

09

DOĞUŞ GROUP  
CORPORATE CITIZENSHIP REPORT

# Lending a Hand

for a SUSTAINABLE FUTURE



DOĞUŞ GROUP



**09**

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CORPORATE CITIZENSHIP REPORT

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# DOĞUŞ GROUP

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- NATIONAL GEOGRAPHIC TÜRKİYE
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- Robb Report
- Billboard
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## Corporate Social Responsibility



Tourism & Services

Real Estate

Energy



PLATFORM  
GARANTI  
CONTEMPORARY ART  
CENTER



OTTOMAN  
BANK  
MUSEUM



OTTOMAN BANK  
ARCHIVES AND  
RESEARCH CENTRE



ÖĞRETMEN  
AKADEMİK  
VAKFI



ENTV



THE WORLD'S COMMUNITY  
WE SUPPORT



# Overview

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## About the Report

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Being a corporate citizen entails much more than the ability to create economic growth, it is more about creating that growth along with the creation of community well-being and a sustainable environment.

As Doğuş Group, we have the pleasure to submit our second Corporate Citizenship Report underlining our commitment to the principles of the United Nations (UN) Global Compact in particular and corporate responsibility in general.

In the introduction section of our first report, which was published in April 2009, we referred to our perception of the notion of corporate citizenship by describing a corporate citizen as “an organization that is constantly evolving in economic, social and environmental aspects.” Being a corporate citizen entails much more than the ability to create economic growth, it is more about creating that growth along with the creation of community well-being and a sustainable environment. This is what the Doğuş Group’s corporate citizenship approach is all about.

Our second report, which also serves as our “Communication of Progress” as a participant in the UN Global Compact, aims to illustrate our progress in economic, social and environmental terms in the past year. Covering 2009, this report encompasses our efforts in the area of corporate responsibility that have been undertaken by the Group companies, the Holding company and the Ayhan Şahenk Foundation.

The content of the report is similar to that published last year. Following an introduction of the Doğuş Group, we will present an overview of our activities in relation to corporate citizenship, and our methods of integrating human rights, labor standards, environmental and ethical measures into our work environment, in line with the 10 principles of the UN Global Compact.

Our second report differs from the first one in that this year’s report content was prepared mainly according to the Global Reporting Initiative (GRI) indicators in addition to the UN Global Compact principles. This year, the project team gathered data from the Group companies and the Ayhan Şahenk Foundation by making use of both the indicators and the principles where applicable. The GRI content index table including the corresponding UN Global Compact principles is attached at the end of the report.

Following this section, the report is concluded with the “Adding Value to the Community” section. In line with last year’s report, this section includes information on the corporate social responsibility (CSR) projects of Group companies, the Holding company and the Ayhan Şahenk Foundation, as well as some of our sponsorship projects, which we believe are sustainable and complimentary to our corporate social responsibility efforts, providing added value to societal, cultural and even economic development in our country.

## Message from the Chairman



“As Dođuş Group, we have been aware of the importance of corporate responsibility since our foundation. Our business style and management strategy was shaped so as to integrate ethical, social and environmental concerns in our operations.”

Dear Stakeholders,

I am pleased to share Doğuş Group's Corporate Responsibility Report 2009, which serves as our "Communication on Progress" in economic, social and environmental terms with respect to the universally accepted principles of the United Nations (UN) Global Compact.

Corporate social responsibility (CSR) has been gaining further significance both locally and on a global scale. The recent economic crisis has highlighted the need for more responsible business practices. In the post-crisis period, the corporate sector will need to operate taking more into account the environment, employees, consumers, communities and stakeholders. Unprecedented public support to private sector during the crisis has shown that, going forward, the business and public interest should be aligned more with each other.

As Doğuş Group, we have been aware of the importance of corporate responsibility since our foundation. Our business style and management strategy was shaped so as to integrate ethical, social and environmental concerns in our operations. We have based our strategy also on transparency and accountability, which are key factors for both long-term success and formation of a trust based engagement with all of our stakeholders.

Such a business management approach led us in April 2007 to join the UN Global Compact, the largest CSR movement in the world to date. It has not only been an honor to become part of such a meaningful network, but it has also been a fulfilling experience for us on our business journey as a corporate entity.

As being one of the largest conglomerates in the region operating in many sectors, we aggregated the corporate responsibility practices of different business lines in a single comprehensive document. This report encompasses our CSR efforts and sponsorship activities undertaken by the Group companies and the Ayhan Şahenk Foundation. I hope that this report will benefit all our stakeholders, while revealing the Doğuş Group's efforts to become a better corporate citizen.

**Ferit F. Şahenk**  
Chairman of the Board of Directors  
Doğuş Group

## Message from the Chief Executive Officer



**“Despite the continuation of the difficult global financial climate, we ended 2009 with sound financial results without comprising any of our responsibilities as a corporate citizen.”**

Dear Stakeholders,

We are delighted to share with you the second Corporate Citizenship Report of the Doğuş Group, which not only highlights our activities over the past year but also fulfills our commitment as a participant in the UN Global Compact as the second Communication on Progress document of our Group.

At the Doğuş Group, the pillar of our management approach rests upon ethical business conduct, encompassing transparency, accountability and a commitment for value generation for all our stakeholders, both in the national and global arenas. Being aware of the importance of these issues, Doğuş Holding has become the first holding company in Turkey to be rated by the three major international rating agencies: Standard & Poor’s, Fitch and Moody’s. At the Doğuş Group, we are proud to have instant comparability in credit terms by providing our stakeholders with standardized and reliable information.

Our corporate citizenship approach is based on the implementation of this ethical business conduct principle in all our corporate practices including our human resources management, environmental sustainability measures as well as economic, social and cultural development efforts. By becoming a participant in the UN Global Compact in April 2007, we aimed to emphasize this firm commitment to our responsibilities in the areas of human rights, labor standards, the environment and anti-corruption measures.

Despite the continuation of the difficult global financial climate, we ended 2009 with sound financial results without comprising any of our responsibilities as a corporate citizen. The Doğuş Group continued to uphold its values and acted within the boundaries of corporate citizenship in all of its existing and new investments in the seven sectors it operates in.

Maintenance of a motivated and happy workforce and assurance of customer satisfaction were at the center of our practices in 2009. Similarly, environmental protection was certainly a high priority both inside and outside the workplace. In all our field operations, especially those that are sensitive to environmental protection and sustainability needs, we continued to integrate all necessary measures within our practices in order to avoid any harm being done to the areas where we operate. We have given equal importance to the welfare of the communities in the regions covered by our operations.

Outside the areas of our operation, we continued to focus our corporate responsibility efforts on two main areas: i) Education and development of younger generations and ii) development of arts and culture in our country. The environment and sports were the other areas that Group companies focused most of their resources on over 2009.

In the areas of education and child development, our Group continued its projects under the Doğuş Kids CSR platform. Doğuş Kids Symphony Orchestra and Doğuş Kids website continued to touch the lives of many children and help foster their development in 2009. Garanti Bank's Teachers Academy Foundation, Garanti Pension and Life's support to Cappadocia Vocational School and the Doğuş Otomotiv-Volkswagen Training Labs were among the major projects continued in this area throughout the year.

In terms of the environment, we maintained our long-term support to WWF-Turkey and DenizTemiz TURMEPA, two leading environmental organizations in Turkey. Furthermore, our Group continued to raise public awareness on environmental issues through the Green Screen project undertaken by our media group. Preventive measures were also taken and efforts for environmental sustainability strictly observed in all our sectors, construction and tourism in particular.

In relation to our Group's support for the development of arts and culture in Turkey, we continued our ongoing projects and added new ones in order to enlarge the impact of our endeavors. One exciting development was the membership of the D-Marin International Classical Music Festival of the European Festivals Association (EFA), which is the umbrella organization for festivals across Europe. The Group has also started a new project under its main sponsorship of the Presidential Symphony Orchestra: "Symphony on Campus."

Last but not least, our Group has also maintained its ongoing projects relating to sports. Sponsorship of the Turkish National Football and Turkish National Basketball teams continued in 2009.

Along with the Group companies, the Ayhan Şahenk Foundation, established in 1992 by the Founder and Honorary Chairman of the Doğuş Group, Mr. Ayhan Şahenk, has maintained its focus throughout 2009 on the areas of education, health, the environment, sports, and social aid.

Inside this report, you will find the details of our corporate responsibility activities in 2009. We hope that the content of our report will provide you with an insight into the Doğuş Group's progress in the past year and current standing as a corporate citizen.

At the Doğuş Group, we will maintain our commitment to ethical business conduct and corporate responsibility and will continue to communicate our progress to you all in 2010 and beyond.

**Hüsnü Akhan**  
 Chief Executive Officer  
 Doğuş Holding



**Founded in 1951, the Doğuş Group has become one of largest conglomerates in Turkey and has the vision of being a regional leader in the services sector.**

The Doğuş Group is active in seven core businesses: financial services, automotive, construction, media, tourism, real estate and energy.

Behind the success of the Doğuş Group there lies a customer-focused and productivity-centered management style. This style is not only formed through material gains, but it also embodies a strong corporate citizenship approach from which the whole society can benefit. The Group implements several corporate social responsibility and sponsorship projects, with a special focus on child development, education, environment, culture & arts and sports.

The Doğuş Group has 105 companies and a workforce of over 28,000 which enables it to offer high level technology, quality brands and dynamic human resources to its customers. The Group seeks to maximize the value of its brands, not only in Turkey but also in the regional and global context. The Group carries the vision of becoming a regional leader especially in the services sector.

The Doğuş Group always provides its services based upon the principles of customer satisfaction and trust. As a result of this approach, the Group has created reputable brands with global standards and has been representing our country worldwide. Its name is a source of attraction for the international investors who are interested in Turkey. The Group has contributed to this process by creating a synergy with global giants including the following: General Electric in finance and real estate, Volkswagen AG and TÜVSÜD in automotive, Alstom and Marubeni in construction, CNBC, MSNBC and Condé Nast in media and Hyatt International Ltd., Starwood Hotels & Resorts, Worldwide Inc., HMS International Hotel GmbH (Maritim) and Aldiana GmbH in tourism.

With its experience and network enabling it to keep up with the changes in the world, the Doğuş Group remains as one of the leaders of transformation in Turkey.

## Corporate Profile

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### Doğuş Holding

Doğuş Holding aims to create competitive companies that will place regional growth at the focal point of their operations. It is the mission of Doğuş Holding to fulfill steering, coordination, control and audit functions, as well as to generate value for the Group and its companies.

Transparency and accountability are the two key components of the Doğuş Group's management approach. In line with this approach, Doğuş Holding has become the first holding company in Turkey to be rated by the three major international rating agencies: Standard & Poor's, Fitch and Moody's. As a consequence of these ratings, Doğuş Holding benefits from instant comparability in credit terms both in the national and international contexts by providing its stakeholders with standardized and reliable information.

### Banking and Financial Services

Garanti Bank, with 63 years of established history, is Turkey's second largest private bank having a total asset size of USD 78 billion\*. Garanti continues to increase its market share in all business lines by relying on the proven strategy of efficient, profitable and sustainable growth it has pursued since inception. Its competent and dynamic human resource capable of making a difference, its customer-centric approach, its innovative products and services offered without compromising on quality carry Garanti to a pioneering and leading position in the Turkish banking sector. Garanti's successful, solid and consistent performance makes it a "universal bank" well recognized around the globe.

Jointly owned by Doğuş Holding and GE Capital, Garanti Bank is publicly traded with a free float of 49%. Committed to best practices in corporate governance, Garanti stands out as a strong and prestigious brand with its competent management and prudent risk management approach.

Garanti Bank caters any financial need of its 9 million customers with close to 17,000 employees. Having a presence in all business lines including corporate, private, commercial, SME, retail and investment banking, Garanti operates as an integrated financial services company with its nine subsidiaries offering service in payment systems, pension, leasing, factoring, brokerage and asset management.

Garanti Bank serves its customers through a strong and extensive distribution network comprising 792 branches, nearly 3,000 ATMs, an award-winning Call Center, and mobile and online banking facilities built on cutting-edge technological infrastructure. Supporting its branch network with centralized operation management, superior data warehousing, management reporting systems and effective alternative delivery channels, Garanti enhances its operational efficiency and profitability by continuously investing in alternative delivery channels, and maintains its leadership in this field.

### Automotive

Structuring its business plans with the vision of providing innovative service beyond expectations, Doğuş Otomotiv has a presence in every stage of the automotive value chain and this is the fundamental basis of its corporate strategy.

Doğuş Otomotiv is Turkey's leading automotive distributor, representing 15 international brands, in the following segments:

- Passenger cars
- Light commercial vehicles
- Heavy commercial vehicles
- Industrial and marine engines
- Cooling systems

\* Consolidated assets as of year-end 2009

Doğuş Otomotiv supplies the Turkish automotive market with more than 80 models of Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Audi, Porsche, Bentley, Lamborghini, Bugatti, SEAT, Skoda, Scania, Krone, and Meiller. The company is also the Turkish representative for Volkswagen Marine and Scania Engines in the industrial and marine engine markets and Thermo King in the cooling systems industry.

Providing sales, after-sales, and spare parts services for all the brands that the company represents through a service network with a truly national reach, Doğuş Otomotiv is the only company in the world that brings all Volkswagen Group brands together under a single roof.

With one of the most extensive authorized dealership and service networks in Turkey, consisting of more than 500 contact points, Doğuş Otomotiv delivers services focused on unconditional customer satisfaction.

By transferring its successful activities to Switzerland, Doğuş Otomotiv performed the opening of a Porsche authorized dealer and service center in September 2009 in Lausanne. This Porsche authorized dealer and service center is named 'D-Auto Suisse SA' and is an outcome of Doğuş Otomotiv's collaboration with its producer partner.

With a solid reputation as one of the most highly-respected brands in Turkey, Doğuş Otomotiv has adhered to a service policy focused on quality and customer satisfaction ever since it was founded and this is what ensures the continuity of its creative and dynamic service processes.

Doğuş Otomotiv's shares are traded on the İstanbul Stock Exchange (ISE) under the ticker "DOAS".

## Construction

Doğuş Construction is one of the key companies of its sector due to its mega project perspective and its superstructure and infrastructure projects undertaken both in Turkey and in the international market. Doğuş Construction, which ranks among the most reputable construction companies since its establishment in 1950, has completed many projects to date amounting to the value of more than USD 9 billion.

These projects include the construction of 19 dams and HEPPs, 1,150 kilometers of roads including 415 kilometers of motorways, 2,000,000 square meters of building, various infrastructure projects, bridges, more than 96,000 meters of tunnels and diversion tunnels, ports, marinas, irrigation projects, sewerage systems, office buildings, shopping and leisure centers, residential and industrial buildings.

Today, Doğuş Construction has business interests in Morocco, Ukraine, Libya, Bulgaria and Croatia, in addition to our homeland where we are currently active, with the total project value amounting to USD 5,066 billion. The share of Doğuş in these projects is USD 3,278 billion.

Current projects are as follows;

- Domestic projects: Sinop-Boyabat Road Construction, Otogar-Kirazlı-Başakşehir Rail Mass Transportation System, Kadıköy-Kartal (Kadıköy-Kozyatağı Section) Rail Mass Transportation System, Marmaray CR1 Project; Rehabilitation of Gebze-Haydarpaşa, Sirkeci-Halkalı Suburban Railway and Electromechanical System works, as well as construction of the Boyabat Dam and HEPP.
- International projects: Morocco / Argana - Amskroud Motorway, Ukraine / Construction of the Main Section of Kiev-Dyneper Bridge, Ukraine / Project for the Development of Kiev Boryspil State International Airport, Libya / Sirte University Complex 1st Phase Construction and Bulgaria / Sofia Metro Extension Project LOT 1.

Doğuş aims to expand its share in the international market by continuing to search for new business opportunities in North Africa, Eastern Europe, Russia, Ukraine, CIS, and Gulf countries.

Doğuş Construction is certified by the Lloyd's Register Quality Assurance with ISO 9001:2008 Quality, OHSAS 18001:2007 Occupational Health & Safety, and ISO 14001:2004 Environmental Management certificates.

### **Media**

The Doğuş Media Group started its operations in 1999, prior to the acquisition of NTV, Turkey's first thematic channel. Since then, the Group has made significant progress; has created/acquired new brands and built upon global alliances with partners such as CNBC, National Geographic, NBA, Virgin Radio and Condé Nast/Vogue.

