

Investor Relations Presentation

DOAS Profile 2023



SKODA



Agenda

- Doğu Group
- Doğu Otomotiv
- Macroeconomic Outlook
- Automotive Market
- Core Business Lines
- Automotive Related Ancillary Business
- Corporate Governance and Sustainability
- Social Media
- Investor Relations

Doğuş Group Structure



Doğuş Group

FOUNDATION 1951

22,000+ EMPLOYEES

261 INVESTMENTS

32 COUNTRIES

6 MAIN SECTORS: Automotive; Construction; Media; Food and Beverage, Tourism, Retail; Real Estate and Energy

Combined total assets under management; TRY 234 billion (2022)

- Founded in 1951, Doğuş Group has taken its place among the leading conglomerates in Turkey. Adopting a global vision, Doğuş Group is active in six core businesses; automotive; construction; Media; Food and Beverage, Tourism, Retail; Real Estate and Energy. In addition to the existing sectors, Dogus Group sustains its initiatives in technology, sports and entertainment fields.
- Doğuş Group is aware of its responsibilities and acts in accordance with a vision that includes leading by example and contributing to economic development.
- The group plays a significant role in the Turkish economy by creating numerous employment opportunities and generating high levels of business volume.
- Doğuş Group's corporate social responsibility strategy is to support economic, social and environmental development and increase the level of prosperity by creating innovative and sustainable business models in every sector and region.

Doğuş Group - Operational Map

ASIA

1. AZERBAIJAN

d.ream Franchise
D Hotels & Resorts

2. GEORGIA

Doğuş Construction
Georgia Branch Office

3. CHINA

d.ream Partnerships

4. KAZAKHSTAN

Doğuş Construction
Kazakhstan Branch Office

5. QATAR

Doğuş Doha L.L.C.
Doğuş Construction Branch
Office
d.ream Partnerships

6. SAUDI ARABIA

Doğuş Construction
Saudi Arabia Branch
Office

7. BAHRAIN

d.ream Partnerships

8. IRAQ

d.ream Franchise

9. UNITED ARAB EMIRATES

Doğuş Management Services Ltd
d.ream Partnerships
REIDIN Head Office
Doguş Technology

10. INDIA

Doğuş Construction L.L.C.

11. OMAN

Doguş Construction L.L.C.

12. UZBEKISTAN

Doğuş Construction
Uzbekistan Branch Office

13. PHILIPPINES

Doğuş Construction Philippines
Branch Office

14. TAYLAND

d.ream Partnerships

EUROPE

15. TÜRKİYE

16. BULGARIA

Doğuş Construction
Bulgaria Branch Office
Doğuş Construction Liaison
Office

17. CROATIA

D-Hotels & Resorts
Doğuş Construction Croatia

18. ROMANIA

Doguş Bucharest SRL

19. GERMANY

Doğuş Media Group GMBH
Euromessage Deutschland GMBH

20. GREECE

D-Hotels & Resorts
d.ream Partnerships

21. ITALY

D-Hotels & Resorts
d.ream Partnerships

22. SPAIN

d.ream Partnerships

23. SWITZERLAND

D-Hotels & Resorts

AMERICA

29. USA

d.ream Partnerships

24. THE NETHERLANDS

D Hospitality BV
d.ream International BV

25. UNITED KINGDOM

d.ream Partnerships
Doguş International Limited

26. UKRAINE

Doğuş Construction Limited
Doğuş Construction Liaison Office

27. FRANCE

d.ream Partnerships

28. AUSTRIA

d.ream Partnerships

AFRICA

30. LIBYA

Doğuş Construction
Libya
Branch Office

31. MOROCCO

Doğuş Construction
Morocco Office
Doguş SARL

32. TANZANIA

Doğuş Tanzania Branch
Office

33. RWANDA

Doguş Construction
Rwanda Branch Office



Doğuş Group Strategy

- The Group has become a global player in the services sector in virtue of the followed investment route in the recent years, value of its brands and strong commitment to maintaining the highest standards of customer service. The ultimate strategy of the Group is to maximize shareholder value by sound growth on the basis of sustainable profitability and enterprise wide risk management.
- In the F&B sector, the intention is to expand the unique brand umbrella both in Turkey and globally from the Gulf Region to the Far East, from Europe to the US in line with the strategy being a global player representing Turkey and the Doğuş brand. The restaurant management company of Doğuş Group (d.ream) has been growing rapidly by expanding existing brands, developing new, innovative concepts and introducing local brands to the international arena, such as iconic brand Nusret known as Saltbae in USA. d.ream has further strengthened its position in the restaurant business by establishing strong partnerships in Turkey and abroad such as Paraguas, Coya and Zuma. It currently operates in 12 countries with 58 brands and more than 160 outlets and its continuous growth keeps its pace mainly by organic ways.
- D-Hotelier owns, manages, and partners with 13 hotels in 4 countries, Turkey, Switzerland, Italy, and Greece. Hotels owned and managed by D-Hotelier are Aldrovandi Villa Borghese, Chenot Weggis, Argos in Cappadocia, D-Resort Ayvalık Murat Reis, D Maris Bay, D-Resort Göcek. Partnership and management contract hotels are Four Seasons Astir Palace, Grand Hyatt Istanbul, Hyatt House Gebze, Maça Kızı, Soho House Istanbul, and Villa MaçaKızı. The Peninsula Istanbul Hotel was opened on February 14, 2023. Additionally, Alanya located Doğuş property Alantur Hotel building is rented. Properties of D-Hotelier are operated by following per under the shared vision and values, and each hotel renders its services at the highest level of quality and service standards. As a true pioneer in the hospitality industry with its excellence approach, D-Hotelier aims to enhance its local and international brand recognition.

Doğuş Group Strategy

- On the new initiatives; Galataport İstanbul, is one of the most important projects of the Group that became operational in October 2021. It is a city project with a master plan Cruise Terminal, A+ offices, and outdoor retail areas. The Luxury Hotel developed together with equity partner Peninsula Hotels Group made a soft opening on February 14, 2023. The hotel is expected to run at full capacity as of May 2023.
- Doğuş Retail Group, which includes many luxury brands such as Loro Piana, Under Armour, Kiko, Hublot, Breitling, Arnolds&Son, Bell&Ross, Messika, HYT, Döttling, Tudor, Leica, Tag Heuer, Bulgari, Frederique Constant, Eleventy, has continued its growth strategy by adding global brands such as Damiani, Sandro & Maje to its portfolio in recent years.
- Dogus Group is one of the pioneers of media sector with leading media brands NTV, Star, Kral and Puhu TV in television, radio and digital broadcasting.
- Doğuş Energy aims to follow all developments in the energy sector both in Turkey and internationally, engages in electricity generation and investment activities. Doğuş Energy's current portfolio has a total capacity of 1 GW and includes Artvin Dam and Hydroelectric Power Plant (332 MW), Boyabat Dam and Hydroelectric Power Plant (513 MW), and Aslancık Dam and Hydroelectric Power Plant (120 MW).
- Established in 1951, Doğuş Construction specializes in large infrastructure projects as an EPC contractor. Involved in more than 200 projects in Turkey, Georgia, Qatar, Bulgaria, Saudi Arabia, Kazakhstan, Ukraine, Morocco, Yemen, Libya, and India. As of 2023, Doğuş Construction has active branches/companies in Bulgaria, Romania, Croatia, Ukraine, Kazakhstan, Uzbekistan, Qatar, Saudi Arabia, United Arab Emirates, Oman, Libya, Morocco, Tanzania, Rwanda, India, Philippines, and Hungary. There are 12 ongoing projects which have a backlog of USD 1.3 billion.
- Strongly believing in the capacity, potential and the future of Turkey, Doğuş Group has also been active in technology-aimed New Initiatives, partnerships and acquisitions besides the operations and activities in the main business lines. The Group believes its distinctive investments specified as the "New Initiatives" will be complementary of the Group's other sectors, broaden the scope of services and the region the Group reaches.

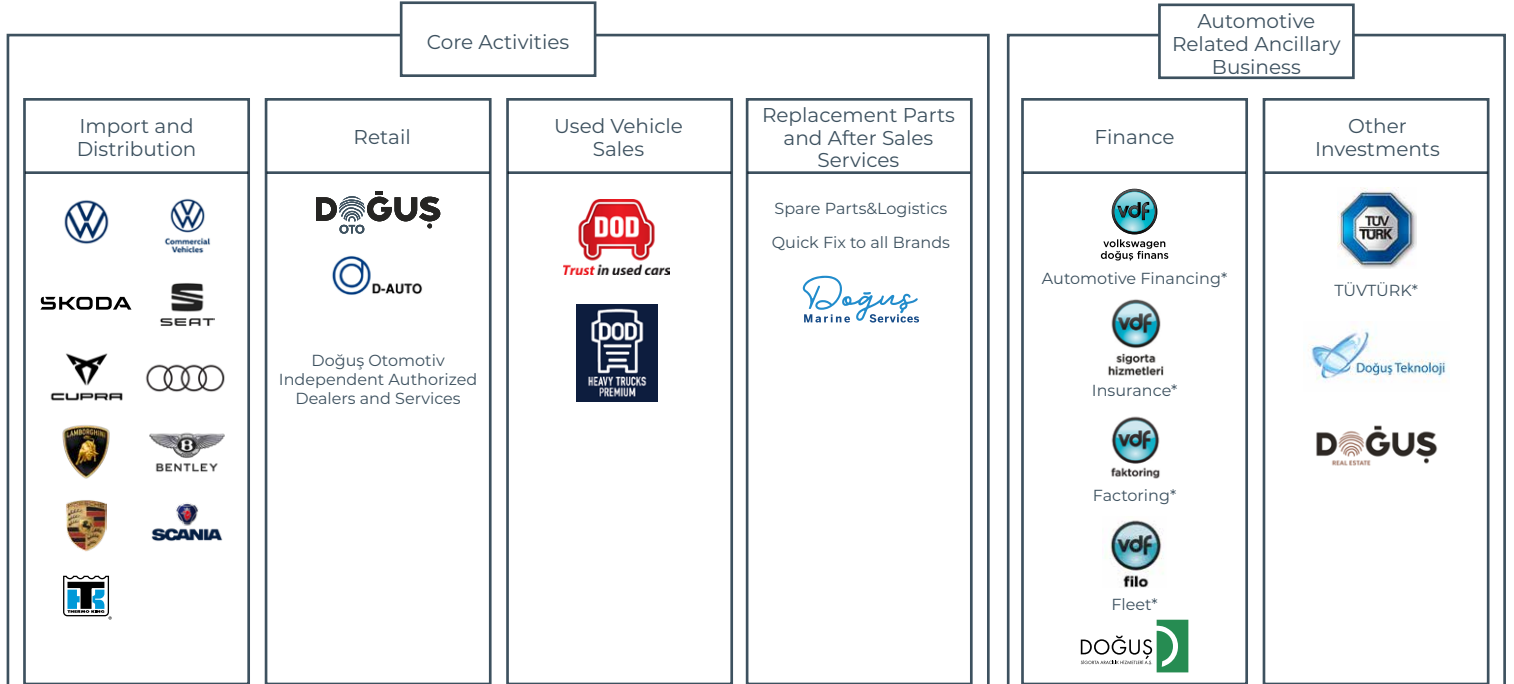
Doğuş Otomotiv

Doğuş Otomotiv aims at having a productive and profitable presence in every stage of the lifecycle of owning a vehicle.



Doğuş Otomotiv / Value Chain 2023

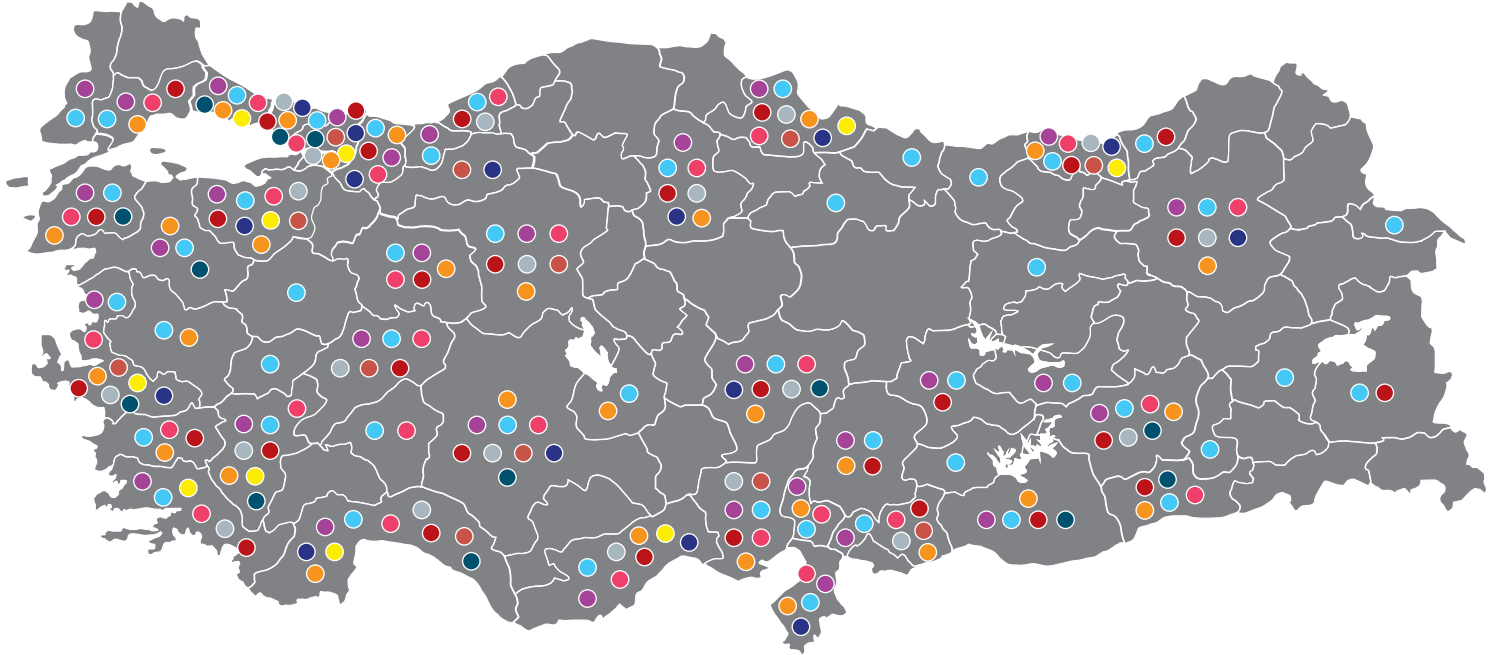
Presence in Every Stage of the Lifecycle of Owning a Vehicle



