, 16.6, 16.7	<i>Sustainability Policies</i> Employee Policies, 68 Human Rights Policy and Principles, 26 Public Policies and Public Relations, 43 Risk Management Policy, 49 Our Purchasing Policy, 56 Employees and Workplace Policy, 67 Workplace Principles against Domestic Violence Policy, 77 Community Engagement Policy, 105 Environment and Energy Policy, 112-113
G.3	Code of conduct	GRI 2-23	Principle 1 Principle 7 Principle 10	5.2, 5.5, 8.1, 8.3, 8.5, 8.7, 8.8, 16.1, 16.2, 16.3, 16.4, 16.5, 16.6, 16.7	<i>Our Ethical Principles</i> Compliance Management and Business Ethics, 51-53
G.4	Individual or group responsible	GRI 2-13	Principle 1 Principle 7 Principle 10	5.2, 5.5, 8.1, 8.3, 8.5, 8.7, 8.8, 16.1, 16.2, 16.3, 16.4, 16.5, 16.6, 16.7	Sustainability Management, 21
G.5	Formal structure	GRI 2-9, 2-13	Principle 1 Principle 7 Principle 10	5.2, 5.5, 8.1, 8.3, 8.5, 8.7, 8.8, 16.1, 16.2, 16.3, 16.4, 16.5, 16.6, 16.7	Corporate Governance, 115-120 Sustainability Management, 21 <i>Corporate Governance Compliance Report</i> <i>Corporate Governance Principles Compliance Form</i>
G.6	Risk assessment processes	GRI 205-1	Principle 1 Principle 7 Principle 10	5.2, 5.5, 8.1, 8.3, 8.5, 8.7, 8.8, 16.1, 16.2, 16.3, 16.4, 16.5, 16.6, 16.7	Risk Management, 49-51 Early Detection of Risk Committee, 118 Environmental Risk Management, 111 <i>Annual Report</i> , 52-54

CRITERIA NO	UNGC Question	Related Reporting Standards	Mapping to the Ten Principles of the UN Global Compact	Mapping to SDG Targets	Sections of the Report with Declarations
G.6.1	Risk assessment detail		Principle 1 Principle 7 Principle 10	5.2, 5.5, 8.1, 8.3, 8.5, 8.7, 8.8, 16.1, 16.2, 16.3, 16.4, 16.5, 16.6, 16.7	Risk Management, 49-51 Early Detection of Risk Committee, 118 Environmental Risk Management, 111 <i>Annual Report</i> , 52-54 Risks and Opportunities in Terms of Our Material Issues, 38-40
G.7	Due diligence	GRI 2-12, 2-23-a-ii, 3-1, -3-d	Principle 1 Principle 7 Principle 10	5.2, 5.5, 8.1, 8.3, 8.5, 8.7, 8.8, 16.1, 16.2, 16.3, 16.4, 16.5, 16.6, 16.7	Human Rights Policy and Principles, 26 Human Rights Management, 53 Risks and Opportunities in Terms of Our Material Issues, 38-40
G.7.1	Due diligence detail	GRI 2-23-e, 3-1	Principle 1 Principle 7 Principle 10	5.2, 5.5, 8.1, 8.3, 8.5, 8.7, 8.8, 16.1, 16.2, 16.3, 16.4, 16.5, 16.6, 16.7	Human Rights Policy and Principles, 26 Human Rights Management, 53 Risks and Opportunities in Terms of Our Material Issues, 38-40
G.8	Raising concerns about company conduct	Reporting Guidance on the 10th Principle Against Anti-Corruption-B3; GRI 2-26	Principle 1 Principle 3 Principle 7 Principle 10	5.2, 5.5, 8.1, 8.3, 8.5, 8.7, 8.8, 16.1, 16.2, 16.3, 16.4, 16.5, 16.6, 16.7	Stakeholder Engagement, 41 Doğuş Otomotiv Key Stakeholders and Dialogue Platforms, 145-148 Human Rights Management, 53 Ethics Hot Line, 53
G.8.1	Raising concerns about company conduct - Detail	GRI 2-26	Principle 1 Principle 3 Principle 7 Principle 10	5.2, 5.5, 8.1, 8.3, 8.5, 8.7, 8.8, 16.1, 16.2, 16.3, 16.4, 16.5, 16.6, 16.7	Stakeholder Engagement, 41 Doğuş Otomotiv Key Stakeholders and Dialogue Platforms, 145-148 Human Rights Management, 53 Ethics Hot Line, 53
G.9	Lessons	GRI 3-3-e	Principle 1 Principle 7 Principle 10	5.2, 5.5, 8.1, 8.3, 8.5, 8.7, 8.8, 16.1, 16.2, 16.3, 16.4, 16.5, 16.6, 16.7	Human Rights Policy and Principles, 26 Human Rights Management, 53 Risks and Opportunities in Terms of Our Material Issues, 38-40

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G.10	Executive pay linked to sustainability performance	GRI 2-19	Principle 1 Principle 7 Principle 10		<i>Sustainability Policies</i> Remuneration and Nomination Committee, 118
G.11	Board composition	GRI 29, 405-1	Principle 1 Principle 6	5.5, 8.5, 8.7, 8.8, 16.7	Board of Directors, 115-119 <i>Annual Report</i> , 14
G.12	Sustainability reporting		Principle 1 Principle 7 Principle 10	8.1, 8.3, 8.5, 8.7, 8.8, 16.1, 16.2, 16.3, 16.4, 16.5, 16.6, 16.7	Report Profile, 4 Sustainability Management, 21 Corporate Governance and Sustainability Committee, 22, 117-118
G.13	Information assurance	GRI 2-5	Principle 10	16.1, 16.6	PwC Reporting Guidance, 210-213 Independent Assurance Statement, 214-215 The 2022 Corporate Sustainability Report of DoğuŖ Otomotiv had limited auditing services from PricewaterhouseCoopers Turkey. Detailed information can be found in Reporting Guidelines and Independent Assurance Statement in the Sustainability Report.
	HUMAN RIGHTS				
HR.1	Material topics	GRI 3-2	Principle 1 Principle 2	1.1, 1.2, 1.3, 1.4, 1.5, 1.a, 1.b, 2.1, 2.3, 2.5, 2.a., 2.c., 4.1, 4.4, 4.5, 4.7, 5.1, 5.2, 5.4, 5.6, 6.1, 6.2, 8.7, 8.8, 9.1, 10.2, 10.3, 10.7, 11.1, 16.1, 16.2, 16.3	Materiality, Focus Topics and Goals 31 DoğuŖ Otomotiv Material Issues, 32
HR.2	Policy commitment				Human Rights Policy and Principles, 26 <i>Sustainability Policies</i>
HR.2.1	Policy details	GRI 2-23-c, 2-23-d, 2-23-e	Principle 1 Principle 2	1.1, 1.2, 1.3, 1.4, 1.5, 1.a, 1.b, 2.1, 2.3, 2.5, 2.a., 2.c., 4.1, 4.4, 4.5, 4.7, 5.1, 5.2, 5.4, 5.6, 6.1, 6.2, 8.7, 8.8, 9.1, 10.2, 10.3, 10.7, 11.1, 16.1, 16.2, 16.3	Human Rights Policy, 26

CRITERIA NO	UNGC Question	Related Reporting Standards	Mapping to the Ten Principles of the UN Global Compact	Mapping to SDG Targets	Sections of the Report with Declarations
HR.3	Stakeholder engagement	GRI 3-1-b, 3-3-f	Principle 1 Principle 2	1.1, 1.2, 1.3, 1.4, 1.5, 1.a, 1.b, 2.1, 2.3, 2.5, 2.a., 2.c., 4.1, 4.4, 4.5, 4.7, 5.1, 5.2, 5.4, 5.6, 6.1, 6.2, 8.7, 8.8, 9.1, 10.2, 10.3, 10.7, 11.1, 16.1, 16.2, 16.3	Stakeholder Engagement, 41 Doğuş Otomotiv Key Stakeholders and Dialogue Platforms, 145-148 Several Sustainability Council and Corporate Governance and Sustainability Committee meetings were held for the report preparation process, and the feedback collected from stakeholders at various stakeholder platforms were thereby considered in this process.
HR.4	Prevention/ mitigation	GRI 3-3-d	Principle 1 Principle 2	1.1, 1.2, 1.3, 1.4, 1.5, 1.a, 1.b, 2.1, 2.3, 2.5, 2.a., 2.c., 4.1, 4.4, 4.5, 4.7, 5.1, 5.2, 5.4, 5.6, 6.1, 6.2, 8.7, 8.8, 9.1, 10.2, 10.3, 10.7, 11.1, 16.1, 16.2, 16.3	Doğuş Otomotiv Key Stakeholders and Dialogue Platforms, 145-148
HR.5	Training	GRI 3-3-d	Principle 1 Principle 2	1.1, 1.2, 1.3, 1.4, 1.5, 1.a, 1.b, 2.1, 2.3, 2.5, 2.a., 2.c., 4.1, 4.4, 4.5, 4.7, 5.1, 5.2, 5.4, 5.6, 6.1, 6.2, 8.7, 8.8, 9.1, 10.2, 10.3, 10.7, 11.1, 16.1, 16.2, 16.3	Doğuş Otomotiv provides Human Rights training within the scope of Ethics Code and Compliance trainings.
HR.6	Prevention/ mitigation progress assessment	GRI 3-3-e	Principle 1 Principle 2	1.1, 1.2, 1.3, 1.4, 1.5, 1.a, 1.b, 2.1, 2.3, 2.5, 2.a., 2.c., 4.1, 4.4, 4.5, 4.7, 5.1, 5.2, 5.4, 5.6, 6.1, 6.2, 8.7, 8.8, 9.1, 10.2, 10.3, 10.7, 11.1, 16.1, 16.2, 16.3	Human Rights Policy and Principles, 26 Human Rights Policy, 26 Human Rights Management, 53
HR. 7	Remedy	GRI 3-3-d-ii	Principle 1 Principle 2	1.1, 1.2, 1.3, 1.4, 1.5, 1.a, 1.b, 2.1, 2.3, 2.5, 2.a., 2.c., 4.1, 4.4, 4.5, 4.7, 5.1, 5.2, 5.4, 5.6, 6.1, 6.2, 8.7, 8.8, 9.1, 10.2, 10.3, 10.7, 11.1, 16.1, 16.2, 16.3	Human Rights Policy and Principles, 26 Human Rights Policy, 26 Human Rights Management, 53 UN SDG Index, 166-173 GRI Index, 197-209

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HR.8	Practical actions	GRI 3-3-d, 3-3-c	Principle 1 Principle 2	1.1, 1.2, 1.3, 1.4, 1.5, 1.a, 1.b, 2.1, 2.3, 2.5, 2.a., 2.c., 4.1, 4.4, 4.5, 4.7, 5.1, 5.2, 5.4, 5.6, 6.1, 6.2, 8.7, 8.8, 9.1, 10.2, 10.3, 10.7, 11.1, 16.1, 16.2, 16.3	Human Rights Management, 53 Risks and Opportunities in Terms of Our Material Issues, 38-40 Ethics Hot Line, 53 UN SDG Index, 166-173
	LABOUR				
L.1	Policy commitment	GRI 3-3-c, 407, 409, 408, 406, 403	Principle 3 Principle 4 Principle 5 Principle 6	1.2, 1.3, 1.4, 1.5, 3.1, 3.2, 3.3, 3.4, 3.7, 3.8, 4.1, 4.2, 4.3, 5.1, 5.4, 5.5, 8.3, 8.5, 8.6, 8.7, 8.8, 9.2, 10.1, 10.2, 10.3, 10.4	Employees and Workplace Policy, 67
L.1.1	Policy detail	GRI 2-23-c, 2-23-d, 2-23-e	Principle 3 Principle 4 Principle 5 Principle 6	1.2, 1.3, 1.4, 1.5, 3.1, 3.2, 3.3, 3.4, 3.7, 3.8, 4.1, 4.2, 4.3, 5.1, 5.4, 5.5, 8.3, 8.5, 8.6, 8.7, 8.8, 9.2, 10.1, 10.2, 10.3, 10.4	Employees and Workplace Policy, 67
L.1.2	Freedom of association and collective bargaining	GRI 2-30	Principle 3 Principle 4 Principle 6	1.1, 1.2, 1.3, 3.1, 3.3, 3.4, 3.7, 3.8, 3.9, 8.1, 8.3, 8.5, 8.7, 8.8, 9.2, 10.1, 10.3	There is no labour union in our Company, hence 0% of the employees are covered by collective bargaining agreements.
L.2	Stakeholder engagement	GRI 3-1-b, 3-3-f, 406, 407, 408, 409, 403	Principle 3 Principle 4 Principle 5 Principle 6	1.2, 1.3, 1.4, 1.5, 3.1, 3.2, 3.3, 3.4, 3.7, 3.8, 4.1, 4.2, 4.3, 5.1, 5.4, 5.5, 8.3, 8.5, 8.6, 8.7, 8.8, 9.2, 10.1, 10.2, 10.3, 10.4	Stakeholder Engagement, 41 Doğuş Otomotiv Key Stakeholders and Dialogue Platforms, 145-148

CRITERIA NO	UNGC Question	Related Reporting Standards	Mapping to the Ten Principles of the UN Global Compact	Mapping to SDG Targets	Sections of the Report with Declarations
L.3	Prevention/mitigation	GRI 3-3-d, 407,408, 409, 406, 403	Principle 3 Principle 4 Principle 5 Principle 6	1.2, 1.3, 1.4, 1.5, 3.1, 3.2, 3.3, 3.4, 3.7, 3.8, 4.1, 4.2, 4.3, 5.1, 5.4, 5.5, 8.3, 8.5, 8.6, 8.7, 8.8, 9.2, 10.1, 10.2, 10.3, 10.4	Risks and Opportunities in Terms of Our Material Issues, 38-40 UN SDG Index, 166-173
L.4	Training	GRI 3-3-d, 407, 408, 409, 403, 406	Principle 3 Principle 4 Principle 5 Principle 6	1.2, 1.3, 1.4, 1.5, 3.1, 3.2, 3.3, 3.4, 3.7, 3.8, 4.1, 4.2, 4.3, 5.1, 5.4, 5.5, 8.3, 8.5, 8.6, 8.7, 8.8, 9.2, 10.1, 10.2, 10.3, 10.4	Employees And Work Environment Performance, 64-77 Employee Development and Training, 73-75 Digital Literacy, 59,144
L.5	Prevention/mitigation progress assessment	GRI 3-3-e, 407, 409, 408, 406, 403	Principle 3 Principle 4 Principle 5 Principle 6	1.2, 1.3, 1.4, 1.5, 3.1, 3.2, 3.3, 3.4, 3.7, 3.8, 4.1, 4.2, 4.3, 5.1, 5.4, 5.5, 8.3, 8.5, 8.6, 8.7, 8.8, 9.2, 10.1, 10.2, 10.3, 10.4	Risks and Opportunities in Terms of Our Material Issues, 38-40 Performance Management, 73 Employees And Work Environment Performance, 64-77 2022 Sustainability Performance, 121-144 Trainings, 133 UN SDG Index, 166-173
L.6	Collective bargaining agreements		Principle 3 Principle 4 Principle 6	1.1, 1.2, 1.3, 3.1, 3.3, 3.4, 3.7, 3.8, 3.9, 8.1, 8.3, 8.5, 8.7, 8.8, 9.2, 10.1, 10.3	There is no labour union in our Company, hence 0% of the employees are covered by collective bargaining agreements.
L.7	Women in managerial positions		Principle 6	1.2, 1.4, 3.1, 3.2, 3.3, 3.4, 3.7, 3.8, 4.3, 5.1, 5.4, 5.5, 8.5	Employees, 136-138
L.8	Pay equity	GRI 405-2	Principle 6	1.2, 1.4, 3.1, 3.2, 3.3, 3.4, 3.7, 3.8, 4.3, 5.1, 5.4, 5.5, 8.5	Employees, 138
L.9	Injury frequency	GRI 403-9	Principle 3 Principle 4 Principle 5 Principle 6	1.2, 1.4, 3.1, 3.2, 3.3, 3.4, 3.7, 3.8	Occupational Health and Safety, 134-136 2022 Sustainability Performance, 121-145