Since 1999, the Group has widened its operations from TV to magazines, radio, digital media and books/publications and has become the leading media company in thematic content. Today with 25 brands, the Doğuş Media Group has become synonymous with prestigious publications and high quality broadcasting. Its professional and quality-focused business approach fosters the public's trust in its brands and creates a sense of belonging for consumers, thereby giving rise to an expectation of continuous progress and distinction.

### **Tourism and Services**

Since its inception in 1976, the Doğuş Tourism Group has distinguished itself with a service-oriented approach. The Doğuş Tourism continues to stand out from the competition as a business that is focused on quality while maximizing customer comfort and providing complete satisfaction.

The Doğuş Tourism Group consists of 9 facilities, including 5 five-star hotels and 2 five-star holiday villages and a travel agency, as well as the Arena Giyim retail company. The Arena Giyim company, the creator of the In-formal brand name, has contracts with world renowned luxury brands such as Emporio Armani, Armani Caffè, Gucci and Loro Piana.

The Doğuş Tourism Group's hotel facilities include the Grand Hyatt Istanbul, MARITIM Hotel Club Alantur, MARITIM Hotel Grand Azur, Sheraton Voyager Antalya Hotel Resort & Spa, Paradise Side Beach Hotel, Aldiana Side and the Park Hyatt Istanbul Maçka Palas. In 2009, the Group also signed an agreement concerning the Select Maris, an International Club Resort. Select Maris is a five-star resort situated in one of the most beautiful bays in the world, located 130 km from Dalaman Airport and 35 km from Marmaris, offering a splendid sight to the Aegean Islands. The hotel has 274 rooms in 9 different categories, 5 private beaches divided into family beach, silent beach, palm beach, natural beach, activity beach and also encompasses of meeting room facilities, 10 bars, water sports, tennis and Select Spa.

The Doğuş Group also operates with two marinas in the tourism and services sector. Opened in 2003, the D-Marin Turgutreis Marina is currently operating at 100% capacity and maintains a berthing capacity of 550 yachts in the water and 150 yachts in dry berth, for yacht lengths between 8 m and 50 m. The other marina of the Group, D-Marin Didim was opened in May 2009 and is currently the largest marina in Turkey. It has a berthing capacity of 580 yachts in the water and 600 in dry berth, for yachts with lengths between 8 meters and 70 meters. With the largest dry storage area, at 70,000 m<sup>2</sup>, D-Marin Didim Marina has 2 travel lifts of 400 tons and 75 tons, respectively, a 40 ton-capacity trailer and a hangar of 30 m x 60 m.

Being joint owners of the marina with Nautical Center Prgin (Ncp) company, D-Marin Marinas Group also assumed sole responsibility for the management of the Marina Mandalina -Sibenik Croatia in 2009. Situated in the scenic coastal town of Sibenik on Croatia's Dalmatian Coast, Marina Mandalina features 350 in-water slips and 50 dry-dock berths on land, accommodating vessels up to 280 feet in length.

Sibenik, where the marina is located is chosen as the "world's number one sailing destination" by the National Geographic magazine, the town is noted especially for its UNESCO protected cathedral and two national parks – the waterfalls of Krka and the Kornati archipelago.

Furthermore, in 2009, an agreement concerning the Port Göcek Marina was signed and the marina will be a part of D-Marin Marinas Group starting from summer of 2010. Another marina project of the Doğuş Group, D-Marin Dalaman Marina is also in the pipeline.

### Real Estate

The Doğuş Group operates with 2 companies in the real estate sector, Doğuş-GE REIT and Doğuş Real Estate.

Doğuş-GE REIT began operations in 1997, as the third REIT in the stock exchange with the title "Osmanlı REIT". Doğuş-GE REIT had a "registered" capital of TRL 5 trillion and a "paid-in" capital of TRL 250,000 and was listed on the İstanbul Stock Exchange (ISE) 100 index.

At the end of 2001, as a result of the merger of Osmanlı Bank and Garanti Bank - both belonging to the Doğuş Group - 51% of the company's shares were transferred to Garanti Bank. As a result, Doğuş-GE REIT became a financial subsidiary of Garanti Bank and its name was changed to Garanti REIT. As at the end of 2005, the company's "registered" capital and "paid-in" capital reached TRL 500 million and TRL 93.78 million, respectively.

As of December 1, 2006, the shareholding structure of Doğuş-GE REIT changed, as Garanti Bank sold 50% of its shares to GE Capital Corporation and 50% to Doğuş Holding A.Ş.

Currently, both of the companies, Doğuş Holding A.Ş. and GE Capital Corporation, hold 25.5% of the shares, while 49% of the shares are publicly held. Shares are listed on the İstanbul Stock Exchange (ISE) National 100 and ISE-GMYO industrial indices, and their ticker symbol in the national market is "DGGYO".

Doğuş Real Estate Company was founded in December 2006 with an objective of developing and managing real estate projects; primarily on the sites owned by the Doğuş Group. As the newest, youngest and most dynamic enterprise, wholly-owned by the Doğuş Group; Doğuş Real Estate aims to be one of the key players in the sector, with its strong team and expertise in the areas of architecture, construction, construction management, sales and marketing.

The company is currently holding 14 assets on its balance sheet. The team has focused on the development of 2 major projects since the company's establishment; a shopping center project in Gebze/Kocaeli and a residential project in Kartal/İstanbul. Gebze Shopping Center Project is going to be inaugurated in September 2010; the project is around USD 185 million, whereas the estimated total investment cost for the Kartal Residential Project is approximately USD 90 million. Both projects are being designed around certain concepts that offer unique architectural details including efficient and affordable spaces for the users. On the other hand, the team has focused on the development of 2 office projects; a renovation project in Ayazağa and a high quality office building in Maslak. The construction projects of Ayazağa and Maslak Projects have been completed.

Two mixed use projects, one in Balçova/Izmir and the other in a Kartal Eas site in Istanbul, are in the pipeline. The Kartal Eas site is located in the Kartal Urban Renewal District, which is being designed by Architect Zaha Hadid. Additionally, 2 residential projects, one in Riva/Istanbul and the other in Bodrum-Yalıkavak/Muğla, are in the planning phase.

### **Energy**

In 2005, the Energy Department was founded within Doğuş Holding. The objective of the department is to monitor all development concerning, and pertaining to, the energy sector, both within Turkey and throughout the region. Thereby, the Energy Department will formulate and generate strategies for all energy, and energy-related, infrastructure investments planned within the Doğuş Group. Taking necessary measures and creating profitable business enterprises are the ultimate goals of this newly declared business line.

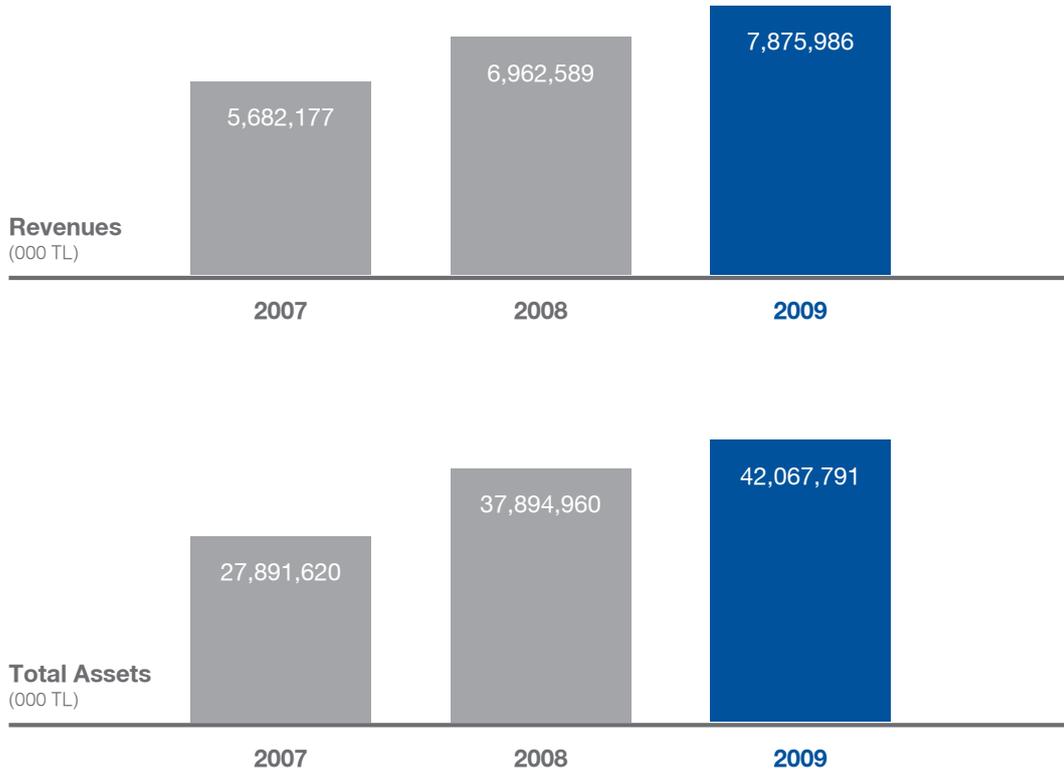
Doğuş Energy is currently working on the Boyabat Dam and HPP construction which started in 2008. Another project of the Group, the Aslancık Dam and HPP project is also in the planning phase.

The Doğuş Group retains many competitive advantages within its structure with regards to the energy sector. Since its establishment in 1951, the Group has accumulated considerable experience, especially in building dams and constructing various power stations, and in mining activities.

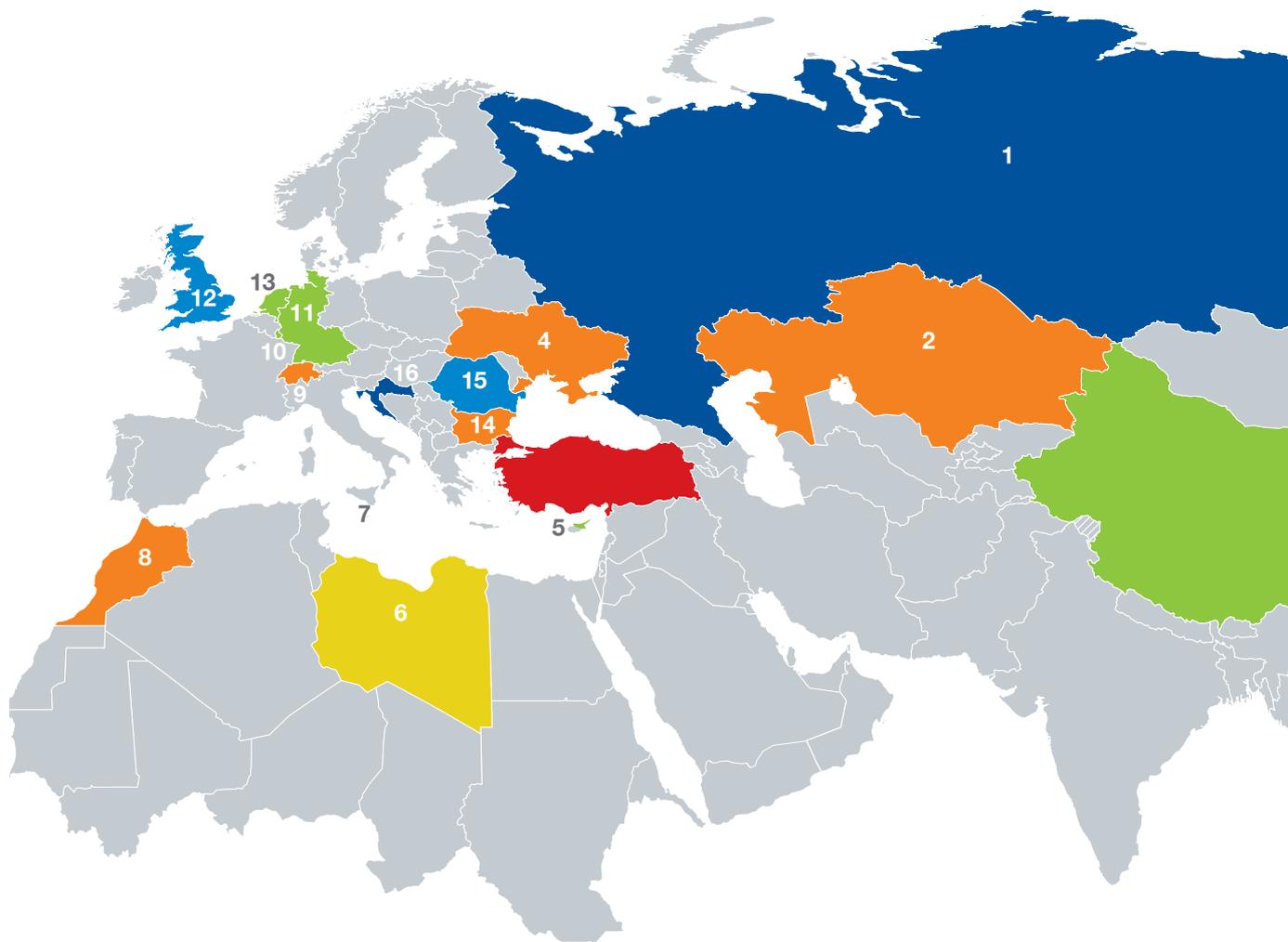
## Doğuş Group's Financial Highlights

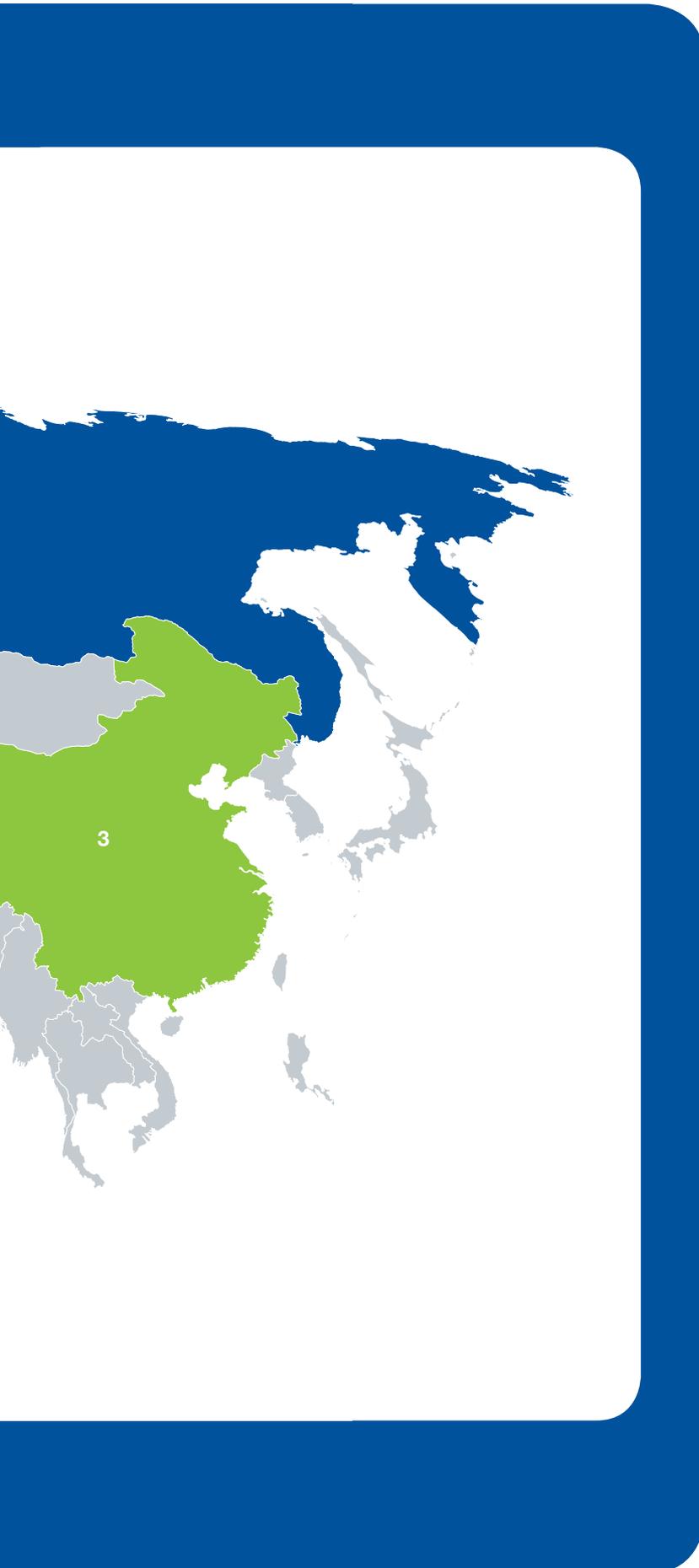
000 TL	2008	2009*
Revenues	6,962,589	<b>7,875,986</b>
Gross Profit	1,994,322	<b>2,736,244</b>
EBITDA	1,177,524	<b>1,365,592</b>
EBIT	1,040,183	<b>1,171,904</b>
Net Profit/(Loss)	437,145	<b>790,674</b>
General Administration Expenses	(965,799)	<b>(1,006,284)</b>
Sales, Marketing And Distribution Expenses	(193,827)	<b>(152,999)</b>
Total Assets	37,894,960	<b>42,067,791</b>
Total Shareholders' Equity	5,556,161	<b>6,680,876</b>

\* 2009 column highlights forecasted data prior to audit, presented to the Doğuş Holding Board of Directors on February 23, 2010.