*Subsidiaries

Widest Retail & Services Network in Turkey

Widest retail and services network in Turkey with over 650 customer touch points



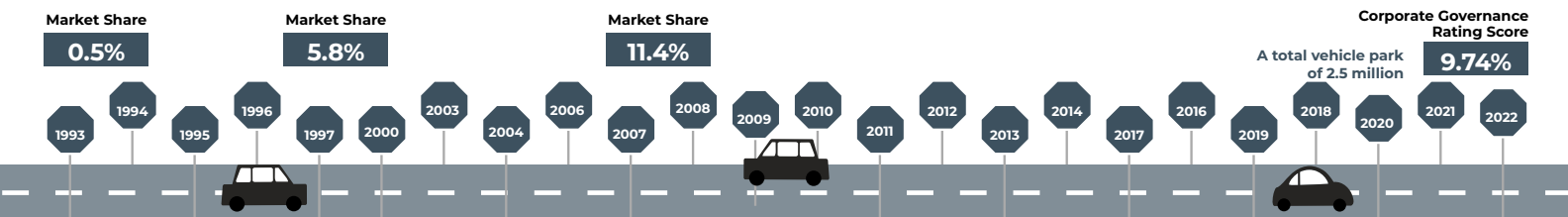
⁽¹⁾ DOAS brands, including VW, Audi, ŠKODA, SEAT, Porsche, CUPRA, Scania, Thermo King, Scania Power Solutions as of March 2023

● DOD ● VW ● Audi ● ŠKODA ● SEAT ● Porsche ● CUPRA
● Scania ● Thermo King ● Scania Power Solutions

Success Story of DOAS

Doğuş Otomotiv is the sole importer and distributor of VW Group brand vehicles in Turkey.

- | | | | | | | | | | | | | |
|---|---|--|---|---|---|--|--|--|--|---|---|--|
| 1994 <ul style="list-style-type: none"> Scania distributorship agreement Volkswagen and Audi distributorship agreement Distributorship agreement with Volkswagen AG | 1995 <ul style="list-style-type: none"> Scania Industrial and Marine Engines distributorship agreement signed | 1996 <ul style="list-style-type: none"> Porsche distributorship agreement Customs duties on vehicles imported from the EU abolished | 1997 <ul style="list-style-type: none"> SEAT distributorship agreement and partnership with Yüce Auto | 2000 <ul style="list-style-type: none"> Consumer finance JV with Volkswagen Financial Services AG | 2003 <ul style="list-style-type: none"> Krone distributorship agreement Assembling Operations Merger of automotive companies under Doğuş Otomotiv | 2004 <ul style="list-style-type: none"> Initial Public Offering of Doğuş Otomotiv Doğuş Otomotiv Corporate Responsibility project: "Traffic is Life!" | 2006 <ul style="list-style-type: none"> Doğuş Otomotiv acquired 100% of SEAT Bentley letter of intent Volkswagen Marine Engines agreement Production agreement with Krone | 2007 <ul style="list-style-type: none"> TÜVTÜRK established by the cooperation of AKFEN and TÜV SÜD Porsche dealership contract in Lausanne | <ul style="list-style-type: none"> Lamborghini distributorship agreement Opening of OtoMotion Oto-Fix Ekspres Service established Meiller distributorship and coproduction agreement Krone - Doğuş coproduction agreement Bugatti letter of intent LeasePlan partnership for fleet services | 2008 <ul style="list-style-type: none"> Thermo King distributorship agreement Krone Doğuş Trailer Plant groundbreaking ceremony Groundbreaking ceremony of Porsche dealership in Lausanne Opening Meiller Doğuş Tipper Plant Establishing Porsche Lausanne D-Auto Suisse SA | 2009 <ul style="list-style-type: none"> Doğuş Otomotiv 15th anniversary Opening of Porsche Lausanne | 2010 <ul style="list-style-type: none"> Global Compact Agreement Publishing Sustainability Report |
|---|---|--|---|---|---|--|--|--|--|---|---|--|



- | | | | | | | | | | |
|--|---|--|---|---|---|---|--|---|---|
| 2011 <ul style="list-style-type: none"> Corporate Governance Rating (7.80 Point) | 2014 <ul style="list-style-type: none"> vdf acquires Scania Finance which performs services in heavy commercial vehicle sector. Corporate Governance Rating (9.25 Point) Maintain leadership position in the total automotive market. | 2016 <ul style="list-style-type: none"> Corporate Governance Rating rose to 9.51 Incorporation of Lausanne Bentley Showroom and D-Occasion-used luxury car sales- into D-Auto Suisse SA. Distributorship agreement with Meiller came to an end | 2017 <ul style="list-style-type: none"> Subsidiaries established in Egypt were liquidated Corporate Governance Rating rose to 9.63 | 2018 <ul style="list-style-type: none"> The distributorship agreement with VW AG was renewed for an indefinite period | <ul style="list-style-type: none"> Porsche and Bentley showrooms of D-auto Suisse SA in Lausanne, Switzerland were transferred Corporate Governance Rating rose to 9.64 | 2020 <ul style="list-style-type: none"> The Environmental Management System ISO 14001 was formed Corporate Governance Rating increased to 9.67 | <ul style="list-style-type: none"> Corporate Governance Rating Score increased to 9.70 Doğuş Marine Services established | 2022 <ul style="list-style-type: none"> Integrated Management Systems established and received certificates | <ul style="list-style-type: none"> Signatory to the United Nations Women's Empowerment Principles (WEPs) Listed in the BIST Sustainability 25 Index Sustainability Rating upgraded from B to A- Distribution of advance dividend amounting to 4.09 TRY gross and 3.68 TRY net to the shareholders |
|--|---|--|---|---|---|---|--|---|---|

Key Strengths of DOAS

- Leader in import market in Turkey with 13.3% market share
- One-stop shopping concept showroom, after sales services, consumer financing, and insurance service
- 11 international brands and 12 affiliated product groups with over 80 models
- Optimum balance of profitability and market share
- Uncompromised customer satisfaction-oriented dynamic and attentive service approach leading to high customer loyalty
- As part of our sustainability strategy, we meet our annual energy needs using renewable sources, owing to the solar energy system installed on the Logistics Center's roof
- In investment expenditures, we have seen a parallel annual increase of 202% in headings such as electric vehicle charging stations, digital transformation infrastructure, and renewable energy sources
- Porsche is the first automobile brand in Turkey to have a charging station network
- CUPRA being awarded "The Fastest Growing Car Brand of the Year" by ODMD, with retail sales increasing by 880%."

> 5.4%
Dividend yield rate

> 236%
Increase in net profit

> 450
**Electric vehicle
charging stations**

DOAS' Position in the Market - 2022

PV



- 2022 VW PV reached 49,695 sales units and ranked 3rd in the passenger vehicles market.
- 2022 market share of VW was realized as 8.4%.
- The Passat, which was discontinued in the second half of the year, maintained its segment leadership in 2022, reaching a sales figure of 8,243 units.
- The Ibiza model of the SEAT brand reached a segment share of 1.8% with sales of 1,760 units in 2022.
- In the second year of its launch, the CUPRA brand increased its retail sales by 880% to a total of 2,792 units and received the 'Fastest Growing Automobile Brand of the Year' award by the Automotive Distributors' and Mobility Association.
- SKODA closed the year 2022 with selling 19,464 units with market share 3.3%

LCV



- VW LCV market share has been realized as 5.6% in 2022
- VW LCV sold 10,646 units in 2022.
- VW LCV is ranked third with 13.6% market share in the imported commercial vehicles market.
- Volkswagen Commercial Vehicle's Transporter model ranked second in its segment with a sales figure 5,283 units and a market share of 24.8% in 2022.

HCV



- Scania had a market share of 5.6% with the sales of 1,804 vehicles in the total heavy commercial vehicle market of 32,388 units in 2022.
- Thanks to the domestic and international projects realized with shipyards and yacht manufacturers that manufacture pilot boats, fishing boats, and passenger ferries, Scania Power Solutions has increased its market share in the marine engines segment to higher levels in 2022.
- Thermo King, the market leader in the cold chain transportation industry for years, continued its success in 2022 with its products that met different needs and maintained its leadership in temperature-controlled logistics solutions.

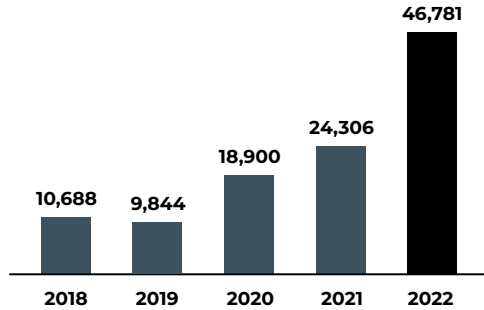
Luxury Segment



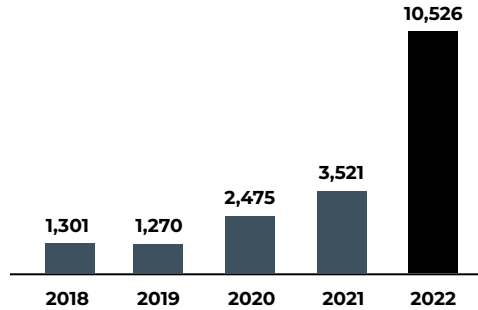
- Audi reached a sales figure of 14,554 units in 2022 and became the 3rd best-selling brand with a 22.95% share in total in the premium market.
- The Porsche brand increased its sales by 7% to a total of 668 units in 2022. The Macan, Porsche's compact SUV model, has played the biggest role in this success, reaching a sales performance of 303 units with a 38% growth.
- In 2022, Bentley launched the Continental GT Speed, which uniquely combines the brand's perception of luxury and sports cars.
- Lamborghini brand introduced the Urus Performante, the new version of the Urus, the world's first super SUV.

Financial Performance

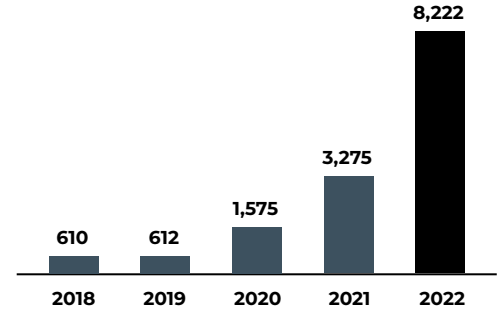
Sales Revenue (TRY mn)



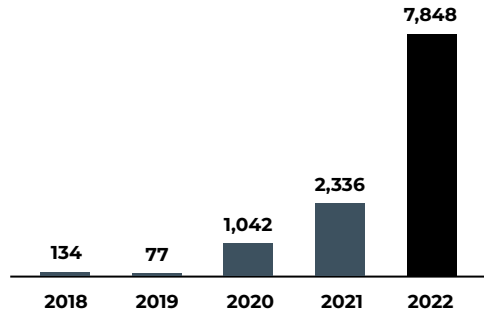
Gross Profit (TRY mn)



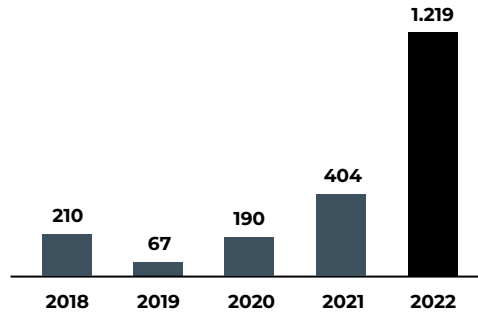
EBITDA (TRY mn)



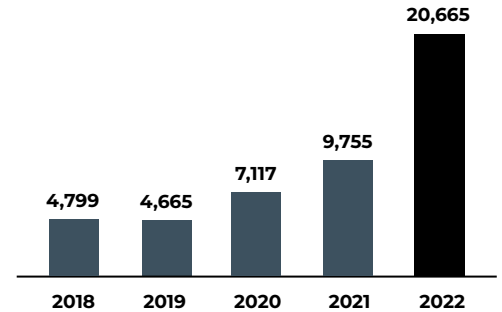
Net Profit (TRY mn)



CapEx (TRY mn)

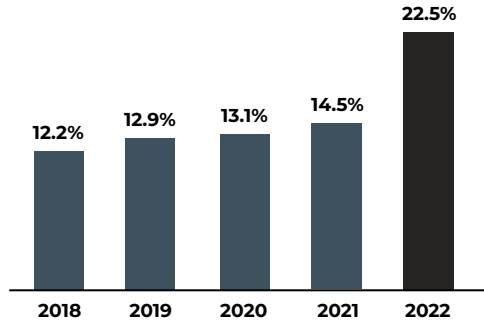


Total Assets (TRY mn)

