

We've been adding value to the automotive industry since 1928.
A value adding road companion for all stakeholders in the world of mobility.



Otokoç Otomotiv

Otokoç Birmot AVIS AVIS filo Budget

Otokoç Sigorta

zipcar.



Otokoç Parça

2021 Annual Report

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OUR FOUNDER



I live and prosper with my country.

As long as democracy exists and thrives, so do we.

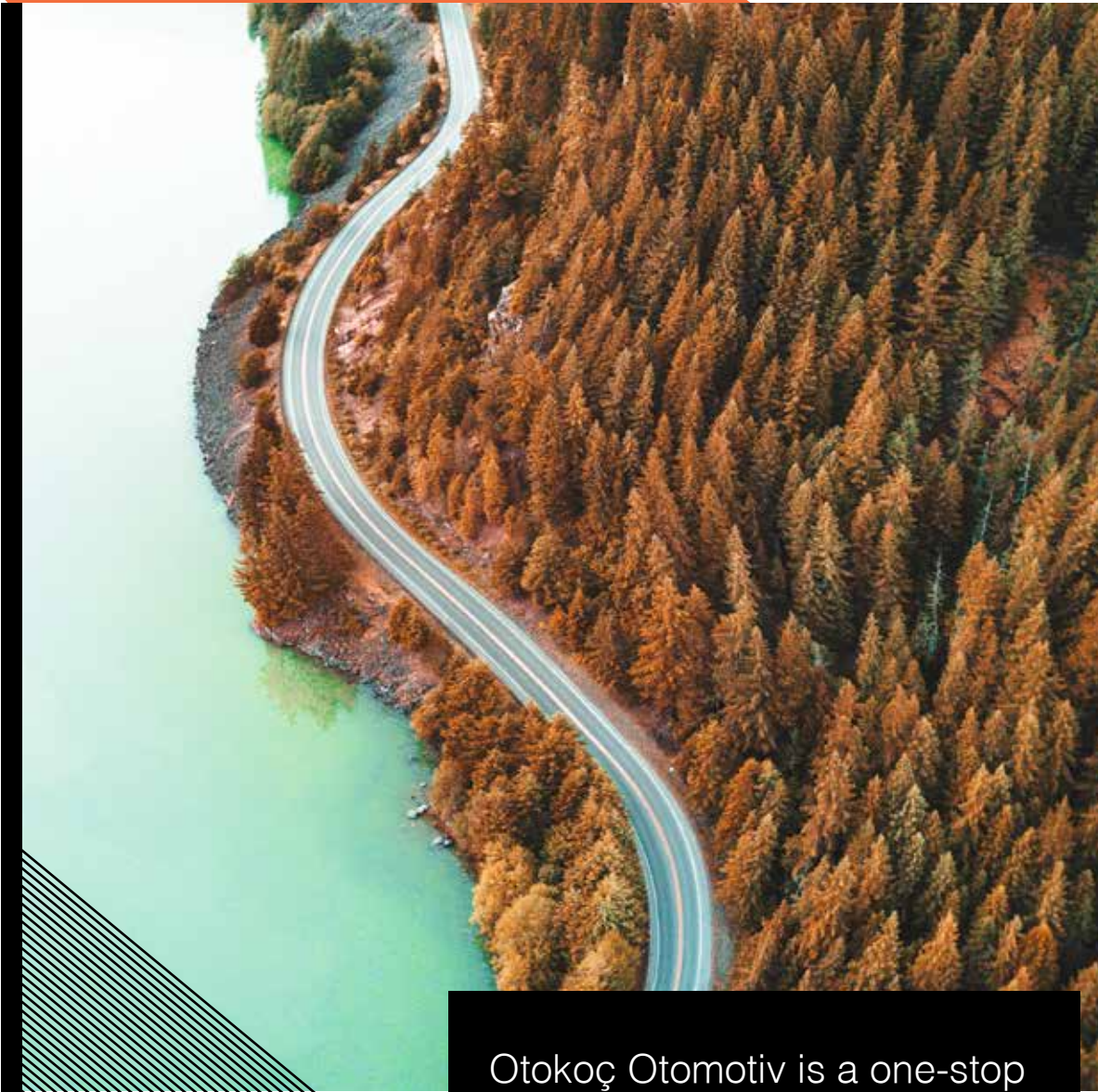
We shall do our utmost to strengthen our economy.

As our economy prospers, so will democracy and our standing in the world.

VA KOÇ

Vehbi Koç

AN INNOVATIVE ROAD COMPANION OFFERING MOBILITY SOLUTIONS



Otokoç Otomotiv is a one-stop solution provider in the automotive industry.

OTOKOÇ OTOMOTİV AT A GLANCE

About Us

Incorporated in 1928 as the Koç Group's first investment in the automotive industry and the initiator of the history of automotive, Otokoç Otomotiv is today Turkey's biggest automotive retail, car rental and car sharing company offering service under the brands Otokoç, Birmot, Avis, Avis Filo, Budget, Otokoç Sigorta (insurance), Zipcar, Otokoç 2. El (2nd Hand), Otokoç Parça (Spares) and Lastick (tires).