## Operational Map



**1. Russia**

Doğuş Construction & Trade Inc.  
Garanti Bank-Office  
Garanti Bank Moscow-Headquarters

**2. Kazakhstan**

Doğuş Construction & Trade Inc.  
Garanti Bank International (GBI)-Office

**3. China**

Garanti Bank-Office

**4. Ukraine**

Doğuş Construction & Trade Inc.  
GBI-Office

**5. Turkish Republic of Northern Cyprus**

Garanti Bank-Branch

**6. Libya**

Doğuş Construction & Trade Inc.

**7. Malta**

Garanti Bank-Branch

**8. Morocco**

Doğuş Construction & Trade Inc.

**9. Switzerland**

D Auto Suisse SA-Lausanne  
GBI-Office  
Doğuş SA-Geneva

**10. Luxemburg**

Garanti Bank-Branch

**11. Germany**

Garanti Bank-Dusseldorf Office  
GBI Branch

**12. United Kingdom**

Garanti Bank-Office  
Doğuş Int.

**13. The Netherlands**

GBI-Headquarters

**14. Bulgaria**

Doğuş Construction & Trade Inc.

**15. Romania**

GBI-51 Branches  
SC Motoractive Credit SA  
Ralfi IFN SA  
Domenia Credit SA

**16. Croatia**

Doğuş Construction & Trade Inc.  
Doğuş Marina Mandalina d.o.o.

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In April 2007, the Doğuş Group became a participant in the United Nations Global Compact and emphasized its firm commitment to the principles of the Compact under the headlines of Human Rights, Labor Standards, the Environment and Anti-Corruption.

# Management at the Dođuő Group

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## Management at the Doğuř Group

At the Doğuř Group, all companies are effectively managed and supervised by their individual Boards of Directors, which are composed of highly skilled and experienced professionals with diverse and complementary backgrounds. At each Group company, the Board of Directors convenes according to the pre-determined intervals and business requirements throughout the year.

Furthermore, all Group companies have also established different committees that vary with the needs and requirements of each company and are subject to the oversight of the Board of Directors of that company. Working groups and committees also exist within different companies of the Group as well as intra-Group committees.

### A Risk-focused Sustainable Growth Strategy

The Doğuř Group's strategy is based on the principles of sustainable profitability and risk-focused growth management. In line with these principles, the Group defines its competitive edge and draws its future roadmap through three basic means: strong governance mechanisms, effective global collaboration and transparent and close communication with its stakeholders.

The Doğuř Group's objective is to become the leader or at least one of the top three companies in every one of its sectors. The Group formulates all its plans in different business lines with this strategy and analyzes its practices within the context of the same framework.

### Corporate Governance

In line with the rules and regulations of the Capital Market Board (CMB), all Doğuř Group companies that are listed on the İstanbul Stock Exchange are obliged to report on the corporate governance principles developed by the CMB in line with the four main principles of good governance: accountability, responsibility, transparency and fairness.

The corporate governance compliance reports are disclosed to stakeholders as an integrated part of the companies' Annual Reports and also published on their websites.

### Customer Focused Management

The principles of customer satisfaction and trust have always been at the heart of the Doğuř Group's management. As an outcome of this approach, the Group has created reputable brands at global standards and has been representing our country worldwide. The Group has contributed to this process by creating a synergy with the leading international brands in each sector.

### Our Values

All of the Doğuř Group companies share a set of core values that emphasize integrity, understanding, excellence, creativity, unity, and responsibility. Being an integral part of the Group's philosophy and beliefs since its inception, these values are still guiding and driving the business decisions of all Group companies.



### The Doğuş Group as a Corporate Citizen

For the Doğuş Group, corporate citizenship starts at the workplace and exists in every inch of the operational map covering the Group's business and non-business practices. The Doğuş Group integrates social and environmental measures in all of its business practices and allocates a considerable portion of its economic profits to various projects developed and implemented for the benefit of society and the environment.

The Doğuş Group's corporate responsibility approach rests on the belief that without giving utmost importance to the development of younger generations, it would be impossible to make sustainability work. The better educated and developed the younger generations become, the more the world becomes a good place to live. In line with this belief, in 2004, the Group created "Doğuş Kids", as its social responsibility platform, and has implemented several projects and initiatives under this umbrella, ranging from education to health and the environment.

Aside from the projects implemented under the "Doğuş Kids" CSR platform, several Group companies pursue their own corporate responsibility projects in line with their area of work, including educational, environmental, societal and cultural development projects. There is one common element in all of the Doğuş Group projects, which is sustainability. In addition to the work undertaken by Group companies, the Ayhan Şahenk Foundation, established in 1992, has been working for the benefit of society in the areas of education, culture, health, environmental issues and sport and has also offered social aid to those in disadvantaged areas.



### The Doğuş Group & The United Nations Global Compact

As an indication of its sensitivity towards human rights and sustainable development, the Doğuş Group became a participant in the United Nations (UN) Global Compact in April 2007. By signing the Global Compact and making a commitment to its 10 principles, the Doğuş Group has strengthened its deep commitment to its social and environmental responsibilities as a corporate citizen.

Having published its first Corporate Citizenship report in April 2009, the Group aims to make use of its second report as a communication tool to show its progress in relation to the UN Global Compact principles, in particular, and corporate citizenship, in general.

### UN Global Compact Principles

#### Human Rights

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

#### Labour Standards

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

#### Environment

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

#### Anti-Corruption

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

## Human Rights and Labor Standards

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Human Rights is an issue that is highly respected and always upheld by the Doğuş Group, both in the workplace and in all the areas in which it operates. Equally important for the Group and closely related to the issue of human rights is the respect of and compliance with Labor Standards. The Doğuş Group uses its best endeavors to fulfill and further improve labor standards through its human resource practices. This approach to human resources not only results in a sound work environment for employees but also creates a motivated and productive workforce.

The Doğuş Group strictly adheres to the Human Rights and Labor Standards principles of the UN Global Compact. The Group's commitment to these two issues is also embodied in the Group's own "Code of Ethics" and "Basic Rights and Responsibilities Procedure" as well as in all other related written materials with regards to human resources management.

The Group's respect of human rights and labor standards is not limited to its own human resources policy and business practices. The Doğuş Group expects the same stance from all of its business-related stakeholders including its investors, partners, suppliers and all other third parties it does business with.

### Recruitment and Remuneration

Recruitment and remuneration are two issues conducted in line with predetermined rules and regulations at the Doğuş Group. All employees at the same organizational level of the Doğuş Group undergo the same recruitment process prior to employment. This process includes, but is not limited to, a preliminary selection by the human resources department through shortlisting and interviews for those selected.

This is followed by interviews with the middle and upper management of the related department, standard examinations, qualifying examinations, personality inventory, and a reference check.

All employees, in the same type of job and level and at the same Group companies, are provided with identical rights with reference to remuneration and benefit packages, promotion criteria, training opportunities, pension rights, etc., determined and regularly revised in accordance with the human resources procedures of the Group and the related legislation in Turkish Labor Law. In every Group company, a newly recruited employee's salary is specified according to a predetermined salary scale prepared in line with the going market rate. The salary levels may vary between the upper and lower limits according to work experience, level of education and other skills.

In the foreign regions where the Group operates, the recruitment process and remuneration and benefit packages are organized according to the national laws and regulations of the region. The employee selection criteria in foreign operations will depend on the nature of the business, and might entail either local hiring or the appointment of employees from headquarters, depending on the requirements of the specific job.

### Equal Rights, Equal Opportunities

The Doğuş Group is an equal opportunity employer, providing equal rights and opportunities to all of its current and prospective employees throughout the selection, employment and promotion processes.

The Doğuş Group's Employment and Remuneration Policy prevents all kinds of discrimination and favoritism including discrimination involving gender, race and religion. Age and disability are also covered by this policy, unless they constitute any impediments with reference to the requirements of the job in question.

In 2009, the Doğuş Group created many jobs in Turkey and in the regions in which it operates. As of December 2009, the Doğuş Group had a workforce of over 28,000, increasing its workforce by almost 40 percent, compared to the previous year.

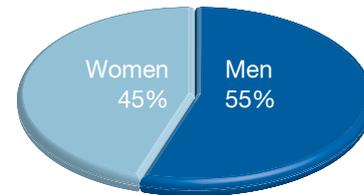
#### Number of Doğuş Group Employees

2008	2009
< 20,000	> 28,000

#### Doğuş Group Employees

Sector	% of Employees
Holding/Energy/Körfez Havacılık	1.0%
Banking & Financial Services	71.6%
Automotive	5.9%
Construction	11.4%
Media	3.9%
Tourism and Services	6.0%
Real Estate	0.2%
Ayhan Şahenk Foundation	0.1%

The gender ratio remained the same as the previous year, 45% and 55%, women and men respectively. The Doğuş Group completed 2009 with a relatively wider gap in the gender ratio among senior management.

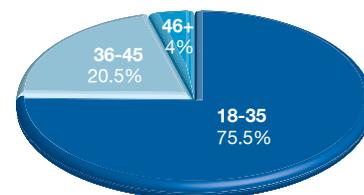


This stood at 25% and 75%, women and men respectively, however since the Group is an equal opportunity employer, this ratio is not a result of any deliberate policy and is subject to change over the years.

The Group currently employs over 520 disabled personnel, a 4% increase on the previous year.

#### A Dynamic and Sustainable Workforce

With the sound human resources policy it pursues and the harmonious business environment it has created, the Doğuş Group has managed to attract a highly dynamic and young workforce. The majority of its employees were aged below 35 by the end of 2009.



In 2009, the Group has not only increased the total number of its employees, but also managed to keep its existing workforce with relatively low turnover rates, differing in each sector and Group company.

#### A Sound Work Environment

The Doğuş Group's Human Resources Policy has integrated every possible measure to prevent any behavior that is against human dignity and disruptive to a sound working environment.

## Human Rights and Labor Standards

The “Code of Ethics” and “Basic Rights and Responsibilities Procedure” documents of the Doğuř Group provide information detailing employee rights and procedures. Both documents are shared with the employees via the Group’s internal website and are also attainable through the Human Resources departments of the Group companies.

No case of harassment, mobbing or arbitrary action was recorded for any Doğuř Group company in 2009. Should any event violating human rights or labor rights be reported, such actions are subject to evaluation by the Disciplinary Committee of the Group. The rights of employees, in the cases of clearly defined and justified redundancy have also been set down within the Group’s related Human Resources Procedures, in accordance with the related articles in Turkish Labor Law.

In 2009, the Doğuř Group preserved its strong stance against any kind of forced labor and child employment and required the same stance from its business stakeholders. In the Group, the lower age limit for recruitment is 18, with the exception of “intern” recruitment from vocational high schools. Such recruitment does not take place unless the candidates provide the Group with two copies of the “Ministry of Education Occupational Training in Business Management” agreement, to be signed by two parties, the school management and the Group. In addition, Doğuř Oto Pazarlama ve Tic. A.ř., a Group company in the automotive sector, recruits assistant technicians among the graduates of vocational schools supported by Doğuř Otomotiv. The candidates under 18 years old are also hired prior to their military service on the condition of their parent’s consent.

### **Employee Satisfaction and Loyalty**

The Doğuř Group is well aware of the importance of employee satisfaction and the creation of employee loyalty for the maintenance of a motivated and productive workforce. Besides taking all necessary preventive measures against any impediments to a harmonious work environment, the Group treats the thoughts and suggestions of its employees with the utmost respect.

In order to attain the feedback of employees, the majority of Group companies conducts research on employee satisfaction and/or employee loyalty either annually or biennially, depending on their work plans. The findings of the research studies are then turned into action plans to fulfill the needs of the employees and to amend the working conditions accordingly.

### **Health and Safety**

Health and Safety are two major issues for the Doğuř Group, especially in the construction, automotive and tourism sectors, where intensive field work, repair services and exposure to hazardous materials may come with the daily tasks.

The “Basic Rights and Responsibilities” document of the Doğuř Group is shared with all employees and includes detailed information on Health, Safety and First Aid. This document is in line with the Health and Safety legislation of Turkish Labor Law. In addition, some Group companies have also developed their own codes, with reference to Health and Safety in the workplace.

Besides sharing health and safety measures through written documents, most Doğuř Group companies organize regular training sessions in order to keep the staff up to date with regards to occupational health and safety.

Doğuş Construction organizes internal training concerning Quality, the Environment and Health and Safety, as part of its Employee Orientation program. Furthermore, all employees of Doğuş Construction are provided with handbooks on Health, Safety and Environmental Policy and Safety at Work including the “Handbook on Safety at Work”, “Handbook on the Environment for Employees” and “Safety in Tunnels” especially designed for those working in tunnels. The employees are also informed and warned through posters and warning signs located in different locations around the construction site.

Doğuş Construction is also certified by the Lloyd’s Register (LRQA), with reference to the following:

- ISO 9001:2008 Quality Management,
- OHSAS 18001:2007 Occupational Health & Safety Management, and
- ISO 14001:2004 Environmental Management systems.

Another Doğuş Group company, Doğuş Otomotiv organizes internal training for its employees on Occupational Health and Safety issues. The company has developed the “Doğuş Otomotiv Health and Safety Internal Legislation Handbook”, to be shared with the company staff.

Regular training sessions on occupational health and safety were also organized in the hotels operating in the Doğuş Tourism Group as well as in the premises of Garanti Bank, Garanti Bank International and Garanti Securities.

In the rest of the Group companies, the health and safety measures are shared with the employees through orientation programs following the recruitment process.

Despite trainings provided and measures taken by Group companies, unfortunately it is not always possible to prevent some occupational injuries due to the external factors affecting each work site. Should such an event occur, the Doğuş Group companies take full responsibility and act in line with the national laws and regulations of the region where the operation is located.

In 2009, the total number of incidents resulting in occupational injuries was around 100, covering the automotive, construction and tourism sectors. They caused a total of over 1,408 working days to be lost.

## Human Rights and Labor Standards

“My greatest assets are my colleagues.”

**Ayhan ŞAHENK**

*Founder and Honorary Chairman  
of the Doğuş Group*



## Respect to Freedom of Association and the Right to Collective Bargaining

The Doğuş Group respects freedom of association and the right to collective bargaining and acts in line with the related national social security and labor regulations, both in Turkey and the regions where it maintains its operations.

Among the Doğuş Group companies, the unions of TOLEYIS (Turkey's Hotel, Restaurant and Entertainment Workers Trade Union) and OLEYIS (Union of Hotel, Restaurant and Entertainment Facility Workers of Turkey) are available at the Doğuş Tourism Group's sites, located in the southern part of Turkey. Unionization also exist in the banking and construction sectors of the Group, Garanti Bank International and Doğuş Construction respectively. As of the 2009 year end, the total number of unionized employees reached around 1,000, covering all Group companies where unionization exists.

## Training and Development

In 2009, the Group continued to invest in the development of its Human Resources, through Training and Development programs. The Group invested around USD 8 million for employee training in 2009 and the Group employees received over 910,000 hours of training in total.

In the majority of Doğuş Group companies, employee performance is evaluated through regular performance evaluation systems. The results of the evaluations are used for employee development, both in terms of their career and personal progression, through training programs and other means where appropriate.