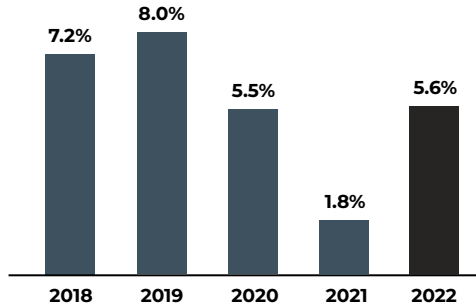


Margins

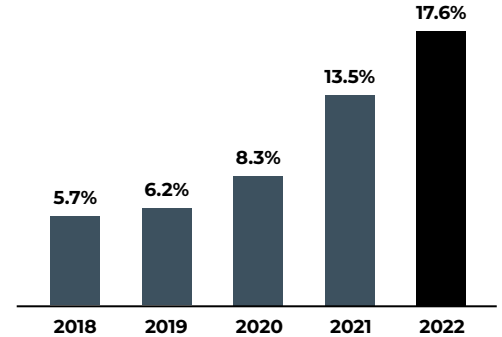
Gross Profit Margin (%)



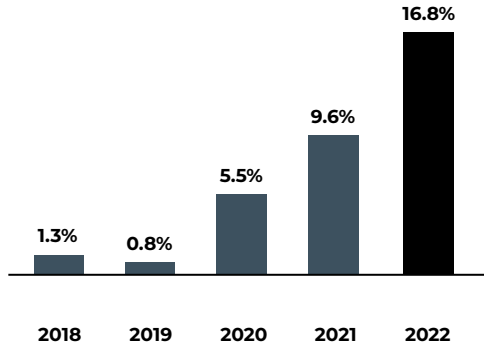
OpEx/Sales (%)



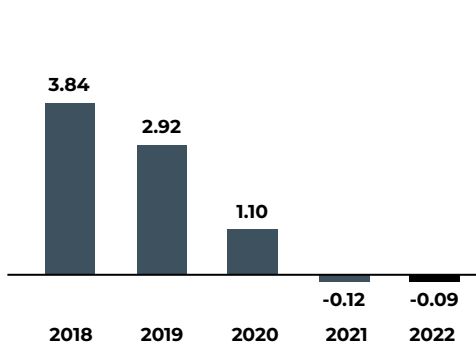
EBITDA Margin (%)



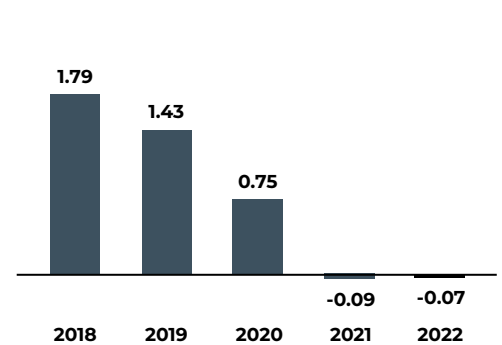
Net Profit Margin (%)



Net Financial Debt/EBITDA



Net Financial Debt/Total Equity



2023 New Launches

RS6 Avant
Performance



RS7 Sportback
Performance



911 Dakar



Q1/2023

Q8 E-Tron



New Amarok



A6 Avant



A6 Sedan



New Cayenne



Q3/2023

Touareg (Makyaj)



911 GT3 RS



911 Carrera T



982 Boxster
Cayman
Edition



Q2/2023

California



Grand California



Boxster
Spyder RS



Golf GTI



T7 Multivan
PHEV



Q4/2023

911 ST



Doğuş Otomotiv Strategic Goals

Fan Employees are Essential for Creating Fan Customers!

One Step Beyond Customer Satisfaction: Turning Customers into Fans!

- The Value and Care Centre (DİM)
- Connectivity and accessibility in customer communications
- Virtual Showroom Concept - "Audi City"

Achieving Operational Excellence through Increased Efficiency!

- "Turkuaz" internet-based and mobile device compatible software
- Continuous improvement for a more productive ecosystem
- New technologies in supporting Personnel Infrastructure
- Lean Management practices and processes
- Data Analytics and Robotic Process Automation Applications
- Digital Competency Accelerator and Development Program for the Employees
- Data Strategy and Data Roadmap
- Efficiency increase with IoT Technology
- Productization of digital projects

Maintaining Presence in the Automotive Market!

- Optimum balance of profitability and market share
- "Creative Service Beyond Expectations" vision
- Principle of Customer Satisfaction - Focused Work
- Fully focusing on domestic operations
- Create value from data
- Data Driven Enterprise implications

The First Condition of Creating a Happy Customer is Happy Employees!

- BİR'İZ (Together) Employer Brand
- GO- Development School Platform
- "Talent Management" and "Equality at Work"
- DRIVE- Doğuş Otomotiv's Route Human and Training Project to enhance human resources within the network.
- GONK Seminars
- "Young Women's Development Project in Partnership with TEV"

Digital Transformation at Doğu Otomotiv

Doğu Otomotiv accelerates with Digital Transformation!

As Doğu Otomotiv, we are working with all our energy in 2023 for the Digital Transformation that we started in 2017 within the scope of our future vision.

2019	2020	2021	2022	2023
<p>Digital Transformation has gained momentum.</p> <ul style="list-style-type: none">• 2 Digital Board• 1 IT Strategy Workshop• 8 Business Owner Meetings• 20 Sprint Meetings• 15 Digital Projects Completed	<p>Digital Transformation spreads across the company</p> <ul style="list-style-type: none">• Microsoft AI Academy Trainings• D- GTL Competence Development Program• Business Agility Applications• 31 Digital Projects Completed	<p>Acceleration of Digital Transformation projects and digital applications across the company through increased competency</p> <ul style="list-style-type: none">• Agility Applications• Digital Project Portfolio Management• Number of completed digital projects: 64• Data Roadmap• Go-DGTL Academy Digital Competence Development Program – Phase 2• Data Science Trainings• RPA Trainings• Customer Experience Trainings	<p>Acceleration of Digital Transformation projects and digital applications across the company, implementation of data roadmap</p> <ul style="list-style-type: none">• Business Agility Applications• Digital Project Portfolio Management• Number of completed digital projects: 73• Data Roadmap• Go-DGTL Academy Digital Competency Development Program – Phase 3• Agile Product Owner (PSPO) Trainings• Cyber Security and Dealer Information Security• ISO 27001• Digital Maturity Index	<p>Democratization of Digital Transformation projects, technologies and practices in the company, Implementation of projects within the scope of the data roadmap</p> <ul style="list-style-type: none">• Business Agility Applications• Digital Project Portfolio Management• Data Roadmap – Phase 2• Go-DGTL Academy Digital Competency Development Program – Phase 4• Agile and Data Trainings• Cyber Security and Dealer Information Security• ISO 27001• Digital Maturity Index• Dealer IT Topics

Digital Transformation Strategy of DOAS

By following the relevant **technology trends** within the framework of sectoral opportunities, it is aimed to ensure the applicability of related technologies, to offer **value-oriented** products and solutions, to maintain our competitive advantage with a customer-oriented approach, to support a sustainable business model in line with the OEM strategy and by fulfilling the legal requirements.



Supporting and Enabling Factors



- 1) Agile (Portfolio Mgmt)
- 2) Data Management
- 3) Info Security
- 4) Employee Development / Culture

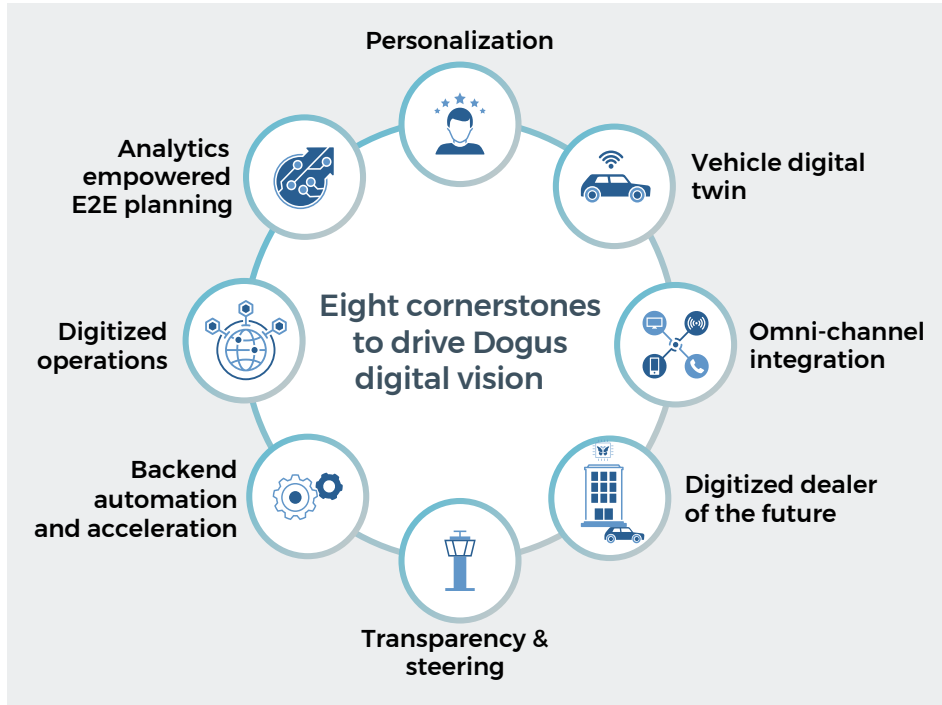
Growing beyond the core



Business innovation

Digital Transformation Strategy of DOAS

Doğuş Otomotiv Road Map for Digital Vision



Project Categorization



Supporting and Enabling Factors

4 digital foundations

- 1) Agile (Portfolio Mgmt)
- 2) Data Management
- 3) Info Security
- 4) Employee Development / Culture



Growing beyond the core

Business innovation



Doğuş Otomotiv's Focused Technologies and Digital Project Distributions

Focused Technologies

Big Data



ML / Artificial Intelligence



Cloud Computing



Cyber Security



Digital Marketing



Robots (RPA)



Internet of Things



Digital Project Distributions



Vehicle Digital Twin



Backend Automation and Acceleration



Omni-channel Integration



Digitized Operations



Digitized Dealer of the Future



Analytics Empowered E2E Planning

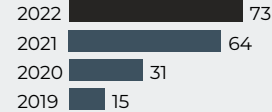


Transparency & Steering



Personalization

Digital Project
(Nr of Completed Project Managements)



Number of Active Projects

39

Number of Active Projects

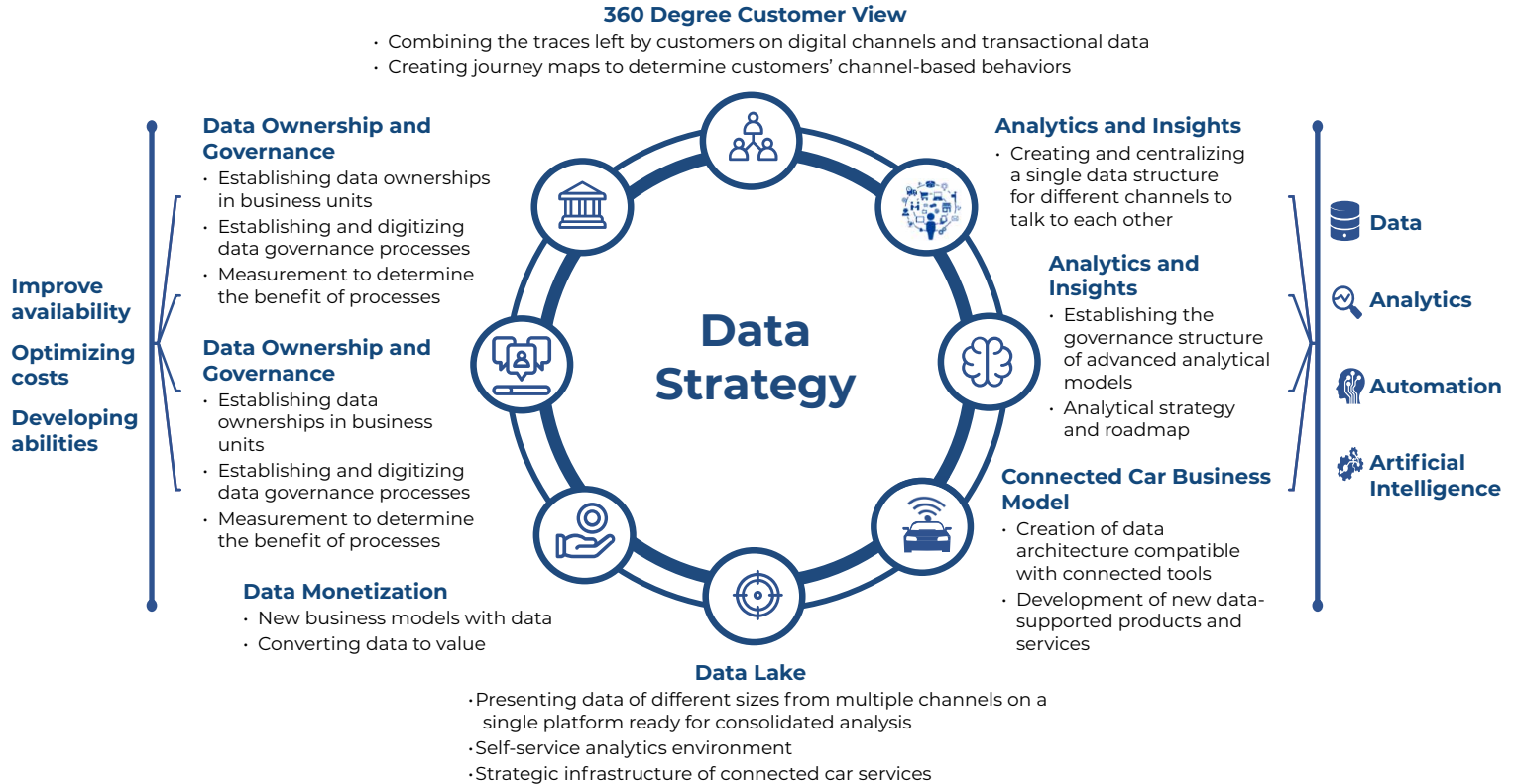
73

Number of Completed Projects

Savings from Completed Projects;
(Time, Cost, Income):
~ 133.2 M TRY / year

Cost of Completed Projects
~ 30 M TRY

Doğuş Otomotiv – Data Driven Transformation Framework



Doğuş Otomotiv's Strategic Touchpoints

Strategic focus points and development areas of Dogus Otomotiv for the development of data strategy and data roadmap in connection with automotive business strategies