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L.10	Incident rate		Principle 3 Principle 4 Principle 5 Principle 6	1.2, 1.4, 3.1, 3.2, 3.3, 3.4, 3.7, 3.8	Health and Safety, 70-72 Occupational Health and Safety, 134-136 2022 Sustainability Performance, 121-145
L.11	Remedy	GRI 3-3-d-ii, 407, 409, 408, 406, 403	Principle 3 Principle 4 Principle 5 Principle 6	1.2, 1.4, 3.1, 3.2, 3.3, 3.4, 3.7, 3.8, 4.1, 4.2, 4.3, 5.1, 5.4, 5.5, 8.6, 8.7, 8.8, 9.2, 10.1, 10.2, 10.3, 10.4	Health and Safety, 70-72 Risks and Opportunities in Terms of Our Material Issues, 38-40 Health and Safety of our Employees, 92-93 Our Employees, 95 Employee Health and Safety (OHS), 98 Employee Health and Safety, 102
L.12	Practical actions	GRI 3-3-c, 3-3-d, 407, 408, 409, 406, 403	Principle 3 Principle 4 Principle 5 Principle 6	1.2, 1.4, 3.1, 3.2, 3.3, 3.4, 3.7, 3.8, 4.1, 4.2, 4.3, 5.1, 5.4, 5.5, 8.6, 8.7, 8.8, 9.2, 10.1, 10.2, 10.3, 10.4	Employees And Work Environment Performance, 64-77 2022 Sustainability Performance, 121-144 Health and Safety, 70-72 Occupational Health and Safety, 134-136
	ENVIRONMENT				
E 1	Policy commitment	GRI 3-3-c, 303, 304, 305, 306, 302	Principle 7 Principle 8	1.5, 2.1, 2.3, 2.4, 3.2, 3.4, 3.8, 3.9, 6.1, 6.3, 6.4, 6.5, 6.6, 7.1, 7.2, 7.3, 8.4, 9.4, 9.5, 11.3, 11.5, 12.1, 12.2, 12.3, 12.4, 12.5, 12.6, 13.1, 13.2, 13.3, 13.a, 13.b, 14.1, 14.2, 14.3, 15.1, 15.2, 15.3, 15.4, 15.5, 15.a, 15.b	Climate and the Environment, 109-114 Our Environment and Energy Policy, 112-113 Environmental Risk Management, 111 Waste Management, 111-112 Energy and Water Management, 112
E.1.1	Policy detail	GRI 2-23-c, 2-23-d, 2-23-e	Principle 7 Principle 8	1.5, 2.1, 2.3, 2.4, 3.2, 3.4, 3.8, 3.9, 6.1, 6.3, 6.4, 6.5, 6.6, 7.1, 7.2, 7.3, 8.4, 9.4, 11.3, 11.5, 12.1, 12.2, 12.3, 12.4, 12.5, 12.6, 13.1, 13.2, 13.3, 13.a, 13.b, 14.1, 14.2, 14.3, 15.1, 15.2, 15.3, 15.4, 15.5, 15.a, 15.b	Climate and the Environment, 109-114 Our Environment and Energy Policy, 112-113 Environmental Risk Management, 111 Waste Management, 111-112 Energy and Water Management, 112

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E.2	Stakeholder engagement	GRI 3-1-b, 3-3-f, 303, 304, 305, 306, 202, 201-2-d-a-iv	Principle 7 Principle 8	1.5, 2.1, 2.3, 2.4, 3.2, 3.4, 3.8, 3.9, 6.1, 6.3, 6.4, 6.5, 6.6, 7.1, 7.2, 7.3, 8.4, 9.4, 11.3, 11.5, 12.1, 12.2, 12.3, 12.4, 12.5, 12.6, 13.1, 13.2, 13.3, 13.a, 13.b, 14.1, 14.2, 14.3, 15.1, 15.2, 15.3, 15.4, 15.5, 15.a, 15.b	Stakeholder Engagement, 41 Doğuş Otomotiv Key Stakeholders and Dialogue Platforms, 145-148
E.3	Prevention/mitigation	GRI 3-3-d, 303, 304, 305, 306, 302, 201-2-iv	Principle 7 Principle 8	1.5, 2.1, 2.3, 2.4, 3.2, 3.4, 3.8, 3.9, 6.1, 6.3, 6.4, 6.5, 6.6, 7.1, 7.2, 7.3, 8.4, 9.4, 11.3, 11.5, 12.1, 12.2, 12.3, 12.4, 12.5, 12.6, 13.1, 13.2, 13.3, 13.a, 13.b, 14.1, 14.2, 14.3, 15.1, 15.2, 15.3, 15.4, 15.5, 15.a, 15.b	2022 Sustainability Performance, 121-144 Environmental Performance, 139-144 Risks and Opportunities in Terms of Our Material Issues, 38-40 Environmental Risk Management, 111 UN SDG Index, 166-173
E.4	Prevention/mitigation progress assessment	GRI 3-3-e, 304, 303, 302, 304, 305, 306, 201-2-a-iv	Principle 7 Principle 8	1.5, 2.1, 2.3, 2.4, 3.2, 3.4, 3.8, 3.9, 6.1, 6.3, 6.4, 6.5, 6.6, 7.1, 7.2, 7.3, 8.4, 9.4, 11.3, 11.5, 12.1, 12.2, 12.3, 12.4, 12.5, 12.6, 13.1, 13.2, 13.3, 13.a, 13.b, 14.1, 14.2, 14.3, 15.1, 15.2, 15.3, 15.4, 15.5, 15.a, 15.b	Risks and Opportunities in Terms of Our Material Issues, 38-40 UN SDG Index, 166-173
E.4.1	Goals and targets	GRI 3-3-e, 303, 304, 305, 302, 201-2-a-iv	Principle 7 Principle 8	1.5, 2.1, 2.3, 2.4, 3.2, 3.4, 3.8, 3.9, 6.1, 6.3, 6.4, 6.5, 6.6, 7.1, 7.2, 7.3, 8.4, 9.4, 11.3, 11.5, 12.1, 12.2, 12.3, 12.4, 12.5, 12.6, 13.1, 13.2, 13.3, 13.a, 13.b, 14.1, 14.2, 14.3, 15.1, 15.2, 15.3, 15.4, 15.5, 15.a, 15.b	UN SDG, 25
E.4.2	Measuring progress against targets	GRI 3-3-e, 303, 304, 305, 306, 302, 201-2-a-iv	Principle 7 Principle 8	1.5, 2.1, 2.3, 2.4, 3.2, 3.4, 3.8, 3.9, 6.1, 6.3, 6.4, 6.5, 6.6, 7.1, 7.2, 7.3, 8.4, 9.4, 11.3, 11.5, 12.1, 12.2, 12.3, 12.4, 12.5, 12.6, 13.1, 13.2, 13.3, 13.a, 13.b, 14.1, 14.2, 14.3, 15.1, 15.2, 15.3, 15.4, 15.5, 15.a, 15.b	Environmental Performance, 139-144 UN SDG Index, 166-173
E.5	Remedy	GRI 3-3-d-ii, 303, 304, 305, 306, 302, 201-2-a-iv	Principle 7 Principle 8	1.5, 2.1, 2.3, 2.4, 3.2, 3.4, 3.8, 3.9, 6.1, 6.3, 6.4, 6.5, 6.6, 7.1, 7.2, 7.3, 8.4, 9.4, 11.3, 11.5, 12.1, 12.2, 12.3, 12.4, 12.5, 12.6, 13.1, 13.2, 13.3, 13.a, 13.b, 14.1, 14.2, 14.3, 15.1, 15.2, 15.3, 15.4, 15.5, 15.a, 15.b	Risks and Opportunities in Terms of Our Material Issues, 38-40 Climate and the Environment, 109-114 Our Environment and Energy Policy, 112-113 UN SDG Index, 166-173

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E.6	Greenhouse gas emissions (Scopes 1 and 2)	GRI 305-1, 305-2,	Principle 7 Principle 8	1.5, 2.4, 11.3, 12.4, 13.1, 13.2, 13.3, 13.a, 13.b, 14.3	Environmental Performance, 139-144
E.7	Greenhouse gas emissions (Scope 3)	GRI 305-3	Principle 7 Principle 8	1.5, 2.4, 11.3, 12.4, 13.1, 13.2, 13.3, 13.a, 13.b, 14.3	Environmental Performance, 139-144
E.7.1	Scope 3 emissions detail	GRI	Principle 7 Principle 8	1.5, 2.4, 11.3, 12.4, 13.1, 13.2, 13.3, 13.a, 13.b, 14.3	Environmental Performance, 139-144
E.8	R&D investment in low-carbon products and services		Principle 7 Principle 8 Principle 9		Electric Vehicles, 114 Doğuş Otomotiv Renewable Energy Source Investment, 110 Solar Power Plant Investment at Our Authorized Dealers and Service Centers, 110
E.9	Climate adaptation	GRI 201-2-a-iv	Principle 7 Principle 8 Principle 9		Risks and Opportunities in Terms of Our Material Issues, 38-40 Climate and the Environment, 109-114 Environmental Performance, 139-144
E.10	Renewable energy	GRI 302-1	Principle 7 Principle 8 Principle 9	1.5, 2.4, 11.3, 12.4, 13.1, 13.2, 13.3, 13.a, 13.b, 14.3	Doğuş Otomotiv Renewable Energy Source Investment, 110 Solar Power Plant Investment at Our Authorized Dealers and Service Centers, 110 Energy Efficiency Incentive Program at Authorized Dealers and Service Centers, 89
E.11	Low-carbon products/services		Principle 7 Principle 8 Principle 9	1.5, 2.4, 11.3, 12.4, 13.1, 13.2, 13.3, 13.a, 13.b, 14.3	Electric Vehicles, 114 Doğuş Otomotiv Renewable Energy Source Investment, 110 Solar Power Plant Investment at Our Authorized Dealers and Service Centers, 110
E.12	Additional topic specific questions	GRI 3-2			Materiality, Focus Topics and Goals, 31 Doğuş Otomotiv Material Issues, 32
E.13	Water withdrawal and consumption	GRI 303-1, 303-2, 303-3	Principle 7 Principle 8 Principle 9	2.1, 2.3, 6.1, 6.3, 6.4, 6.5, 6.6, 9.4, 11.3, 11.5, 12.1, 12.2, 12.4	Energy and Water Management, 112 Environmental Performance, 139-144

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E.14	Water intensity		Principle 7 Principle 8 Principle 9	2.1, 2.3, 6.1, 6.3, 6.4, 6.5, 6.6, 9.4, 11.3, 11.5, 12.1, 12.2, 12.4	N/A
E.15	Sites in or adjacent to key biodiversity areas	GRI 304-1	Principle 7 Principle 8 Principle 9	2.1, 2.3, 6.1, 6.3, 6.4, 6.5, 6.6, 9.4, 11.3, 11.5, 12.1, 12.2, 12.4	N/A
E.16	Conversion of natural ecosystems	GRI 304-1	Principle 7 Principle 8	2.1, 2.3, 6.6, 12.2, 12.4, 14.1, 14.2, 15.1, 15.2, 15.3, 15.4, 15.5, 15.a, 15.b	N/A
E.17	Ecosystem restoration and protection	GRI 304-3	Principle 7 Principle 8 Principle 9	2.1, 2.3, 6.6, 12.2, 12.4, 14.1, 14.2, 15.1, 15.2, 15.3, 15.4, 15.5, 15.a, 15.b	N/A
E.18	Air pollution	GRI 305-7	Principle 7 Principle 8	3.2, 3.4, 3.8, 3.9, 6.3, 12.4	It is not applicable since our company does not manufacture but distributes vehicles.
E.19	Waste	GRI 306-3	Principle 7 Principle 8	3.9, 6.3, 12.2, 12.3, 12.4, 12.5, 14.1, 14.2, 15.1, 15.2, 15.3, 15.4, 15.5, 15.a, 15.b	Waste Management, 111-112 There was no leakage caused by activities of DoğuŖ Otomotiv. The Company's operations have no risk of dangerous leakage in significant quantities. Wastes carrying leakage risk (batteries, etc.) are classified according to their types and sent to the relevant companies for proper disposal, in compliance with laws and regulations.

CRITERIA NO	UNGC Question	Related Reporting Standards	Mapping to the Ten Principles of the UN Global Compact	Mapping to SDG Targets	Sections of the Report with Declarations
E.20	Hazardous waste	GRI 306-4, 306-5	Principle 7 Principle 8	3.9, 6.3, 12.2, 12.4, 12.5, 14.1, 14.2, 15.1, 15.2, 15.3, 15.4, 15.5, 15.a, 15.b	Waste Management, 111-112 2022 Sustainability Performance, 139-144 Wastes carrying hazardous risk are classified according to their types and sent to the relevant companies for proper disposal, in compliance with laws and regulations. Doğuř Otomotiv has no operations which significantly affect habitat because of the discharge of water.
E.21	Single-use plastic	WEF Common Metrics	Principle 7 Principle 8	3.9, 6.3, 12.2, 12.4, 12.5, 14.1, 14.2, 15.1, 15.2, 15.3, 15.4, 15.5, 15.a, 15.b	Waste Management, 111-112 Climate and the Environment, 109-114 Live Your Life Plastic-Free, 111
E.22	Practical actions	GRI 3-3-c, 3-3-d	Practical actions	1.5, 2.1, 2.3, 2.4, 3.2, 3.4, 3.8, 3.9, 6.1, 6.3, 6.4, 6.5, 6.6, 7.1, 7.2, 7.3, 8.4, 9.4, 11.3, 11.5, 12.1, 12.2, 12.3, 12.4, 12.5, 12.6, 13.1, 13.2, 13.3, 13.a, 13.b, 14.1, 14.2, 14.3, 15.1, 15.2, 15.3, 15.4, 15.5, 15.a, 15	Doğuř Otomotiv Material Issues, 32 Risks and Opportunities in Terms of Our Material Issues, 38-40 UN SDG, 25 UN SDG Index, 166-173
	ANTI-CORRUPTION				
AC.1	Compliance program	GRI 3-3-c, 205	Principle 10	16.4, 16.5, 16.6	Compliance Management and Business Ethics, 51-53
AC1.1	Year of program review		Principle 10	16.4, 16.5, 16.6	2024
AC.2	Policy		Principle 10	16.4, 16.5, 16.6	<i>Sustainability Policies</i> Doğuř Otomotiv Ethics Code, 52-53 <i>Ethics Code</i> <i>Anti-Corruption Policy</i>

CRITERIA NO	UNGC Question	Related Reporting Standards	Mapping to the Ten Principles of the UN Global Compact	Mapping to SDG Targets	Sections of the Report with Declarations
AC.3	Training	WEF Common Metrics, GRI 205-2	Principle 10	16.4, 16.5, 16.6	Doğuş Otomotiv Ethics Code, 52-53 <i>Ethical Principles</i> Risks and Opportunities in Terms of Our Material Issues, 38-40
AC.3.1	Training frequency		Principle 10	16.4, 16.5, 16.6	UN SDG Index, 166-173
AC.4	Compliance monitoring	SDG Action Manager- SDG 16: Monitoring Ethics and Corruption GRI 3-3-e, 205	Principle 10	16.4, 16.5, 16.6	Risk Management, 49-51 Early Detection of Risk Committee, 118 <i>Compliance Policy</i>
AC.5	Incidents of corruption	GRI 205-3, WEF Common Metrics	Principle 10	16.4, 16.5, 16.6	In 2022, no cases of corruption were encountered in the Company, and no lawsuits were filed. In 2022, the contracts of 6 employees at Doğuş Oto and 1 employee at Doğuş Otomotiv were terminated, as their behavior fell under the scope of the regulation stating that “the behavior of the employee not complying with ethics and loyalty, such as abusing the employer’s trust, stealing, revealing the employer’s professional secrets” found in paragraph e of the sub-section “II-Conditions that do not comply with the Rules of Ethics and Goodwill and the Similar” of Article 25 of the Labor Law No. 4857.