All Doğuş Group employees are strongly encouraged to attend both internal and external training programs on a wide range of areas, including professional development, language skills, computer literacy and personal development. While the annual training schedules are planned and administered separately by the Human Resources department of each Group company,

group-wide training also exists and welcomes attendance of staff members from all of the Group companies.

## Volunteering

Among the Group companies, Garanti Bank employees are also encouraged to share their knowledge and to actively engage themselves in their community. Garanti employees have recently founded a corporate social responsibility club. It was named 'Gönüllü Yoncalar' (Volunteer Clovers), inspired by the clover that is part of Garanti's logo. Through Gönüllü Yoncalar, the bank employees find the opportunity to invest their time and talent in social development whilst strengthening their own understanding of social responsibility and volunteering.

## Human Resources Awards

### *Garanti Bank-Investors in People*

As a reward for its investment in the area of Human Resources, in 2005, Garanti Bank became the first company with Turkish backing to receive the "Investors in People" (IIP) certificate, the only international quality standard for Human Resources.

In 2009, IIP renewed the bank's certificate following the interim evaluation process. IIP also started a new program awarding corporations with superior performance in the area of human resources and divided certification into three categories: Gold, Silver and Bronze. Due to the success of its current Human Resources practices, Garanti Bank was awarded the "Silver" certificate in 2009. The Silver certificate was only received by 126 out of around 35,000 corporations holding IIP certificates worldwide.

### *Doğuş Tourism Group-Social Security Institute Awards*

In 2009, two hotels operating under the Doğuş Tourism Group, Sheraton Voyager and Maritim Hotel Grand Azur, located in Antalya and Marmaris respectively received awards from the Social Security Institute for the high level of employment they created and the complete and timely payment of their social security contributions.

## The Environment

Environmental deterioration is becoming increasingly important every day as serious threats like climate change affect the world. Being initially a topic discussed in the academia, the environment has now turned into a discipline which is taught at the schools, a job position at international organizations and the corporations, a theme for the media and an area debated by people all around the world.

At the Doğuř Group, the environment has always been an extremely important issue both at the company buildings and the work sites. The Group's regular environment related practices include recycling, waste management, utilization of environmentally friendly technologies, renewable energy, sustainable investments, green products in various sectors and employee training programs which aim to raise environmental awareness. The Group has recently commenced carbon management practices, which are led by the Doğuř Media Group. Other Group companies may hopefully join the Media Group in the upcoming years in terms of carbon management issues.

### Environmentally Aware Practices at the Doğuř Group

#### **Paper Recycling**

Since 2002, the Ayhan řahenk Foundation (AřV) has been coordinating the waste paper recycling practices implemented within the Doğuř Group companies, including the Foundation itself, Doğuř Holding, Garanti Bank (including branches and subsidiaries), Doğuř Oto-Haramidere, Doğuř Construction Head Office, Doğuř-GE REIT, Doğuř Power Center, Doğuř Media Group and Doğuř Tourism Group Head Office.

The Group employees are strongly encouraged to use the paper recycle bins located at the offices. Bins are periodically collected by the

Foundation and delivered to recycling institutions licensed by the Turkish Ministry of Environment and Forestry.

AřV Paper Recycling (kg)	
2007	322,770
2008	353,800
2009	354,920
<b>Total</b>	<b>1,031,490</b>

During 2009, the paper collected from the Group companies amounted to 354,920 kg, slightly higher than the previous year, and the total amount of paper collected for recycling between 2002 and 2009 reached a total of 5,114,325 kg. Thanks to paper recycling activities coordinated by the Foundation, 87,000 trees were saved to date. The income generated from recycling, is also allocated to plant trees for the extension of "Ayhan řahenk Forests of Endearment."

Aside from the Foundation's activities, other Group companies also implemented paper recycling activities throughout 2009 on an individual basis.

Garanti Factoring tracks record of total paper use on monthly level and CO2 emission indices of each department and informs its employees on its internal website. Stickers with environmentally conscious messages were also placed on printers in order to raise employee awareness and limit the unnecessary use of paper. Garanti Technology has also conducted a similar practice in order to raise awareness at the working premises.

Doğuř Construction has also located paper recycling bins at various spots in its construction sites and representative offices and has been working with the recycling facilities licensed by the Turkish Ministry of Environment and Forestry.

The total amount of paper collected for recycling between 2002 and 2009 reached a total of 5,114,325 kg. Thanks to paper recycling activities coordinated by the Ayhan Şahenk Foundation, 87,000 trees were saved to date.



## The Environment

Similarly, Dođuş Otomotiv, member of the ÇEVKO Foundation (Foundation for Environmental Protection and Reuse of Packaging Waste), has been working with a private recycling facility on a contract basis for recycling of the paper collected in its working premises. In 2009, 179,24 tonnes of paper was collected for recycling at the Dođuş Otomotiv's working premises and service areas.

Companies and facilities within the Dođuş Tourism Group and D-Marin Turgutreis and Didim Marina have also placed paper collection bins at their workplaces and facilities and have been working in close cooperation with the related municipalities for recycling of the collected material. In 2009, the total amount of paper collected for recycling by the tourism and services sector of the Group exceeded 20,000 kg.

### ***Plastics, Glass and Metal Recycling***

Recycling practices, covering other materials including plastics, glass and metal have been undertaken by the Group companies operating in the construction, automotive and tourism industries within the Dođuş Group. As in paper recycling, recycling practices concerning other materials are handled in cooperation with the institutions licensed by the Ministry of Environment and Forestry.

### ***Utilization of Recycled Material in Producing Corporate Material***

In 2009, most of the Dođuş Group companies used recycled material in the production of their printed corporate and promotional items in order to contribute to the environmental sustainability practices of the Group. The use of recycled material in the production of corporate items has been spreading throughout the Group.

Starting from 2009, Dođuş Holding's corporate reports including the Annual Reports and

Corporate Citizenship Reports have been printed on recycled paper. Furthermore, in 2009, 80% of Garanti Asset Management's and 90% of Garanti Technology's printed materials, 90% of Dođuş Otomotiv's printed materials and 90% of Dođuş Construction's promotional materials were produced with recycled materials. Garanti Bank, Garanti Bank International, Park Hyatt Hotel operating within the Dođuş Tourism Group and Dođuş Real Estate were the other companies, which used recycled materials in the production of the corporate items.

### ***Waste Management and Precautionary Measures***

For the Dođuş Group, waste management is quite important particularly in the construction, automotive and tourism industries where necessary precautions are vital in order to prevent any impediments to the biodiversity in the areas of operations. In 2009, the Dođuş Group companies continued their activities related to waste management.

In 2009, most of the Dođuş Group companies placed waste battery collection points at their working premises and service areas. Both employees and customers are strongly encouraged to dispose their used batteries at these points. Institutions licensed by the Ministry of Environment and Forestry regularly collect the waste material.

### ***Banking and Financial Services***

Garanti Technology initiated e-waste recycling practices in 2009 covering the entire electronic waste of Garanti Bank with the aim of contributing to the environmental sustainability endeavors of the Bank. The waste materials have been submitted to a licensed company specialized on waste recycling and the revenues collected from recycling practices have been donated to the WWF-Turkey. 38 tonnes of waste material was submitted by the company by the end of 2009.

### Construction

In 2009, all kinds of waste materials at the construction sites of Doğuş Construction were dismissed to be destroyed by the licensed facilities, including the battery, household waste, liquid waste and packaging waste that are collected in line with the national regulations.

Overflow, leakage and spillage, which are production leftover or arise during production at the company's worksites, are collected pursuant to relevant regulations concerning hazardous waste resulting from leakage or dripping and stored and delivered to licensed firms for dismissal and recycling. All these processes are handled pursuant to the "By-law regarding Hazardous Waste Control", which is published

in the Official Gazette dated 14 March 2005 and numbered 25755.

As per this by-law, waste from the worksite is delivered to transportation, recycle and dismissal facilities licensed by the Ministry of the Environment and Forests. A unique code is assigned to each different type of waste and each code may require a different licensed firm. Parties must fill out and mutually sign "National Waste Transportation Forms" during delivery of the waste. One copy of this form is sent to the Environment Provincial Directorate.

In 2009, 3 environmental incidents were reported at the construction sites. Details of these incidents are listed below:

No	Date	Description	Source of Incident	Explanation	Immediate Actions	Follow-up Actions
001	03.02.2009	102 Overflow - Leakage - Spillage (Environmental incidents)	815 Diesel Oil Tank	While filling the heating station oil tank, station worker has left his work area. Diesel oil leaked into the environment due to overflow.	Contaminated soil due to oil leakage was excavated and transported to hazardous waste storage area in barrels (Approximately 1,000 kg contaminated soil was excavated)	<ul style="list-style-type: none"> <li>Mechanical Workshop team received "Waste Management" training.</li> <li>Overflow pool constructed to heating station.</li> <li>"Oil Filling Guidelines" were prepared for heating station workers.</li> </ul>
002	10.02.2009	102 Overflow - Leakage - Spillage (Environmental incidents)	235 Concrete Pump (Fixed)	Technical service team changed oil without reporting to anyone in charge during maintenance of the concrete pump. Technical service didn't use any spilled equipment and used oil has spilled into the environment.	Sand was used to absorb spilled oil to prevent a release to the environment. This sand was transported to hazardous waste storage area in barrels with excavated contaminated oil. (Approximately 600 kg contaminated soil and sand were collected)	<ul style="list-style-type: none"> <li>Mechanical workshop was constructed. Oil change process started to be handled in this unit.</li> <li>"Oil retainers" were placed in the oiling unit.</li> <li>Construction work site was prohibited without any supervisor from Doğuş.</li> </ul>
003	22.12.2009	102 Overflow - Leakage - Spillage (Environmental incidents)	815 Diesel Oil Tank	Tank filling hose was teared during heating station oil tank filling operation. 50 liters of fuel oil spilled to earth.	Wood chips were used on the floor to absorb spilling fuel oil and contaminated soil was excavated and transported to hazardous waste storage. (Approximately 400 kg contaminated soil and sand were collected)	<ul style="list-style-type: none"> <li>Contaminated soil was collected for dispose.</li> <li>Tank operators were warned about hose punctures and control procedures were implemented.</li> </ul>

As of 12 January 2010, 2,300 kg of contaminated soil, wood chips and sand were dismissed.

## The Environment



### **Automotive**

Waste management in the automotive industry is strictly applied by the after sales services unit which produces a considerable amount of waste material during car repair. Last year, authorized services of Doğuş Oto acted in line with their responsibility for the collection of their own waste material and for the submission of these materials to the licensed destruction facilities.

In line with their efforts to become the green dealers, Doğuş Oto and all authorized services of Doğuş Otomotiv sustained their work in coordination with PETDER (Petroleum Industry Association) for the collection of waste diesel and with AKÜDER (Accumulators and Recycling Facilities Association) for the collection of wasted accumulators. In addition, Doğuş Oto also continued to collect and destroy tires according to relevant national regulations. The utilization of the water decomposition canals and use water base paints in all dye houses by the Doğuş Oto authorized services were also maintained in 2009.

Other initiatives in the automotive sector in 2009 were the application of environmental policies in line with DOS 3 (Dealer Operating Systems) at the Scania authorized services and Doğuş Otomotiv's ongoing work on the "Regulation on the Control of Dated Vehicles" under the supervision of the Ministry of Environment and Forestry of the Turkish Republic.

### **Tourism and Services**

Tourism and services is another industry, where the Doğuş Group places a special importance to the waste management issue and protection of the environment. Waste management is strictly handled in all tourism-related facilities operating within the Group. D-Marin Turgutreis Marina and D-Marin Didim Marina are especially important in this respect and several precautions have been taken to minimize the environmental degradation in the surrounding regions.

Both marinas are equipped with waste management systems and include the following infrastructure: Water circulation systems inside the harbor, collection and refinement of household water, solid waste collection points, bilge water collection services and waste diesel collection points. The waste collection points are licensed by the Ministry of Environment and Forestry and managed by the marinas. Furthermore, sea barriers were built into the marinas for the prevention of petroleum spills, and other fuel oil outflow, in case of an accident at the marina.

The marina management also maintained its precautionary approach to minimize the effects of pesticide treatments around the facility and continued its contract with the licensed company which uses environmentally friendly pesticide material. The swimming pools, available for the use of marina guests, were also cleaned through ionization for the minimization of chemical materials that are used for purification.

D-Marin Didim Turgutreis has been awarded the "Blue Flag", an international environment award given to beaches and marinas which possess the requirements concerning environmental protection and sustainability measures, since the year 2004. The Marina continued its activities in this area in 2009 in cooperation with DenizTemiz TURMEPA Foundation, one of the leading environmental organizations in Turkey. D-Marin Didim Marina, which opened in May 2009, has also been awarded with the Blue Flag.

### **Energy and Water Use**

In 2009, the Doğuş Group companies have taken the necessary measures for the minimization of water and energy consumption at their working premises through energy saver lighting systems, photocell based water and electricity systems.

## The Environment

The green areas available at the tourism and services facilities were irrigated through automated control systems and drip irrigation systems for maximum water saving. D-Marin Turgutreis and D-Marin Didim marinas have also been built with the Reverse Osmosis System through which sea water is processed and purified for household consumption and irrigation at the marina facilities. In both marinas, the water is periodically tested before and after the purification process.

### **Environmentally Friendly Products and Services**

In 2009, the Doğuş Group expanded its environmentally friendly product range it offers to its customers, through the services and distributorship of its Group companies.

### ***Banking and Financial Services***

#### **Environmentally Friendly Bonus Card**

Launched in 2007, the “Environmentally Friendly Bonus Card” is one of the many projects of Garanti Bank in partnership with WWF-Turkey. The Environmentally Friendly Bonus Card provides customers with the chance of donating a portion of their spending credits to WWF-Turkey. The card is made up of environmentally friendly materials, with the lowest level of PVC, and all of the card-related printed material is produced with recycled paper.

#### **Green Auto Loan**

In 2009, the Garanti offered its customers a new green product: the “Green Auto Loan”. The product is designed as a loan program especially for hybrid vehicles, which are not only environmentally friendly but also efficient in energy use.

#### **Environmentally Friendly SME Support Package**

The Bank has also prepared another environmentally friendly loan package, the

“Environmentally Friendly SME Support Package” for its SME customers. The Package offers convenient loan options to the SMEs with an environmentally sensitive vision which aim to increase the efficiency of their operations, decrease the energy consumption in production, and revise their regulations in compliance with the current and future law and regulations on energy efficiency, heat insulation, waste management etc.

### ***Automotive***

In 2009, Doğuş Oto continued to use environmentally sensitive technologies used at its authorized service locations. Furthermore, Doğuş Otomotiv also continued to offer environmentally friendly models of the leading brands, which are represented by the company. As one of the leading automotive distributors of Turkey, including Volkswagen, Audi and Scania, Doğuş Otomotiv maintained its negotiations with these brands for the introduction of more environmentally sensitive models including the Bluemotion engine technology of VW Passenger Cars to the Turkish market.

### ***Media***

In 2009, NTV channel owned by the Doğuş Media Group continued to broadcast the “Green Screen”, launched in 2008 with the aim of increasing public awareness and knowledge on the environmental problems. The issues, covered in the “Green Screen” broadcast, include climate change, inorganic food, waste reduction, immigration problems, carbon emissions and electromagnetic pollution. These issues were shared with the audience through special TV programs and documentaries.

Being an innovative project, the very first of its kind in Turkey concerning content and length, the Green Screen broadcast was rewarded with countless awards in 2009 by the academia, business unions and environmental organizations.

### Environmentally Friendly Investments

In 2009, the Doğuş Group maintained its focus on environmental aspects of its investment projects executed by the different Group companies. The Group remained in full compliance with the applicable environmental laws and regulations and took particular care for the protection of natural resources through the minimization of the negative environmental impacts of the projects by the adoption of vital mitigation measures.

All Doğuş Group companies are responsible for the preparation of a comprehensive Environmental Impact Assessment Report, prior to the initiation of each investment project with a construction aspect, where applicable. These reports are subject to approval by the Ministry of Environment and Forestry. Furthermore, additional research studies may be conducted in cooperation with the related institutions and the academia.