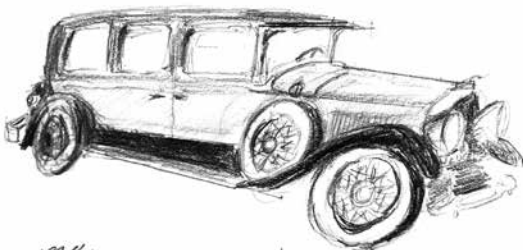
New vehicle sales, service and spares, spare parts wholesale, insurance and finance, accessory sales, second hand vehicle sales and vehicle protection systems, in other words, all automotive solutions are

provided to customers under a single roof through Birmot that covers Fiat, Alfa Romeo, Jeep and Maserati brands and through Otokoç that covers Ford, Ford Trucks and Volvo brands.

In car rental, Avis and Budget brands offer short-term rentals, Avis Fleet offers operational lease or fleet rental, and Zipcar brand offers rental-by-the-hour, e.g. car sharing service. Otokoç Otomotiv continues its operations with the vision of being a global and leading reference point in 9 countries, including Turkey, and 394 locations, developing mobility solutions.

Otokoç Otomotiv in the World

Active in Turkey, Greece, Hungary, Ukraine, Georgia, Azerbaijan, Kazakhstan, Northern Cyprus and Northern Iraq with its car rental operation, Otokoç Otomotiv keeps a close eye on investment opportunities in the near geography. The Company aims to carry its automotive retailing business, its other core business, into the international arena, as well.

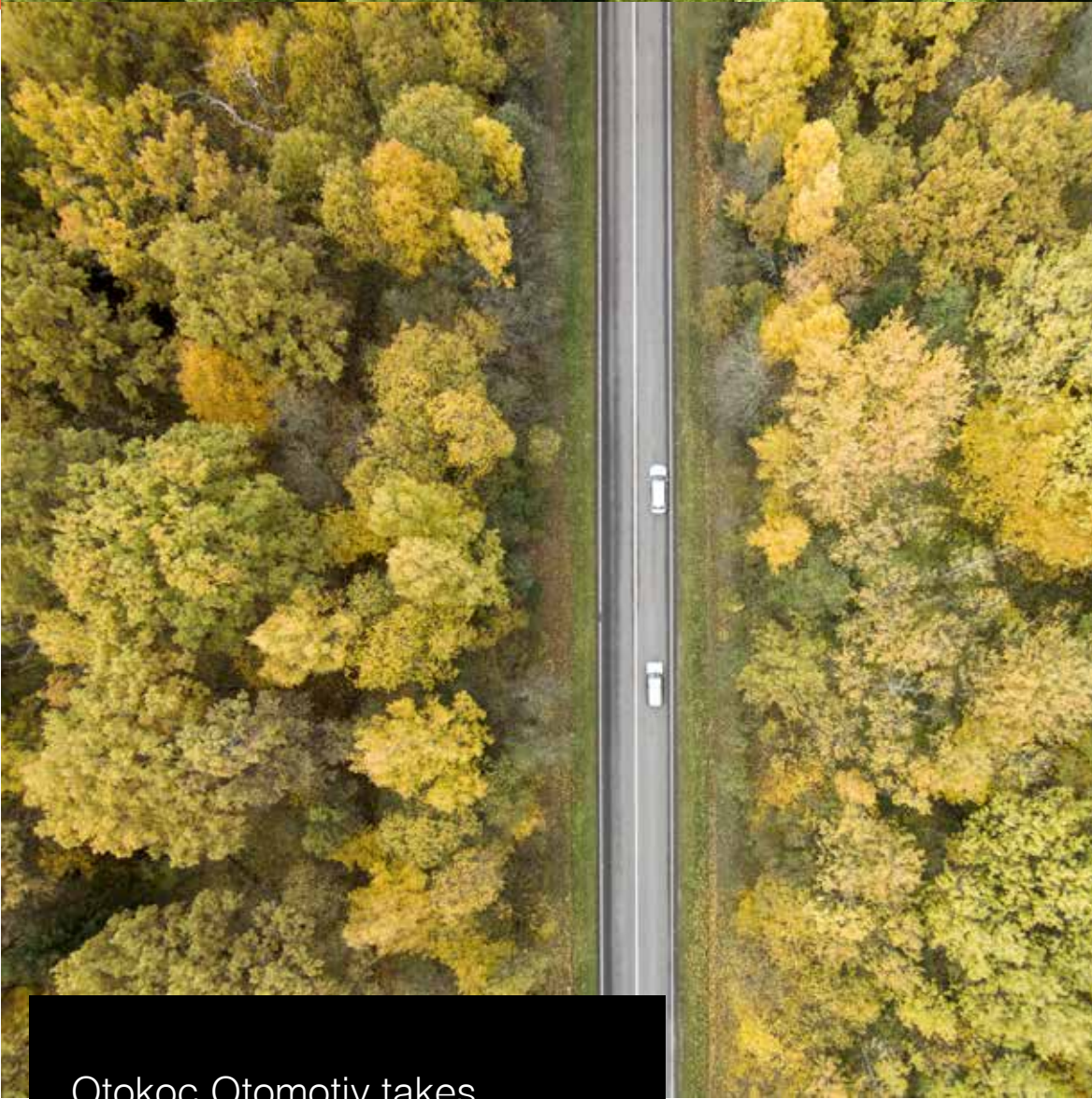


1928 LINCOLN MODEL L 168A SEDAN

Ahmet 13/11/2018

Developing innovative mobility solutions and acting with the vision of being a global and leading reference point, Otokoç Otomotiv is a company of Koç Holding which provides retail, vehicle leasing and vehicle sharing services in automotive industry.