CRITERIA NO	UNGC Question	Related Reporting Standards	Mapping to the Ten Principles of the UN Global Compact	Mapping to SDG Targets	Sections of the Report with Declarations
AC.6	Measures to address suspected incidents of corruption	GRI 3-3-d, 205 Reporting Guidance on the 10th Principle Against Anti-Corruption-B3	Principle 10	16.4, 16.5, 16.6	<i>Compliance Policy</i> Compliance Management and Business Ethics, 51-53 <i>Ethical Principles</i> <i>Ethics Code</i>
AC.7	Collective action against corruption	GRI 3-3-d, 205	Principle 10	16.4, 16.5, 16.6	<i>Compliance Policy</i> Compliance Management and Business Ethics, 51-53 <i>Ethical Principles</i> <i>Ethics Code</i>
AC.8	Practical actions	GRI 3-3-d, 3-3-c, 205	Principle 10	16.4, 16.5, 16.6	<i>Compliance Policy</i> Compliance Management and Business Ethics, 51-53 <i>Ethical Principles</i> <i>Ethics Code</i>

APPENDIX 1.5

United Nations The Women’s Empowerment Principles Disclosure

Principle	Sections of the Report with Declarations
Principle 1: Establish high-level corporate leadership for gender equality	Risks and Opportunities in Terms of Our Material Issues, Gender Equality, 34 Human Rights Management, 53 Human Rights and Gender Equality, 77 Gender Equality Data, 136-138 Human Rights and Diversity, 77
Principle 2: Treat all women and men fairly at work – respect and support human rights and nondiscrimination	Human Rights and Gender Equality, 77 <i>Ethics Code</i> Employees and Workplace Policy, 67 <i>Sustainability Policies</i> Human Rights and Diversity, 77 İş’te Eşitlik (Equality at Work), 77
Principle 3: Ensure the health, safety and well-being of all women and men workers	Health and Safety, 70-72 Occupational Health and Safety, 134-136 <i>Sustainability Policies</i> <i>Annual Report</i> , 51
Principle 4: Promote education, training and professional development for women	UN SDG, 25 Risks and Opportunities in Terms of Our Material Issues, 38-40 Employee Development and Training, 73-75 Digital Literacy, 55, 144 <i>Annual Report</i> , 105

Principle 5: Implement enterprise development, supply chain and marketing practices that empower women

Sustainability Policies
İş'te Eşitlik (Equality at Work), 77
Human Rights and Gender Equality, 77
Equal Rights and Opportunities, 69
Sustainable Supply Chain Management, 56-62

Principle 6: Promote equality through community initiatives and advocacy

Ethics Code

Principle 7: Measure and publicly report on progress to achieve gender equality

Human Rights and Gender Equality, 77
Ethics Code
Employees and Workplace Policy, 67
Sustainability Policies
Human Rights and Diversity, 77
İş'te Eşitlik (Equality at Work), 77

Appendix 1.6

United Nations Sustainable Development Goals Index

Along with 193 countries in the world committing to fulfill 17 goals that address significant world challenges 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 establishing co-operations in solving these problems. The most important feature of the UN SDG is its coverage. What is expected it 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 encapsulates all our operations. The primary responsibility of our company towards the community is to conduct its business affairs fairly as well as ensuring and protecting the trust vested to it by its stakeholders at the highest level. At the same time, it is also responsible for creating a fair, virtuous 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 material issues 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.

Our Material Issues and UN SDG Targets

Material Issues	Definition of the Field	Relevant SDG	Supporting Strategies and Programs	2022 Targets	2022 Realized	2023 Targets
Ethics and Compliance	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 compliance trainings to 70% of our employees (Dogus Otomotiv) Obtaining ISO 270001 Certification. Putting into operation five different certification procedures within the scope of Integrated Management Systems KVK Compliance score target 80% Creation of compliance matrix within the scope of Ethics Code training for Volkswagen Business Partners.	Compliance training of 100% of our employees has been completed. ISO 27001 Certification was obtained.	Establishment of the D-Compliance e-mail Group in order to ensure the active participation of Doğuş Otomotiv company employees in compliance processes. Participation in the Compliance Management Program. Assignment of Code of Ethics Training to all employees of the company. KVKK Compliance score target is 80%. Code of Ethics trainings planned again in 2022 were budgeted in 2023 after the content controls and requests of the internal audit, corporate communication and human resources unit were communicated, and the trainings were planned to start in the second half of the year.
Employee Development and Trainings	Doğuş Otomotiv has placed the development of its employees to the core of its human resources policy. In this regard, ensuring, monitoring and encouraging the vocational development of our employees through ongoing training programs and development strategies is among our most important goals.	 	Cooperation with vocational high schools Cooperation with TEV Increasing the number of female employees OHS policies and trainings Child labor policies DİM employment DRIVE Program	Coverage of the trainings organized throughout the year to be 90%. Enriching the educational content on the GO Platform and increasing the video tutorials' viewing rate. Activation of the GO platform mobile application Achieving a 95% satisfaction rate in online education programs Collaborations and trainings to be continued aiming to raise the digital literacy of all our employees to the highest level, under the umbrella of the Digital Competence Program (GO-DGTL Academy)	The coverage rate of the trainings organized throughout the year is 95%. The satisfaction rate of educational platforms is 97%.	The coverage rate of the trainings organized during the year is 96%. The educational platform satisfaction target is 98%.

Material Issues	Definition of the Field	Relevant SDG	Supporting Strategies and Programs	2022 Targets	2022 Realized	2023 Targets
Diversity and Gender Equality	Doğuş Otomotiv is against all forms of discrimination. It applies a zero-tolerance policy to harassment inflicted 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 Coaching and training programs for female executives Female student mentoring programs Number of Female Executives on the Board of Directors	Continuing awareness-raising activities within the scope of the Equality at Work Platform. Continuing the efforts to increase the percentage of female employees and increasing this percentage to 37% by 2025. Organizing awareness-raising seminars where the positive contribution of employee diversity of the Company to the business life is explained	Awareness activities continued within the scope of the Equality at Work Platform, and trainings were also provided for our employees. Continuing to work to increase the rate of female employees, this rate was increased to 34.3% in 2022. Organizing awareness seminars about the positive contribution of in-house employee diversity to business life.	Awareness activities will continue within the scope of Equality at Work Platform. The efforts to increase the rate of female employees will continue and this rate will be increased to 37% by 2025. Organizing awareness seminars about the positive contribution of in-house employee diversity to business life.

Material Issues	Definition of the Field	Relevant SDG	Supporting Strategies and Programs	2022 Targets	2022 Realized	2023 Targets
Community Engagement	Within Doğuş Otomotiv's sustainability policies, the objectives of protecting the social welfare of the community we live in and managing our possible negative impacts are particularly observed. Starting with our primary stakeholders within our impact, the community 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 community and to be a transparent and accountable company.	  	Traffic is Life! Volunteering Platform Doğuş Otomotiv Ethics Code Ethics Code trainings	Continuing the activities of the Traffic is Life! Program to create a positive culture in traffic and raise awareness in 2022. Giving priority to education. Continuing to cooperate with the relevant public institutions and giving trainings that will be supported by the studies to be carried out with the experts, especially in Vocational High Schools. Giving Traffic Safety Trainings to teachers and students Depending on the pandemic conditions, giving face-to-face traffic awareness training to primary school students in Istanbul pilot schools, apart from online trainings provided. Addressing traffic and psychology in traffic issues on social media channels, with the theme of Stay Calm in Traffic, Stay as Yourself with experts, and supporting content to be created to inform the community.	Traffic is Life!'s 2022 slogan was determined as "Trafikte 'Sakin Kal, Kendin Kal'". The restrictions applied with the pandemic have brought about serious changes in economic and social life, and have deeply affected individuals psychologically. At the beginning of these effects is the change of daily habits, primarily socialization and mobility. This increase in the number of vehicles and people in traffic has brought along more anxiety for everyone involved in traffic, especially the drivers. When the difficulties experienced in traffic were added to the stress of the business and personal life, it became increasingly difficult to stay calm, especially for those behind the wheel. Our project and slogan emerged from this situation: With our Sakin Kal, Kendin Kal! project, we aimed to make people aware of their behavior while they were in traffic and to explain the importance of empathizing and the value of staying calm. In the first leg of our digital project, Psychologist Gökhan Çınar, with his expert opinion, explained how drivers can get rid of negative thoughts in traffic and stay calm. The videos were shown on all social media channels of Traffic is Life. In the second leg of the project, influencer Gökhan Ünver humorously conveyed to the audience how to be patient and calm in traffic with a video series broadcast on social media channels. In the third part of the project, with the series of interviews he made with Psychologist Gökhan Çınar with Traffic Residents (automobile drivers, pedestrians, cyclists and moto courier drivers), he brought the answers to the screens with his original comments on how to stay calm in traffic, what problems he encountered and his perspective on traffic. The platform focuses on YouTube, a social media channel whose active usage rate is increasing, and it is aimed to convey the mistakes made in traffic to the viewers with safe driving trainer Ahmet Özgün and Safe Driving Videos for educational purposes and Prevent Accidents Videos. In addition, to increase the dialogue with the target audience and get feedback, street interviews with the title of "Lucky Work", which brought up the accidents caused by carelessness, were made and broadcasted on social media channels. Thanks to the communication maintained throughout the year, more than 63,000,000 interactions were achieved on the Traffic is Life! social media accounts. By gaining more than 8,000 followers on social media channels, 183,388 followers on Facebook, 28,400 on Instagram and 8,740 followers on YouTube were reached. It was aimed to increase the awareness of the Group employees through regular information activities carried out within the body of Doğuş Group throughout the year.	In 2023, the Traffic is Life! Platform will continue to work towards creating a positive culture and increasing awareness in traffic. The most important issue that the platform prioritizes is education. Collaboration with relevant public institutions will be supported by studies with experts on the subject, and the trainings will continue by focusing primarily on the 5-12 age group. In addition, trainings will be given to parents to set an example for their children in traffic. Traffic in social media channels and the subject of being exemplary individuals in traffic are planned to be discussed with the participation of experts in this field. In 2023, both educational videos and activities will be organized with psychologists and families chosen as examples, with the slogan "Trafikte Büyükler Çocuklara", to set an example for parents and their children in traffic. In addition, it is planned to teach children about traffic and being exemplary individuals in traffic on social media channels with the participation of experts in this field.

Material Issues	Definition of the Field	Relevant SDG	Supporting Strategies and Programs	2022 Targets	2022 Realized	2023 Targets
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	Establishing Occupational Health and Safety Management (ISO 45001) system, Selecting a person responsible for ISO 45001 from all departments and ensuring their participation in OHS processes at the highest level. Organizing an event to raise awareness of employees during the occupational health and safety week. Ensuring emergency coordination with Doğuş Holding.	Occupational Health and Safety Management (ISO 45001) management system has been established. Occupational safety specialist has been appointed as ISO45001 responsible. In addition, IMS representatives have been appointed in each process. In order to increase the awareness of the employees during the occupational health and safety week, a quiz event was planned and held. Coordination studies have been initiated. Coordinators were identified and included in emergency plans.	It is planned to transfer the follow-up and maintenance of the ISO 45001 system to the digital environment together with other management systems. OHS week activities are planned to be held with more detailed activities.
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.	 	Practices related to waste management Environmental awareness activities Live Your Life Plastic-Free Program ISO 14001 Environmental Management System	Reducing the amount of hazardous and non-hazardous waste by 5% compared to 2021, Continuing the Live Your Life Plastic-Free Program with various activities in 2022 following the return to office program. Placing an application for the Zero Waste Certificate. Reducing the amount of direct waste by 5% compared to 2021 (since there was no work in the offices, a reliable data could not be collected, and this has been updated as the 2022 target) Reducing hazardous and non-hazardous waste generated per vehicle sold by 5% compared to the previous year.	The waste bins in our new offices are designed in accordance with the Zero Waste System.	The amount of hazardous and non-hazardous waste by 2022 reduction by 5%. Continuing the Live Your Life Plastic-Free Program with various activities in 2023. Obtaining Zero Waste Certificate. Reducing the amount of direct waste by 5% compared to 2022 (Updated as 2023 target due to the lack of reliable data since remote working continues in 2022).

Material Issues	Definition of the Field	Relevant SDG	Supporting Strategies and Programs	2022 Targets	2022 Realized	2023 Targets
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 management and operational decisions; evaluates its direct and indirect environmental impacts arising from its operations and commits to reduce them. Assumes itself responsible to the community, 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, it 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.	 7 AFFORDABLE AND CLEAN ENERGY  9 INDUSTRY, INNOVATION AND INFRASTRUCTURE  11 SUSTAINABLE CITIES AND COMMUNITIES  13 CLIMATE ACTION  15 LIFE ON LAND	Live Your Life Plastic-Free Program Environmental policies Digital Transformation Programs Waste Management Practices Activities and practices urging Suppliers, Authorized Dealers and Service Centers to implement waste management systems 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	Obtaining ISO 50001 Energy Management Certification. Successful completion of ISO 14001 interim audits. With the completion of the SPP investment, a 20% emission reduction target in our electricity consumption-based emissions compared to 2021. Providing environment and energy trainings to 100% of Doğuş Otomotiv employees, Providing environmental and energy trainings to 50% of third- party employees, Conducting environmental awareness programs within the scope of the volunteering program.	With the solar power plant established in 2022 at the Şekerpınar logistics center with an investment of 2,4 million dollars, as Doğuş Otomotiv, we started to produce all of the energy we use in the campus from a renewable energy source. The emission reduction, which we targeted as 45% in 2022, was 28% according to the measurements of the power plant, which came into operation in the last six months of the year. With the GES Investment, which was commissioned in April 2022, we supply 62% of the electricity we use from renewable energy sources.	We aim to reduce our carbon footprint by 30% by 2030. We aim to meet 90% of the electricity we use from renewable energy sources with the SPP Investment until 2025. Providing environment and energy trainings to 100% of Doğuş Otomotiv employees. Providing environmental and energy trainings to 50% of third party employees. Carrying out environmental awareness programs within the scope of the volunteering program.