Direct-to-Customer

- Omni channel communication
- Instant interaction with the customer
- Self-service services
- Personalized services
- New business models with new generation tools



Operational Excellence

- System Improvement
- Change and Transformation
- Continuous Learning
- Environmental Sustainability



Sustainability

- Optimization of operational processes
- Intelligent operations
- Improvement of existing structures



Human Focus

- Cultural Transformation
- Continuous Learning
- Self-Service Products and Services

Strategic IT Projects

Examples of ML/AI and RPA

ML/AI Examples

- 1 Spare Parts Demand Forecasting**
It is aimed to predict the Authorized Service requests to Doğuş Otomotiv in the most realistic way and to contribute to stock optimization according to target availability.
- 2 After-Sales Services Breakdown Solution Forecasting**
With the associated data in the vehicle breakdown and labor sales report, it is aimed to estimate the parts that need to be changed from the breakdown record and the workmanship to be applied.
- 3 Service Appointment Forecasting**
It is aimed to predict customers' entry times to authorized services for maintenance purposes, to create service appointments automatically and to make the operation plan according to the estimated number of vehicles.
- 4 Warehouse Based Workload Forecasting**
Within the scope of Spare Parts and Logistics, it is aimed to estimate the daily workload on a station basis for the Spare Parts Warehouse and accordingly, to distribute the personnel capacity more optimized.



RPA Examples

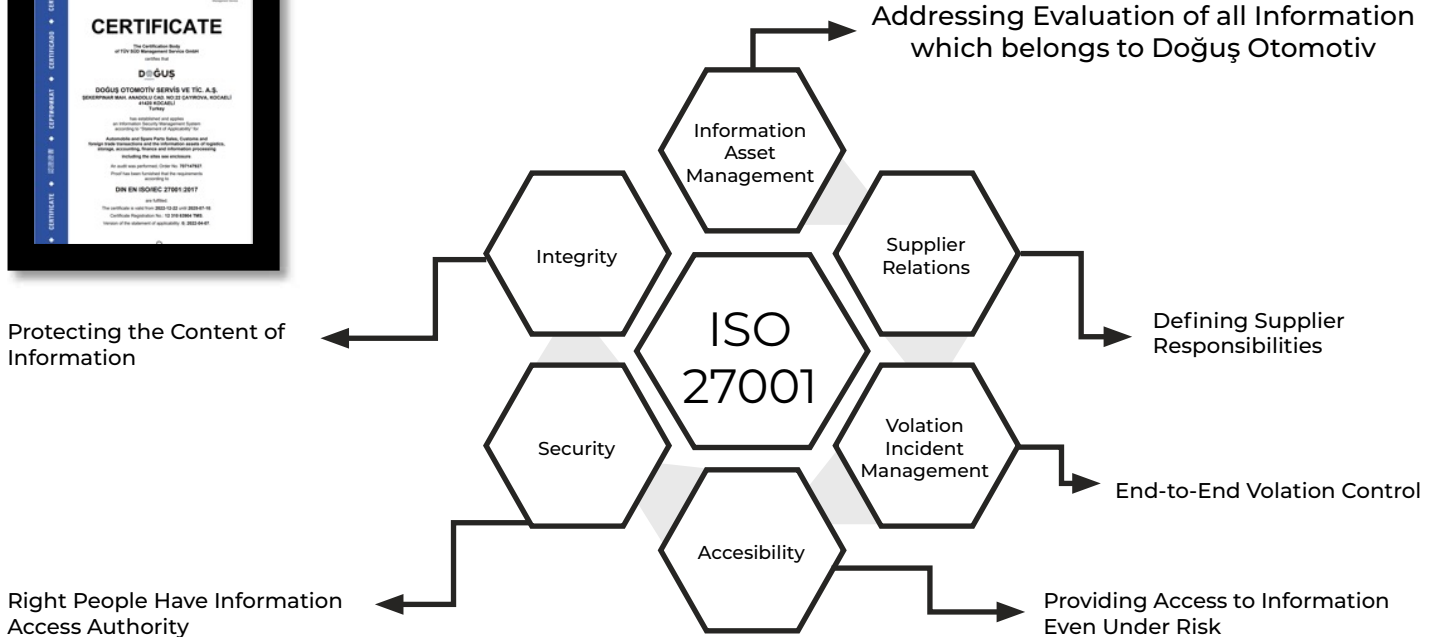
Completed Projects	: 88 units
Pending Projects	: 35 units
Investment (2020)	: 650,000 TRY
Investment (2021)	: 1,300,000 TRY
Investment (2022)	: 2,100,000 TRY
Investment (2023)	: 5,040,000 TRY
Investment Strategy	: ROI (2 years)

Targeted Outcomes:

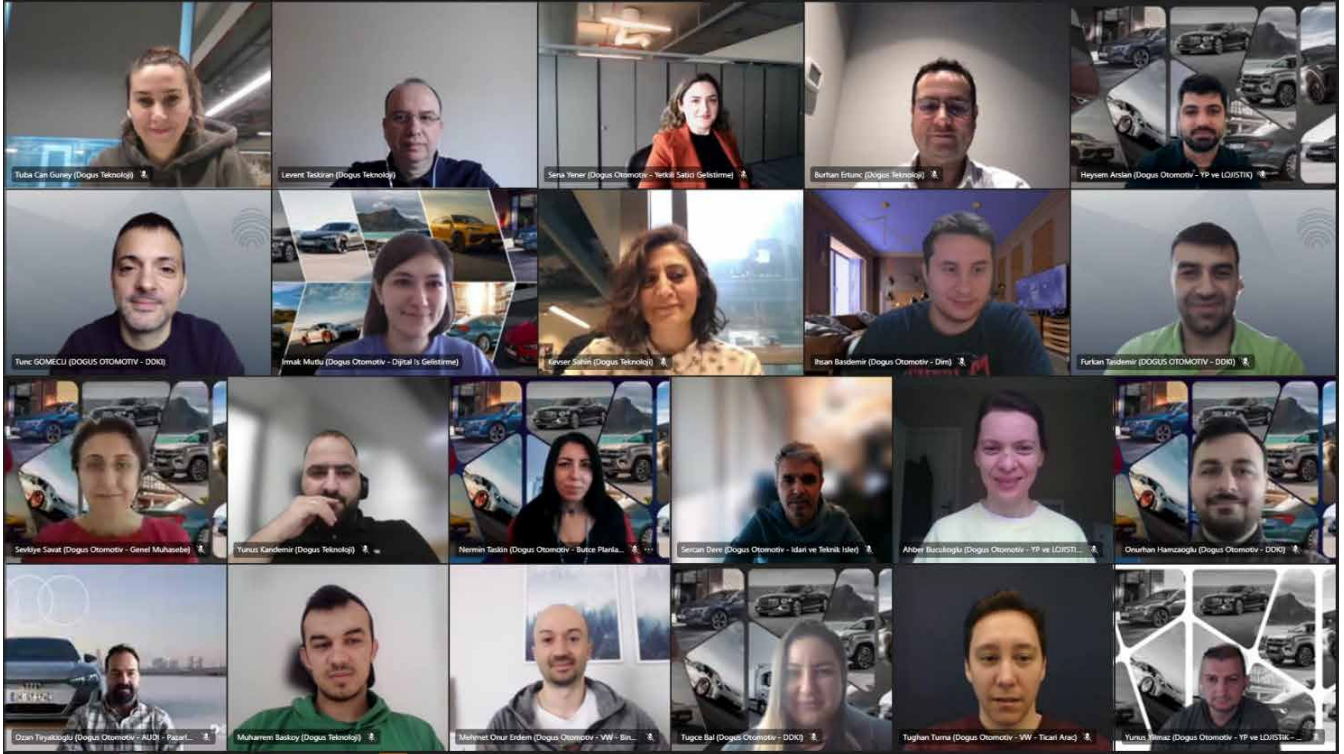
- Accelerating the work time and increasing the frequency
- Elimination of the error
- Instant reporting of system-related errors
- External integrations without web service
- Employee satisfaction
- Process optimization

ISO 27001 - Information Security Management System Certification

Doğuş Otomotiv has certified its Information Security Management System as of July 2022

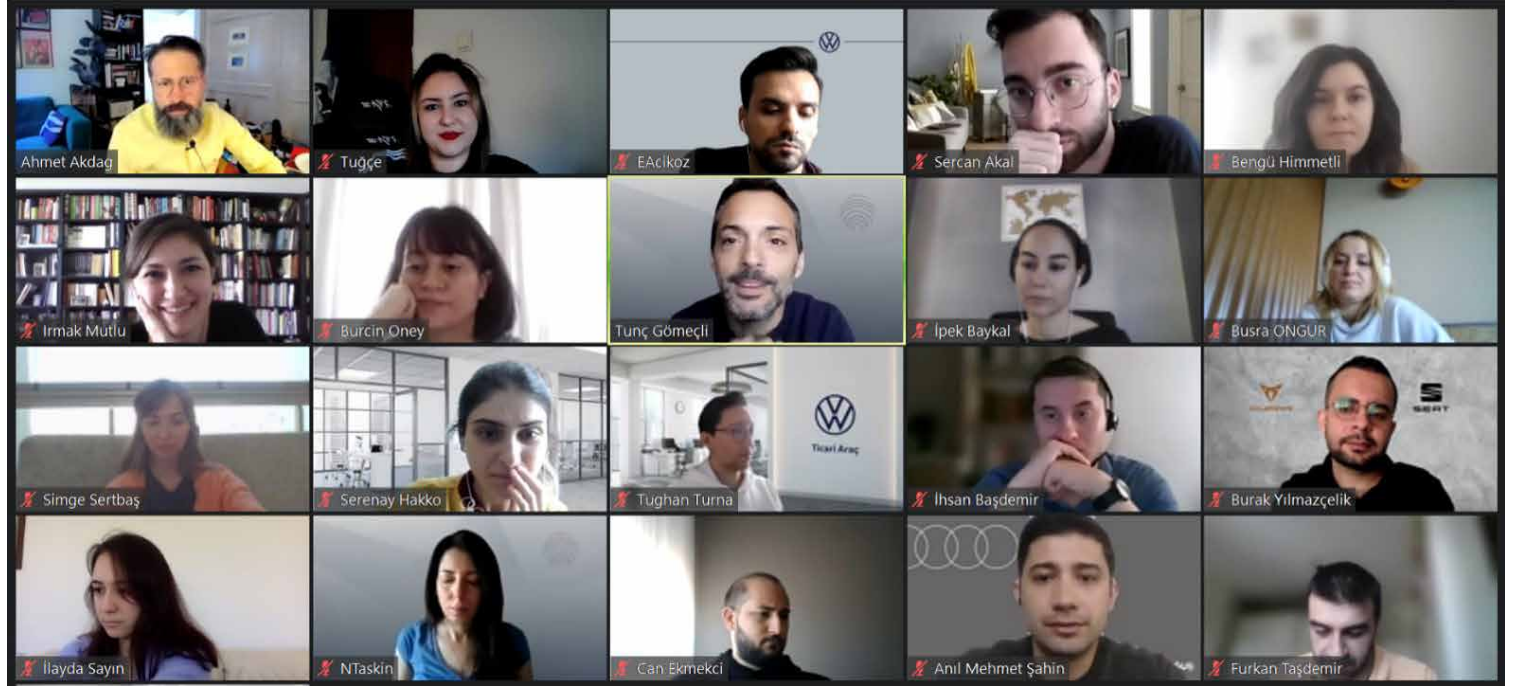


Digital Transformation at Doğu Otomotiv



Agile Management (Business Owner Meeting) - 2023

Digital Transformation at Doğu Otomotiv



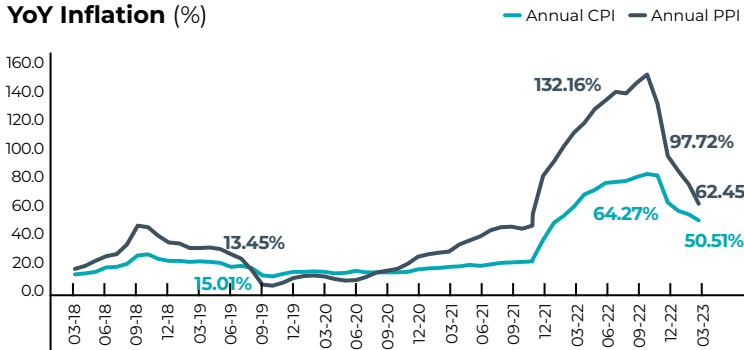
Dijital Competency Development Program–
Professional Scrum Product Owner (PSPO) Trainings (2.Group) – 2022