THE LONG-STANDING LEADER OF THE ROAD PASSIONATELY TRAVELED



Otokoç Otomotiv takes pioneering steps for the development of the sectors of which, it is a spokesperson.

Vision

Being a global and leading reference point developing innovative mobility solutions.

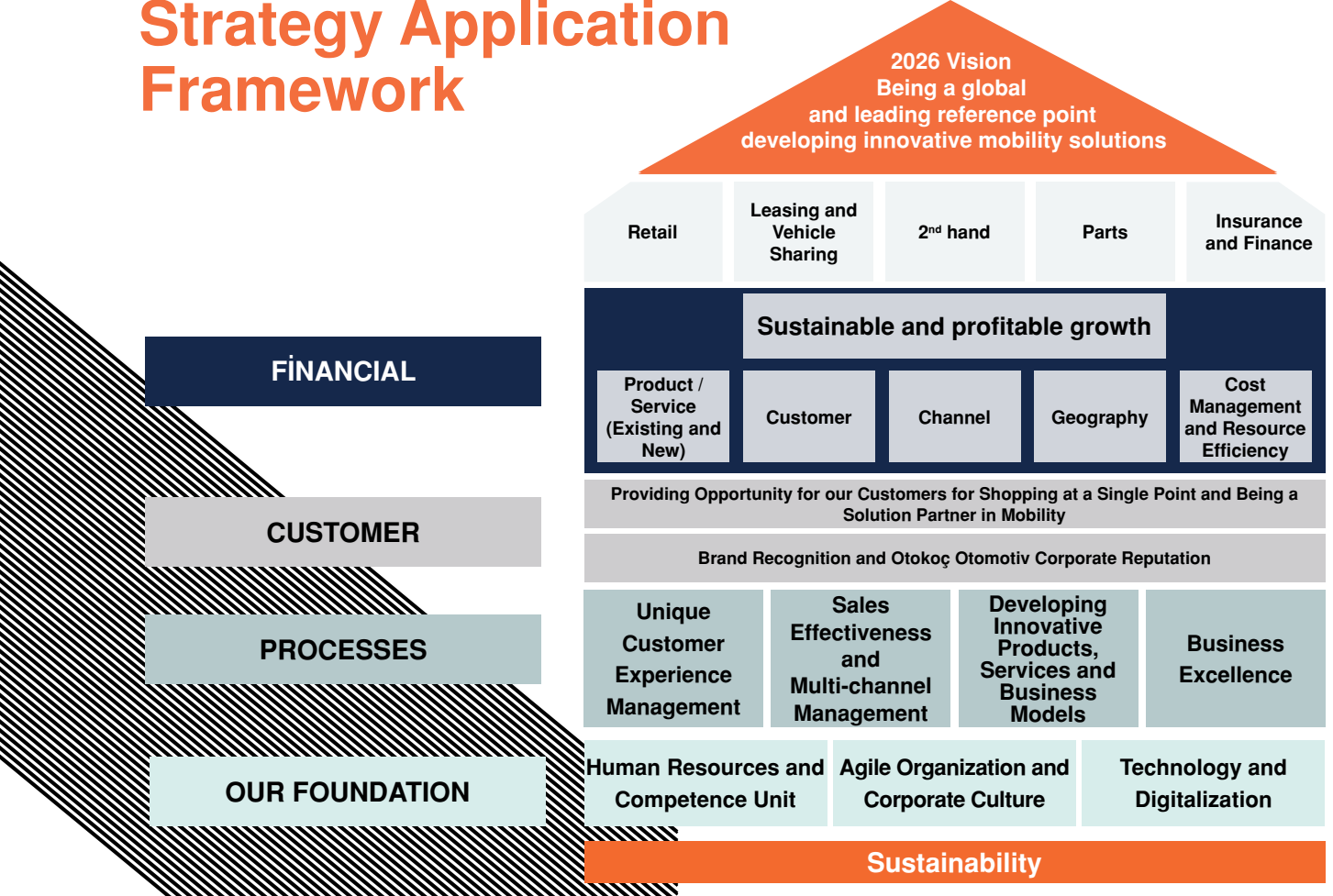
Mission

We are the road companion for all stakeholders creating value in the world of mobility.

Values

- Reliable
- Sincere
- Determined
- Innovative
- Cooperatively developing
- Sensitive to society and environment
- Caring for diversity

Strategy Application Framework



RETAILING

Otokoç

Koç Holding's first investment in the automotive industry, Otokoç carries out the sales and after-sales operations of Ford, Ford Trucks and Volvo brands. Having an extensive service network of 17 branches across Turkey, Otokoç is the leader with its initiatives giving the forefront to unconditional customer satisfaction.