Material Issues	Definition of the Field	Relevant SDG	Supporting Strategies and Programs	2022 Targets	2022 Realized	2023 Targets
Digital Transformation	In line with its vision and mission, Doğu 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..	 	Digitization practices of Human Resources processes Agile Project Management Digital Board Data analytics studies with machine learning/artificial intelligence GO-DGTL Academy activities Data Roadmap	Dissemination of Digital Transformation projects and practices in the company, implementation of the data roadmap Business Agility Activities Digital Project Portfolio management Data roadmap Go-DGTL Academy Digital Competency Development Program – Phase 3 Agile Product Owner (PSPO) Trainings Cyber Security and Authorized Dealer Data Safety Activities ISO 27001 Digital Maturity Index	In 2022, a total of 73 Digital Transformation projects were implemented and their applications were expanded in the company. 5 projects that are part of the data roadmap were implemented in 2022 and development of 7 projects continues. Go-DGTL Academy Digital Competency Development Program – Phase 3 was implemented and trainings were given in the fields of data, RPA, UX/UI. Agile Product Owner (PSPO) Trainings were given to Business Owners. ISO 27001 certification has been obtained. Digital Maturity measurement was made.	Dissemination of Digital Transformation projects and practices in the company, completion of the data roadmap. Business Agility Studies. Digital Project Portfolio Management Data Roadmap. Go-DGTL Academy Digital Competency Development Program – Phase 4. Agile Trainings. Cyber Security and Authorized Dealer Information Security Studies. ISO 27001. Digital Maturity Measurement.
Risk Management	Corporate Risk Management, which we have created 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, and related reporting and stakeholder information activities are also strengthened accordingly.	 	Environmental Risk Management Studies Establishing 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 Financial Risk Report Risk Maturity Study and Strategic Risk Management Plans Business Continuity Plan	Four sustainability report data updates per year Completion of short-term actions Integration of Ethics Code into the system in purchasing processes.	Based on the financial reports published at the end of each quarter in 2022, the Financial Risk Report was reported to the Board of Directors, the Executive Board and the General Directorate of Financial Affairs. In 2021, short-term Risk Management Strategies, which were created as a result of the consultancy services received from Ernst & Young Turkey on "Risk Maturity Level", were implemented. Reporting was made 4 times over the Refinitiv contribution tool in 2022, and our sustainability score was gradually increased from B- to A. Improvements were made in the business continuity plan.	Evaluation (taking into account risk appetite and risk strategy) for all projects and innovations within the company. Successful completion of the first interim follow-up audits of 2023 in April and May within the scope of IMS systems, where Risk Management studies play a key role. Playing a key role in the development work on the Doğu Group Risk Management System

Material Issues	Definition of the Field	Relevant SDG	Supporting Strategies and Programs	2022 Targets	2022 Realized	2023 Targets
New Products and Services	As a company operating in all areas of sales and service activities in the automotive industry, our sustainability strategy at Doğuş Otomotiv is based on risk prediction systems. In this direction, all research and development activities carried out for the future of the market are closely monitored. The Business Development Unit plans its activities in this context.	 	Establishment of Business Development Unit Digital Transformation Unit Electric Vehicles Working Group New Business Ideas Workshop Doğuş Holding InvenDO collaborations	Continuing InvenDO collaborations and concluding negotiations with the two initiatives started in 2021. Continuing digital transformation projects and increasing the project portfolio to over 200.	InvenDO collaborations continued and negotiations were concluded with 2 initiatives started in 2022. Continuing digital transformation projects and increasing the project portfolio to over 230.	Continuing InvenDO collaborations Negotiating with at least 20 initiatives and concluding with at least 1 POC / collaboration Collaboration with non-group companies as a result of entrepreneurship Strengthening the infrastructure and establishing processes of entrepreneurship and new business development activities within Doğuş Otomotiv Continuing digital transformation projects
Used Vehicle Market	Efforts are continuing to develop the used 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.	 	All employees to obtain professional competence certificates DOD.com.tr and DOD Mobile application 101 Point Control and Warranty Services	Professional competence certificates of newly recruited employee will be completed. The new DOD.com.tr and DOD Mobil are targeted to go live in May 2022. Leasing and clearing modules on DOD.com.tr and DOD Mobil will be implemented in June 2022. DOD Auction platform will be launched in June 2022, in such a way that serves DOD Authorized Dealers. Data and machine learning projects will be implemented over DOD.com.tr and DOD Mobile, and the DOD Vehicle Recommendation System will go live.	The new DOD.com.tr and DOD Mobil were launched in May 2022. The rental module on DOD.com.tr and DOD Mobil was launched in May 2022. The DOD Auction platform became operational in August 2022. The Vehicle Proposal project was launched in September 2022 with the scope of phase 1	It is aimed to expand the DOD Authorized Dealer organization on the basis of sales points. Professional qualification certificates of newly recruited personnel will be completed. Data and machine learning projects on DOD.com.tr and DOD Mobil will be deepened with cross systems. It is aimed to productize the "Image Processing" project, which aims to obtain a standard appearance focusing only on the vehicle by eliminating the foreign elements in the advertisement photos. Professional qualification certificates of newly recruited personnel will be completed.
Sustainable Supply Chain Management	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 enable 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.		Corporate Governance and Sustainability Performance Evaluation Program of Our Authorized Dealers and Service Centers DRIVE Program Including Sustainability- related fields to Supplier Selection and Audit Criteria Supplier Risk Categorization Study	In 2022, 20% of our Authorized Dealer and Service Center network to be included in the evaluation program, The transition of our Authorized Dealers and Service Centers to renewable energy will be monitored and encouraged in the medium and long term for 2022 and beyond	Supplier Selection, Evaluation and Inspection procedure infrastructure was prepared and suppliers with purchases over 5 Mio TL were inspected. Corporate Sustainability areas have also been added to the supplier audit processes.	Supplier Selection, evaluation and inspection procedure will be taken one step further within the scope of integrated management systems and detailed studies will be carried out on the scope part.

Appendix 1.7

Corporate Governance Principles Sustainability Compliance Index (According to the Communiqué of the Turkish Capital Markets Board)

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION REGARDING THE PUBLIC DISCLOSURE / LINK
		YES	PARTIALLY	NO	NON-APPLICABLE		
A. GENERAL PRINCIPLES							
	A1. Strategy, Policy, and Goals						
A 1.1.	Priority environmental, social, and corporate governance (ESG) issues, risks and opportunities have been determined by the board of directors of the partnership.	X				Shared with the public in July 2023 as part of the 2022 Sustainability Report.	Risk Management, 49-51 Materiality, Focus Topics and Goals, 31
	ESG policies (e.g. Environmental Policy, Energy Policy, Human Rights and Employee Policy, etc.) have been created and disclosed to the public by the board of directors of the partnership	X				Doğuş Otomotiv ESG Policies are published on the company website.	Employees and Work Environment Performance, 64-77 Climate and Environment, 109-114 <i>Sustainability Policies</i>
A 1.2	Short and long-term targets set within the scope of ESG policies have been disclosed to the public.	X				Shared with the public in July 2023 as part of the 2022 Sustainability Report.	UN SDG Index, 166-173
	A2. Implementation/Monitoring						
A2.1	The committees and/or units responsible for the implementation of ESG policies and the highest level officials in the partnership related to ESG issues and their duties have been identified and disclosed to the public.	X				Published on the company website under the title of ‘Sustainability Strategy and Management’.	<i>Sustainability Strategy and Management</i>
	Activities carried out within the scope of policies by the responsible committee and/or unit are reported to the board of directors at least once a year.	X				The Corporate Governance and Sustainability Committee convened four times in 2022 and the meeting results were reported to the Board of Directors.	Corporate Governance and Sustainability Committee, 22, 117-118
A 2.2	In line with the ESG targets, implementation and action plans have been created and disclosed to the public.	X				Shared with the public in July 2023 as part of the 2022 Sustainability Report.	Risks and Opportunities in Terms of Our Material Issues, 38-40

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION REGARDING THE PUBLIC DISCLOSURE / LINK
		YES	PARTIALLY	NO	NON-APPLICABLE		
A 2.3	The ESG Key Performance Indicators (KPI) and the level of achieving these indicators on a yearly basis have been disclosed to the public.	X				Shared with the public in July 2023 as part of the 2022 Sustainability Report.	Performances, 44-209 Environmental Performance, 139-144 UN SDG Index, 166-173
A 2.4	Activities to improve the sustainability performance of business processes or products and services have been disclosed to the public.	X				Shared with the public in July 2023 as part of the 2022 Sustainability Report.	Doğuş Otomotiv has been disclosing its sustainability performance, covering all its processes and subsidiaries, at international standards in detail in its Sustainability Reports since 2009. Product and Services Performance, 49-64
A3. Reporting							
A 3.1	Information regarding the sustainability performance, targets, and actions of the partnership is given in a comprehensible, accurate, and sufficient fashion in the annual reports.		X			Doğuş Otomotiv announces its detailed sustainability performance in the second quarter of the following year within the contents of its sustainability reports. On the other hand, information regarding the Company's performance is included as a summary in the annual report.	<i>Annual Report</i> , 91-101
A 3.2	Information on which of company activities are related to the United Nations (UN) 2030 Sustainable Development Goals has been disclosed to the public by the partnership.	X				Shared with the public in July 2023 as part of the 2022 Sustainability Report.	UN SDG Index, 166-173
A 3.3	Lawsuits filed and/or concluded against ESG issues, which are important in terms of ESG policies and/or will significantly affect activities, have been disclosed to the public.	X				Shared with the public in July 2023 as part of the 2022 Sustainability Report.	GRI Index, 197-209

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION REGARDING THE PUBLIC DISCLOSURE / LINK
		YES	PARTIALLY	NO	NON- APPLICABLE		
	A4. Verification						
A4.1	The partnership's ESG Key Performance metrics have been verified and publicly disclosed by an independent third party.	X				Data included in DoğuŖ Otomotiv's Sustainability Reports are partially verified by an independent audit firm. Detailed verification documents are included in the appendix of the sustainability reports.	PwC Reporting Guidance, 210-213 Independent Assurance Statement, 214-215
	B. ÇEVRESEL İLKELER						
B1.	The partnership has disclosed its policies and practices, action plans, environmental management systems (known by the ISO 14001 standard) and programs in the field of environmental management to the public.	X				DoğuŖ Otomotiv has been certi- fied with the ISO 14001 Certificate. Th e Company discloses its environmental performance in the Sustainability Reports on a regular basis every year in accordance with its areas of focus.	Environmental Risk Management, 111 Our Environment and Energy Policy, 112-113 Waste Management, 111-112 Energy and Water Management, 112 Emissions, 113 Electric Vehicles, 114
B2.	The scope of the report, the reporting period, the reporting date, and the limitations regarding the reporting conditions have been disclosed to the public regarding the environmental reports prepared to provide information on environmental management.	X				DoğuŖ Otomotiv complies with all environmental laws and regulations and monitors the processes per the ISO 14001 compliance obligations document. Our company has an appointed environmental manager. The Company also has an Environment Committee that reports directly to the Corporate Governance and Sustainability Committee.	Climate and the Environment, 109-114
B4.	Environmental targets included in the rewarding criteria within the scope of performance incentive systems for stakeholders (such as members of the Board of Directors, managers, and employees) have been disclosed to the public.			X			

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION REGARDING THE PUBLIC DISCLOSURE / LINK
		YES	PARTIALLY	NO	NON-APPLICABLE		
B5.	The company has disclosed to the public its methods of integrating priority environmental issues into business objectives and strategies.	X				Doğuş Otomotiv annually discloses its environmental data in line with its areas of focus and shares its targets with the public under appropriate headings. The Company also encourages its subsidiaries, authorized dealers, services, and suppliers throughout the entire value chain to disclose their environmental data. Doğuş Otomotiv has added sustainability principles to its categorization and audit processes in procurement processes with its suppliers, and has started to include these stakeholders in its sustainability report since 2015.	Risks and Opportunities in Terms of Our Material Issues, 38-40
B7.	The company has publicly disclosed how environmental issues in the operational process are managed and integrated into business objectives and strategies along the partnership value chain, including suppliers and customers.	X				Doğuş Otomotiv has been disclosing its environmental data in line with the priorities it has determined in accordance with the AA1000 SES Standard since 2009. The areas of focus were revised in 2018 in line with the changing conditions and stakeholder expectations, and since then, reporting was performed in line with the new areas of focus. All details regarding integration into business strategies are published within the Sustainability Report.	Product and Services Performance, 49-64 Sustainable Supply Chain, 56-62 Suppliers, 57-59 <i>Annual Report</i>
B8.	Whether relevant organizations and non-governmental organizations on the environment were involved in the policy-making processes and the collaborations with these institutions and organizations have been disclosed to the public.		X			If deemed necessary and in line with the Company's priorities, efforts are made to cooperate with environmental unions and associations, while cooperation alternatives for the future are evaluated. All collaborations are disclosed to the public within the contents of the sustainability reports.	Membership and Co-Operations, 43

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION REGARDING THE PUBLIC DISCLOSURE / LINK
		YES	PARTIALLY	NO	NON- APPLICABLE		
B9.	Information about environmental effects in the light of environmental indicators (greenhouse gas emissions [Scope-1: direct, Scope-2: energy indirect, Scope-3: other indirect], air quality, energy management, water and wastewater management, waste management, and biodiversity) has been disclosed to the public on a comparable basis periodically	X				Doğuş Otomotiv has been publishing its environmental data comparatively within the contents of the sustainability reports since 2009 in line with its priorities. ISO 14001: 2015 Environmental Management System certification was completed in 2021. Although information regarding emissions were disclosed in previous years, Scope 1-2-3 emissions and total carbon footprint of Doğuş Otomotiv were announced for the first time within the contents of 2021 Sustainability Report. Since there is no comparability with previous years, only the data for 2021 has been announced in this way. However, the sustainability reports of the previous years can be examined for other consumptions in previous years.	Environmental Performance, 139-144
B10.	Details of the standards, protocols, methodology, and base year used to collect and calculate data have been disclosed to the public.	X				Doğuş Otomotiv uses the methodology proposed by the GRI Standards and the reporting method per local laws and regulations in the disclosure of its environmental data. The data is collected and consolidated by the members of the Sustainability Committee, which is formed within the Company and includes employees from each unit. As of 2021, environmental data has been calculated and disclosed in accordance with the ISO 14064 standard and will be shared in this way in the following years.	Environmental Performance, 139-144

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION REGARDING THE PUBLIC DISCLOSURE / LINK
		YES	PARTIALLY	NO	NON- APPLICABLE		
B11.	Compared to previous years, th e increase or decrease in the environmental indicators for th e reporting year has been disclosed to the public.	X				There has been a change in th e comparable data between 2009-2017 and 2018-2020 due to th e change of priority areas of focus. However, since the reports published regularly since 2018 have been reporting using the sam e factors, necessary comparisons can be made. As of 2021, environmental data started to be reported in accordance with the ISO 14064 standard.	Environmental Performance, 139-144
B12.	Short and long-term targets have been determined to reduce environmental impacts, an d the progress of these targets in years has been disclosed to the public.	X				Doğuş Otomotiv publishes its environmental performance within th e contents of its Sustainability Reports in accordance with international standards. At the same time, as a UN Global Compact (GC) signatory since 2010, the Company also includes the UN GC index in its reports and declares its commitments	Climate and the Environment, 109-114 Climate Change, 109-110 Doğuş Otomotiv Renewable Energy Source Investment, 110
B13.	A strategy to combat the climate crisis has been created an d the planned actions have been disclosed to the public.	X				Doğuş Otomotiv has publicly declared with its economic development policy that it accepts climate change as a financial risk. In addition, the Company declares all its strategies that fall under its environment an d energy management policy and sphere of influence policy.	<i>Sustainability Policies</i>