Macroeconomic Outlook

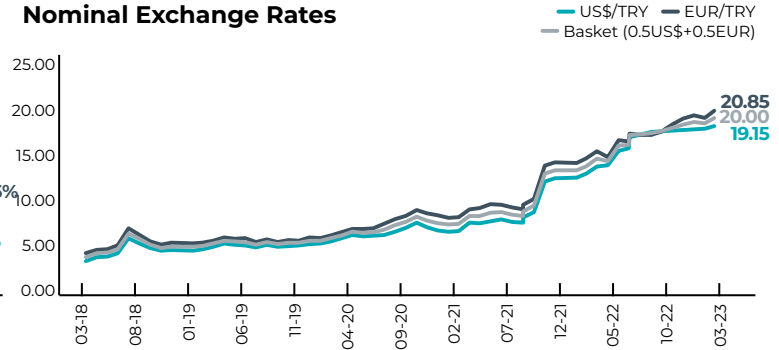


Macroeconomic Indicators

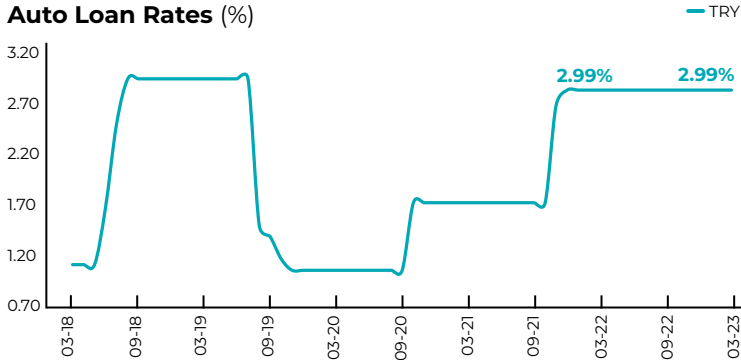
YoY Inflation (%)



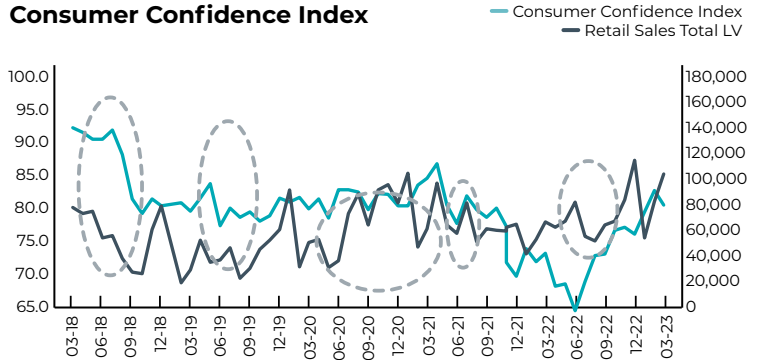
Nominal Exchange Rates



Auto Loan Rates (%)

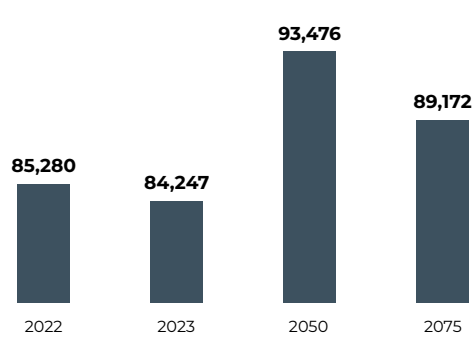


Consumer Confidence Index



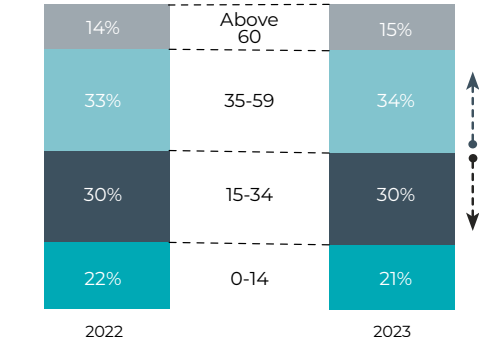
Population & Demography

Population Statistics ('000)



Source: The Turkish Statistical Institute (TurkStat)

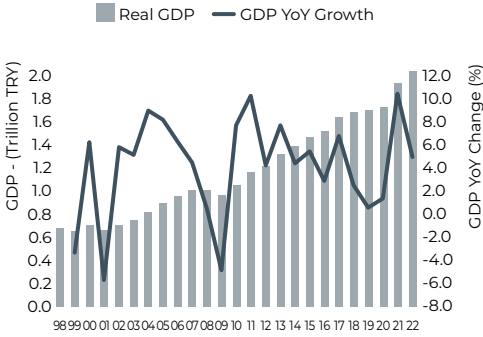
Age Demography



Source: The Turkish Statistical Institute (TurkStat)

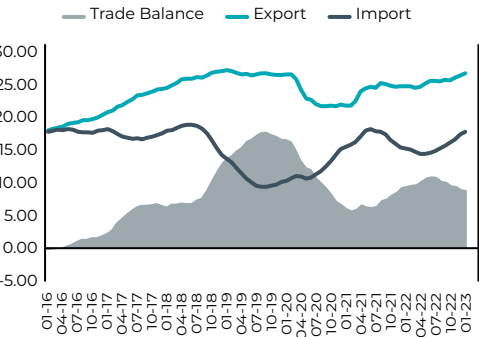
- Young population is a main driver in Turkey.
- Population is expected to grow above 10% in 2050.
- Over 50% of the population will be between the age group of 15 to 59 years by 2075.
- Median age is expected to increase by 39% by 2075.

Economy



Source: The Turkish Statistical Institute (TurkStat)

Auto Industry Trade Balance (US\$ bn)

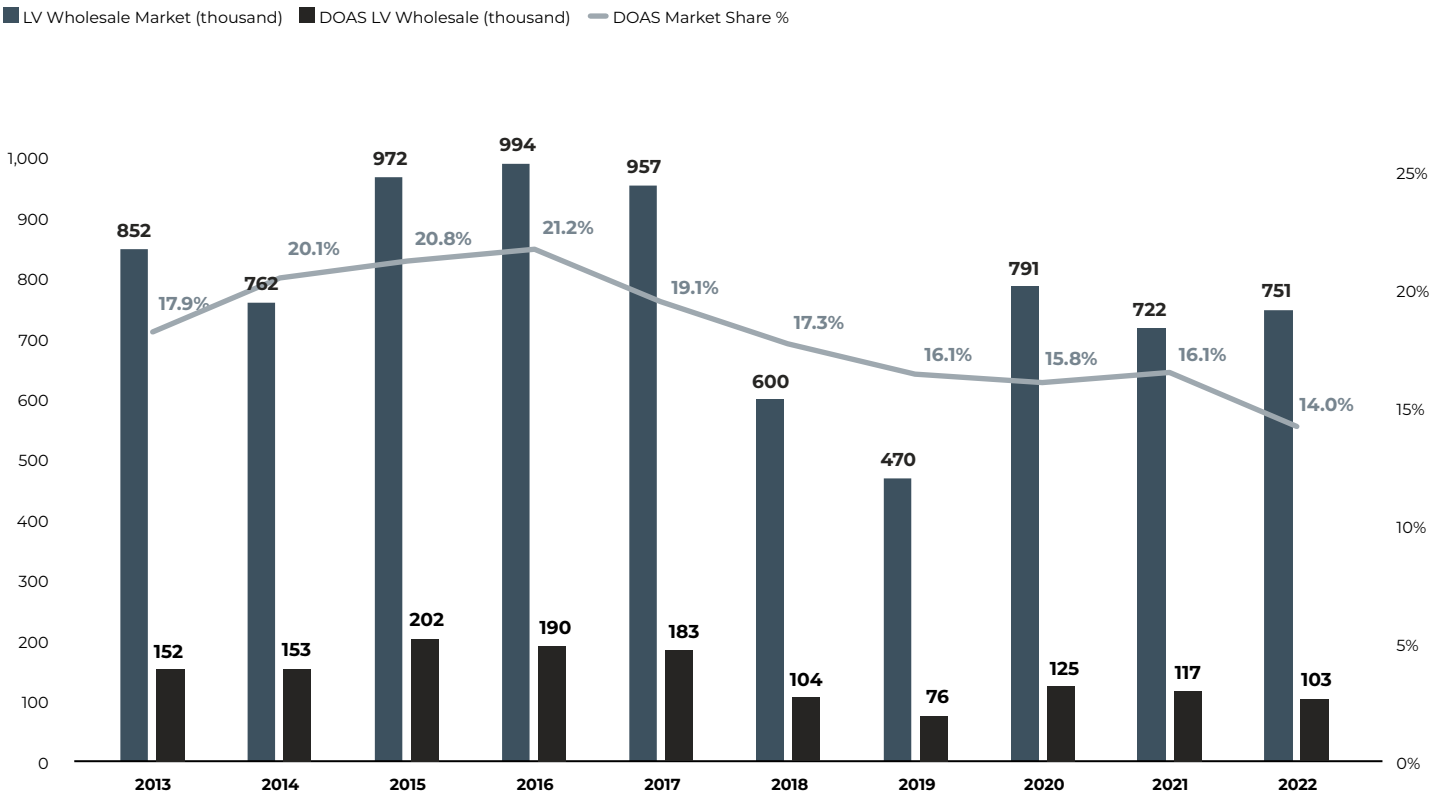


Note: All figures are rounded.
Source: The Turkish Statistical Institute (TurkStat)

Automotive Market



Turkish Light Vehicle Wholesale Performance - Market vs. DOAS



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

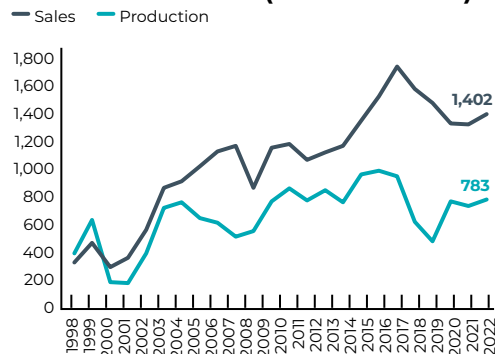
DOAS Wholesales Performance

WHOLESALES (unit)	2022	2021	Change	2020	2019	2018
VW	60,583	66,144	-8%	66,892	45,282	61,563
VW PV	50,015	51,547	-3%	54,886	37,029	45,388
VW LCV	10,568	14,597	-28%	12,006	8,253	16,175
AUDI	14,100	13,219	7%	19,537	9,576	12,969
SEAT	5,933	12,367	-52%	11,866	5,765	8,640
ŠKODA	18,916	23,931	-21%	25,965	14,600	20,425
PORSCHE	669	602	11%	648	298	481
BENTLEY	15	11	36%	11	9	10
LAMBORGHINI	14	16	-13%	19	9	3
CUPRA	2,810	288	876%	-	-	-
PC TOTAL	92,472	101,981	-9%	112,932	67,286	87,916
LCV TOTAL	10,568	14,597	-28%	12,006	8,253	16,175
LV TOTAL	103,040	116,578	-12%	124,938	75,539	104,091
SCANIA	1,804	2,192	-18%	1,157	465	1,177
GRAND TOTAL	104,844	118,770	-12%	126,095	76,004	105,268
MARKET SIZE*						
PV	563,281	547,141	3%	627,359	379,430	469,882
LCV	188,065	174,877	8%	163,723	90,195	130,104
Total LV	751,346	722,018	4%	791,082	469,625	599,986
HCV	32,388	25,908	25%	16,447	7,444	11,754
TOTAL	783,734	747,926	5%	807,529	477,069	611,740
DOAS Market Share						
PV	16.4%	18.6%	-2.2%	18.0%	17.7%	18.7%
LCV	5.6%	8.3%	-2.7%	7.3%	9.2%	12.4%
HCV	5.6%	8.4%	-2.8%	7.0%	6.2%	10.0%
TOTAL	13.4%	15.9%	-2.5%	15.6%	15.9%	17.2%

Source: Automotive Distributors Association

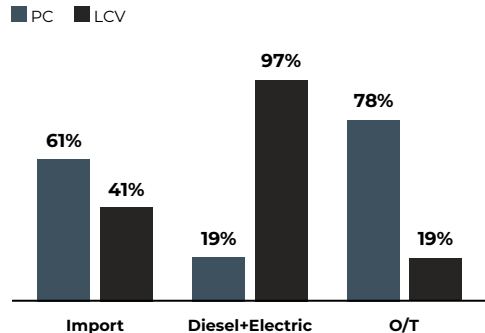
Turkish Automotive Industry

Production vs Sales (thousand units)



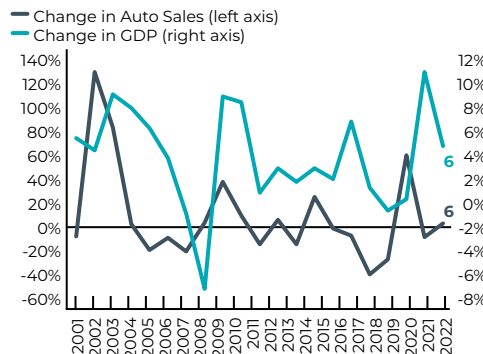
Source: Automotive Distributors Association and Automotive Manufacturers Association

Auto Industry Segmentation*



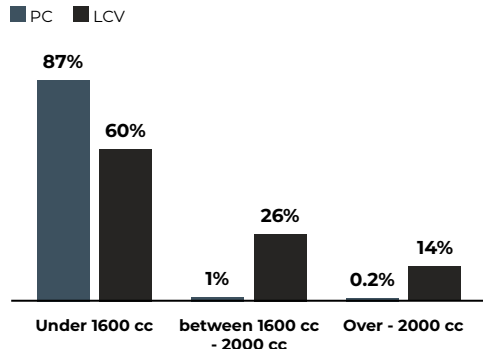
Source: Automotive Distributors Association
* As of December 2022