Birmot

Birmot offers sales and after-sales services of Fiat, Alfa Romeo, Jeep and Maserati brands. The Company is the leader in the brands it sells with vehicle options that cater to all kinds of needs and customer segments. With its 17 branches in Turkey, the brand offers service out of its modern locations.



The Company operates as a point of trust in 2nd Hand vehicles with innovative options such as car sales, same day car purchase in cash, professional surveyor services, broad service network, contactless pick up and online purchasing.

Otokoç Sigorta

With 25 branches in nine cities in Turkey and 77 expert employees, it acts as an agency of pioneering and trusted companies in the sector, with a focus on motor TPL and motor own damage policies, health insurance, home and work place insurance.



Engaged in original and equivalent spare parts wholesaling and retailing, Otokoç Parça acts as the dealer of Ford, Fiat, Magneti Marelli, and Mako brands while supplying spares, batteries, tires, accessories and consumables under its own brand, Axam domestically and abroad. On retail sales, it provides supplies to chain markets and insurance companies alongside online and offline channels.



Services are rendered in Greece, Azerbaijan, Kazakhstan and Northern Iraq under the Payless brand.

RENTAL

AVIS®

Budget®

AVIS®filo

The story of Avis is the story of car rental in Turkey. Its foundations laid 47 years ago, this sector had to overcome numerous obstacles before achieving its current position. Carrying the responsibility of being the pioneer and the first in the country, Avis continues to lead the journey with love, happiness and confidence. Its customers keep the company in top position because of the customer satisfaction it delivers, and its achievements are crowned with awards garnered. Avis offers service with 104 offices in 56 provinces across Turkey.

Budget combines the power of one of the world's largest rent-a-car brands with in-depth local knowledge, flexibility and the service that best fits needs. Budget offers service with 62 offices in 36 provinces across Turkey.

Capturing the distinction of Avis in fleet rental service, Avis Filo is the leading vehicle leasing brand with its diversified services including professional portfolio management, fast and far-reaching replacement vehicle supply process and 24/7 full support.

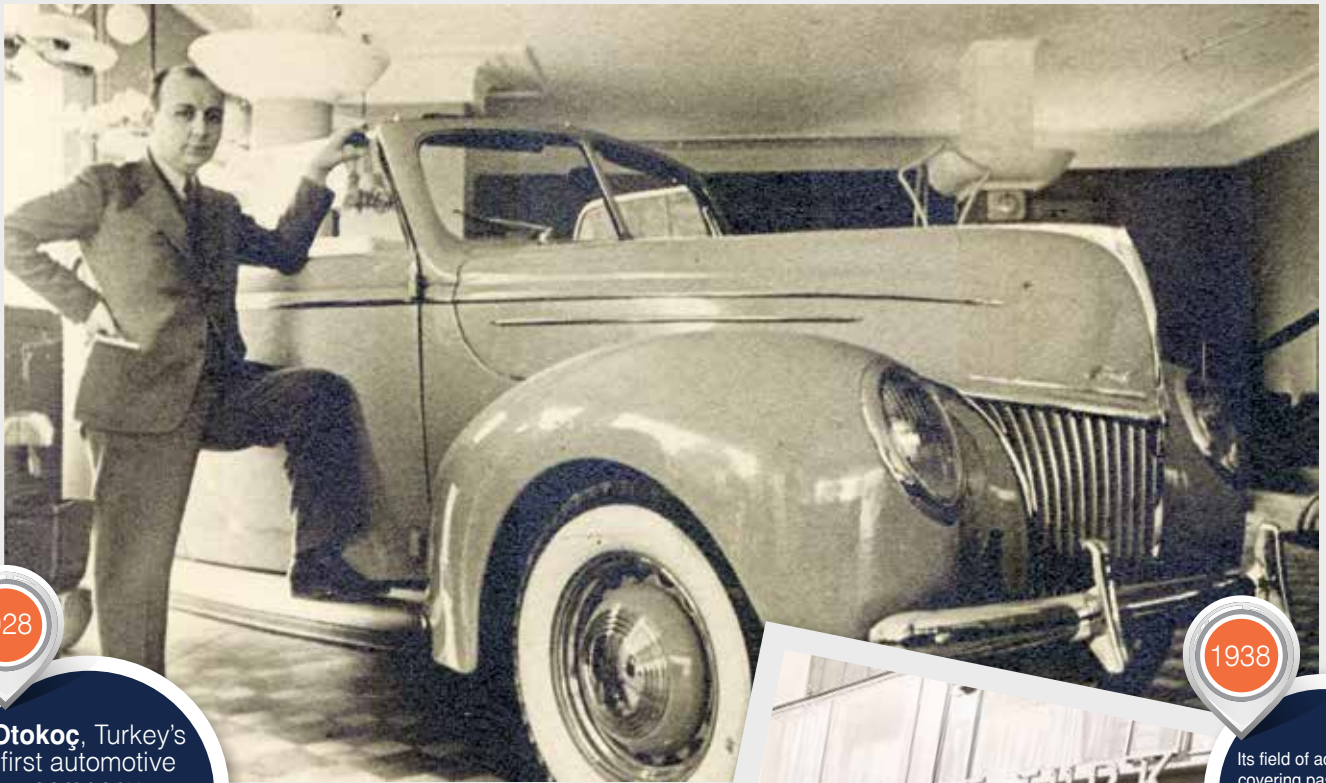
Avis Filo offers MyAvis application to its customers who need long-term vehicle leasing service which aims to provide fast, easy and personalized experience. The application includes a digital proposal and ordering process from start to finish. Through this vehicle configuration application which can be accessed at Myavis.com.tr link, Avis Filo customers can determine the criteria such as brand, model, type of fuel and type of transmission, thus viewing the vehicles most suitable for themselves and receiving the most appropriate proposal for selected vehicles to lease.