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION REGARDING THE PUBLIC DISCLOSURE / LINK
		YES	PARTIALLY	NO	NON-APPLICABLE		
B14.	To prevent or minimize the potential negative impacts of products and/or services on the environment, programs or procedures have been established and disclosed to the public.	X				All actions are explained within the scope of priority areas of focus in line with the environmental impact management of products and services policy and the performance of the sphere of influence	<i>Sustainability Policies</i>
	Actions have been taken to reduce greenhouse gas emissions of third parties (e.g. suppliers, subcontractors, dealers, etc.) and these actions have been disclosed to the public.		X			Doğuş Otomotiv disclosed its greenhouse gas emissions data for the first time in 2021, in accordance with the ISO 14064 standard, within the contents of its sustainability report. Scope 3 collects data on a limited basis. In the 2022 sustainability report, efforts were initiated to expand the Scope 3 data areas, and data were collected to be published in the 2022 sustainability report. The data will be updated and published in the 2022 Sustainability Report.	DOAŞ 2022 Carbon Footprint Totals, 143
B15.	The environmental benefits/ gains and cost savings of the initiatives and projects aimed at reducing environmental impacts have been disclosed to the public.	X				The data for 2022 has been announced within the contents of the sustainability report published in July 2023.	Climate and the Environment, 109-114 Risks and Opportunities in Terms of Our Material Issues, 38-40 Risks General View, 35-37 Risk Management, 49-51
B16.	Scope-1 and Scope-2 data on energy consumption (natural gas, diesel, gasoline, LPG, coal, electricity, heating, cooling, etc.), have been disclosed to the public.	X				The data for 2022 has been announced within the contents of the sustainability report published in July 2023.	Energy Consumption, 141

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION REGARDING THE PUBLIC DISCLOSURE / LINK
		YES	PARTIALLY	NO	NON- APPLICABLE		
B17.	Information about the electricity, heat, steam and cooling production in the reporting year has been disclosed to the public .	X				Doğuş Otomotiv started the installation of solar energy panels with an investment of 2.4 million US dollars on the roof of its Logistics Center in Şekerpınar in 2021 and continued to produce th e electrical energy used in the Şekerpınar campus directly from renewable energy sources with th e investment completed in 2022. With the implementation of this investment in 2022, the Company aims to meet its annual energy needs from renewable energy sources and to reduce carbon emissions b y 45% annually . The realization rate of the targets will be announced within the contents of the 2022 Sustainability report.	Doğuş Otomotiv Renewable Energy Source Investment, 110 <i>Annual Report, 99</i>
B18.	Efforts on increasing the use of renewable energy and th e transition to zero or low carbon electricity have been made and publicly announced.	X				Doğuş Otomotiv has completely switched to renewable energy with the solar power plant investment made at the Şekerpınar site in 2022.	<i>Annual Report, 99</i>

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION REGARDING THE PUBLIC DISCLOSURE / LINK
		YES	PARTIALLY	NO	NON-APPLICABLE		
B19.	Data on renewable energy production and usage has been disclosed to the public.	X				Doğuş Otomotiv started the installation of solar energy panels with an investment of 2.4 million US dollars on the roof of its Logistics Center in Şekerpınar in 2021 and continued to produce the electrical energy used in the Şekerpınar campus directly from renewable energy sources with the investment completed in 2022. With the implementation of this investment in 2022, the Company aims to meet its annual energy needs from renewable energy sources and to reduce carbon emissions by 45% annually. The realization rate of the targets will be announced within the contents of the 2022 Sustainability report.	Doğuş Otomotiv Renewable Energy Source Investment, 110 <i>Annual Report, 99</i>
B20.	Energy efficiency projects have been carried out and the amount of energy consumption and emission reduction achieved through energy efficiency projects has been disclosed to the public.	X				Doğuş Otomotiv started the installation of solar energy panels with an investment of 2.4 million US dollars on the roof of its Logistics Center in Şekerpınar in 2021 and continued to produce the electrical energy used in the Şekerpınar campus directly from renewable energy sources with the investment completed in 2022. With the implementation of this investment in 2022, the Company aims to meet its annual energy needs from renewable energy sources and to reduce carbon emissions by 45% annually. The realization rate of the targets will be announced within the contents of the 2022 Sustainability report.	Doğuş Otomotiv Renewable Energy Source Investment, 110 <i>Annual Report, 99</i>

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION REGARDING THE PUBLIC DISCLOSURE / LINK
		YES	PARTIALLY	NO	NON- APPLICABLE		
B21.	Water consumption, and if any, amounts of water drawn, recycled and discharged from underground or above ground, its sources, and procedures have been disclosed to the public.	X				Water consumption is among Doğuř Otomotiv's primary focus areas. Since 2009, the Company has been explaining the water consumption per vehicle sold and carrying out studies on reducing consumption. Comprehensive and comparative data is included in the Sustainability Report. Doğuř Otomotiv aims to report its Water Footprint as of 2023.	Doğuř Oto Environmental Performance, 94 Energy and Water Management, 112 Our Environment and Energy Policy, 112-113 Water Consumption, 113-114
B22.	Information on whether the operations or activities are included in any carbon pricing system (Emissions Trading System, Cap & Trade or Carbon Tax) has been disclosed to the public.				X	Is not a primary area of focus of the company. Has not been evaluated per stakeholders' expectations.	
B23.	Information on carbon credits accumulated or purchased during the reporting period has been disclosed to the public.				X	Is not a primary area of focus of the company. Has not been evaluated per stakeholders' expectations.	
B24.	In case carbon pricing is put into practice within the partnership, the details are disclosed to the public.				X	Is not a primary area of focus of the company. Has not been evaluated per stakeholders' expectations.	
B25.	The platforms where the partnership discloses its environmental information have been disclosed to the public.	X				Doğuř Otomotiv publicly shares all sustainability data on its website within the basic indicators of the standards. Apart from notifications made to public authorities as required by legal obligations, environmental informations are evaluated in the BIST Sustainability Index in line with these data.	Indexes, 149-209

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION REGARDING THE PUBLIC DISCLOSURE / LINK
		YES	PARTIALLY	NO	NON- APPLICABLE		
	C. SOCIAL PRINCIPLES						
	C1. Human Rights and Employee Rights						
C 1.1	The Corporate Human Rights and Employee Rights Policies have been drawn in a way to cover the Universal Declaration of Human Rights, ILO Conventions ratified by Turkey, and other relevant legislation, those responsible for the implementation of the policy have been determined, and the policy and those responsible have been disclosed to the public.	X				Doğuş Otomotiv's human rights policy meets the requirements stipulated in its priority areas of focus on human rights and employees, business environment policy and its sub-policies, and those within the contents of Doğuş Otomotiv's Code of Ethics. All necessary details and performances are disclosed on the website and sustainability reports.	<i>Sustainability Policies</i> <i>Ethics Code</i> <i>Annual Report</i> , 105
C1.2	Considering the effects of supply and value chain, fair workforce, improvement of labor standards, women's employment, and inclusion issues (avoiding discrimination in issues related to gender, race, religion, language, marital status, ethnic identity, sexual orientation, gender identity, family responsibilities, union activities, political opinion, disability, social and cultural differences, etc.) have been included in the Employee Rights Policy.	X				Employees and Work Environment Policy, Equal Opportunity Policy and Doğuş Otomotiv's Code of Ethics, Sustainable Procurement Policy	<i>Sustainability Policies</i> <i>Ethics Code</i>
C1.3	Measures taken along the value chain regarding the observance of certain groups sensitive to economic, environmental, and social factors (low-income groups, women, etc.) or issues regarding minority rights/equality of opportunity have been disclosed to the public.	X				Equality at Work Program, Human Rights Policy, Anti-Discrimination Policy, Sustainable Procurement Policy	<i>Sustainability Policies</i> <i>Ethics Code</i>
C1.4	Developments regarding preventive and corrective practices against discrimination, inequality, violation of human rights, forced labor, and child labor have been disclosed to the public.	X				Diversity and Equal Opportunity Policy, Human Rights Policy, Doğuş Otomotiv's Code of Ethics, Anti-Discrimination Policy, Child Labor Management Approach, UN Global Compact Commitment	<i>Sustainability Policies</i> <i>Ethics Code</i>

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION REGARDING THE PUBLIC DISCLOSURE / LINK
		YES	PARTIALLY	NO	NON-APPLICABLE		
C1.5	Issues regarding investment in employees (education, development policies), compensation, fringe benefits, right to unionize, work/life balance solutions, and talent management have been included in the Employee Rights Policy.	X				All relevant details are published annually within the contents of the sustainability reports. At the same time, information about the Code of Ethics, Ethics Hotline, and related processes are included within the contents of the Code of Ethics.	<i>Annual Report</i> , 107, 115 Employees and Work Environment Performance, 64-77
	Mechanisms for employee complaints and resolution of disputes were created and dispute resolution processes have been determined.	X				All relevant details are published annually within the contents of the sustainability reports. At the same time, information about the Code of Ethics, Ethics Hotline, and related processes are included within the contents of the Code of Ethics.	<i>Annual Report</i> , 115 Human Rights Management, 53
	Activities carried out within the reported period to ensure employee satisfaction have been disclosed to the public.	X				All relevant details are published annually within the contents of the sustainability reports. At the same time, information about the Code of Ethics, Ethics Hotline, and related processes are included within the contents of the Code of Ethics.	<i>Annual Report</i> , 102-111 Employees and Work Environment Performance, 64-77
C 1.6	Occupational health and safety policies have been established and disclosed to the public.	X				Occupational Health and Safety is among Doğuş Otomotiv's priority areas of focus regarding sustainability. The policies are available on the website. Relevant data are published comparatively in the Sustainability Report. In 2022, ISO 45001 Occupational Health and Safety Certificate was obtained.	Health and Safety, 70-72 Doğuş Oto Employee Trainings, 92-93 Occupational Health and Safety, 134-136
	Measures taken to prevent occupational accidents and protect health, along with accident statistics, have been disclosed to the public.	X				Occupational Health and Safety is among Doğuş Otomotiv's priority areas of focus regarding sustainability. The policies are available on the website. Relevant data are published comparatively in the 2021 Sustainability Report. In 2022, ISO 45001 Occupational Health and Safety Certificate was obtained.	Health and Safety, 70-72 Doğuş Oto Employee Trainings, 92-93 Occupational Health and Safety, 134-136

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION REGARDING THE PUBLIC DISCLOSURE / LINK
		YES	PARTIALLY	NO	NON- APPLICABLE		
C1.7	Personal data protection and data security policies have been established and disclosed to the public.	X				Improvements have been made in accordance with all legal regulations regarding Personal Data Protection, and the process is managed at the most advanced level. At the same time, the ISO 27001 Information Security Management System installation was initiated in 2021, and the certification was received in 2022.	<i>Annual Report</i> , 39, 51 Information Security, 62
C1.8	Ethics policy has been established and disclosed to the public .	X				Doğuş Otomotiv Code of Ethics has been published on the website, accessible to all our stakeholders, as a public commitment since 2012.	<i>Ethics Code</i>

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION REGARDING THE PUBLIC DISCLOSURE / LINK
		YES	PARTIALLY	NO	NON- APPLICABLE		
C1.9	Studies within the scope of social investment, social responsibility, financial inclusion and access to finance are explained.	X				Doğuş Otomotiv; appreciates the importance of safety in traffic and the value of human life. It is committed to providing necessary services for its products and services to have high standards and to maintain these features throughout their life cycle. Its employees set an example for the importance of safety in traffic and behave responsibly. Undertakes that the products it sells meet the high standards related to customer health and safety. Is obligated to provide high quality and high standards of maintenance and repair services, limited to legislative regulations, in order the products it sells to maintain these standards throughout their economic lives, if its distributorship continues within the scope of distributorship agreements. Conducts and manages continuous information and awareness-raising activities on safety in traffic in dialogue and cooperation with relevant institutions and organizations. Ethical principles are clear and accessible and are supported by multiple participation. They are approved by the senior management and are one of the main elements of corporate governance principles. Continues its efforts to make the ethical principles a comprehensive framework that includes all processes. Acts away from unethical concurrences such as fraud and corruption, and provides necessary information for its employees to become aware of this issue and to assume responsibility. Starts studies and sets goals to establish mechanisms to prevent fraud and corruption.	Community Engagement, 105-109 Traffic is Life!, 105 Volunteering Platforms, 107 Doğuş Otomotiv Capital-Impact Table, 30 Doğuş Otomotiv Renewable Energy Source Investment, 110 Electric Vehicles, 114

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION REGARDING THE PUBLIC DISCLOSURE / LINK
		YES	PARTIALLY	NO	NON-APPLICABLE		
C1.10	Briefing meetings and training programs on ESG policies and practices were organized for employees.	X				All training and practices related to sustainability and policy information are updated and published every year within the contents of sustainability reports.	<i>Annual Report</i> , 46,51,96,97 Risks and Opportunities in Terms of Our Material Issues, 38-40 Compliance Function and Law on the Protection of Personal Data Practices, 52 Ethics Code, 52-53 Human Rights Management, 53 Digital Literacy, 55, 145
	C2. Stakeholders, International Standards, and Initiatives						
C2.1	The Customer Satisfaction Policy regarding the management and resolution of customer complaints has been prepared and disclosed to the public.	X				Customer Management and related strategies and practices are explained in detail within the contents of sustainability reports.	<i>Annual Report</i> , 40-45
C2.2	Information about the communication with stakeholders (which stakeholder, subject, and contact frequency) has been disclosed to the public.	X				Doğuş Otomotiv has identified its key stakeholders using the AA1000 SES methodology in a workshop held in 2009 and focused its sustainability strategy on stakeholder engagement. All relevant strategies and practices and stakeholder engagement platforms are disclosed on the Company website. Current performances are included in the sustainability reports.	Stakeholder Engagement, 41 Doğuş Otomotiv Key Stakeholders and Dialogue Platforms, 145-148

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION REGARDING THE PUBLIC DISCLOSURE / LINK
		YES	PARTIALLY	NO	NON- APPLICABLE		
C2.3	International reporting standards adopted in reporting were explained.	X				Doğuş Otomotiv has been publishing a sustainability report every year since 2009 in accordance with the framework of the GRI Global Reporting Initiative. The Company reports at the comprehensive reporting level according to the GRI Standards, the final reporting framework of the initiative. Doğuş Otomotiv 2022 Sustainability Report includes related indices as well as an index for SASB Indicators.	Leading Principles and Standards Based, 5
C2.4	Principles adopted regarding sustainability, and international organizations, committees, and principles that were signed up or joined have been disclosed to the public.	X				Doğuş Otomotiv has been a signatory of the UNGC - United Nations Global Compact since 2010 and the relevant indexes are published on the website and within the contents of the sustainability reports. In 2022, the Company participated in UN WEPs as a signatory, and the related report will be included in the 2022 Sustainability Report. Since 2017, Doğuş Otomotiv has regularly included the UN Sustainable Development Goals Index in its sustainability report. Starting with the 2020 Report, the AIAG Principles index have been also included in the report.	UN UNGC Index, 150-163 UN WEPs Index, 164-165 UN SDG Index, 166-173
C2.5	Improvements were made and efforts were undertaken to be included in the sustainability indices of Borsa Istanbul and/or international index providers.	X				Doğuş Otomotiv has been listed in the BIST Sustainability Index since 2014-2015 term. In 2022, the company was also listed in the BIST Sustainability 25 Index, which was announced for the first time. Monitoring and planning activities on international indexes are underway.	Annual Report, 90