GDP vs Auto Sales



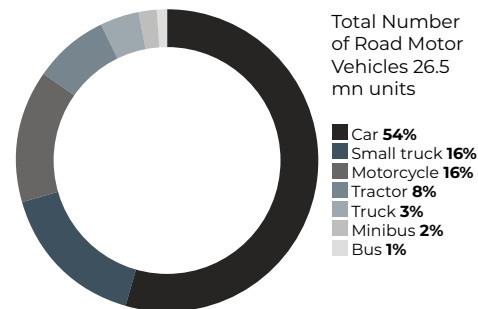
Source: The Turkish Statistical Institute (TurkStat) and Automotive Distributors Association

Auto Engine Segmentation*



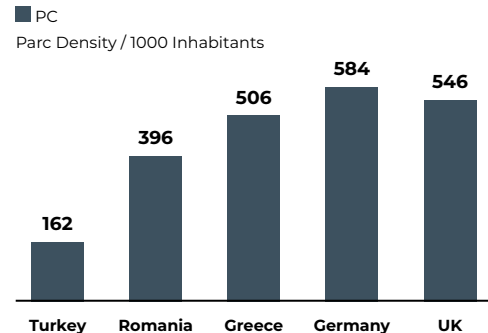
Source: Automotive Distributors Association
* As of December 2022

Breakdown of Vehicles*



Source: General Directorate of Public Security

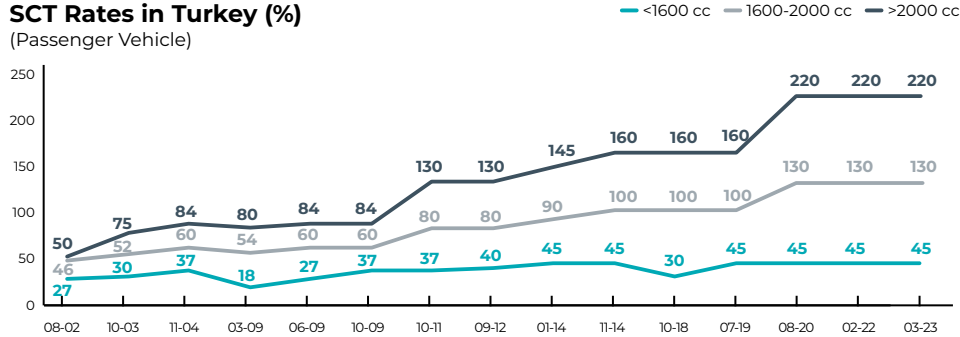
Vehicle Ownership Per Capita



Source: ACEA Report Vehicles in use Europe 2023 (2021 Data)

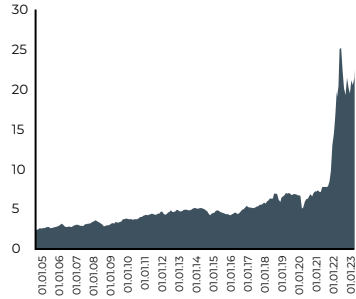
Turkish Automotive Industry

SCT Rates in Turkey (%) (Passenger Vehicle)



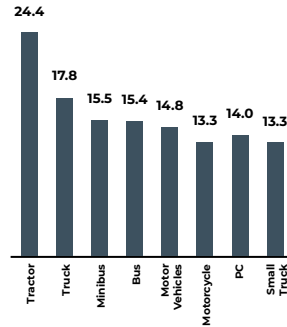
Source: Revenue Administration

Oil Prices in Turkey (TRY) (2005-2023)



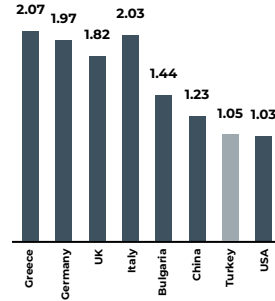
Source: Turkish Petroleum (12.04.2023)

Average Vehicle Age in Turkey



Source: The Turkish Statistical Institute (TurkStat)

Oil Prices (Liter, USD) (01.05.2023)



Source: Global Petrol Prices

Passenger Vehicle (24.11.2022)

Engine Size (cc)	Sales Price (TRY)	STC
1.600 ≤	184k	45%
	184k - 220k	50%
	220k - 250k	60%
	250k - 280k	70%
	280k+	80%
1601 ≤ 2000	170k	130%
	170k+	150%
≥ 2001		220%

Hybrid Vehicle (24.11.2022)

Engine Size (cc)	kW	Sales Price (TRY)	STC
≤ 1800 cc	x > 50	228k	45%
		228k-350k	50%
		350k+	80%

Electric Vehicle (03.03.2023)

Engine Power (kW)	Sales Price (TRY)	STC
160 kW <	1,250k	10%
160 kW >	1,350k+	50%

Source: Revenue Administration

Core Business Lines



Import and Distribution



Despite the supply problems experienced in 2022, Volkswagen Passenger Cars maintained its third place in the passenger car market with a retail sales figure of 49,695 units and an 8.4% market share. In March 2022, the brand launched three new models in the B SUV segment, including 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 big model family consisting of Tiguan and Tiguan Allspace in the C segment and Touareg in the D segment. 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 about the stories of Volkswagen passenger car owners with their Volkswagen, won the Social Media Application of the Year Award at the 2022 Automotive Distributors and Mobility Association Gladiators Sales and Communication Awards.



In 2022, Bentley launched the Continental GT Speed, which uniquely combines the brand's perception of luxury and sports cars. Lamborghini brand introduced the Urus Performante, the new version of the Urus, the world's first super SUV. The Urus Performante, whose 4.0 liter V8 engine produces 666 HP, has continued its claim on dirt by adding the "Rally" option to its driving modes.



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



Despite the ongoing semiconductor and supply shortages, Audi reached a sales figure of 14,554 units in 2022 and became the 3rd best-selling brand with a 22.95% share in the total premium market. In 2022, Audi's all-electric model family members; the e-tron, e-tron Sportback, e-tron GT, and RS e-tron GT models have been introduced for sale in Turkey. Audi Turkey maintained its active presence in social media in 2022, and managed to make a name for itself with the project #BirYolunuBul, which was shot in various regions of Anatolia and published on all social media channels.



In 2022, 190,623 vehicles were sold in the light commercial vehicles market, exhibiting a growth of 8.6% compared to the previous year. Volkswagen Commercial Vehicles had a share of 5.6% in the light commercial vehicles market with a sales figure of 10,646 units and ranked third in the imported commercial vehicles market with a 13.6% market share. The Transporter ranked second in its segment in 2022 with a sales figure of 5,283 units and 24.8% market share, while the Caddy model ranked sixth in its segment with sales of 4,566 units and 7.6% market share. The Crafter model reached a market share of 2.1% with sales of 797 units in 2022.



In the second year of its launch, the CUPRA brand increased its retail sales by 880% to a total of 2,792 units and received the 'Fastest Growing Automobile Brand of the Year' award by the Automotive Distributors' and Mobility Association. The CUPRA Formentor managed to rank among the top 10 in its segment with sales of 2,791 units and reached a segment share of 2.5%. The Arona, the brand's entry model in the SUV segment, reached a segment share of 3.3%, selling 3,288 vehicles.



Scania attained a market share of 5.6%, with sales of 1,804 units in the total heavy commercial vehicles market of 32,388 units in 2022 by selling 38 trucks and 1,766 tractor. Scania Turkey has contracted 44% of its total vehicle park in 2022. Aiming to offer its customers safe use with more well-maintained vehicles and to extend their time on the road. Scania pioneers a more sustainable transportation with its practices.



In 2022, while the total passenger car market grew by 5.5% compared to the previous year, Škoda sales contracted by 22.8%. The global sales of the brand decreased by 16.7% compared to the previous year and amounted to 733 thousand units. Production bottlenecks in the semiconductor supply chain due to COVID-19 measures, as well as the unpredictable production halts created by the Ukraine-Russia war in sub-suppliers were the reasons for this contraction. Attracting the attention of consumers with seven main models, Škoda's best-selling model in Turkey was the Superb with 4,440 units, while the Kamiq, the brand's strong representative in the A0 SUV segment, caught attention with its sales figure of 3,839 units.



Thanks to the domestic and international projects realized with shipyards and yacht manufacturers that manufacture pilot boats, fishing boats, and passenger ferries, Scania Power Solutions has increased its market share in the marine engines segment to higher levels in 2022.



Thermo King, the market leader in the cold chain transportation industry for years, continued its success in 2022 with its products that met different needs and maintained its leadership in temperature-controlled logistics solutions.

- Doğuş Oto represents seven brands (VW Passenger Cars, VW Commercial Cars, Audi, Porsche, SEAT, CUPRA and Škoda), in Istanbul, Ankara, Bursa and Kocaeli; it also serves as a DOD Authorized Sales.
- With its ongoing operations in six regions, and at 37 Authorized Sales and 34 Authorized Service points Doğuş Oto maintains its pioneering presence in the sector 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.
- Doğuş Oto operates on a total area of 218K square meters with 1,409 employees.
- Doğuş Oto sold 33,138 new vehicles and its share in the retail sales volume of Doğuş Otomotiv was 33,2% in 2022.
- With a total of 240,444 service entries were made in 2022.

represents

7 brands
one-stop shopping
concept



operating on

218K m²
total area



2022

32.2%
Share of DOAS sales



New Corporate Identity and Design Standards

- Yüce Auto started the distribution of ŠKODA brand vehicles in 1989.
- In 1998 50% partnership with Doğuş Otomotiv started.
- ŠKODA sold 19,464 vehicles in 2022, attaining a market share of 3.3%.
- Attracting the attention of consumers with seven main models, Škoda's best-selling model in Turkey was the Superb with 4,440 units, while the Kamiq, the brand's strong representative in the A0 SUV segment, caught attention with its sales figure of 3,839 units.
- While the Scala and Octavia models stood out with their sales performance of 3,292 and 2,928 units, the brand's powerful SUV models Kodiaq and Karoq reached sales figures of 2,483 and 1,542 units, respectively.

2022

19,464
Sales Units



2022

3.3%
Market Share



2022

2 New Model Launch:
New Fabia,
Renewed Karoq



Replacement Parts and After Sales Services > Parts & Logistics

- Spare Parts and Logistics employs state-of-the-art technology combined with the best modern synergistic practices, creating unmatched levels of service for the global brands that Doğu Otomotiv represents.
- In 2022, Spare Parts and Logistics imported 84,351 vehicles, and dispatched 103,045 vehicles to Authorized Dealers, ending the year with a total revenue of TRY 3.9 Billion generated by the sales of spare parts and accessories.
- Spare Parts and Logistics uses advanced computer technologies and inventory management systems, which can be easily adapted to various demands of customers, to run its operations smoothly. As a result, spare parts availability was maintained at 99% like the previous year and possible customer complaints are prevented in 2022 as well.
- As the “shipment from the port” project that Spare Parts and Logistics implemented as a part of its pioneering vision in vehicle logistics continued with high capacity for vehicle storage and importation at the ports, significant improvements were achieved in client delivery times by working with more than one transportation company for vehicle deliveries from ports to authorized dealers.

availability
99%
in Spare Parts

Revenues
TRY 3.9 billion
from Spare Parts
and accessories

dispatched
103,045
vehicles



Used Vehicle Sales > DOD



- The total sales of DOD Authorized Dealers realized as 16,893 units in 2022.
- With the participation of Aykan Osmaniye, Başaran, and Özön İstanbul dealers, the DOD organization expanded further in 2022. Corporate used vehicle purchase and sales services continued at 64 sales points in 32 cities with DOD Authorized Dealers.
- The DOD.com.tr website and DOD Mobile application were launched in May 2022 to offer a faster, more holistic, and a more user-oriented experience with their completely renewed technical infrastructure and front-end and back-end codes.
- The DOD Mobile application has been downloaded to approximately 1,060,000 smartphones or tablets to date and has become one of the most preferred mobile applications in its field.
- Following cooperation with vdf Fleet, a used car rental service was launched as a first in the market, and 96 rentals were made through online channels.
- The amendment to the "Regulation on the Trade of Used Motor Vehicles" was published in the Official Gazette dated August 16, 2022 and numbered 31925. Accordingly, as of September 15, 2022, the trade of vehicles that have not exceeded 6 months and 6,000 km from the date of first registration in the used vehicle trade has been ceased until July 1, 2023, while compliance practices were carried out on digital platforms.

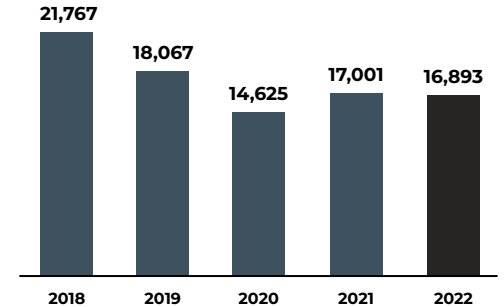
2022
16,893
sales vehicles

largest corporate
retailer of used
car business

providing services
64
customer points
in Turkey



DOD Sales Performance



Automotive Related Ancillary Business



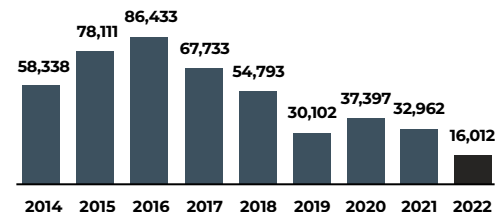
- The JV company was established on 20 December 1999 to provide financing for Doğuş Otomotiv Group Brands' customers. The established JV company is owned by Doğuş Holding (1%), Doğuş Otomotiv (48%) and Volkswagen Financial Services AG (51%).
- Offering products and services nationwide, vdf ensures ease of mind for its customers by providing Vehicle and Service Credits from a single point: the Authorized Dealer.
- In 2022, new credit contracts realized as 16,012 units with a total amount of TRY 6,973 million and total portfolio units of 37,270.