SHARING

 **zipcar.**

Zipcar, which operates with the mission of providing a simple and accountable city life, carries out its activities under Otokoç Otomotiv in Turkey. Functioning on membership basis, Zipcar offers hourly and daily rental service at 110 locations in İstanbul and Ankara.

MILESTONES



1928

Otokoç, Turkey's first automotive company, was originally incorporated as a Ford agency.

1938

Its field of activities also covering passenger car business, **Koç Ticaret A.Ş.**, Turkey's first joint stock company, was incorporated.



1944

Bernar Nahum, one of the lead names that authored the history of the Turkish automotive industry, joined the Koç Group and the foundations of Motör Ticaret were laid.



The Koç Group's first operation in the automotive industry, Otokoç Otomotiv also embodies the history of the Turkish automotive sector. The establishment of the Koç Group's Automotive Group also dates back to Otokoç.



1951

As the dealer network continued to expand, **the first dealers meeting** in the Turkish private sector was organized in 1951.



1953

Egemak, was established in Izmir.



1958

Rahmi M. Koç began working at Otokoç.



1960

Otokoç A.Ş. became a distributor of Otosan Mamuller.

MILESTONES

1966

The manufacturing of Anadol started, which gave momentum to the Turkish automotive industry.



1996

Ford and Fiat regional sales companies began offering service all over Turkey.



1974

Avis, Turkey's first car rental company, was established with a fleet of 9 cars.





1997

The first overseas investment was made with Avis Azerbaijan.



2001

Marking the first collaboration, Ford regional sales companies merged under Otokoç, and Fiat regional sales companies under Birmot.



2005

Otokoç, Birmot and Avis came together, and formed the second collaboration.



2007

Budget, the second rent-a-car brand, joined the family.

MILESTONES



2009

Otokoc included Volvo brand in its portfolio.

2012

A decision was adopted to grow through investments abroad.



2012

Jeep brand was included in Birmot's portfolio.



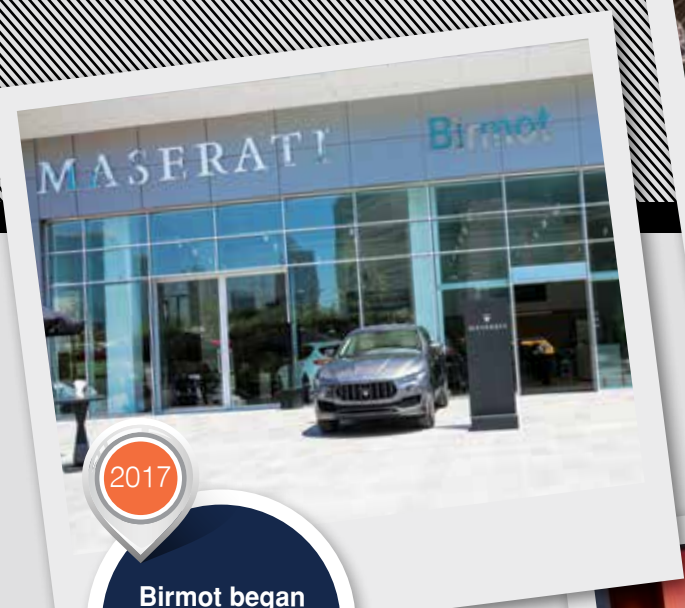
2013

Ford Trucks 4S facility structuring kicked off.



2014

Otokoç Otomotiv became Zipcar's first licensee holder in the world.



2017

Birmot began offering service for Maserati brand.



2018

Otokoç Otomotiv, in partnership with Avis Budget Group, realized its investment in Greece.

2020



Brand representation abroad is increased with Budget and Payless brands entering the Azerbaijan, Kazakhstan and Northern Iraq markets.

2021

İçimizdeki Gevik Otokoç Otomotiv

Agile transformation process started under the brand name "Agile Within Us".