		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION REGARDING THE PUBLIC DISCLOSURE / LINK
		YES	PARTIALLY	NO	NON- APPLICABLE		
	CORPORATE GOVERNANCE PRINCIPLES						
D1.	Opinions of the stakeholders were sought in the determination of measures and strategies in the field of sustainability.		X			No activity has been carried out to seek stakeholders' views. However, during the stakeholder engagement processes, the opinions of key stakeholders were taken into account when determining the strategy and primary areas of focus.	<i>Annual Report</i> , 96-97 Our Business Model and Sustainability, 29 Stakeholder Engagement, 41 Doğuş Otomotiv Key Stakeholders and Dialogue Platforms, 145-148
D2.	Social responsibility projects, awareness activities, and pieces of training have been carried out to raise awareness of the issue of sustainability and its importance.	X				Sustainability is strategically addressed throughout our value chain, in which we include all our stakeholders, and information activities are carried out through face-to-face trainings and meetings, including those with third parties. Social responsibility is encouraged at Doğuş Otomotiv through a volunteering platform. In addition, the Traffic is Life Program is carried out as a social participation program. Related details has been disclosed to the public within the contents of the Corporate Governance Compliance Report and Sustainability Report.	<i>Annual Report</i> , 112-113 Community Engagement, 105-109

Appendix 1.8

AIAG (AUTOMOTIVE INDUSTRY ACTION GROUP⁶⁰) INDEX

Title	Explanation	Performance	Included in
Business Ethics	Integrity and transparent business practices are at the core of sustainable and successful business activities. In addition to complying with national laws and regulations, companies' supply chains are expected to comply with the following topics: . Combat against Corruption . Business Practices That Prevent Competition . Protection of Intellectual Property . Respect for the Company and Personal Data . Exportation Controls . Conflicts of Interest	Doğuş Otomotiv Ethics Code contains detailed information about the company's basic policies and practices under the relevant headings. Performances related to Compliance Management and Business Ethics are included in the 2022 Sustainability Report.	<i>Ethics Code</i> Compliance Management and the Business Ethics, 51-53 Doğuş Otomotiv Ethics Code, 52-53

60 Global Automotive and Sustainability Guiding Principles describe the outlines of automotive companies' expectations from their suppliers. They were developed by the Automotive Industry Action Group (AIAG).

Environmental Standards	Companies are expected to adopt effective environmental protection methods. It is also expected of companies to implement effective environmental management throughout their supply chains to reduce the environmental footprint of their products and services throughout their business lifecycle. All products produced within the supply chain, and goods and raw materials used in processes, must comply with environmental standards in their design, development, distribution, use, disposal or recycling. Such a comprehensive approach includes, but is not limited to: · Reducing energy and water consumption · Reducing carbon emissions · Increasing the use of renewable energy · Increasing appropriate waste management practices · Training the employees Companies are expected to provide support with a proactive approach in order to find solutions to environmental problems and to be encouraging in the penetration of environmentally friendly technologies to increase.	Doğuş Otomotiv has ISO 14001 Environmental Management System certification. In addition, it regularly implements measurement, evaluation and encouraging practices in both its Authorized Dealers and Service Centers, as well as its suppliers and affiliates. Relevant performances are included in its annual Sustainability Report.	Supply Chain Management, 56-62 Subsidiaries, 91-104 Authorized Dealers and Service Centers, 86-91 Climate and the Environment, 109-114
Decent Work and Human Rights	Child Labor and Young Workers Child labor should never be tolerated and the age of employment must comply with the laws of the region in which the company operates.	Doğuş Otomotiv Ethics Code contains detailed information about the company's basic policies and practices under the relevant headings.	<i>Ethics Code</i> Supply Chain Management, 56-62 Subsidiaries, 91-104 Authorized Dealers and Service Centers, 86-91
	Remunerations and Other Rights The salaries paid to the employees and the side benefits provided should not be disproportional to their peers' and the minimum wage, overtime and other side benefits should be provided in accordance with the laws of the country in which the company operates.	Doğuş Otomotiv regulates salaries and side benefits in accordance with its Human Resources and Employees and Workplace Policies. Comprehensive explanations on the subject are provided in detail under the Employees and 2022 Sustainability Performance chapter of the Sustainability Report and in the Doğuş Otomotiv Ethics Code.	<i>Ethics Code</i> Supply Chain Management, 56-62 Subsidiaries, 91-104 Authorized Dealers and Service Centers , 86-91 Employees, 64-66, 131-134 Provided Benefits of Employee, 69-70, 134 <i>Sustainability Policies</i>

Decent Work and Human Rights	Working Hours Working hours, including overtime, must comply with the laws of the country in which the company operates.	Doğuş Otomotiv regulates salaries and side benefits in accordance with its Human Resources and Employees and Workplace Policies. Comprehensive explanations on the subject are provided in detail under the Employees and 2022 Sustainability Performance chapter of the Sustainability Report and in the Doğuş Otomotiv Ethics Code.	<i>Ethics Code</i> Supply Chain Management, 56-62 Subsidiaries, 91-104 Authorized Dealers and Service Centers, 86-91 Employees, 64-66, 131-134 <i>Sustainability Policies</i>
	Forced and Compulsory Labor Forced or compulsory labor of any kind, including human trafficking, must not be tolerated.	Doğuş Otomotiv regulates salaries and side benefits in accordance with its Human Resources and Employees and Workplace Policies. Comprehensive explanations on the subject are provided in detail under the Employees and 2022 Sustainability Performance chapter of the Sustainability Report and in the Doğuş Otomotiv Ethics Code.	<i>Ethics Code</i> Supply Chain Management, 56-62 Subsidiaries, 91-104 Authorized Dealers and Service Centers, 86-91 Employees, 64-66, 131-134 <i>Sustainability Policies</i>
	Freedom of Association Employees must be able to establish communication directly with management about working conditions without fear of retaliation, intimidation, or harassment. Employees must have the right to join or not join an employee organization, seek representation and participate in employee councils in accordance with the law.	Doğuş Otomotiv regulates salaries and side benefits in accordance with its Human Resources and Employees and Workplace Policies. Comprehensive explanations on the subject are provided in detail under the Employees and 2022 Sustainability Performance chapter of the Sustainability Report and in the Doğuş Otomotiv Ethics Code.	<i>Ethics Code</i> Supply Chain Management, 56-62 Subsidiaries, 91-104 Authorized Dealers and Service Centers, 86-91 Employees, 64-66, 131-134 <i>Sustainability Policies</i>
	Health and Safety Employees must have safe and decent working conditions at or above existing standards regarding occupational health and safety.	Doğuş Otomotiv regulates salaries and side benefits in accordance with its Human Resources and Employees and Workplace Policies. Comprehensive explanations on the subject are provided in detail under the Employees and 2022 Sustainability Performance chapter of the Sustainability Report and in the Doğuş Otomotiv Ethics Code. In addition, ISO 45001 Occupational Health and Safety Management System activation was completed in 2021. Certification obtained in 2022.	<i>Ethics Code</i> Supply Chain Management, 56-62 Subsidiaries, 91-104 Authorized Dealers and Service Centers, 86-91 Employees, 64-66, 131-134 <i>Sustainability Policies</i> Integrated Management Systems, 63 Health and Safety, 70-72 Occupational Health and Safety, 134-136
	Harassment and Discrimination All forms of harassment and discrimination against employees should never be accepted.	Doğuş Otomotiv regulates salaries and side benefits in accordance with its Human Resources and Employees and Workplace Policies. Comprehensive explanations on the subject are provided in detail under the Employees and 2022 Sustainability Performance chapter of the Sustainability Report and in the Doğuş Otomotiv Ethics Code.	<i>Ethics Code</i> Supply Chain Management, 56-62 Subsidiaries, 91-104 Authorized Dealers and Service Centers, 86-91 Employees, 64-66, 131-134 <i>Sustainability Policies</i>

Appendix 1.9
SASB⁶¹ Index

Sustainability Disclosure Topics and Accounting Metrics

Topic	Accounting Metric	Category	Unit of Measure	SASB Code	Section of Information
Energy Management in Retail and Distribution	(1) Total energy consumed	Quantitative	(GJ)	CG-MR- 130a.1	Climate and the Environment Doğuş Otomotiv uses mains electricity in all its operations. The total amount of energy consumed is included in the relevant section of the Report. With the GES Investment, which was commissioned in April 2022, we supply 62% of the electricity we use from renewable energy sources. We aim to reach 90% by 2025.
	(2) Percentage grid electricity		(%)		
	(3) Percentage of renewable energy				
Information Security	Description of approach to identifying and addressing data security risks	Discussion and Analysis	N/A	CG-MR- 230a.1	Digital Transformation Doğuş Otomotiv completed the installation of the ISO 27001 Information Security Management System in 2021, and the certification process was completed in 2022.
	(1) Number of data breaches	Quantitative	(Number) (%)	CG-MR- 230a.2	No data security violation encountered in 2022.
	(2) Percentage involving personally identifiable information (PII)				
	(3) Number of customers affected				
Labor Practices	(1) Average hourly wage ⁶²	Quantitative	(Local Currency) (%)	CG-MR- 310a.1	(1) 51,11 TL (2) Have no employees earning minimum wage.
	(2) Percentage of in-store employees earning minimum wage by region				
	(1) Voluntary turnover rate for in- store employees ⁶³	Quantitative	(Ratio in %)	CG-MR- 310a.2	(1) %85 (2) %15
	(2) Involuntary turnover rate for in- store employees ⁶⁴				
	Total amount of monetary losses as a result of legal proceedings associated with labor law violations.	Quantitative	(Local Currency)	CG-MR- 310a.3	No monetary loss was materialized during the 2022 reporting period.

61 Indicators that comply with the Multiline and Specialty Retailers and Distributors Sectoral Supplement published by the (SASB) Sustainability Accounting Standards Board were disclosed within the scope of this index.

62 It is calculated on monthly average of 225 hours.

63 The number of those who voluntarily quit their job at Doğuş Otomotiv during the year due to reasons such as resignation, marriage or military service is 117. The rate given is the ratio of those who voluntarily quit their jobs for various reasons to all employees who quit

64 Calculated over permanent employees with indefinite-term contracts.

Topic	Accounting Metric	Category	Unit of Measure	SASB Code	Section of Information
Workforce Diversity and Inclusion	(1)Percentage of gender and racial/ethnic group (2) Representation for management Percentage of gender and racial/ethnic group for all other employees	Quantitative	(%)	CG-MR- 330a.1	Percentage of Female Executives 31,4% Percentage of Female Employees 33,78% In the 2022 Sustainability Performance section of our report, our data by gender breakdown is included. However, there is no racial/ethnic group breakdown data. Any racial/ethnic origin discrimination is strictly prohibited within the scope of Doğuř Otomotiv's Ethics Code, and no such inquiries are made.
	Total amount of monetary losses as a result of legal proceedings associated with employment discrimination	Quantitative	(Local Currency)	CG-MR- 330a.2	No financial loss occurred.
Product Sourcing, Packaging and Marketing	Revenue from products third- party certified to environmental and/or social sustainability standards.	Quantitative	(Local Currency)	CG-MR- 410a.1	Product and Service Responsibility Doğuř Otomotiv operates as the Turkish distributor of Volkswagen AG Group brands.
	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products.	Discussion and Analysis	N/A	CG-MR- 410a.2	Waste Management
	Discussion of strategies to reduce the environmental impact of packaging.	Discussion and Analysis	N/A	CG-MR- 410a.3	Waste Management

Activity Metrics

Activity Metric	Category	Unit of Measure	SASB Code	Section of Information
(1) Number of retail locations (2) Number of Distribution Centers	Quantitative	(Number)	CG-MR-000.A	(1) 539 (2) 2
(3) Total area of retail space (4) Total area of distribution centers	Quantitative	(m²)	CG-MR-000.B	(3) 558.656 m² (Only the area of Authorized Dealers and Service Centers of approximately 40% of Doğuř Otomotiv as a legal entity. Data collection process for all the locations is ongoing.) 185,021 m² (It is the total area of Doğuř Oto and Brand Showrooms. Service centers areas are also included.)

Appendix 1.10
Global Reporting Initiative (GRI Standards 2021)
Comprehensive Application-Level Index (Self-Declared)

Doğuş Otomotiv 2022 Integrated Sustainability Report has been prepared in accordance with the GRI Standards 2021 “Comprehensive” application-level and self-declared.

GRI Standards	Disclosure	Place of Informaion/ Website links/ Explanaion
General Disclosures		
THE ORGANIZATION AND ITS REPORTING PRACTICES (GRI 2021)		
2-1	Organizaional details	Masthead, 217 General Information, 11-12
2-2	Eniies included in the organizaion’s sustainability reporing	Leading Principles and Standards Based, 5 Indexes, 6-7
2-3	Reporing period, frequency and contact point	Reporting Period, 5 Communication of the Report, 6-7 Scope of the Report, 5 Corporate Profile, Brands and Financial Indicators, 5
2-4	Restatements of informaion	Reporting Profile, 4
2-5	External assurance	PwC Reporting Guidance, 210-213 Independent Assurance Statement, 214-215 The 2022 Corporate Sustainability Report of Doğuş Otomotiv had limited auditing services from PricewaterhouseCoopers Turkey. Detailed information can be found in Reporting Guidelines and Independent Assurance Statement in the Sustainability Report.