2022
16,012 units
new contracts

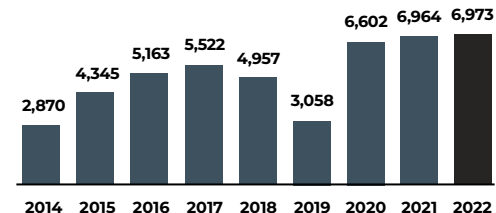
2022
TRY 6,973 mn
new credits given

2022
37,270 units
new portfolio

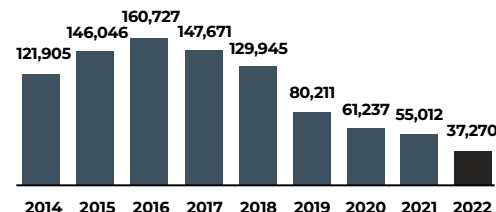
New Contracts



Credits Given (TRY million)



Portfolio



Incl. Scania and Man Finance

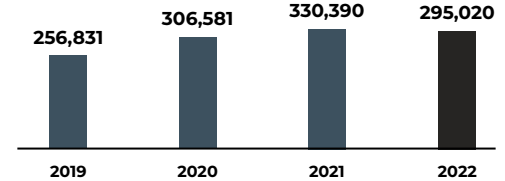
Finance > vdf Insurance



- vdf Insurance, as an agent for 12 insurance companies, provides services & products to its customers such as motor insurance, traffic insurance, credit protection insurance and extended warranty.
- vdf Insurance works with the Authorized Dealers of VW Group brands in Turkey. The number of its branches in 2022 is 34.
- Policy production is over 1,2 billion TL by the end of 2022.

in 8 years
it will be 2x
number of policies

Number of Insurance Contracts



Finance > vdf Factoring

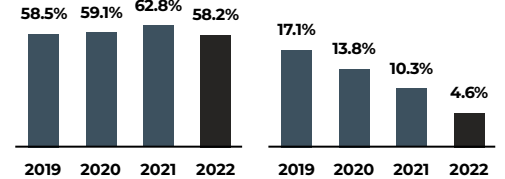
- Active since May 2010, vdf Factoring Services offers factoring and financing services to 105 Authorized Dealers of Doğuş Otomotiv. In 2022, vdf Factoring reached a transaction volume of TRY 44 billion and a total asset value of TRY 1.7 billion.

Insurance branches are
34
The number of vdf

Insurance Penetration

Motor Insurance

Extended Warranty

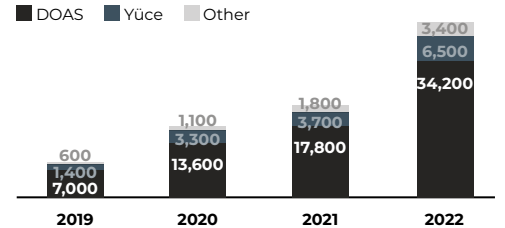


Operational Fleet Renting > vdf Fleet

- vdf Fleet was established in March 2016.
- Fleet ERP processes and procedures were built up.
- 2022 active contract number is around 14,908 contracts.
- In 2023, it is expected 13,714 active contracts.

2022
TRY 44 bn
transaction volume

Development of Assignments (TRY million)



Other Investments > TÜVTÜRK



TÜVTÜRK – a cash cow business of DOAS, Bridgepoint and TÜV SÜD

- TÜVTÜRK consortium was granted by Turkish Privatization Administration the right to build & operate MVISs in Turkey for 20 years in exchange of US\$ 552 million.
- 189 fixed and 73 mobile inspection stations are fully operational as of end-1Q09, with an investment of US\$ 300 million.
- Operation fees were collected from the suboperators (Business associates (BA)) in exchange for the prepared stations for operations.
 - The BAs will share their revenues with the government: 1st-3rd years: 30%; 4-10th years: 40% and 11-20th years: 50%
 - ...and with TÜVTÜRK consortium: 1st-10th years 7% and 11-20th years: 20%
- The MVIS business is expected to generate US\$ 15 billion revenues in 20 years with US\$ 2.5 billion EBITDA.
- At the end of the 15th year, nearly 116 million vehicles have been inspected and 37.7 million vehicles underwent exhaust gas emission measurement. 38.4 million vehicles were re-inspected and enabled over 37.3 million unsafe cars to return safely back into traffic once again.
- In 2022, periodic inspections of 11.2 million vehicles were completed and 3.7 million vehicles underwent exhaust gas emission measurements.
- According to the research entitled "Analysis of the Economic Impact of Road Safety and Periodic Vehicle Inspection Application in Turkey" conducted by CITA in 2017 under the leadership of Prof. Dr. Wolfgang G. Schulz and Sebastian Scheler; there is an average saving of 340 million US\$ per year which is contributed to Turkish economy as a result of the traffic accidents avoided through TÜVTÜRK vehicle inspection system.

rights to build & operate ↗

20 years
in exchange of
US\$ 552 mn

expected revenues ↗

US\$ 15 bn
in 20 years

expected EBITDA ↗

US\$ 2.5 bn
in 20 years



Other Investments > Doğuş Teknoloji



→ Founded in 2011 with the excitement of creating technological value for Doğuş Group companies, Doğuş Technology transformed into one of Turkey's leading R&D centers in 2017. In this regard, Doğuş Technology has a wide catalog of services including data solutions, consultancy, technology operations, hybrid cloud platform and cyber security solutions, automation, blockchain, smartglass, IoT applications, mobile and web application solutions, UI/UX services.

→ In the light of global standards such as ISO 27001 Information Security Management System and ISO 22301 Business Continuity Management System, it not only reproduces the existing ones, but also carries out new projects in the metaverse, mobile and wearable technologies, data analytics, artificial intelligence and machine learning with the power and support of 24 different global partners.

→ Founded in 2022 in DIFC (Dubai International Finance Center), "Dogus Tech" and QFZ (Qatar Free Zone), "Dogus Tech QFZ LLC" continue to carry its software quality and vision to different regions.

TECHNOLOGY GROUP



Established 2011



OFFICES ABROAD



Other Investments > Doğuř Marine Services



→ Doğuş Marine Services has been undertaking electrical/ electronic, mechanical operations, inboard and outboard engine maintenance/ repairs, and refit projects with its expert team.

→ Doğuş Marine Services started boat park operations in 2022 in Göcek. In addition to this, Doğuş Marine Services also offers to its customers boat pick up/drop off and hull bottom washing services. Doğuş Marine Services expanding its boat portfolio both in the boat park and the boats servicing in the region.

→ Doğuş Marine Services had a broad boat portfolio in 2022. Apart from Göcek, it increased its business volume approximately 10 times with the boat maintenance/repair works it received in 2022 in Bodrum, Marmaris, and Didim regions. In the boat park, which was put into operation in 2022, the company has hosted 30 different boats for winter storage. In the coming period, it plans to increase its winter storage capacity to 50 units.

→ In addition to the engine brands it represents, such as Mercury, Suzuki, Mercruiser, Cummins, and Nanni, Doğuş Marine Services will add new brands with a significant market share in the maritime sector in the coming period and will continue to represent its region in the best way with customer satisfaction beyond expectations.

10x
Increase in business volume



Winterisation on
30 boats
with 24/7 security in the closed boat hangar



Doğuş Marine Services
has a wide service network covering Fethiye, Marmaris, Bodrum, and Didim districts besides Göcek



Other Investments > Doğuş GYO

- Doğuş REIT aims to become one of the leading REIT companies in Turkey with the global experience and strong capital structure of its affiliate, Doğuş Group, in the real estate, construction, and finance sectors.
- As of the end of 2022, the total leasable area of Doğuş REIT's real estate portfolio, consisting of Doğuş Center Maslak, D-Ofis Maslak, Doğuş Etiler Sports Center, Gebze Center Shopping Mall, Gebze Center Hotel, and Gebze Center Automotive Showroom and Service, was 195,000 m², while the total appraised value of the real estates was 5.05 billion TRY.
- In 2022, rental income from real estate amounted to 250.12 million TRY, operating profit amounted to 3.24 billion TRY, and net profit amounted to 2.66 billion TRY.
- Attaching importance to contributing to social, cultural, artistic, and economic development in the regions where it operates and carrying out social awareness programs in this direction, Doğuş REIT commenced its strategic sustainable management efforts at international standards in 2022. For this purpose, the duties and working principles of the Corporate Governance Committee under the Board of Directors were expanded to include sustainability and ESG issues and a working group was established.

250 million TRY
Rental income
in 2022

By the end of 2022
195 thousand m²
Rentable space

2,6 billion TRY
Net profit
in 2022



Corporate Governance and Sustainability



Corporate Governance

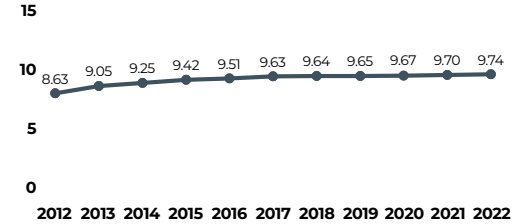
- Dogus Otomotiv has been included in the BIST Sustainability 25 Index as of December 2022.
- The Suggestion System, which has been actively used since 2009, was opened to the use of employees as an "Idea Platform" where all ideas can be shared with its renewed interface in 2021. With the renewed platform, it is aimed to create value for the contributors, the company and the future.
- It has been seen that the Basic Human Resources Policy that the Company has already disclosed to the public, aims to create employees who are in line with contemporary norms, focused on performance, successful, loyal, and highly motivated.
- Training Policies have been established by the company for employees and annual training programs have been made in accordance with these policies.
- It has been confirmed that the Board of Directors has set Company's strategic goals, evaluates the performance of company management, and pays further attention to company affairs to be in compliance with the legislation, the Articles of Association, and internal regulations.

2022
9.74/10
CG Compliance Rating Score
(9.70 in 2021)

2022
Top 3rd
Highest
Rated Company

2022
Rating
increase in all
categories

CMB Corporate Governance Principles Compliance Rating Scores



CMB Corporate Governance Principles Compliance Rating Subcategories



Source: Kobirate Uluslararası Kredi Derecelendirme ve Kurumsal Yönetim Hizmetleri A.Ş., Corporate Governance Compliance Rating Report, 16.12.2022

Sustainability Management

- In accordance with the principle of transparency and accountability, Doğu Otomotiv has been implementing strategic sustainability management in the areas of social, environmental, economic and governance throughout its all life cycle since 2009.
- Our Company, which accepts sustainability related areas as a part of risk management, will published its 13th Sustainability Report in 2022. The report, which was published by taking an independent audit, is delivered to our stakeholders via the website in accordance with the GRI Reporting Principles.

Since 2009, GRI Global Reporting Framework



Since 2010, UNGC Signatory



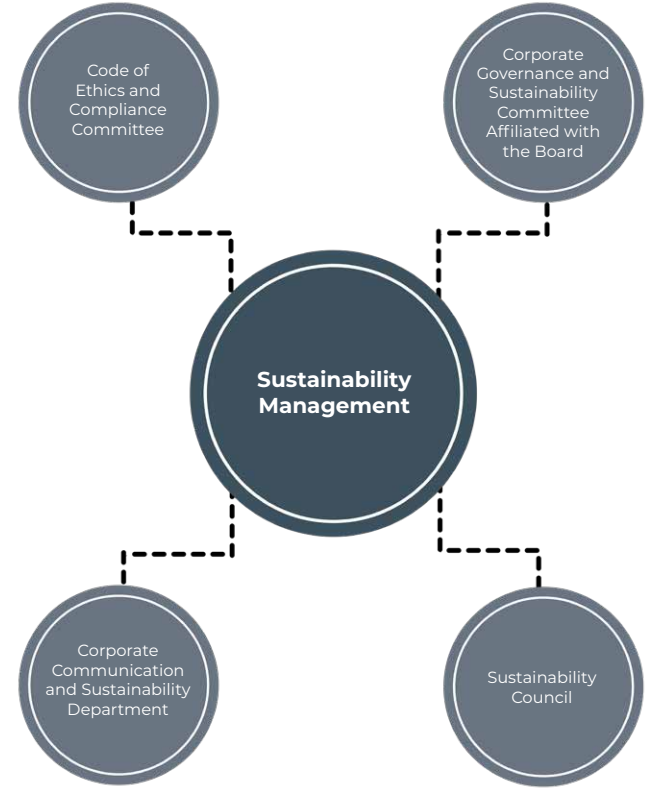
Since 2015, BIST Sustainability Index



Since 2017, UN Sustainable Development Goals Index



Since 2021, Reporting in Accordance with the SASB Industry Supplement



Sustainability Management

Sustainability Report Limited Assurance of the Independent Audit

According to the International Standards AccountAbility Principles (AA1000 AP) for sustainability reports, Doğuş Otomotiv has published the 2021 report with limited assurance in line with the title of “Independent Audit”, which is among the basic reporting principles.