The social development aspect of the projects, particularly the opportunities of employment and the welfare of the local communities is also closely monitored by the project teams of each investment project. Community feedback is also sought through the project appraisal process. Through the meetings with local community representatives in the particular regions, conducted 15 days after the approval Environmental Impact Assessment Report, the thoughts and suggestions of the public are evaluated and used for revisions in the project scope where applicable. The application for the Environmental Compliance Report from the Ministry of Environment and Forestry can not be done unless the public meetings are completed by the related Group companies.

### Focusing on Renewable Energy

The Energy Department, which was founded within Doğuş Holding in 2005 continued to expand through projects mainly based on renewable energy sources while maintaining its environmentally friendly focus on all the ongoing projects as well as those in the pipeline.

### First Step towards Carbon Management

The Doğuş Media Group has recently started talks with UTES, training and consulting company providing services on climate change and carbon management issues to the private sector. The Doğuş Media Group will work with UTES in 2010 in the measurement of the carbon emissions and energy use during 2009 and will draw its roadmap to become greener working premises by specifying its targets, action plans and schedule for the next year.

### Raising Awareness among the Employees

At the Doğuş Group, raising employee awareness on environment and climate change issues has always been a part of environmental measures. In 2009, the Group gave utmost importance to the training of its employees on the environment.

In 2009, the Doğuş Group did not organize any Group-wide training programs on the environment and climate change, however different Group companies continued to initiate their own training programs. Participation to the external trainings and working groups was also maintained by the Group employees.

Training programs on the environment were held at the construction and tourism sectors in 2009. Furthermore, Doğuş Energy employees continued their participation in the Climate Change Evaluation meetings, regularly organized by TÜSIAD (Turkish Industrialists' and Businessmen's Association) and the National Energy Productivity Forum.

D-Marin Turgutreis Marina also continued its environment-related events in cooperation with DenizTemiz Foundation/TURMEPA with the aim of raising awareness among its employees, the local residents of Bodrum, Turgutreis and the guests of the marina. In 2009, the International Coastal Cleanup (ICC) Campaign, one of the most remarkable annual events of this kind, again took place on the International Coastal Cleanup Day, with the participation of D-Marin Turgutreis employees and guests.

## Transparency and Accountability



### The Doğuş Group's Anti-Corruption Policy

The Doğuş Group has based its anti-corruption policy on transparency and accountability, two issues with great importance in today's financial conditions, where all business-related parties are highly interdependent and prone to the consequences each others' actions. In line with this policy, the Doğuş Group integrates globally-accepted ethical and social measures in all of its operations and business practices and regularly communicates the consequences of its activities to its stakeholders.

As part of its anti-corruption policy, the Doğuş Group requires the same kind of see-through management style on the part of all of its stakeholders, both in the national and international contexts. The Group holds on to the principle of "not being involved" with any party acting contrary to the globally accepted standards and who is unable to provide reliable disclosures with regards to its actions.

The Doğuş Group's anti-corruption policy is embodied in the Group's "Code of Ethics" and most Group companies have developed their own documents on anti-corruption. Furthermore, in the sector of Banking and Financial Services, the policies of the Financial Crimes Investigation Board under the Ministry of Finance, Republic of Turkey are strictly followed.

### Strict Adherence to Ethical Principles

As a participant in the United Nations Global Compact since April 2007, the Group reaffirms its commitment to fight against corruption both internally and in other areas which fall within the sphere of its influence. At the Doğuş Group, actions in violation of the company's Code of Ethics are subject to disciplinary measures clearly mentioned in the Code of Discipline.

Ethical principles are spelled out and documented in these procedures under the following headings:

- time and resource utilization at the companies;
- relations with customers and subcontractors, suppliers of goods and other companies and individuals with whom the company has commercial relations,

- the acceptance of gifts, invites, aid and donations,
- relations with the media,
- actions that will result in a conflict of interest, and
- safeguarding of information pertaining to the companies, personal information, professional misconduct, security, and harassment.

### Transparency and Accountability towards Our Stakeholders

Besides adhering to ethical principles in its business practices, the Doğuş Group pays equal attention to the disclosure of its financial and non-financial information to all of its stakeholders including the shareholders, employees, customers, national and international business partners, suppliers, the existing and potential investors of its publicly-floated companies, and the public at large.

The Doğuş Group makes all relevant information available on its website, [www.dogusgrubu.com.tr](http://www.dogusgrubu.com.tr), and keeps the public duly informed on its corporate strategy, activities, and new fields of investment, through Annual Reports and through periodic press releases and conferences.

The Group's financials are drawn up quarterly in accordance with the International Financial Reporting Standards (IFRS), and the independent semi-annual and year-end audit reports are shared with the public.

All Doğuş Group affiliated companies that are listed on the Istanbul Stock Exchange have Investor Relations departments, which are effectively managing the flow of information to their stakeholders, in line with the national regulations. The fields of activity and performance of the Group's listed companies are publicly disclosed by the respective companies to comply with the CMB principles. In terms of public disclosure, the ISE Material Event disclosures come under the responsibility of the Holding's Finance Department.

## Transparency and Accountability

The following Doğuř Group affiliated companies are listed on the İstanbul Stock Exchange: Garanti Bank, Garanti Factoring, Garanti Investment Trust, Doğuř Otomotiv and Doğuř-GE REIT.

In line with the rules and regulations of the CMB, all Group companies that are listed on the İstanbul Stock Exchange must report on the corporate governance principles developed by the CMB. The corporate governance compliance reports are disclosed to stakeholders as an integrated part of the companies' Annual Reports and through their websites.

### Ratings

Doğuř Holding became the first corporation in Turkey to be rated by the 3 major international rating agencies: Standard & Poor's, Fitch and

Moody's. The Holding company has been rated by Standard & Poor's and Fitch since 2000 and by Moody's since 2006.

Through the ratings, Doğuř Holding provides standardized and reliable information and benefits from instant comparability in credit terms, both in national and international contexts. This not only creates an opportunity for financial institutions with regards to their credit risk analysis, but is also an acknowledgement by the rating agencies that the Group's management quality reflects its alignment with global corporate governance principles.

Doğuř Holding A.ř. Ratings at 31 March 2010 are as follows:

Standard & Poor's	Rating	Outlook	Latest Report
Long-term Counterparty Credit Rating	BB-	Positive	January 14, 2010
Short-term Counterparty Credit Rating	B		
Moody's	Rating	Stable	August 26, 2009
Corporate Family Rating - Domestic Currency	Ba3		
Probability of Default Rating	Ba3		
Fitch Ratings	Rating	Negative	April 7, 2009
Long-term Foreign Currency Issuer Default Rating	BB-		
Long-term Local Currency Issuer Default Rating	BB-		

## Corporate Risk Management and Internal Audit

### Risk Management

The Garanti-owned Ottoman Bank has featured a risk management system since the 1990s and following the banking regulations of 2001, Garanti Bank established its own risk management system that created awareness in the financial companies of the group. In 2006, the Doğuş Group adopted Enterprise Risk Management practices in non-financial companies and now has a Group-wide Risk Management approach covering both financial and non-financial companies.

As of the end of 2009, the key content of the Doğuş Group's ERM policy are as follows:

- Enterprise Risk Management is applied in all Group companies so that all risks are managed effectively within the Group in accordance with the predetermined risk management strategy, framework and risk model.
- Enterprise Risk Management is applied based on an internal framework using internationally accepted standards and global best practices. This framework is customized according to the needs and structure of our own businesses.
- The Risk Committee works under the Board of Directors of Doğuş Holding and is also responsible for assessing the risk appetite of the shareholders. The Committee is also responsible for providing guidance to adjust risk levels where needed.
- The coordination and application of risk analysis and management practices are performed by the Risk Management Department. The Department is also responsible for arranging briefings and training within the Group with the involvement of risk managers of Group companies to ensure that effective risk management is a part of the Group culture.

Risk management is practiced by the Risk Management and Internal Audit departments established in almost all companies of the Group. The Doğuş Group values continuous training and the development of employees in order to enhance the organization's ability to meet its mission. The employees of the risk management departments participate periodically in training activities that are related to the risk management field such as advanced financial analysis, M&A activities, risk simulations and others.

Moreover, Group-wide risk meetings are arranged with the participation of each Group company to review significant risks faced by the Group companies and assess the effectiveness of Risk Management practices used to address those risks.

### Internal Audit

All business industries have been highly affected by the global financial crisis of 2009. Due to the large impact on cash flow (especially expenses) and inventory management created by the crisis, audits performed by the Doğuş Holding Internal Audit Department were implemented on a risk-based perspective, covering those points in 2009.

Doğuş Holding's Internal Audit Department uses an internally generated IT tool for the "Follow-up System", which is designed for following up the results that are determined during the audits performed by the Internal Audit Department. The Department monitors the progress made on the findings and backs up these activities using the system.

The Group companies are able to follow and update the action plans of the findings that are related to their company on the system as well. Furthermore, the performance of the business sectors on completing the action plans from the findings are followed through the system. The findings are presented to the Audit Committee and the Board of Directors every two months.

## Transparency and Accountability

### Employee Training on Anti-Corruption

Besides all the practices mentioned above with regards to the fight against corruption in the workplace, the Doğuş Group is well aware of the need for employee training on these issues, in order to create a solid base for transparency and accountability.

In 2009, trainings on anti-corruption issues were held in the Banking & Financial Services and Real Estate business lines of the Group, with the participation of over 15,000 employees.

### Customer Satisfaction

At the Doğuş Group companies, customer satisfaction has been monitored and measured through different channels of research encompassing but not limited to, comprehensive corporate reputation and consumer satisfaction research studies, consumer surveys, call center databases and customer complaints databases. The outcomes of these measurements are evaluated by the related departments of the Group companies at regular intervals, and amendments to the services are made where necessary.

Three business lines of the Doğuş Group are particularly significant in respect of sound customer relationship management: banking and financial services, automotive and tourism. In addition, customer satisfaction is also of the highest importance in the other sectors where the Group operates.

### Banking and Financial Services

In 2005, Garanti Bank became the first bank in Turkey to support the initiation of a Consumer Satisfaction Index and since then, it has maintained its support for this initiative. The Bank has continued to conduct Customer Satisfaction and Customer Loyalty research studies for each of its business lines including Individual, SME, Corporate and Private Banking. Furthermore, alternative delivery channels,

such as telephone banking and internet banking, are also subject to regular monitoring and measurement for the improvement of services in these areas.

Customer loyalty levels are also measured through an annual Net Promoter Score study, with the participation of individual and SME customers. Mr. Shopping researches are also conducted at the branches of Garanti in order to maintain high standards in services.

Garanti Bank has established the “Just Customer Line” through which customers are able to convey their complaints and suggestions, either by calling 444 0 338 or by visiting the link on the bank’s website, [www.garanti.com.tr](http://www.garanti.com.tr). The complaints and suggestions are shared with the related departments of the bank to be evaluated and resolved. The customers are informed about the results and all data are kept at the Customer Satisfaction Database, to be used for further amendment of the customer services.

In 2009, Garanti Factoring, one of the subsidiaries of Garanti Bank, has also conducted a research on the quality of responses to the online applications of the company’s customers. The aim of this research was to increase the efficiency in this manner thereby providing increased customer satisfaction.

In 2009, Garanti Pension and Life also conducted two customer satisfaction research studies. Conducted annually, these research studies allow the company to observe the customer satisfaction trends and control and analyze the results according to each segment and region in which the company operates.

Last but not least, Garanti Mortgage is another company, which conducted customer satisfaction survey supported by field research in 2009.



### Automotive

Doğuş Otomotiv uses numerous research studies, on a regular basis, in order to measure the customer satisfaction and awareness levels and take action based on the findings of these studies:

- Doğuş Otomotiv Corporate Reputation Research
- Volkswagen AG Brand Awareness Research
- Corporate Image, Satisfaction ve Awareness Research
- Customer Satisfaction Research
- Mystery Customer Research
- Customer Tendency Research
- NCBS-New Car Buyers Survey
- IACS - International After Sales Customer Satisfaction
- Research on Usage Habits
- Lost Customer Research

The findings of these research studies, are shared with the related brands and subsidiaries

of the company and actions for improvement are taken at the authorized sales and after sales services.

Customer complaints and suggestions are entered in the database, by the Doğuş Otomotiv Call Centers and these data are promptly shared with the departments of the related brands. The Customer Relations department and the authorized sales and after sales services of Doğuş Otomotiv, work together during the amendment of the process.

Furthermore, Doğuş Otomotiv website, [www.dogusotomotiv.com.tr](http://www.dogusotomotiv.com.tr), provides a link where customers can submit their complaints and suggestions. The data collected are then conveyed to the related departments by the company's Strategic Marketing and Corporate Communication Department.

## Transparency and Accountability

All customers of Doğuř Otomotiv are also provided with the Customers' Handbook and Guarantee Books, by the authorized sales services, both of which detail information on consumer rights and the procedures with regards to their purchase.

### **Media**

The Doğuř Media Group regularly reports the audience comments and reactions in relation to the Group and the brands. The Group receives comments via phone, e-mail, fax or letter and responds as quickly as possible. All reactions and responses to inquiries are also documented. The audience and reader reactions are regularly shared with the brands at the managerial and board levels, and action plans are prepared based on the outcomes.

In line with the regulations of the Radio and Television Supreme Council, the Doğuř Media Group uses warning signs to protect the audience during broadcasts, which could be harmful for certain audience groups.

### **Tourism and Services**

Doğuř Tourism Group companies conduct customer satisfaction measurement practices through standard customer surveys provided by their global partners, including Hyatt International Ltd, Starwood Hotels & Resorts Worldwide Inc, HMS International Hotel GmbH (MARITIM), Emporio Armani, Gucci, and Aldiana GmbH (Thomas Cook AG).

The Group companies also regularly measure the quality of customer services at the facilities through Customer Research studies, including "mystery customer" research techniques. In addition, customer comments on facilities that are added to the reputable tourism related websites such as tripadvisor.com, holidaycheck.de, and otelpuan.com are also regularly checked by the facility managements.

### **Real Estate**

Doğuř Real Estate has been measuring customer satisfaction levels on its website. By the consideration of experiences, the company is planning to conduct comprehensive research studies shortly after the completion of its current projects.

### **Quality Certificates**

#### **ISO 9001: 2000 Quality Certification**

Garanti Bank has become the first Turkish bank to be certified by the ISO 9001 Quality Certification for all of its branches, regions, units of general management and entire banking functions. Since 1995, the bank has been audited by an accredited international firm to comply with the ISO 9001 standards and ensure a standardized business conduct throughout all of the bank's branches.

Apart from ISO 9001: 2000, the bank has also been certified by ISO 10002:2004 for its complaint management system through the Just Customer Line and became the first bank in Turkey to receive a certification in this manner. Other Doğuř Group companies that hold ISO 9001:2000 Quality Certification include; Garanti Pension and Life, Doğuř Otomotiv, Doğuř Construction and Doğuř-GE REIT.

### **Others**

D-Marin Turgutreis, Didim and Gcek marinas have been awarded with the "Blue Flag", since the commencement of their operation. The "Blue Flag- FEE" (Foundation for Environmental Education) is an international environmental award given to beaches and marinas that possess the requirements concerning environmental protection and sustainability measures. On the other hand, all D-Marin marinas are proud to have "5 Golden Anchor" flag on their flag post.

The Maritim Grand Azur, one of the hotels operating under the Doğuř Tourism Group has also been granted the Blue Flag.

The Hotel has also been certified by ISIS Turkey (International Safety Inspection Service Turkey) in the category of the food safety and security.

Sheraton Voyager Antalya, another hotel under the Doğuş Tourism Group, has also been receiving annual audits on HACCP (Hazard Analysis and Critical Control Point) by an accredited international firm.

### Quality Awards

#### **Banking and Financial Services**

In 2009, Garanti Bank's Call Center was awarded the "Committed to Excellence" award by the European Foundation for Quality Management (EFQM), one of the most prestigious institutions on quality in Europe. This award is quite special in the sense that Garanti Call Center has become the very first of its kind to receive such an award in the world.

In 2009, Garanti Factoring, one of the subsidiaries of Garanti Bank, was named the "Most Admired Factoring Company in Turkey" by the Capital magazine, one of the leading business magazines in Turkey.

#### **Automotive**

In 2009, Doğuş Otomotiv's retail subsidiary Doğuş Oto and business partner Opat ranked as one of the Europe's top 100 services, at the competition of "Service Quality Awards" arranged by Volkswagen AG.