GRI Standards	Disclosure	Place of Informaion/ Website links/ Explanaion
ACTIVITIES AND WORKERS (GRI 2021)		
2-6	Aciviiies, value chain and other business relaionships	General Information, 11-12 Doğuş Otomotiv Value Chain, 14 Authorized Dealer and Service Center Network, 15 Financials and Operational Data, 44-48 Memberships and Co-operations, 43
2-7	Employees	Employees and Work Environment Perormance, 64-77 Sustainbility Performances, 121-144
2-8	Workers who are not employees	Employees, 64-66, 131-134
Governance (GRI 2021)		
2-9	Governance structure and composiion	Corporate Governance, 115-120 <i>Corporate Governance Compliance Report</i> <i>Corporate Governance Principles Compliance Form</i>
2-10	Nominaion and selecion of the highest governance body	Board of Directors, 115-119 <i>Annual Report</i> , 14
2-11	Chair of the highest governance body	Board of Directors, 115-119 <i>Annual Report</i> , 14
2-12	Role of the highest governance body in overseeing the management of impacts	Board of Directors, 115-119 <i>Annual Report</i> , 14 Sustainability Strategies and Management, 21 Corporate Governance and Sustainability Committee, 22, 117-118
2-13	Delegaion of responsibility for managing impacts	Sustainability Strategies and Management, 21
2-14	Role of the highest governance body in sustainability reporing	Board of Directors, 115-119 Corporate Governance and Sustainability Committee, 22, 117-118
2-15	Conflicts of interest	Ethics Code, 53 <i>Annual Report</i> , 32, 118

GRI Standards	Disclosure	Place of Informaion/ Website links/ Explanaion
2-16	Communicaion of criical concerns	Stakeholder Engagement, 41 Doğuş Otomotiv Key Stakeholders and Dialogue Platforms, 145-148 Sustainability Strategies and Management, 21 Board of Directors, 115-119 Audit Committee, 118 Corporate Governance and Sustainability Committee, 22, 117-118 Early Detection of Risk Committee, 118 Remuneration and Nomination Committee, 118 Human Resources and Disciplinary Committee, 118
2-17	Collecive knowledge of the highest governance body	Corporate Governance, 115-120 Audit Committee, 118 Corporate Governance and Sustainability Committee, 22, 117-118 Early Detection of Risk Committee, 118 Remuneration and Nomination Committee, 118 Human Resources and Disciplinary Committee, 118 <i>Corporate Governance Compliance Report</i>
2-18	Evaluaion of the performance of the highest governance body	<i>Corporate Governance Compliance Report</i>
2-19	Remuneraion policies	<i>Sustainability Policies</i> Remuneration and Nomination Committee, 118
2-20	Process to determine remuneraion	<i>Corporate Governance Compliance Report</i>
2-21	Annual total compensaion raio	Privacy Restriction – As it is not a standard disclosure in the country which we operate, not a separate but a total amount is disclosed in financial report <i>Annual Report</i> , 26
STRATEGY, POLICIES AND PRACTICES (GRI 2021)		
2-22	Statement on sustainable development strategy	Message from CEO and Chairperson, 8-9 Sustainability Strategies and Management, 21 Our Business Model and Sustainability, 29

GRI Standards	Disclosure	Place of Informaion/ Website links/ Explanaion
2-23	Policy commitments	<i>Sustainability Policies</i> Employee Policies, 68 Human Rights Policy and Principles, 26 Public Policies and Public Relations, 43 Risk Management Policy, 49 Our Purchasing Policy, 56 Employees and Workplace Policy, 67 Workplace Principles against Domestic Violence Policy, 77 Community Engagement Policy, 105 Environment and Energy Policy, 112-113
2-24	Embedding policy commitments	Corporate Governance, 115-120 Audit Committee, 118 Corporate Governance and Sustainability Committee, 22, 117-118 Early Detection of Risk Committee, 118 Remuneration and Nomination Committee, 118 Human Resources and Disciplinary Committee, 118
2-25	Processes to remediate negaive impacts	Risk Management, 49-51 Early Detection of Risk Committee, 118 Environmental Risk Management, 111 <i>Annual Report</i> , 52-54
2-26	Mechanisms for seeking advice and raising concerns	Stakeholder Engagement, 41 Doğuş Otomotiv Key Stakeholders and Dialogue Platforms, 145-148 Ethics Hotline, 53
2-27	Compliance with laws and regulaions	Compliance Management and Business Ethics, 51-53 <i>Annual Report</i> , 51-54
2-28	Membership associaions	Membership and Co-Operations, 43

GRI Standards	Disclosure	Place of Informaion/ Website links/ Explanaion
STAKEHOLDER ENGAGEMENT (GRI 2021)		
2-29	Approach to stakeholder engagement	Stakeholder Engagement, 41 Doğuş Otomotiv Key Stakeholders and Dialogue Platforms, 145-148 Several Sustainability Council and Corporate Governance and Sustainability Committee meetings were held for the report preparation process, and the feedback collected from stakeholders at various stakeholder platforms were thereby considered in this process
2-30	Collecive bargaining agreements	There is no labour union in our Company, hence 0% of the employees are covered by collective bargaining agreements
MATERIAL TOPICS (GRI 2021)		
3-1	Process to determine material topics	Materiality, Focus Topics and Goals, 31 Doğuş Otomotiv Material Issues, 32 We identified the key topics and concerns of Stakeholders in the materiality analysis conducted in December 2017. The key impacts disclosed in this report are evolved from the results of this Materiality study, where the issues and concerns of each stakeholder group, collected through several dialogue platforms, were considered and assessed. Since employees from all departments participated, who collectively had broad knowledge about each stakeholders' opinions and concerns, and shared them in detail during the study, key topics and concerns of all stakeholder groups were considered.
3-2	List of material topics	Materiality, Focus Topics and Goals, 31 Doğuş Otomotiv Material Issues, 32
3-3	Management of material topics	Materiality, Focus Topics and Goals, 31 Risks and Opportunities in Terms of Our Material Issues, 38-40

GRI Standards	Disclosure	Place of Informaion/ Website links/ Explanaion
Economic Performance		
201-1	Direct economic value generated and distributed	Doğuş Otomotiv 2022 Performance in Numbers, 44 Economic Value Created and Distributed, 48
201-2	Financial implicaions and other risks and opportuniies due to climate change	Impact Management, 37 Risks and Opportunities in Terms of Our Material Issues, 38-40 Doğuş Otomotiv Capital-Impact Table, 30 Climate and Environmental, 109-114
201-3	Deined beneit plan obligaions and other reirement plans	There is no salary-based pension contribution at Doğuş Otomotiv.
201-4	Financial assistance received from government	Doğuş Otomotiv has not received any significant financial assistance from government in 2022.
202-1	Raios of standard entry level wage by gender compared to localminimum wage	<i>Sustainability Policies</i> Minimum salaries at entry level in Doğuş Otomotiv and Doğuş Oto are above the standard local minimum wages determined by laws and regulations and vary according to the positions.
202-2	Proporion of senior management hired from the local community	All the senior management of Doğuş Otomotiv are hired from the local community.
203-1	Infrastructure investments and services supported	Electric Vehicles, 114
203-2	Signiicant indirect economic impacts	Authorized Dealers and Service Centers , 86-91 Subsidiaries, 91-104 Supply Chain Management, 56-62 Every year, Doğuş Otomotiv monitors the direct economic impact of its Affiliates, Authorized Dealers and Services and Suppliers, includes their performances in the Company's Sustainability Reports with a detailed data collection process.
204-1	Proporion of spending on local suppliers	Financial Performances, 121-131
205-1	Operaions assessed for risks related to corrupion	<i>Sustainability Policies</i> <i>Ethical Principles</i> <i>Ethics Code</i>

GRI Standards	Disclosure	Place of Informaion/ Website links/ Explanaion
205-2	Communicaion and training about ani-corruption policies and procedures	Compliance Management and Business Ethics, 51-53 <i>Ethical Principles</i> <i>Ethics Code</i>
205-3	Conirmed incidents of corruption and acions taken	In 2022, no cases of corruption were encountered in the Company, and no lawsuits were filed. In 2022, the contracts of 6 employees at Doğuş Oto and 1 employee at Doğuş Otomotiv were terminated, as their behavior fell under the scope of the regulation stating that “the behavior of the employee not complying with ethics and loyalty, such as abusing the employer’s trust, stealing, revealing the employer’s professional secrets” found in paragraph e of the sub-section “II-Conditions that do not comply with the Rules of Ethics and Goodwill and the Similar” of Article 25 of the Labor Law No. 4857.
206-1	Legal acions for ani-compeiive behavior, ani-trust, and monopoly pracices	<i>Sustainability Policies</i> There are no lawsuits filed against Doğuş Otomotiv in 2022 due to anticompetitive practices.
207-1	Approach to tax	<i>Dividend Distribution</i> <i>Annual Report</i> , 30
207-2	Tax governance, control, and risk management	Risk Management, 49-51 Financial Performances, 121-131 Doğuş Otomotiv Capital-Impact Table, 30 Doğuş Otomotiv 2022 Performance in Numbers, 44 Financial Capital, 29

GRI Standards	Disclosure	Place of Informaion/ Website links/ Explanaion
207-3	Stakeholder engagement and management of concerns related to tax	Stakeholder Engagement, 41 Our Business Model and Sustainability, 29 Circular Economy, 41 Risks and General Overview, 35-36
207-4	Country-by-country reporing	Doğuş Otomotiv carries out its activities only in Turkey.
Environmental Performance		
302-1	Energy consumption within the organizaion	Doğuş Otomotiv Capital-Impact Table, 30 Energy Consumption, 141 CO ₂ Emisssions, 142-143
302-2	Energy consumption outside of the organizaion	Energy Consumption, 141 CO ₂ Emisssions, 142-143
302-3	Energy intensity	Energy Consumption, 141 CO ₂ Emisssions, 142-143
302-4	Reducion of energy consumption	Climate and the Environment, 109-114 Energy Efficiency, 113
302-5	Reducions in energy requirements of products and services	Climate and the Environment, 109-114 Energy Efficiency, 113
303-1	Interacions with water as a shared resource	Climate and the Environment, 109-114 2022 Sustainability Performance, 139-144 Doğuş Otomotiv Şekerpınar establishment and Doğuş Oto locations use water from the resources of their municipalities.
303-2	Management of water discharge-related impacts	There are no water sources significantly affected by withdrawal of water. Doğuş Otomotiv uses water from the distribution system of local municipalities.
303-3	Water with drawal	Company does not use recycled or reused water.
303-4	Water discharge	N/A
303-5	Water consumption	Energy and Water Management, 111 Water Consumption (Doğuş Otomotiv and Doğuş Oto), 94

GRI Standards	Disclosure	Place of Informaion/ Website links/ Explanaion
304-1	Operaional sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	N/A
304-2	Signiicant impacts of aciviies, products and services on biodiversity	Climate and the Environment, 109-114
304-3	Habitats protected or restored	N/A
304-4	IUCN Red List species and naional conservaion list species with habitats in areas afected by operaions	N/A
305-1	Direct (Scope 1) GHG emissions	Emissions, 113 2022 Sustainability Performance, 139-144
305-2	Energy indirect (Scope 2) GHG emissions	Emissions, 113 2022 Sustainability Performance, 139-144
305-3	Other indirect (Scope 3) GHG emissions	Emissions, 113 2022 Sustainability Performance, 139-144
305-4	GHG emissions intensity	It is not applicable since our company does not manufacture but distributes vehicles.
305-5	Reducion of GHG emissions	Emissions, 113 2022 Sustainability Performance, 139-144 Environmental Risk Management, 111
305-6	Emissions of ozone-depleing substances (ODS)	It is not applicable since our company does not manufacture but distributes vehicles.
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other signiicant air emissions	It is not applicable since our company does not manufacture but distributes vehicles.
306-1	Water discharge by quality and desinaion	Doğuş Otomotiv discharges its wastewater, which is supplied from the local municipalities, directly into the city sewage system. 100% of the used water is discharged to the city sewage systems in the operation areas.
306-2	Waste by type and disposal method	Waste Management, 111-112 2022 Sustainability Performance, 139-144

GRI Standards	Disclosure	Place of Informaion/ Website links/ Explanaion
306-3	Signiicant spills	There was no leakage caused by activities of Doğuř Otomotiv. The Company's operations have no risk of dangerous leakage in significant quantities. Wastes carrying leakage risk (batteries, etc.) are classified according to their types and sent to the relevant companies for proper disposal, in compliance with laws and regulations
306-4	Transport of hazardous waste	Waste Management, 111-112 2022 Sustainability Performance, 139-144 Wastes carrying hazardous risk are classified according to their types and sent to the relevant companies for proper disposal, in compliance with laws and regulations.
306-5	Water bodies afected by water discharges and/or runof	Doğuř Otomotiv has no operations which significantly affect habitat because of the discharge of water.
308-1	New suppliers that were screened using environmental criteria	Supply Chain Management, 56-62 Suppliers, 57
308-2	Negaive environmental impacts in the supply chain and acions taken	Supply Chain Management, 56-62 Suppliers, 57
Social Performance		
401-1	New employee hires and employee turnover	2022 Sustainability Performance, 121-144
401-2	Beneits provided to full-ime employees that are not provided to temporary or part-ime employees	Employee Benefits, 64-66, 131-134
401-3	Parental leave	At Doğuř Otomotiv, 10 female employees have taken maternity leave in 2022, and 100% of those have returned to work. At Doğuř Oto, these figures were 12 employees and 100% returning to work, respectively in 2022. No male employees have taken paternity leave in 2022.
402-1	Minimum noice periods regarding operaional changes	Legal notice periods are applied in Doğuř Otomotiv.
403-1	Occupaional health and safety management system	2022 Sustainability Performance, 121-144
403-2	Hazard ideniicaion, risk assessment, and incident invesigaion	Health and Safety, 70-72 Occupational Health and Safety, 134-136 2022 Sustainability Performance, 121-144

GRI Standards	Disclosure	Place of Informaion/ Website links/ Explanaion
403-3	Occupaional health services	Health and Safety, 70-72 Occupational Health and Safety, 134-136 2022 Sustainability Performance, 121-144 There is no occupational process at Doğuř Otomotiv that can be considered as a high incidence or high risk of specific diseases
403-4	Worker participaion, consultaion, and communicaion on occupaional health and safety	There is no labour or trade unions in Doğuř Otomotiv.
403-5	Worker training on occupaional health and safety	Health and Safety, 70-72 Occupational Health and Safety, 134-136 2022 Sustainability Performance, 121-144
403-6	Promoion of worker health	Health and Safety, 70-72 Occupational Health and Safety, 134-136 2022 Sustainability Performance, 121-144
403-7	Prevenion and miigaion of occupaional health and safety impacts directly linked by business relaionships	Health and Safety, 70-72 Occupational Health and Safety, 134-136 2022 Sustainability Performance, 121-144
403-8	Workers covered by an occupaional health and safety management system	Health and Safety, 70-72 Occupational Health and Safety, 134-136 2022 Sustainability Performance, 121-144 <i>Occupational Health and Safety Policy</i>
403-9	Work-related injuries	Occupational Health and Safety, 134-136 2022 Sustainability Performance, 121-144
403-10	Work-related ill health	Occupational Health and Safety, 134-136 2022 Sustainability Performance, 121-144
404-1	Average hours of training per year per employee	2022 Sustainability Performance, 121-144
404-2	Programs for upgrading employee skills and transiion assistance programs	Employee Development and Training, 73-75
404-3	Percentage of employees receiving regular performance and career development reviews	The performance and career development of all the employees are regularly monitored every year, regardless of gender.
405-1	Diversity of governance bodies and employees	2022 Sustainability Performance, 121-144
405-2	Raio of basic salary and remuneraion of women to men	2022 Sustainability Performance, 121-144

GRI Standards	Disclosure	Place of Informaion/ Website links/ Explanaion
406-1	Incidents of discriminaion and correcive acions taken	No incidents of discrimination are reported during the reporting period.
407-1	Operaions and suppliers in which the right to freedom of associaion and collective bargaining may be at risk	Doğuş Otomotiv respects freedom of association of its employees. There is no labour union in the Company.
408-1	Operaions and suppliers at signiicant risk for incidents of child labor	The criterion of not employing child labor was included in the supplier audits that started in 2014. No case of child labor was recorded in Doğuş Otomotiv, Doğuş Oto, and its suppliers in 2022.
409-1	Operaions and suppliers at signiicant risk for incidents of forced or compulsory labor	No cases of forced or compulsory work were reported at Doğuş Otomotiv, Doğuş Oto and their suppliers in 2022.
410-1	Security personnel trained in human rights policies or procedures	All security staff are informed on legal issues including personal rights and human rights as part of the mandatory trainings they take in the certification process.
411-1	Incidents of violaions involving rights of indigenous peoples	No complaint regarding violations involving rights of indigenous people was reported in 2022.
413-1	Operaions with local community engagement, impact assessments, and development programs	Doğuş Otomotiv's activities and operations do not have any impact on the local people in the regions where it operates. However, within the scope of community engagement activities, Traffic is Life! Program on Traffic Safety, which is of high importance within our impact, has been carried out for 18 years. Traffic is Life, 105
413-2	Operaions with signicant actual and potenal negaive impacts on local communities	Activities of Doğuş Otomotiv and Doğuş Oto have no negative impact on the local community.
414-1	New suppliers that were screened using social criteria	Supply Chain Management, 56-62 Suppliers, 57
414-2	Negaive social impacts in the supply chain and acions taken	Supply Chain Management, 56-62 Suppliers, 57

GRI Standards	Disclosure	Place of Informaion/ Website links/ Explanaion
415-1	Poliical contribuions	Our company did not participate in any lobbying activities during the year and did not cooperate in the development of public policies. Doğuş Otomotiv does not provide financial or in-kind support to any political party or formation.
416-1	Assessment of the health and safety impacts of product and service categories	Doğuş Otomotiv monitors and assesses quality control processes related to health and safety impact of all products and services in line with international standards. This ratio is considered 100%.
416-2	Incidents of non-compliance concerning the health and safety nimpacts of products and services	No cases were reported during the reporting period.
417-1	Requirements for product and service informaion and labeling	Sustainability Policies
417-2	Incidents of non-compliance concerning product and service informaion and labeling	No cases were reported during the reporting period.
417-3	Incidents of non-compliance concerning markeing communicaions	No cases were reported during the reporting period.
418-1	Substaniated complaints concerning breaches of customer privacy and losses of customer data	No cases were reported during the reporting period.