Statement of Compliance to Sustainability Principles Framework

**Since 2020,
CMB Sustainability
Principles Compliance
Framework**

**Comply
or Explain**

**49 Yes
4 Partly
1 No**

Completed Certifications

**ISO 9001 Quality
Management System**

**ISO 14001 Environmental
Management System**

**ISO 45001 Occupational
Health and Safety
Management System**

**ISO 50001 Energy
Management System**

**ISO 27001 Information
Security Management
System**

Sustainability Policies

Economic Development Policy	Market Presence Policy	Indirect Economic Impacts Policy	Environmental policy	Energy Efficiency Policy	Water Management Policy
Emissions Management Policy	Waste Management Policy	Environmental Impact Policy of Products and Services	Sustainable Supply Chain Policy	Employees and Good Workplace Policy	Diversity and Equal Opportunity Policy
Information Security Policy	Equal Pay for Equal Work Policy	Occupational Health and Safety Policy	Performance Management Policy	Human Rights Policy	Community Participation Policy
Product and Service Responsibility Policy	Customer Health and Safety Policy	Anti-Bribery and Anti-Corruption Policy	Purchasing Policy	Code of Ethics	

Sustainability Goals 2022-2025

ENVIRONMENTAL

- To reduce %45 the carbon footprint until 2025
- To increase the number of electric vehicles
- To encourage the transition of the dealer network to renewable energy as well
- To encourage the dealer network to obtain ISO 14001 certification under the VW AG @Retail program
- To make a Battery Repair Center investment

SOCIAL

- Corporate Volunteering Programs
- Recording volunteer hours (DİNAMİK) and encouraging
- Disseminating Traffic is Life trainings in cooperation with the Ministry of National Education
- Projects on Work-Life Balance
- Concrete goals in projects on Equality at Work

ECONOMIC

- Designing HR applications for the development of employees' digital competencies and implementing 25 projects in the digital category
- Consolidation of purchasing processes (Brands and Logistics)
- Risk and categorization projects in Supply Chain Management
- Sustainability trainings at Authorized Dealers and After-sales Service Centers
- Cooperation with initiatives and support programs
- Cooperation with OEM on sustainability issues

Traffic is Life!

- The Traffic is Life! platform has carried out awareness studies towards various target audiences for 18 years as the longest social responsibility project in the sector, with a view to changing the behavior and habits of individuals from all age groups regarding traffic safety, and raising awareness in society.
- In 2022, the Traffic is Life! platform turned its attention on the reflections of urban living, rising mobility, and technology on our daily lives. Correctly analyzing changing technology and media consumption trends, the platform adopted the strategy of taking an active stance in social media and digital platforms in order to efficiently reach its target audience.
- With the transfer of education to online platforms, as the hours of the lessons taken by the students on EBA TV increased, as Traffic is Life, we took part in EBA TV (Online education platform prepared by the Ministry of National Education, which broadcasts from three different channels: primary school, secondary school and high school) to increase the traffic awareness of our children, our future, and supported positive cultural awareness.
- Traffic is Life in 2022! Platform, in cooperation with Küçükçekmece Belediyesi, started the Child Safety in Traffic project with the slogan "Conscious Children in Traffic, Our Future is Safe".
- Küçükçekmece Belediyesi Within the scope of the project, which will be carried out in the Children's Traffic Education Park, which is established on an area of approximately 5 decares, under the coordination of Küçükçekmece Belediyesi and Küçükçekmece District National Education Directorate, 25,000 students between the ages of 5-12 are given both theoretical and practical training.

increasing
**traffic
safety
awareness**

the strategy of taking
an active stance
in social media
and digital
platforms

raising the awareness of
the youngsters within the
scope of
the online
education platform



Sustainable Growth Resources

We aim to ensure sustainable growth by accepting our priority to be able to respond to the expectations of our stakeholders.

	Material Issues	DOAS Performances	Related UN Sustainable Development Goals
Environmental	<p>Climate Change</p> <p>Environmental Risk Management</p> <p>Electric Vehicles</p>	<ul style="list-style-type: none">• Energy Efficiency Policy• Activities to Reduce Energy Consumption• Waste Management Policies and Practices• Activities and practices to promote waste management at suppliers, Authorized Dealers and Services• Digital Transformation Practices• Electric Vehicle Committee• Solar Panels Investment• Environmentally friendly new administrative buildings• Zero Waste Certificate• 45% reduction target in carbon footprint	<p>7 AFFORDABLE AND CLEAN ENERGY</p> <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> <p>13 CLIMATE ACTION</p> <p>15 LIFE ON LAND</p>
Social	<p>Employees and Workplace Ethics</p> <p>Human Rights</p> <p>Community Engagement</p>	<ul style="list-style-type: none">• Growth Increasing Employment (Authorized Dealers and Services)• Activities to increase female employment (Equality at Work)• Cooperation with Vocational High Schools• Mentoring for female students• TEV partnership• Doğuş Otomotiv Codef of Ethics and related practices• Traffic is Life! platform• Doğuş Otomotiv Volunteering Platform• Signatory to the UN WEPs• Human rights charette• Human rights priority study• Employee representative election	<p>1 NO POVERTY</p> <p>3 GOOD HEALTH AND WELL-BEING</p> <p>4 QUALITY EDUCATION</p> <p>5 GENDER EQUALITY</p> <p>8 DECENT WORK AND ECONOMIC GROWTH</p> <p>10 REDUCED INEQUALITIES</p> <p>17 PARTNERSHIPS FOR THE GOALS</p>

Sustainable Growth Resources

Governance

Material Issues

Sustainable Risk Management
Corporate Compliance
Sustainability Management

DOAS Performances

- Automotive Code of Ethics and related practices
- Inclusion of sustainability areas in Risk Management
- Number of women on the Board of Directors
- Corporate Governance Compliance Rating
- AS Corporate Governance and Sustainability Assessment Program
- BIST Participation and BIST Sustainability 25 Index

Related UN Sustainable Development Goals



Economic

Digital Transformation Department
Sustainable Supply Chain Management
New Products and Services
Used Vehicle Market
Customer Relations Management

- Digital Transformation Practices
- Sustainable Purchasing Policy
- Suggestion System
- Lean programs and saving projects
- Employment in Value and Care Center
- DOD and Related Programs




Social Media






Social Media



Doğuş Otomotiv



-  60,468 followers
→ 128,073 interaction
→ 6,205,099 views
-  29,000 followers
→ 350,131 interaction
→ 51,360,588 views
-  180,590 followers
→ 26,849 interaction
→ 2,181,182 views

Trafik Hayattır



-  183,897 followers
→ 604,594 interaction
→ 34,334,018 views
-  29,550 followers
→ 573,135 interaction
→ 23,828,506 views
-  8,925 followers
→ 4,873 interaction
→ 16,480,00 views

Volkswagen






-  3.9 mn followers
→ Turkey's 3rd largest locally followed brand page
→ Turkey's 1st largest locally followed automotive brand page
→ Turkey's Most Followed Car brand
→ 3,208,500 user interaction
→ 211,803,400 reach
→ The 3rd largest VW brand page
-  475k + followers
→ 3rd largest brand account in automotive
→ The second largest Volkswagen Brand Page
→ 458,332 like, 38,538 comment
→ 160,763,413 interaction

-  → Total number of followers: 129,462
-  Number of subscribers 48,500
→ 82,311,452 views





Volkswagen LCV

-  → 1,055,034 followers
→ Total number of interactions 166,499
→ Total number of reach 14,581,791
→ Turkey's 1st largest commercial vehicle category page
 -  → Number of followers 56,632
→ Total number of interactions 11,205
→ Total number of reach 7,960,479
→ Turkey's 1st largest commercial vehicle category page
 -  → Number of followers 16,086
→ Youtube views 726,392
- Volkswagen LCV Journey
-  → Number of followers 55,668
→ Total number of interactions 295,984
→ Total number of reach 4,856,653



Audi

-  1,106,318 Facebook followers
→ 27,268,461 reach in 2022
→ 1,721,290 interactions in 2022
→ 7th ranking among Audi globally
-  450,282 Twitter followers
→ 2nd brand among all automobile brands on total followers
→ 3rd ranking among Audi globally
→ 1,009,926 interactions in 2022
-  9,030 YouTube subscriptions
→ 8,452,352 views in 2022
-  390,641 Instagram followers
→ 26,585,937 reach in 2022
→ 1,522,959 interactions in 2022
→ 5th largest Audi account globally
-  23,748 LinkedIn followers
→ 1st Automotive brand to actively use LinkedIn in Turkey

Scania

-  → Total number of followers: 219,047
→ Total number of interaction: 9,247
→ Total number of reach: 1,452,960
→ The 3rd largest Scania brand page
-  → Total number of interaction: 10,963
→ Total number of reach: 275,347
→ 2nd largest brand account in heavy
-  → Total subscribers: 5,085
→ Total number of interaction: : 65
→ Total number of views: : 95,062
-  → Total number of followers: 4,094
→ Total number of interaction: 139
→ Ranked as 1st among Asia region countries.

Porsche

-  → Total number of followers: 136,334
-  → Total subscribers: 5,416
→ Total views: 529.925



ŠKODA

-  → Total Number of followers: 726,561
→ Total number of interactions: 2,227,801
→ Total number of reach: 4,244
-  → Number of followers: 209,477
→ Total number of interactions: 1,805,456
→ Total number of reach: 330,641
-  → Total Number of followers: 18,534
→ Total number of reach: 149
-  → Total number of subscribers: 7,710
→ Total number of reach: 2,734
→ Youtube views: 7,279,573

SEAT

-  Total number of followers: 48,462
→ The 1st largest Seat Brand page in the whole Seat twitter accounts.
-  141,018 followers
→ Ranked 1st largest Seat Brand page in the whole Seat Instagram accounts.
-  398,571 followers

CUPRA

-  → Total number of followers: 148
-  → Total number of followers: 16,724

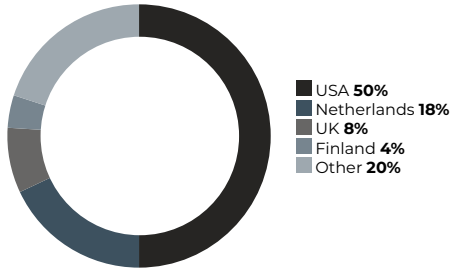
*All data is as of March 2023.

Investor Relations

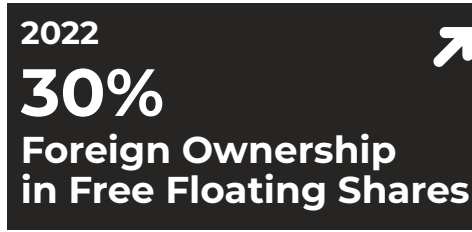


Doğuş Otomotiv Investor Relations

- Continuing our proactive approach in 2022, the Company's performance, operations, and the effects of the chip crisis were discussed with more than 300 investors and analysts.
- The department contacted more than 200 investor firms based in cities such as Amsterdam, Boston, Cape Town, Chicago, Frankfurt, Hong Kong, Johannesburg, Copenhagen, London, Miami, Milano, Monaco, New York, San Francisco, Singapore, Stockholm, and Tokyo via video or conference calls and provided information about the Company's activities and latest developments.



Source: BD Corporate

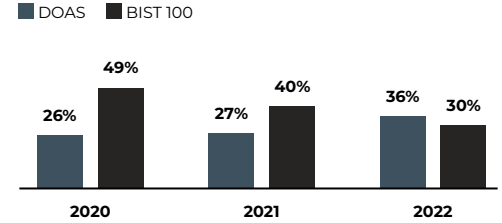


Credit Rating

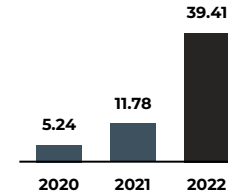
		Long Term	Short Term
National	Local Rating	A+ (Tr)	J1 (Tr)
	Outlook	Stable	Stable
	Issue Rating	-	-
International	Foreign Currency	BB	J3
	Local Rating	BB	J3
	Outlook	FC	Stable
		LC	Stable

Source: JCR Eurasia Rating, 22.05.2023

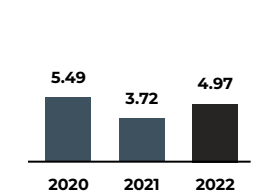
Percentage of Foreign Ownership (%)



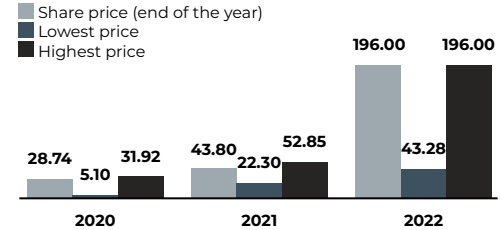
Earnings/ Share



Price/Earnings Ratio



Share Prices



Source: Reuters (31.12.2022)

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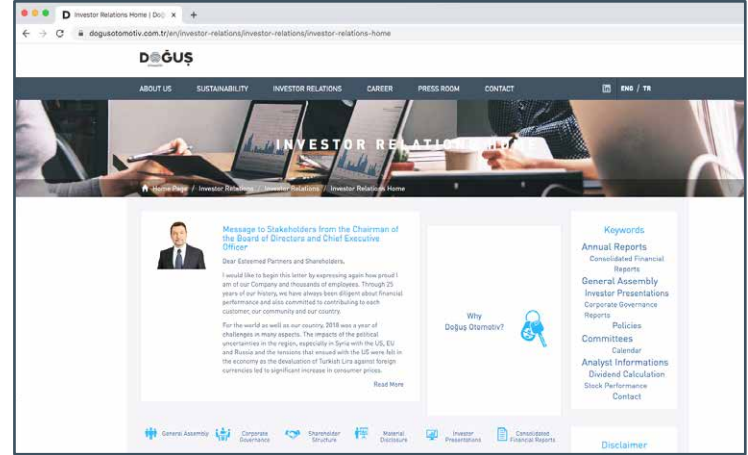
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