KEY FINANCIAL AND OPERATIONAL HIGHLIGHTS

CASH POSITION (TL MILLION)	2017	2018	2019	2020	2021
Cash and Cash Equivalents	174	421	1,540	1,005	1,561
Current Assets	2,388	3,626	4,844	6,605	8,746
Total Assets	4,217	8,043	10,258	14,258	21,413
Total Financial Liabilities	1,866	4,531	6,318	7,008	10,679
Financial Liabilities, net	1,587	3,950	4,700	5,987	9,118
Short-term Liabilities	2,366	3,641	4,702	5,659	7,777
Total Liabilities	3,624	6,634	8,517	11,376	15,905

FINANCIAL RATIOS

Current Ratio	1.0	1.0	1.0	1.2	1.1
Liquidity Ratio	0.1	0.1	0.3	0.2	0.2
Financial Liabilities, net / EBITDA	2.7	3.1	3.0	2.6	2.4
Current Assets / Total Assets	0.6	0.5	0.5	0.5	0.4
Short-term Liabilities / Total Liabilities	0.7	0.5	0.6	0.5	0.5
Total Liabilities / Total Assets	0.9	0.8	0.8	0.8	0.7

MARGINS (%)

Gross Profit Margin	12	19	20	17	21
EBITDA Margin	9	17	18	16	20
Operating Profit Margin	7	12	12	11	14
Pre-tax Profit Margin	3	7	4	7	11
Net Profit Margin	2	6	3	6	9

KEY INDICATORS (TL MILLION)

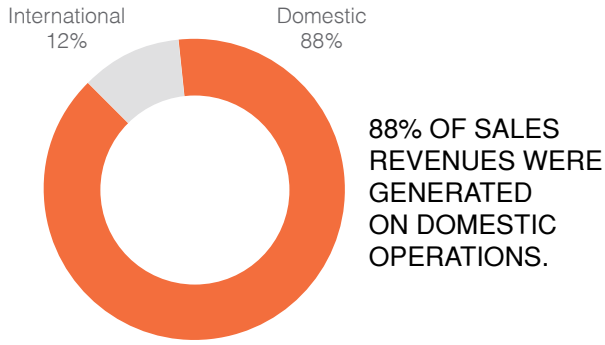
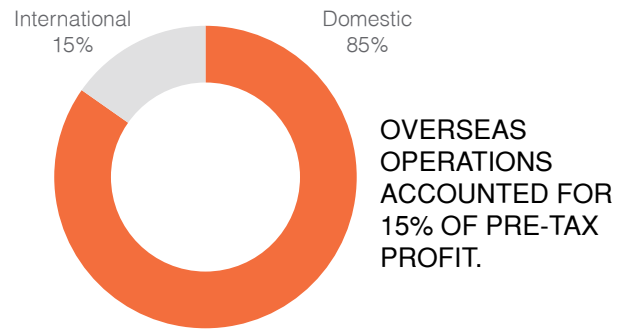
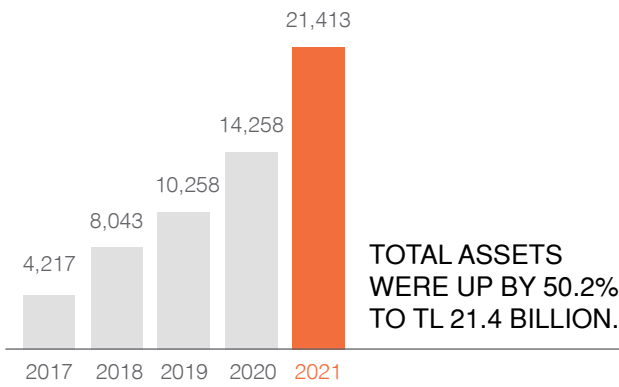
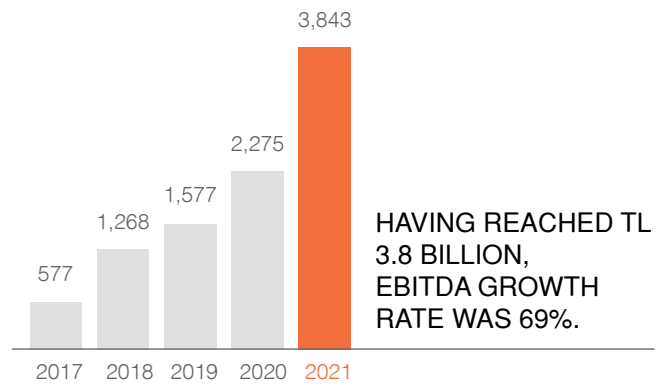
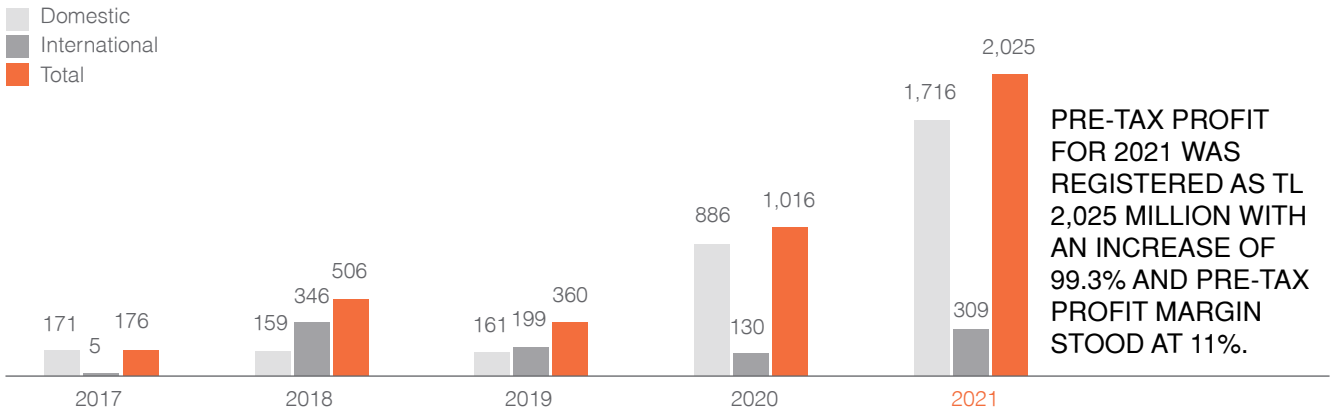
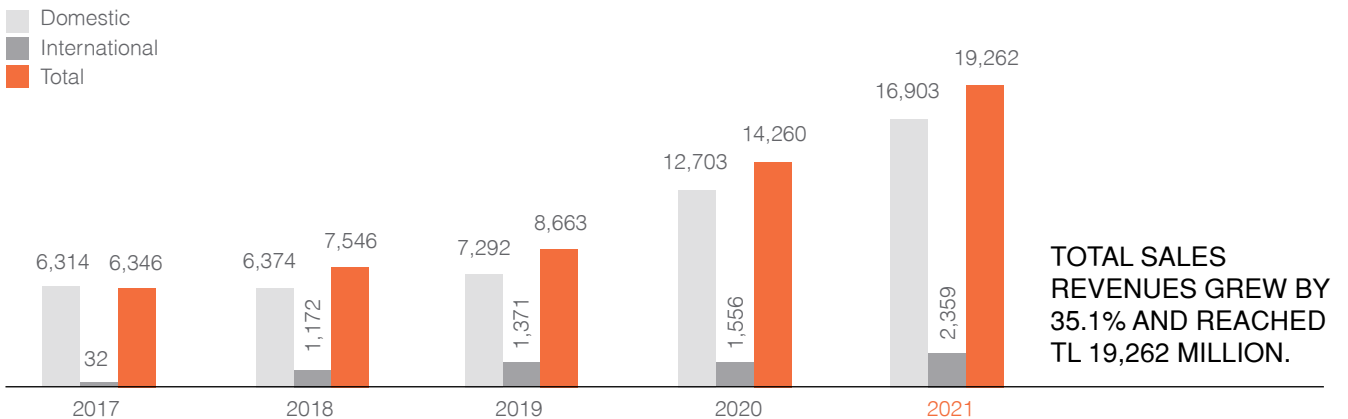
	2017	2018	2019	2020	2021
Sales Revenues	6,346	7,546	8,663	14,260	19,262
Gross Profit	764	1,448	1,772	2,382	4,010
Operating Profit	463	876	1,028	1,565	2,698
EBITDA	577	1,268	1,577	2,275	3,843
Pre-tax Profit	176	506	360	1,016	2,025
Net Profit	127	423	277	817	1,693
Net Profit –attributable to the parent company	126	348	218	781	1,601