Annex-1: Doğuş Otomotiv 2022 Integrated Sustainability Report – Reporting Principles

This reporting principles (the “Reporting Principles”) provides information on the data preparation and reporting methodologies of indicators within the scope of the limited assurance in the Doğuş Otomotiv Servis ve Ticaret A.Ş.’s (the “Company” or “Doğuş Otomotiv”) Doğuş Otomotiv 2022 Integrated Sustainability Report (the “2022 Integrated Sustainability Report”). The Principle includes social indicators, environmental indicators and economic indicators. 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 principle. The information contained in this principles cover the date range from January 1, 2022	to December 31, 2022 (the 2022 fiscal year) and the related operations that are the responsibility of Doğuş Otomotiv Servis ve Ticaret A.Ş. as detailed in the “Basic Definitions and Reporting Scope” section, and excludes Doğuş Otomotiv affiliates (Doğuş Oto Pazarlama ve Ticaret A. Ş, Doğuş Teknoloji, Gebze Scania Servis ve Skoda), suppliers, authorized dealers and services, except for some exceptional cases below.Exceptions are listed below and in the Key Definitions and Reporting Scope . Total Number of Employees, Percentage of Female Employees by Total Employees, Percentage of Female Employees by Total Employees in this guide contain information about Doğuş Otomotiv and Doğuş Oto Pazarlama.	Electricity, Natural Gas, Water and Diesel consumption for Generators included in this principles and which are the responsibility of Doğuş Otomotiv, Scania Gebze, Doğuş Oto Pazarlama ve Ticaret A.Ş. and Authorized Services locations. Information on waste management, which is produced by the Company’s subsidiaries, suppliers, authorized dealers and services other than the above-mentioned waste production areas, but not under the responsibility of the Company, is included in the report, although not within the scope of limited assurance. The following principles have been considered in the preparation of this principles document: In the preparation of information - to	emphasize to users of information the basic principles of relevance and reliability of information, In reporting information - emphasizing the principles of comparability/ consistency of information with other data, including previous year, and the principles of understandability/transparency providing clarity to users. Key Definitions and Reporting Scope For the purpose of this report, the Company makes the following definitions:
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Type	Indicator	Scope
Social Indicators	Total Number of Female Employees (#)	In the reporting period, It refers to the total number of permanent and indefinite-term employees at Doğuř Otomotiv and Doğuř Oto Pazarlama, who are followed up with Doğuř Otomotiv Human Resources data platform, Recruitment Declaration was made to the Social Security Institution. Interns are not included in the total number of employees.
	Percentage of Female Employees by Total Employees (%)	In the reporting period, it refers to the ratio of the number of permanent and indefinite-term female employees at Doğuř Otomotiv and Doğuř Oto Pazarlama to the total number of employees, who were followed up with Doğuř Otomotiv Human Resources platform and made a Recruitment Statement to the Social Security. Interns are not included in the total number of employees.
	Ratio of Female Employee Salaries to the Male Employee Salaries (%)	In the reporting period, it represents the ratio of the 12-month average salary paid by the Company to female employees, which can be mapped with financial reporting systems, to the 12-month average salary total paid by the Company to male employees, which can be mapped with financial reporting systems. While calculating this ratio, the internal positions and levels of the employees were taken into consideration and the Board of Directors was excluded.
	Recorded Incident Rate (%)	In the reporting period, it refers the ratio of the number of injury events that happened to the employees of the Company during a work-related activity and prevented the fulfillment of the job, followed by the notifications made to the Social Security Institution, to the total working time.
	Injury-related Lost Days Rate (%)	In the reporting period, it refers the ratio of the total number of lost days due to injuries, which were reported to the Social Security Institution and tracked during a work-related activity and prevented the job from being fulfilled, to the total working time.
	Illness-related Lost Day Rate Full-time Employees (%)	In the reporting period, it refers the ratio of the number of lost days due to the number of occupational diseases followed by the notifications made to the Social Security Institution, which is included in the definition of “occupational disease” within the scope of the Occupational Health and Safety Law No. 6331, to the total working time.
	Trainings	
	Total Man/Hours (#)	In the reporting period, it refers to the total training hours attended by the Company’s employees, followed through the Training tracking platform of the Human Resources.
	Man/Hours per Person (#)	In the reporting period, it represents the ratio of the total training hours provided by the Company to the employees, followed by the Human Resources Training tracking platform, to the total number of employees.

Type	Indicator	Scope
Environmental Indicators	Energy Consumption	
	Electricity (kWh)	In the reporting period, it refers to the amount of electricity consumed (12 month) that can be mapped from the invoices received by the Company from service providers and can be mapped with financial reporting systems. Electricity consumption amounts include Head Office, Logistics Facility, Office Tower and Tuzla Scania locations.
	Natural Gas (m3)	In the reporting period, it refers to the amount of natural gas consumed, which is tracked from the invoices received by the Company from service providers (12 month) and can be mapped with financial reporting systems. Natural gas consumption amounts include Headquarters, Logistics Facility and Cafeteria locations.
	Fuel (Lt.)	In the reporting period, it indicates that the total amount of gasoline, diesel fuel used in company vehicles and employee services, and diesel fuel used in generators, which can be tracked (12 monthly) from invoices received by the Company from service providers and can be mapped with financial reporting systems. Generator uses include Headquarters, Logistics Facility and Tuzla Scania locations.
Environmental Indicators	Water Consumption (m ³)	This indicator represents the Company's total water consumption, which is monitored monthly and invoiced by the service provider institutions during the reporting period. It covers the Headquarters and Logistics Facility locations.
	Indicators	
	Hazardous Waste (kg)	In the reporting period, it refers to the total wastes that are under the responsibility of the Company, arising from the activities of the Company, followed by the Mobile Waste Tracking System (MOTAT) of the Ministry of Environment, Urbanization and Climate Change and declared to the Integrated Environmental Information System. Doğuş Otomotiv Servis ve Tic. Inc. / Şekerpınar Headquarters and Scania Gebze / Scania Tuzla, Doğuş Oto Pazarlarma ve Tic. Inc. and Other Authorized Services locations.
	Battery Totals (Kg)	In the reporting period, it represents the total amount of waste accumulators consisting of the batteries produced by the Company, followed by waste notification forms, and recovered/disposal in cooperation with AKÜDER (Battery Recovery Industrialists Association).
	Lubricant Waste Totals (kg)	In the reporting period, it represents the total amount of waste motor oil, which consists of waste motor oils produced by the Company, which is followed up with waste notification forms, and which is recovered/disposal in cooperation with TAYRAŞ and PETDER (Petroleum Industry Association Economic Enterprise).

Preparation of Data

1.Social Indicators

Percentage of Female Employees by Total Employees (%)

Formula:
Total Number of Female Employees (Full-Time)/ Total Number of Employees (Full-time)

Ratio of Female Employee Salaries to the Male Employee Salaries (%)

Formula:
Average of female employees' salaries / Average of male employees' salaries

Recorded Incident Rate (%)

Formula:
Total Number of Accidents / (Total working days during the reporting period)

Injury-related Lost Days Rate (%)

Formula:
Rate of lost days due to accidents/ (Total number of working days x Total number of employees (in the reporting period)

Illness-related Lost Day Rate Full-time Employees (%)

Formula:
Lost Days Rate Due to Occupational Diseases

= Number of lost days due to occupational diseases / (Total working days x Total number of employees in the reporting period)

2.Environmental Indicators

Energy Consumption

Within the scope of energy consumption data, primary fuel sources such as electricity, natural gas, fuel (diesel/gasoline) are reported.

Electricity consumption (Kwh) and natural gas consumption (m3) data are tracked monthly on service providers' invoices. Fuel consumption data (diesel/gasoline) (Lt.) is obtained from service providers' invoices for the use of generator (Lt.), company vehicles and employee services.

Water Consumption

Within the scope of water consumption data, mains water consumption is reported. Water consumption data is monitored monthly from the meters and bills of the service providers.

Restatements

The measuring and reporting of sustainability-related 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.

UNAFFILIATED DECLARATION OF ASSURANCE



Limited Assurance Report
to the Board of Directors of Doğuş Otomotiv Servis ve Ticaret A.Ş.

We have been engaged by the Board of Directors of Doğuş Otomotiv Servis ve Ticaret A.Ş. ("Doğuş Otomotiv" or the "Company") to perform a limited assurance engagement in respect of the Selected Sustainability Information (the "Selected Information") stated in the Doğuş Otomotiv 2022 Integrated Sustainability Report (the "2022 Integrated Sustainability Report") for the year ended 31 December 2022 and listed below.

Selected Information

The scope of the Selected Information for the year ended 31 December 2022, which is subject to our limited assurance work, set out in the pages 133, 135, 138, 140, 141 and 143 of the 2022 Integrated Sustainability Report with the sign "*" is summarised below:

Social Indicators

- Total Number of Female Employees (#)
- Percentage of Female Employees by Total Employees (%)
- Ratio of Female Employee Salaries to the Male Employee Salaries (%)
- Recorded Incident Rate
- Injury-related Lost Days Rate (%)
- Illness-related Lost Day Rate Full-time Employees (%)
- Trainings
 - Total Man/Hours (#)
 - Man/Hours per Person (#)

Environmental Indicators

- Energy Consumption
 - Electricity (kWh)
 - Natural Gas (m3)
 - Fuel (Lt.)
- Water Consumption (m3)
- Waste Management
 - Hazardous Waste (kg)
 - Battery Totals (Kg)
 - Lubricant Waste Totals (kg)

PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş.
BJK Plaza, Süleyman Seba Caddesi No:48 B Blok Kat:9 Akaretler Beşiktaş 34357 İstanbul-Turkey
T: +90 212 326 6060, F: +90 212 326 6050, www.pwc.com.tr Mersis Numaramız: 0-1460-0224-0500015



Our assurance was with respect to the year ended 31 December 2022 information only and we have not performed any procedures with respect to earlier periods or any information other than Selected Information marked with "*" in the 2022 Integrated Sustainability Report and, any other elements included in the 2022 Integrated 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 section "Doğuş Otomotiv 2022 Integrated Sustainability Report-Reporting Principles" (the "Reporting Principles") on pages 210, 211, 212 and 213 of the 2022 Integrated Sustainability Report.

The Company's Responsibility

The Company is responsible for the content of the 2022 Integrated Sustainability Report and the preparation of the Selected Information in accordance with the Reporting Principles. 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 precision 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 Principles

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 Principles. Our assurance work has not included examination of the derivation of those factors and other third-party information.



Our Independence and Quality Management

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 behavior.

Our firm applies International Standard on Quality Management 1 and accordingly maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to form a limited assurance, based on limited assurance procedures, on 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 Principles. 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*', 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. 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:

- made inquiries of the persons responsible for the Selected Information;
- understood the process for collecting and reporting the Selected Information. This included analysing the key processes and controls for managing and reporting the Selected Information;
- evaluated the source data used to prepare the Selected Information and re-performed selected examples of calculation;
- performed limited substantive testing on a selective basis of the preparation and collation of the Selected Information prepared by the Company and
- undertook 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 Company's Selected Information for the year ended 31 December 2022, is not properly prepared, in all material respects, in accordance with the Reporting Principles.

Restriction of use

This report, including the conclusion, has been prepared for the Board of Directors of the Company as a body, to assist the Board of Directors in reporting Doğuş Otomotiv Servis ve Ticaret A.Ş.'s performance and activities related to the Selected Information. We permit the disclosure of this report within the Doğuş Otomotiv 2022 Integrated Sustainability Report for the year ended 31 December 2022, to enable the Board of Directors to demonstrate they have discharged their governance responsibilities by commissioning a limited 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 Board of Directors of Doğuş Otomotiv Servis ve Ticaret A.Ş. as a body and Doğuş Otomotiv Servis ve Ticaret A.Ş. for our work or this report save where terms are expressly agreed and with our prior consent in writing.

PwC Bağımsız Denetim ve
Serbest Muhasebeci Mali Müşavirlik A.Ş.

Cihan Harman, SMMM
Partner

Istanbul, 25 July 2023

Corporate Sustainability Council 2022

MEMBER	DEPARTMENT/UNIT
Aylin Serdaroğlu	VW After Sales Services
Bengü Himmetli	İnternal Audit
Beste Tan	VW After Sales Services
Betül Benli	Audi Marketing
Buse Takıl	Porsche Marketing
Cem Kaya	Dealer Management
Damla Akınalp	Doğuş Oto Human Resources
Dilruba Ulaş	Vdf Marketing
Ebru Kantoğlu	Digital Transformation and Corporate Communications
Esra Ayas	Doğuş Teknoloji Corporate Communications
Gamze Yazıcı	Financial Control and Risk Management
Gökberk Öfkeli	Value and Interest Center (DİM)
Koray Bebekoğlu	Digital Transformation and Corporate Communications
Kübra Sarıgül	Process Management
Murat Battaloğlu	Skoda Marketing
Nagihan Yurdusev	Doğuş Oto Marketing
Nermin Taşkın	Budget Planning
Özge Yakan	Scania Marketing
Pınar Tuncer Doğanç	Digital Transformation and Corporate Communications
Selin Tükenmez	Volkswagen Commercial Vehicle Marketing
Sena Yener	Dealer Management
Sertaç Arda	Logistics Vehicle Distribution
Simge Ofloğlu	Human Resources
Tuğçe Uçak Yörük	Legal
Yavuz Arda Yıldız	Investor Relations
Zeynep İbrişim	Purchasing
Zeynep Çetinkaya	SEAT Marketing
Zeynep Karataş	Purchasing

MASTHEAD

Doğuş Otomotiv Servis ve Ticaret A.Ş.

Management and Communication

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

Registered Head Office

Maslak Mahallesi C -45 Ahi Evran Polaris Caddesi No. 4 Ayazağa Maslak Şişli İstanbul

www.dogusotomotiv.com.tr

Strategic Sustainability Management and Reporting Consultancy

inValue

www.invalue.co

hello@invalue.co

For your feedback, opinions, and suggestions

Ebru Kantoğlu

Corporate Communications and Sustainability Manager

EKantoglu@dogusotomotiv.com.tr

Pınar Tuncer Doğanç

Digital Transformation and Sustainability Asistant Manager

PTuncer@dogusotomotiv.com.tr

Design

Çağlar Yücealp

cyucealp@gmail.com

Translation

Murat Senemoğlu