Furthermore, in the measurement of sales CSS score set by Audi AG, the Audi Turkey team passed over the target of 100 pts with a score of 101.19 pts. Doğuş Oto came first in the "Audi Twin Cup" Turkey finals organized by AUDI AG, in the field of after-sales services among all Audi teams worldwide.

#### **Media**

Throughout 2009, the Doğuş Media Group received 78 awards from academia, business unions and various institutions for its sustainable and high quality broadcasts and editions by its brands.

### **Tourism and Services**

#### **Doğuş Tourism Group**

Almost all hotels operating under the Doğuş Tourism Group were awarded in 2009 for their firm commitment to high quality and excellence:

- Club Alantur's team took the appreciation certification achieving the best overall rating of 93% among all 10 hotels managed by HMS International on the public internet forums Holidaycheck and Tripadvisor for the year 2009.
- Thomas Cook, the major British tour operator granted its Excellence Award 2009 to the Maritim Hotel Grand Azur. This important recognition is based on assessments expressed in the customer satisfaction surveys conducted.
- Paradise Side Beach Hotel won Primo 2009 award, ranking the hotel as the best family hotel among the hotels of Neckerman's hotels worldwide.
- Grand Hyatt won Partners in Success 2010, Award of Merit in the category of Best Hotel granted by BI (The Business Improvement Company).
- Throughout the year of 2009, Park Hyatt İstanbul - Maçka Palas has deserved to be listed as:
  - The Boutique Hotel Design Conference 2009 - One of the world's five best hotels of 2009 / The finest restoration and renovation of an existing building,
  - Travel+Leisure Magazine - 45 Best New Hotels of 2009,
  - Condé Nast Traveler - Hot List Hotel-2009,
  - CNBC-e Business Magazine - Top 25 Business Hotels 2009,
  - Time Out İstanbul Magazine - Annual Food & Beverage Awards - The Prime has been selected as the Best New Restaurant of 2009.

#### **Marinas**

In 2009, D-Marin Turgutreis Marina received the SKALITE Tourism Awards on Marina Operations & Management for the fourth time after 2004, 2007 and 2008.

Our future will be largely shaped by  
today's children and their development.

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# **Adding Value to the Community**

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## Corporate Social Responsibility

### Doğuş Holding

#### *Child Development*

##### ***Doğuş Kids (Doğuş Çocuk)***

Established in December 2004, Doğuş Kids is the social responsibility platform of the Doğuş Group and it is based on the perspective that our future will be largely shaped by today's children and their development. This perspective should be given utmost importance by all players today, including the business sector.

Contributing to the development of the young children, through education, entertainment activities and projects since its inception, Doğuş Kids aims to create a more conscious and responsible society in the areas of child development, education, culture & arts, and communication.

With this objective in mind, Doğuş Kids engages in partnerships with other institutions including non-governmental organizations, international organizations, state and governmental bodies. All of these other institutions share the Doğuş Kids' vision of cultivating social change through our children.

##### ***Doğuş Kids Symphony Orchestra***

The "Doğuş Kids Symphony Orchestra" was established in 2006 as Turkey's first national, and permanent, children's symphony orchestra. The Orchestra is comprised of conservatory students, aged between 10 and 18 from different regions of Turkey, and introduces the wonder of symphonic music to Turkish children as performed by their peers.

This is an effort to provide a wider recognition of the diverse and universal music in our country, and to help this music achieve the recognition it deserves, on a worldwide basis.

The "Doğuş Kids Symphony Orchestra" promotes the artistic skills and achievements of children studying music, simultaneously in Turkey and in the international arena.

Since 2006, proceeds, obtained from the concerts performed by the Doğuş Kids Symphony Orchestra, have been used to purchase musical instruments for the Fine Arts High Schools in Anatolia, with contributions from ÇYDD (The Association in Support of Contemporary Living). To date, donations have been made to schools in 18 cities including Adiyaman, Bingöl, Isparta, Şanlıurfa, Uşak, Tokat, Konya, Kocaeli, Sivas, Kars, Hatay, Bartın, Niğde, Erzincan, Siirt, Edirne, Denizli and Diyarbakır. In 2009, the Orchestra performed 7 concerts in the regions of Ankara, İstanbul and Aspendos reaching a combined audience of 7,000.

##### ***21<sup>st</sup> Century Life Culture Seminars***

The Doğuş Group strongly believes that investing in children is a very important corporate activity and gives equal importance to the education of parents, whose actions have a profound impact on the development of their children.

Starting with their own employees, the Doğuş Group initiated a series of seminars in 2007, entitled "21<sup>st</sup> Century Life Culture Seminars". These seminars aim to prepare parents for the challenges of child development in the 21<sup>st</sup> century and to enable them to better understand the rapid changes taking place in the world. In 2009, three seminars were held under the moderation of Dr. Erdal Atabek, Social Psychologist, and with the participation of different guest speakers.



#### Doğuş Kids Website [www.doguscocuk.com.tr](http://www.doguscocuk.com.tr)

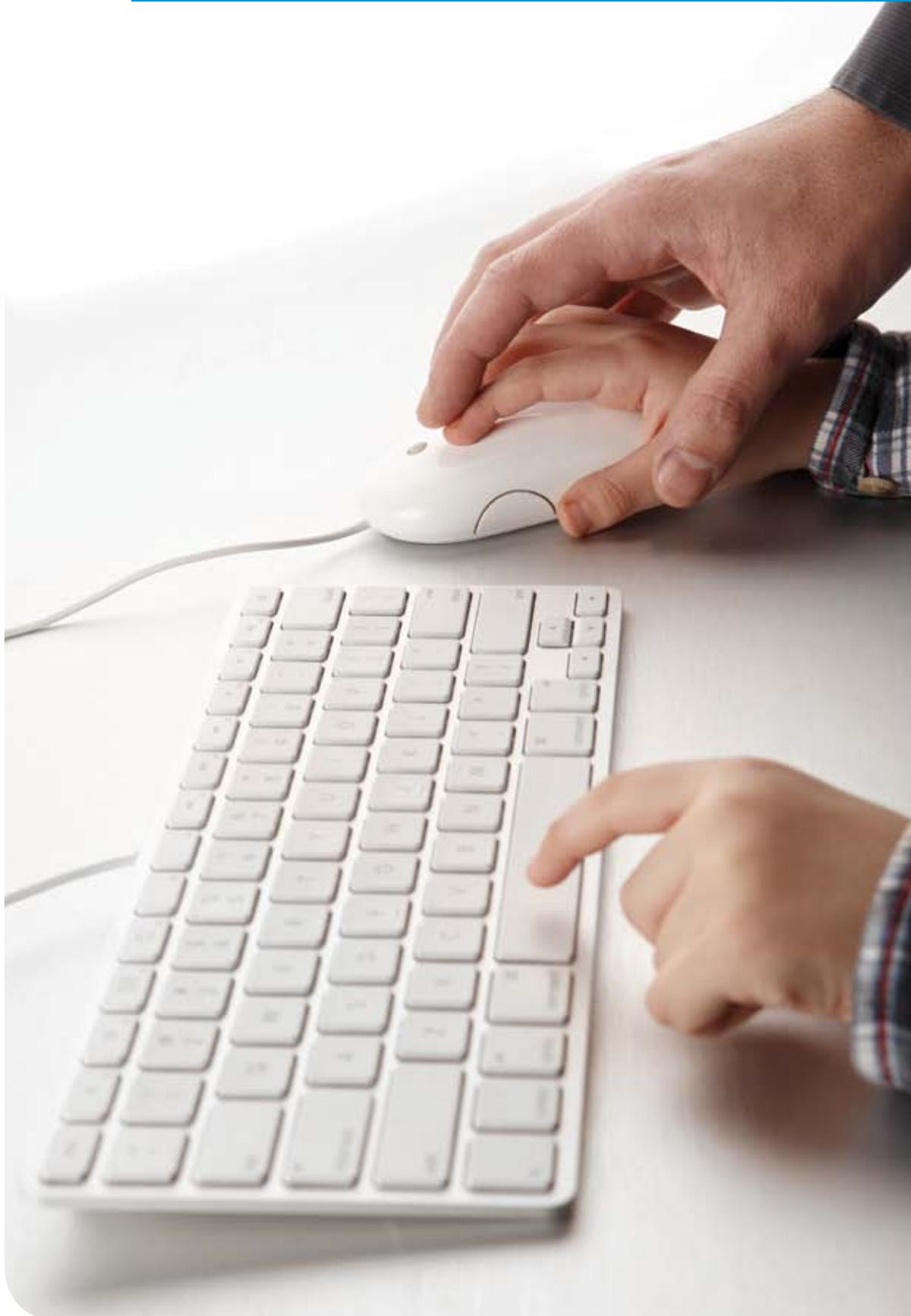
The Doğuş Kids initiative also reaches children through its website. With a target audience in the 7-12 age group, the website's editorial functions are also performed by volunteer members. Through this interactive website, children express themselves on various topics while sharing their opinions with their peers. Covering sections on sports, health, science, technology, cinema, theater and traffic, the website has attracted nearly 98,300 members from 81 provinces of the country to date.

Having reached its target audience number of 100,000 in less than 5 years, the website has reached its targets and will be replaced by the Doğuş Kids Symphony Orchestra website as of July 2010.

#### Doğuş Kids Activity Areas

Doğuş Kids has built "activity areas" at various locations throughout Turkey, creating the opportunity to establish direct communication with children and assist in their development, through different kinds of games which help foster social development and physical motor skills in a creative, healthy and safe manner.

## Corporate Social Responsibility



## Education

### Send Me to School Campaign (Baba Beni Okula Gönder)

Since 2006, Doğuş Holding has been providing scholarships for the education of 50 female students on an annual basis, through its support to the Send Me to School campaign, a joint effort with Milliyet newspaper, together with the Association in Support of Contemporary Living (ÇYDD).

## Health

### The “My World” Project

The “My World” project has been implemented by Doğuş Holding in coordination with UNFPA (The United Nations Population Fund) since 2006. The project has identified “peer education” activities, realized by UNFPA at various universities worldwide, and has been carrying this concept over to the Doğuş Kids website, resulting in wider group access to these activities. Through this Project, Doğuş Kids helps children to cope with the difficulties of their adolescent years, enabling them to identify the changes facing them, including the various growth processes.

## Ayhan Şahenk Foundation

Since its inception in 1992, the Ayhan Şahenk Foundation has been undertaking initiatives in education, health, the environment and sports as well as offering social aid to those in disadvantaged areas. As in previous years, the Foundation continued to implement significant projects in 2009 for the benefit of our people and community with a responsible perspective to help our government in fulfilling its social welfare duty.

## Education

In 2009, the Foundation focused its activities in the field of education on provision of scholarships, donation of computers and training sets, as well as school renovations.

- In 2009, the Foundation finished carpentry and furnishing work at “Resneli Niyazi Bey Primary School” to prepare this 42-classroom school in İstanbul Mecidiyeköy for the new academic year.

- The Foundation finished maintenance, renewal and painting work at “Sabiha Şahenk Library” which were pending due to insufficient funds. The library was constructed and granted to the Ministry of Culture in 2000 and then to Niğde University in 2003 by the Foundation.
- In order to help improve the level of equal opportunity in education, the Foundation focused first and foremost on primary schools in disadvantaged areas when donating computers, books and other educational equipment.

## Health

In 2009, the number of people who benefited from the “Mobile Healthcare Units” project totaled 21,065; thereby, reaching a cumulative number of 352,269 since the initiation of the project in 1997.

- In the context of the “2009 Foundation Civilization - Year of Health” declared by the General Directorate of Foundations, our Mobile Healthcare Units provided eye and general examination services in the city centers and towns in Ankara, Edirne and Niğde in addition to İstanbul.
- In 2009, the Mobile Healthcare Units project was granted the “Foundation Civilization - Year of Health Award” by the General Directorate of Foundations and the “Social Responsibility in Health Award” by the Health Volunteers of Turkey Association.
- In addition to the Mobile Healthcare Units project, the Foundation spends its budget to support universities and health care organizations for the fulfillment of their needs, which the government is not able to supply. As an example, in 2009, the Foundation repaired, renewed and equipped the Children’s Infection Clinic of Şişli Etfal Hospital, which is one of the busiest hospitals in İstanbul due to its central location. Thanks to the project, the hospital is able to provide a better workplace for health care personnel and a better service to its patients.

## Corporate Social Responsibility

### **Environment**

In the context of Ayhan Şahenk Forests of Endearment Project (Ayhan Şahenk Sevgi Ormanları) which had started with the aim of leaving a healthy and livable environment for future generations, over 537,000 trees to date have been planted in the forest areas which were demolished through fires, mining, or erosion.

In 2009, the Foundation uninterruptedly continued to provide its maintenance support to Ayhan Şahenk Forests of Endearment planted in Marmaris, Bodrum, Niğde and İstanbul, in line with a protocol signed with the Ministry of Environment and Forestry. The maintenance support involved repairing fences and doors, as well as tending plants and replacing dead ones with fresh plants.

### **Social Aid**

As a part of the Foundation's ongoing commitment to provide social aid to the underprivileged, the Ayhan Şahenk Foundation provided clothing to 1,500 students and food staples to 2,500 poor families in 2009. During the month of Ramadan in 2009, the Foundation served "iftar" dinners to approximately 2,500 people per day and hosted 50,000 people in total.

### **Banking and Financial Services**

#### **Education**

#### **Teachers Academy Foundation (Öğretmen Akademisi Vakfı)**

With the recognition of the role education plays in the overall welfare of society, and as an indication of its long-term commitment to contribute to quality education, Garanti Bank established the Teachers Academy Foundation in 2008. The foundation's aim is to enhance teachers' capacity to raise the next generation, through providing them with specially designed in-service training, for both their personal and professional development.

With this understanding, the foundation's first project, Öğretmenin Sınırı Yok (No Limits in Teaching) aims to contribute to the current education model, provoking analytical thinking and research.

#### **The Community Volunteers Foundation (TOG)**

Since 2003, Garanti Bank has been the main sponsor of the TOG, whose vision is to realize social peace, solidarity and change through the participation and leadership of youth.

Since 2006, Garanti Pension and Life has also supported several projects on child education and personal development projects carried out by the Community Volunteers Foundation. Granting the foundation a specific percentage of its monthly sales, Garanti Pension and Life has so far supported many projects carried out by the young Community Volunteers such as, giving help for school repairs in villages, helping street children, helping younger children whose parents have limited means in their preparation for university exams, teaching literacy and offering computer courses at Youth Service Centers. Garanti Pension and Life is planning to increase its support to the foundation in the coming years.

In 2010, Garanti Pension and Life will introduce a new, long-term social responsibility project in cooperation with the Ministry of National Education which aims to regain elementary students working on the streets and return them back to school. The development phase of the project was initiated in 2009.

#### **Denizyıldızları (Starfish) Project**

The Denizyıldızları (Starfish) Project, which founded and completed the construction of four modern state schools in the Darica district of Kocaeli, has been supported by the donations of employees, customers and friends of Garanti since 1998. Every year, 2,500 students receive education at the Denizyıldızları campus.

### **Support to Cappadocia Vocational School**

Since 2008, Garanti Pension and Life has been supporting the training programs run by the banking and insurance department of Cappadocia Vocational School and the preparations of the students for the Individual Pension Licensing Exam. Through this project, Garanti Pension and Life aims to contribute to the preparation of students for business life.

With the support of Garanti Pension and Life, Cappadocia Vocational School, which admitted its first students in the 2005-2006 academic year, included a "Banking and Insurance" department to its educational program in the 2007-2008 academic year. Furthermore, an old madrasah (theological school) belonging to the school was renovated and transformed into an extensive library serving the school under the name of "the Garanti Pension and Life Library".

During the 2008-2009 academic year, managers from Garanti Pension and Life lectured Life Insurance and Individual Pension System courses. In 2009, Garanti Pension and Life, has also introduced a special course to the curriculum to promote the knowledge and skills of graduates and enable them to receive an Individual Pension Broker's Certificate. Garanti Pension and Life has also continued to offer summer internships and job opportunities to students during 2009.

### **Health**

Since 2005, Garanti Pension and Life has been a permanent supporter of the "Itinerant Health Services Project" carried out by the Ayhan Şahenk Foundation. The project has been implemented by means of modern health vehicles designed particularly to render service in the fields of "Visual Health", "General Health" and "Children's Health". Under the scope of the Project, health services are being offered free-of-charge to people without social security and to people with limited income and children of elementary education age in particular.