KEY INDICATORS (TL MILLION)

Sales Revenues	6,346	7,546	8,663	14,260	19,262
Domestic	6,314	6,374	7,143	12,703	16,903
International	32	1,172	1,520	1,556	2,359
Pre-tax Profit	176	506	360	1,016	2,025
Domestic	171	159	161	886	1,716
International	5	346	199	130	309

BREAKDOWN – DOMESTIC VS INTERNATIONAL (%)

Sales Revenues					
Domestic	99	84	82	89	88
International	1	16	18	11	12
Pre-tax Profit					
Domestic	97	32	45	87	85
International	3	68	55	13	15

DISTRIBUTION OF SALES REVENUES (%)**DISTRIBUTION OF PRE-TAX PROFIT (%)****TOTAL ASSETS (TL MILLION)****EBITDA (TL MILLION)****PRE-TAX PROFIT (TL MILLION)****SALES REVENUES (TL MILLION)**

MESSAGE FROM THE CEO



DESPITE ALL CHALLENGING CONDITIONS OF THE PANDEMIC, ECONOMIC DEVELOPMENTS, CHIP AND VEHICLE PROCUREMENT PROBLEMS, WE COMPLETED THE YEAR 2021 WITH SUCCESS THANKS TO PROPER MANAGEMENT AND STRATEGIES.

We achieved many successes in 2021 in award-winning projects in agile transformation, employer brand, innovation, digital transformation, equal opportunity, sustainability and mobility.

Esteemed Shareholders,

Distinguished Business Partners,

Dear Colleagues,

We have gone through a period under the impact of pandemic in 2021 just like the previous year.

COVID-19 variants, vaccinations, diversified measures affected both our daily lives and the ways we do business. This year has been a year more focused on people. Hybrid working became a reality of the business world. Working models which were approached hesitantly became organically new generation choices. Some companies having operations suitable started remote working completely and permanently. As Otokoç Otomotiv, we have stayed in close contact with all our stakeholders in 2021, our customers, dealers and business partners. We used every means available to protect each other's health. We had difficult times; we had made room for the ones we lost at our hearts.