### **Environment**

#### **World Wide Fund for Nature (WWF) – Turkey**

Garanti has been the main sponsor of WWF-Turkey since 1992, supporting conservation and creating awareness on major environmental issues. Launched in 2007, the Environmentally Friendly Bonus Card is one of Garanti's many projects with the WWF and this credit card provides customers the opportunity to donate parts of their spending credits to WWF-Turkey.

### **Women**

#### **Supporting Women Entrepreneurs**

Garanti has been supporting women entrepreneurs in Turkey for the past four years. As part of this effort, in cooperation with the Economist magazine, Garanti organizes the "Turkey's Women Entrepreneurs Competition." In addition, Garanti organizes the "Women Entrepreneurs Gatherings" and co-hosts the meetings with the Women Entrepreneurs Association of Turkey (KAGİDER). In these meetings, various important issues are discussed, including topics related to marketing, future trends, EU integration, technology and image hints.

#### **Send Me to School Campaign (Baba Beni Okula Gönder)**

Together with Milliyet newspaper, and in conjunction with the Association in Support of Contemporary Living (ÇYDD), Garanti joins the united effort to support the project, "Send Me to School." Since 2006, Garanti has provided scholarships, on an annual basis, for the education of 100 female students.

### **Customers**

#### **Garanti Anatolian Meetings (GAS)**

Since 2002, Garanti has organized a series of conferences called "Garanti Anatolian Meetings," aiming to gather SMEs and local administrators.

## Corporate Social Responsibility



The meetings have paved the way for professionals and experts,

- to discuss various important issues, including changing economic and market conditions,
- to evaluate regional and international opportunities,
- to explore potential spheres of business, and
- to find regional solutions in cooperation with local industrialists and officials.

At present, Garanti has organized meetings with more than 20,000 SMEs.

### ***Hobby Clubs Project***

In 2008, Garanti Pension and Life initiated the Hobby Clubs Project with the purpose of keeping customers happy by providing pleasant moments not only after their retirement but also during the accumulation phase. Currently, the Project covers 22 different hobbies ranging from arts to sports and is implemented with the participation of 200 partners, all of which are the leading institutions in their fields.

### ***Arts and Culture***

#### ***Garanti Kültür A.Ş.***

Giving utmost importance to contributing culture and arts in a sustainable way, Garanti brought together its three cultural and artistic institutions under Garanti Kültür A.Ş. to form a “corporate” structure.

The first of these initiatives is Platform Garanti Contemporary Art Center whose activities have continued since it was taken over as a part of the merger with Ottoman Bank in 2001. Today, Platform is regarded as one of the world’s leading institutions in contemporary arts.

Additionally, the Ottoman Bank Museum and the Ottoman Bank Archives and Research Center, founded in 2002 in order to perpetuate the invaluable legacy of Ottoman Bank, not only narrate the story of an enterprise and a period, but also contribute to collective memory with the endeavors in social and economic areas, as well as a comprehensive activity program.

Transformed from Garanti Art Gallery, Garanti Gallery was established in 2003 and hosts projects that combines all disciplines concerning architecture and design. Each one producing major projects in its own field, these three entities were recently brought together under Garanti Kültür A.Ş.

Garanti Kültür A.Ş. will actively commence operations by early 2011 with exhibition, research, archive and education functions, and serve as the new epicenter of culture and the arts in İstanbul upon completion of the renovation of the historical buildings in Galata (OBM) and Beyoğlu (Platform Garanti). The company will be engaged in contemporary art, architecture, design and cultural and social studies even more strongly on a wide space of 15,000 square meters.

### **Automotive**

In recognition of its social responsibilities, Doğuş Otomotiv develops and undertakes projects that are innovative and exemplary.

#### ***Safety***

#### ***Traffic is Life***

Doğuş Otomotiv initiated its corporate social responsibility projects in 2004 with the motto “Traffic Is Life” to increase overall responsibility, awareness, and perception of traffic among the Turkish general public, especially the younger generation. Since the beginning of 2009, Doğuş Otomotiv expanded previous social responsibility projects to a broader platform and started sustainability activities to ensure they would spread through all business processes.

In 2009, Doğuş Otomotiv completed the analysis of the current conditions under the scope of sustainability, and long and short term goals and action plans were determined by the evaluation of all business processes individually.

## Corporate Social Responsibility

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### **Education**

#### **Doğuş Otomotiv-Volkswagen Training Lab, Samandıra and Şişli**

In 2005, Doğuş Otomotiv started to establish training laboratories to support education in industrial and vocational schools, as well as to provide education and job opportunities to more students.

Opening the first laboratory in the “Şişli Industrial and Vocational School” and the second in the “Kartal Samandıra Industrial and Vocational School”, Doğuş Otomotiv provides training opportunities to 50 students at the Doğuş Otomotiv Volkswagen Training Laboratory each year. Various topics are taught at the laboratory including, among others, safety at work, gasoline engines, diesel engines, basic electrical and current diagrams, heating/ AC and brake systems. Since its foundation, Doğuş Otomotiv has supported 60 industrial and vocational school. The company plans on opening more laboratories for training purposes in Bursa, Ankara and Izmir in the near future.

### **Construction**

#### **Health and Safety**

Local and international occupational health and safety requirements are meticulously applied in every phase of the construction work. Compliance, with project specific and general environmental and labor safety requirements of each project, is key to the high service quality offered by Doğuş Construction to its clients. Accordingly, the employees are provided, on a continuous basis, with training courses to keep up with the changing requirements in the areas of Quality, the Environment, Occupational Health and Safety Management Systems.

Doğuş Construction is certified by Lloyd's Register (LRQA) with ISO 9001:2008 Quality Management, OHSAS 18001:2007 Occupational Health & Safety Management,

and ISO 14001:2004 Environmental Management systems.

#### **Environment**

The preservation of the environment is of great importance in the projects executed by Doğuş Construction. Particular care is taken to protect natural resources, to minimize the negative environmental impacts and to adopt necessary mitigation measures. To this end, Doğuş Construction is in full compliance with the applicable environmental laws and regulations.

#### **Marmaray CR1 Project**

Planning studies are still underway with reference to the issue of “noise”. Noise measurements have been completed by a subcontractor firm and a detailed report has been provided. In this study, noise measurements were performed in the entire road path and the surrounding villages. Current noise levels (detailed as “train passing noise level” and “ambient noise”) are available in the company's office. In fact, this study was accomplished to compare the current noise level with the noise level when CR1 Project is completed, to ensure that the final noise level is less than the current level.

Apart from this study, Doğuş Construction is performing noise measurements by tracking the entire route with the employer, the employer representative and a professor from İstanbul Technical University (İTÜ). These measurements will observe the noise that may be produced during the construction process. In addition, Doğuş Construction will attempt to determine critical receptors, or locations that are very close to the route (i.e., apartments and specifically hospitals, schools, mosques, etc.). As a result of this study, Doğuş is attempting to determine the locations and areas with higher noise levels and the potential methods of prevention to reduce the noise to the minimum levels that are possible to achieve.

Within the scope of CR1 Project, 36 station buildings will be constructed. In addition, historical station buildings, waiting halls, historical canopies and hotels are located along the route of the track. Besides these, there are historical buildings that are not in the station areas but are still close to the route. Accordingly, the Council of Monuments is conducting another study, related to these buildings and the Council will decide if some of these buildings will be preserved or restored and if some will be moved to another location.

While the project route was under review, environmentally vulnerable areas were considered and the route was adjusted to avoid these vulnerable areas, including Soğuksu, Tuzla Lagoon, Küçükçekmece Lake, the Bosphorus Conservation Area and other environmentally sensitive areas.

In reality, apart from these studies, the Marmaray Project aims to encourage the travelling population to select railway transportation so that motorway vehicle traffic will be less dense, and emissions will be reduced. In this way, air pollution and the negative consequences of the greenhouse effect can be prevented.

#### **Morocco, Argana – Amskroud Motorway Project**

The Argan tree is an endemic species, unique to Southern Morocco, and the fruits resemble olives. The oil from the Argan fruit is one of the most valuable plant oils in the world, containing an abundant amount of Vitamin E. The absorption rate of the oil is very high and it is used as a cream to nourish the skin and to delay the aging process.

The Argan tree exists only in the south-western area of the Moroccan State. This tree is an endangered species and under protection. Accordingly, in collaboration with the Moroccan Forest Administration, the Morocco, Argana

- Amskroud Project team chose to build the required depots only where there were the minimum number of trees.

The project team compensated for any potential damage to wildlife by using the depot areas to grow Argan trees in an area of 75 hectares, as identified by the Moroccan Ministry of Forestry. In this way, the project team attempted to protect the wildlife and valuable natural resources, presenting a valuable forest to the country.

#### **Sinop – Boyabat (Via Tunnel) Motorway Project**

Along the projected route, there are 5 different areas (total length of 8.8 km) where terrain observations and drillings were accomplished. To reduce damage to forests, steep-sloped high cutting excavations were eliminated. Further, in geologically stratified flysch beds, “heel fillings” were built to form the motorway platform and to reduce the potential risk of landslip, with the hydraulic underground movements. Finally, where the motorway route is constructed near villages and neighborhoods, high cuttings were reduced in order to conserve the forest and to prevent landslip risk in the settlements.

In the context of the project, excavations were completed in the Gökırmak Stream borrow pit and Stream material was gathered, to be used in the motorway fillings. Further to a correspondence between the project administration and the Turkish Republican Motorways, the borrow pit excavations were backfilled with the top layer of soil (i.e., organic layer) which was removed from the motorway route. With this method, the Stream’s flora was replenished.

Where the motorway runs parallel to the Stream in the project, the Stream bed was modified to prevent soil erosion.

## Corporate Social Responsibility

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### Media

#### **Health**

From its first day, NTV has been working closely with NGOs and charities, supporting them in their operations through their media platform and donations. In 2009, NTV donated the advertising revenue raised from the special New Year lineup to CAYD (Society of Pediatric Emergency and Intensive Care Medicine). CAYD aims to build new pediatric emergency points all over Turkey. With NTV's donation, 2 artificial ventilation devices, called Ventilologic, were bought.

#### **Environment**

##### **Green Screen Project**

Since 2008, NTV's summer lineup has been mainly composed of environmental programs, called the "Green Screen". This project aims to call attention to environmental problems and raise public awareness on related issues; thereby answering all questions and correcting common misunderstandings about "green" issues.

During the lineup, NTV presents a variety of subjects in different formats, such as global warming, renewable energy, organic diets, green holidays etc. The project is being supported by the other brands of Doğuş Media Group as well and the Group has been awarded prizes by NGOs and academic institutions for its efforts and contributions made to environmental issues.

### Tourism & Services

#### **Education**

The Doğuş Tourism Group maintains its support to Ayhan Şahenk Alantur Primary School in Alanya Kestel, which was built by the Group in 1985 and extended in 2005 with the addition of 8 extra classrooms.

Other social initiatives of the Doğuş Tourism Group include fundraising support to "Bir Dilek Tut" (Make a Wish) Foundation at Grand Hyatt Istanbul and to UNICEF at Sheraton Voyager Antalya Hotel, Resort and Spa.

#### **Health**

A Doğuş Tourism Group company, Arena Giyim, supports the global fight against AIDS, the terminal disease of our era. Arena contributes to the Global Fund to Fight AIDS, tuberculosis and malaria within the scope of Emporio Armani's "Red" Campaign.

Since 2006, Product Red items have held the spotlight within the scope of this Campaign, by virtue of the involvement of well-known celebrities from all over the world. These items have been on sale at Emporio Armani stores, owned by Arena Giyim. The Fund receives a donation of 40% of revenues generated from sales of the Product Red collection, which will expand its range each season. These donations support projects aimed at developing treatments for AIDS, offering nutritional and psychological support, and preventing the transmission of the disease from mothers to children.

### Real Estate

#### **Community**

Doğuş-GE REIT (Real Estate Investment Trust) intends to contribute to the social, cultural, artistic and economic development of communities, in which it operates. The REIT has been implementing several social responsibility projects to achieve this. The most significant example of these projects is the company's sponsorship of the Dudullu Cultural Center, with the aim of supporting the social and cultural development of the area, in parallel with the Evidea Residential Project in Çekmeköy.



## Corporate Sponsorships



## Doğuş Holding

### Arts and Culture

#### D-Marin Turgutreis International Classical Music Festival

The Doğuş Group continues to contribute to the development of classical music and to provide support for this music. The Group strives to ensure its access to a wider section of the population and help Turkish artists produce world-class pieces. Since 2005, the Doğuş Group has been organizing the D-Marin Turgutreis International Classical Music Festival in Bodrum. This Festival highlights the support that is required for the development of diverse forms of music.

D-Marin Turgutreis International Classical Music Festival is a member of the European Festivals Association (EFA) which is the umbrella organization for festivals across Europe. Over more than 50 years, the Association has grown into a dynamic network representing more than 100 music, dance, theatre and multidisciplinary festivals, national festival associations and cultural organizations from about 40 (mainly European) countries.

In 2009, the Festival took place between July 22-25 and hosted gifted artists from Turkey and other countries, including Fazıl Say, Patricia Kopatchinskaja, Sun Huang, I Musici di Roma and Symphonieorchester der Volksoper Wien.

#### Presidential Symphony Orchestra of Turkey- Symphony on Campus Project

The Presidential Symphony Orchestra of Turkey, which was established in 1826, has been one of few orchestras in the world that has managed to survive to date. In November 2007, the Doğuş Group signed an agreement, with the Ministry of Culture and Tourism, to become the main sponsor of the Orchestra for a period of 3 years and to start the "Technical Betterment Project" of the concert building of the Orchestra. The renovation work was completed in less than a year, by October 2008, covering the renovation of the entire inner building and the concert hall, the landscaping as well as the renewal of the orchestra and office furniture.

Under its main sponsorship of the Presidential Symphony Orchestra of Turkey, in 2009, Doğuş Holding has initiated a new corporate sponsorship project: "Symphony on Campus". The objective of this project is to take the Orchestra on a tour covering state universities in Anatolian cities where the Orchestra has never visited and help promote classical music among university students and the regional communities.

The pilot tour of the project, which took place between October 13-17, 2009 covered the cities of Konya, Niğde and Gaziantep, reaching a total audience of 2,200. Idil Biret, the distinguished Turkish pianist, accompanied the Orchestra as the soloist throughout the entire tour. The project will continue by covering more regions and reaching more students in 2010.

#### Leyla Gencer Voice Competition

Since 2006, Doğuş Holding and Garanti Bank have been the sponsors of the Leyla Gencer Voice Competition. This international voice competition was started by Ms. Gencer herself in 1995, and it has supported several young opera singers, from all over the world, through their career paths. The 6<sup>th</sup> Biennial Leyla Gencer Voice Competition will be held in Istanbul in August 2010.

#### Santral İstanbul

In cooperation with İstanbul Bilgi University, the Doğuş Group, became the strategic founding partner of the International Modern Art Museum and Cultural Center, Santral İstanbul in 2006. Opened in September 2007, Santral İstanbul, the first power station of the Ottoman Empire, has recently turned into one of the main attractions in İstanbul in terms of culture&arts.

#### Beyond Babylon: Art, Trade, and Diplomacy in the Second Millennium B.C.

"Beyond Babylon: Art, Trade, and Diplomacy in the Second Millennium B.C." exhibition at The Metropolitan Museum of Art took place between 18 November 2008-15 March 2009. The Doğuş Group, in conjunction with the DEİK/ Turkish-American Business Council, sponsored the event in cooperation with some of the other leading conglomerates in Turkey.

## Corporate Sponsorships

Garanti sponsors the 12 Giant Men Basketball School Project, which was launched in 2002 to teach basketball to students. More than 27,000 young athletes have been trained to date.



### **Istanbul 2010 Capital of European Culture**

Istanbul has been designated as the Capital of European Culture for the year 2010 along with Pec of Hungary and Essen of Germany. The Doğuş Group has become one of the corporate sponsors of the Istanbul 2010 European Capital of Culture Project.

### **Environment**

Since 2007, Doğuş Holding has been one of the corporate members of the DenizTemiz Turmepa Foundation. DenizTemiz Foundation was founded on April 8, 1994 by leading business institutions and the marine sector with the aim of protecting the seas and the 8,333 km long coast line that stretches from Hopa to the İskenderun region within Turkey.

### **Banking and Financial Services**

#### **Arts and Culture**

##### **Istanbul Museum of Modern Art**

Garanti sponsors the education program of Istanbul Modern, Turkey's first and only modern and contemporary art museum. Aiming to supplement classroom education, this program is intended to play a central role in raising creative and inquisitive individuals who are literate, and also actively involved, in the arts.

##### **Garanti Jazz**

One of the leading sponsors of jazz music in Turkey, Garanti aims to broaden and spice up music lovers' horizons in the genre of jazz. The main sponsor of the International Istanbul Jazz Festival, organized by the Istanbul Foundation for Culture and Arts, for the past 12 years, Garanti also supports the Istanbul Jazz Center concerts, giving fans of this genre a chance to listen to world famous jazz artists. Furthermore, for ten years, Garanti has been sponsoring one of the top music venues in Istanbul, Babylon, providing audiences with a wide range of music, predominantly jazz and nu jazz. The Bank's support in jazz music is labeled "Garanti Jazz Green".

##### **The Lycian Way**

Garanti sponsored the way-marking of the Lycian Way, a 500 km long-distance trail stretching from Fethiye to Antalya, thus facilitating guided trekking. Garanti further contributed to tourism in the region by publishing a guidebook for the Lycian Way in 2006.

##### **Garanti Mini Bank International Children's Film Festival**

Garanti has been the main sponsor of Turkey's first film festival for children, the Garanti Mini Bank International Children's Film Festival, organized by the Turkish Foundation of Cinema and Audiovisual Culture (TÜRSAK). The festival, which started six years ago in Istanbul, has for the last two years expanded to Anatolia, reaching children in Ankara, İzmir, Urfa and Mardin.

#### **Sports**

##### **Basketball**

Basketball is a sport that reflects Garanti's values of teamwork, dedication, confidence and discipline. Thus the Bank has been the main sponsor of the Turkish National Men's Basketball Team since 2001, and of the Turkish National Women's Basketball Team since 2005.

##### **12 Giant Men Basketball School Project**

As part of its sponsorship of the Men's National Basketball Team, Garanti sponsors the 12 Giant Men Basketball School Project, which was launched in 2002 to teach basketball to students. More than 27,000 young athletes have been trained to date.

Garanti hosts NBA Skills Challenge, inviting aspiring players, aged 13-18, to film their basketball skills and submit their video online. The submitted videos gave them a chance to attend a five-day instructional camp in the United States, where winners joined more than 80 young basketball players for basketball education.

## Corporate Sponsorships



### ***Football***

Garanti became one of the main sponsors of the Turkish National Men's Football Team in 2008, taking its dedication to supporting sports one step further. In the process, the Bank also launched the acclaimed communication campaign naming the national footballers as "Turko"s.

### **Automotive**

### ***Sports***

#### ***Darüşşafaka Ayhan Şahenk Sport Complex***

Since 2006, the Doğuř Group has supported the Darüşşafaka Center sports facilities located in Maslak, Istanbul, within the Darüşşafaka High School, which is one of the most prominent and influential schools in Turkey.

The Darüşşafaka Center is a multi-purpose complex with the ability to host various cultural activities in addition to sports events to world-class standards. The Doğuř Group will continue to support the Darüşşafaka Center in the forthcoming years.



# Engaging Our Stakeholders

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## *Our Stakeholders*

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Employees

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Customers

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Investors

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Business Partners

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Suppliers

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Dealers/Branches

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Community/Community Representatives

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Press and Media

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NGOs

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International Organizations

---

Business Unions & Platforms

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Trade and Industrial Union

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Public Institutions

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Employee and Employer Organizations

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Academia

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Competitors

**Means of Engagement**

Face-to-Face Meetings, Training Programs, Internal Communication Channels, Focus Group Studies, Periodical Information Meetings, Annual Reports, Corporate Citizenship Reports, Internet and Website, Special Activities, Sponsorship Activities, CSR-related Activities

Face-to-Face Meetings, Training Programs, CRM Practices, Research Studies, Focus Group Studies, Research Studies, Periodical Information Meetings, Annual Reports, Corporate Citizenship Reports, Internet and Website, Special Activities, Sponsorship Activities, CSR-related Activities

Face-to-Face Meetings, Training Programs, Focus Group Studies, Periodical Information Meetings, Annual Reports, Corporate Citizenship Reports, Internet and Website, Special Activities, Sponsorship Activities, CSR-related Activities, Conferences and Teleconferences

Face-to-Face Meetings, Training Programs, Internal Communication Channels, Focus Group Studies, Periodical Information Meetings, Annual Reports, Corporate Citizenship Reports, Internet and Website, Special Activities, Sponsorship Activities, CSR-related Activities, Conferences and Teleconferences

Face-to-Face Meetings, Training Programs, Internal Communication Channels, Focus Group Studies, Periodical Information Meetings, Annual Reports, Corporate Citizenship Reports, Internet and Website, Special Activities, CSR-related Activities

Face-to-Face Meetings, Training Programs, Periodical Information Meetings, Annual Reports, Corporate Citizenship Reports, Internet and Website, Special Activities, CSR-related Activities

Face-to-Face Meetings, Training Programs, Research Studies, Internet and Website, Corporate Citizenship Reports, Special Activities, CSR-related Activities, Sponsorship Activities

Face-to-Face Meetings, Press Releases, Press Meetings, Press Trips, Periodical Information Meetings, Annual Reports, Corporate Citizenship Reports, Internet and Website, Special Activities, Sponsorship Activities, CSR-related Activities

Face-to-Face Meetings, Training Programs, Periodical Information Meetings, Annual Reports, Corporate Citizenship Reports, Internet and Website, Special Activities, Sponsorship Activities, CSR-related Activities, Award Schemes

Face-to-Face Meetings, Training Programs, Periodical Information Meetings, Annual Reports, Corporate Citizenship Reports, Internet and Website, CSR-related Activities, Sponsorship Activities

Face-to-Face Meetings, Training Programs, Annual Reports, Corporate Citizenship Reports, Internet and Website, Sponsorship Activities, CSR-related Activities, Award Schemes

Face-to-Face Meetings, Training Programs, Annual Reports, Corporate Citizenship Reports, Internet and Website, Sponsorship Activities, CSR-related Activities, Award Schemes

Face-to-Face Meetings, Training Programs, Annual Reports, Corporate Citizenship Reports, Internet and Website, Special Activities, CSR-related Activities, Award Schemes

Face-to-Face Meetings, Training Programs, Annual Reports, Corporate Citizenship Reports, Internet and Website, Internal Communication Channels, Special Activities, CSR-related Activities

Face-to-Face Meetings, Training Programs, Annual Reports, Corporate Citizenship Reports, Internet and Website, Special Events, Sponsorship Activities, CSR-related Activities, Award Schemes

Face-to-Face Meetings, Training Programs, Annual Reports, Corporate Citizenship Reports, Internet and Website, Special Activities, Sponsorship Activities, CSR-related Activities

# GRI Content Index

## About the Use of GRI Indicators and GRI Content Index

In preparation of this year’s report, the reporting project team used the GRI indicators by submitting them to the related departments of the Group companies through a questionnaire. The team prepared the report content by consolidating the findings of the questionnaires collected from each sector.

Since the Doğuş Group operates with 105 companies in seven different sectors, every GRI indicator could not be applied to the entire Group. The responses gathered from different sectors and Group companies were not comparable and combinable at all times, therefore limiting the number of indicators to be used in reporting.

In the following pages, the entire list of GRI indicators including *profile disclosures*, *disclosures on management approach under each indicator headline (3G DMA)* and *performance indicators* are presented with the following information:

- The Description (the content of the indicator),
- The References (the pages where the current state with regards to that specific indicator is explained),
- The Response Status (the level of response gathered from the Group companies for each indicator - the explanation of each response status is given in the table below), and
- The Corresponding UN GC principle(s)\* addressed by each indicator where applicable (Please see Page 24).

\*Where there is no corresponding UN GC Principle for the indicator, it is listed as “None” in the index table.

Response Status Explanations	
Full	The indicator is fully addressed in the referenced pages of the report
Partial	The indicator is partially addressed in the referenced pages of the report due to lack of data and/or information covering the entire Group
None	No event recorded
Not Available	Data not available
Not Applicable	Indicator not applicable for the Doğuş Group’s areas of operation

G3 Content Index				
STANDARD DISCLOSURES PART I: Profile Disclosures				
1. Strategy and Analysis				
Profile Disclosure	Description	Reference	Response Status	UN GC Principle Addressed
1.1	Statement from the most senior decision-maker of the organization	7-10	Full	None
1.2	Description of key impacts, risks, and opportunities.	7-10	Full	None
2. Organizational Profile				
Profile Disclosure	Description	Reference	Response Status	UN GC Principle Addressed
2.1	Name of the organization.	12	Full	None
2.2	Primary brands, products, and/or services.	1-2	Full	None

2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	1-2, 13-17	Full	None
2.4	Location of organization's headquarters.	12, 19-20	Full	None
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	19-20	Full	None
2.6	Nature of ownership and legal form.	13-17	Full	None
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	1-2,19-20	Full	None
2.8	Scale of the reporting organization.	12-17	Full	None
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	12-17	Full	None
2.10	Awards received in the reporting period.	29, 36, 45, 46, 52, 59	Full	None
<b>3. Report Parameters</b>				
Profile Disclosure	Description	Reference	Response Status	UN GC Principle Addressed
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	6	Full	None
3.2	Date of most recent previous report (if any).	6	Full	None
3.3	Reporting cycle (annual, biennial, etc.)	6	Full	None
3.4	Contact point for questions regarding the report or its contents.	Inside the Back Cover	Full	None
3.5	Process for defining report content.	6	Full	None
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	6	Full	None
3.7	State any specific limitations on the scope or boundary of the report	69	Full	None
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.		Not Available	None
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	6, 69	Full	None
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).		None	None
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	6, 69	Full	None
3.12	Table identifying the location of the Standard Disclosures in the report.	69-76	Full	None

## GRI Content Index

3.13	Policy and current practice with regard to seeking external assurance for the report.		None	None
<b>4. Governance, Commitments, and Engagement</b>				
Profile Disclosure	Description	Reference	Response Status	UN GC Principle Addressed
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	23	Full	None
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	7-10	Full	None
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.		Not Available	None
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.		Not Available	None
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).		Not Available	None
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	25, 27, 40	Full	None
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.		Not Available	None
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	23, 25, 27, 40	Full	None
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	23	Partial	None
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.		Not Available	None
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	23-46	Full	None
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	24	Full	None
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	10, 33, 54	Partial	None
4.14	List of stakeholder groups engaged by the organization.	67-68	Full	None

4.15	Basis for identification and selection of stakeholders with whom to engage.		Not Available	None
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	67-68	Full	None
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.		Not Available	None
<b>STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)</b>				
<b>G3 DMA</b>	<b>Description</b>	<b>Reference</b>	<b>Response Status</b>	<b>UN GC Principle Addressed</b>
DMA EC	Disclosure on Management Approach EC	18, 23	Full	None
DMA EN	Disclosure on Management Approach EN	31-38	Full	7,8,9
DMA LA	Disclosure on Management Approach LA	25-30	Full	3,4,5,6
DMA HR	Disclosure on Management Approach HR	25-30	Full	1,2
DMA SO	Disclosure on Management Approach SO	23-30, 38, 40-46	Full	1,2,3,4, 5,6,10
DMA PR	Disclosure on Management Approach PR	43-46	Full	10
<b>STANDARD DISCLOSURES PART III: Performance Indicators</b>				
<b>Economic</b>				
<b>Performance Indicator</b>	<b>Description</b>	<b>Reference</b>	<b>Response Status</b>	<b>UN GC Principle Addressed</b>
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	18	Full	None
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.		Not Available	7
EC3	Coverage of the organization's defined benefit plan obligations.	25	Partial	None
EC4	Significant financial assistance received from government.		Not Available	None
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	25	Partial (Ratio not available, general policy is defined)	1
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.		Not Available	None
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	25	Full	6
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	52, 53, 54, 56, 57, 59, 62, 64, 65	Full	None
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	52, 53, 54, 56, 57, 59, 62, 64, 65	Full	None

## GRI Content Index

Environmental				
Performance Indicator	Description	Reference	Response Status	UN GC Principle Addressed
EN1	Materials used by weight or volume.	31-33	Partial	8
EN2	Percentage of materials used that are recycled input materials.	31	Partial	7,8,9
EN3	Direct energy consumption by primary energy source.		Not Available	8
EN4	Indirect energy consumption by primary source.		Not Available	8
EN5	Energy saved due to conservation and efficiency improvements.		Not Available	8,9
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	35-38	Partial	8,9
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	35-38	Partial	8,9
EN8	Total water withdrawal by source.		Not Available	8
EN9	Water sources significantly affected by withdrawal of water.		Not Available	8
EN10	Percentage and total volume of water recycled and reused.		Not Available	8,9
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	33-36, 57-58	Partial	8
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	33-36, 57-58	Partial	8
EN13	Habitats protected or restored.	33-36, 57-58	Partial	8
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	33-38, 57-58	Full	8
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.		Not Available	8
EN16	Total direct and indirect greenhouse gas emissions by weight.		Not Available	8
EN17	Other relevant indirect greenhouse gas emissions by weight.		Not Available	8
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	38	Full	7,8,9
EN19	Emissions of ozone-depleting substances by weight.		Not Available	8
EN20	NOx, SOx, and other significant air emissions by type and weight.		Not Available	8
EN21	Total water discharge by quality and destination.		Not Available	8
EN22	Total weight of waste by type and disposal method.	33-36	Partial	8
EN23	Total number and volume of significant spills.	34	Full	8

EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	33-34	Partial	8
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.		Not Available	8
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	37-38	Full	7,8,9
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.		Not Applicable	8,9
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.		Not Available	8
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.		Not Available	8
EN30	Total environmental protection expenditures and investments by type.		Not Available	7,8,9
<b>Social: Labor Practices and Decent Work</b>				
Performance Indicator	Description	Reference	Response Status	UN GC Principle Addressed
LA1	Total workforce by employment type, employment contract, and region.	26	Partial	None
LA2	Total number and rate of employee turnover by age group, gender, and region.	26	Partial	6
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.		Not Available	None
LA4	Percentage of employees covered by collective bargaining agreements.	30	Full (Given as number)	1,3
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	27	Partial	3
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.		Not Available	1,3
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	28	Full	1
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	27-28	Full	1
LA9	Health and safety topics covered in formal agreements with trade unions.		Not Available	1,3
LA10	Average hours of training per year per employee by employee category.	30	Partial	None

## GRI Content Index

LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	30	Partial	None
LA12	Percentage of employees receiving regular performance and career development reviews.	30	Partial	None
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	26	Partial	1,6
LA14	Ratio of basic salary of men to women by employee category.		None (Gender is not a factor in the determination of basic salary levels)	1,6
<b>Social: Human Rights</b>				
Performance Indicator	Description	Reference	Response Status	UN GC Principle Addressed
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.		Not Available	1,2,3,4,5,6
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.		Not Available	1,2,3,4,5,6
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	27, 28	Full	1,2,3,4,5,6
HR4	Total number of incidents of discrimination and actions taken.	27	Full	1,2,6
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	30	Partial (No operations identified, general policy is defined)	1,2,3
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	27	Partial (No operations identified, general policy is defined)	1,2,5
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	27	Partial (No operations identified, general policy is defined)	1,2,4
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.		Not Available	1,2
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.		Not Available	1,2
<b>Social: Society</b>				
Performance Indicator	Description	Reference	Response Status	UN GC Principle Addressed
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	38	Full	1,2

SO2	Percentage and total number of business units analyzed for risks related to corruption.	42	Partial (Percentage not shared)	10
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	43	Full	10
SO4	Actions taken in response to incidents of corruption.	40	Full	10
SO5	Public policy positions and participation in public policy development and lobbying.		Not Available	1,2,3,4,5,6, 7,8,9,10
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.		Not Available	10
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.		Not Available	None
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.		Not Available	None
<b>Social: Product Responsibility</b>				
Performance Indicator	Description	Reference	Response Status	UN GC Principle Addressed
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.		Not Applicable	1
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.		Not Applicable	1
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	45	Partial	8
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.		Not Available	8
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	43-46	Full	None
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	45	Partial	None
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.		Not Available	None
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.		Not Available	1
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.		Not Available	None



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