2021 was also a challenging year with economic difficulties and natural disasters like flood and fire as well as the pandemic. We tried to ease these material and moral difficulties for those individuals and groups who were affected through social support projects, we assumed this as our duty. We kept close in-house communication and organized regular live sessions to get together with our colleagues, especially on special days. We conducted regular flow of information and recognition. Despite all challenging conditions of the pandemic, economic developments, chip and vehicle procurement

problems, we completed the year 2021 with success thanks to proper management and strategies. During that period, the share we got from automotive retail business was 8.1% with 61,721 new vehicle sales, 27.3% from Ford, 25.9% from Ford Trucks, 30.9% from Fiat, 42.2% from Alfa Romeo and Jeep, 31.2% from Volvo and 46.5% from Maserati sales. At used vehicle sales we kept our leader position among corporate brands with 24,000 vehicles. Despite the impacts of the pandemic, we increased our revenues from vehicle lease business in Turkey by 43% and sustained our leader position. We increased the number of locations in vehicle sharing to more than 100 and starting services in Ankara as well as in İstanbul. We were positioned as the market leader in four countries, including Turkey. We achieved many successes in 2021 in award-winning projects in agile transformation, employer brand, innovation, digital transformation, equal opportunity, sustainability and mobility. We continued our activities to keep quality and customer satisfaction at the highest levels by implementing new applications of this period. In 2021, we managed vehicle parks of a total of 95,000 vehicles in 9 countries. As the largest licensor and the most significant foreign investment partner of Avis Budget Group, we managed the vehicle parks in 8 countries outside Turkey with 85 points, 555 employees and 45.1 thousand vehicles. We became the vehicle leasing industry leader in Turkey, Greece, Azerbaijan and Kazakhstan and strengthened our international position. Share of foreign revenues increased to 13% and the share of foreign operations in EBITDA was realized as 32%.

MESSAGE FROM THE CEO

“Agile Within Us”

We started the journey of agile transformation as Otokoç Otomotiv in 2021. We set forth our vision in a multi-dimensional way and branded our transformation journey under the name of “Agile Within Us”.

Continuity of Success

Success and reputation of our company continued to be registered in 2021, by the awards we received from independent institutions. Otokoç Otomotiv went up 11 rows at the Fortune 500 Turkey and took its place as the 27th company in 2021 and entered into the Most Valuable Brands list from the 37th place. With the “We Speak the Same Language” project which has been carried out for five years in cooperation with the Association of Training Activities for the Hearing Impaired (İEEF), as Avis Turkey, we were rewarded for four years in a row on the category of “Reducing Inequalities” at the 13th Corporate Social Responsibility Summit. Moreover, at the EMEA Region International customer recommendation listing we hold the most leading position for the last 15 years.

We Renewed Our Mission, Vision and Values

Within the scope of our mission, we stated that we create value for all our stakeholders as their road companion in the world of mobility. We adopted being a global and leading point of reference developing innovative mobility solutions. We stated our values as being reliable, sincere, determined, innovative, cooperatively developing, sensitive to society and environment and caring for diversity.

Agile Transformation Started with “Agile Within Us”

We started the journey of agile transformation as Otokoç Otomotiv in 2021. We set forth our vision in a multi-dimensional way and branded our transformation journey under the name of “Agile Within Us”. In this context, we focused on three locations in 2021 for the future of Otokoç Otomotiv. At the start of the journey, we measured the agility with the survey of Business Agility Institute and started out with 3 stars.

Open Innovation, In-house Entrepreneurship and Digital Transformation

We started cooperating with Innovation and Entrepreneurship Platform Plug and Play. With the addition of our activities in 2021, we collected 1,455 ideas at 9 cycles so far, we developed 43 business model ideas among them with lean entrepreneurship methodology and 24 ideas were selected to start their pilot stages after their presentation to executive management. In-house entrepreneurship projects which passed the pilot phase successfully were Roundtrip Leasing, Lastick, Budget Wherever You Want, Caravan Leasing, Digital Franchising and Additional Hour. Right now, 2 in-house entrepreneurship projects are in acceleration phase and 5 in-house entrepreneurship projects are at the pilot phase. As of 2021, another in-house entrepreneurship project, Multi City Rental, was commercialized and total number of commercialized projects was increased to 6. The additional revenue created with these 6 projects increased by 121% compared to prior year and reached TL 33.1 million.

Following Avis Budget dealers, we also took a step for dealership structure at Otokoç 2. EI. We established new stakeholdings.

Digital transformation projects finalized are as follows:

- My Vehicle+ with Yapı Kredi
- Shipping and Logistics Project
- Service Estimation Project for Used and New Retail Vehicles
- Roundtrip & Free Floating Project
- Safe Driving Project
- Partsinstock Spare Parts Platform Project
- Avis and Budget Web and App Platform Project
- Yapı Kredi Passport Project

Highest Employee Loyalty at the History of Otokoç Otomotiv

We continued to work for health and safety of our employees. All Otokoç Otomotiv locations started to use Mess Safe device for social distancing and contact tracing. We achieved to be proactive thanks to the system that transfers the data based on minutes, dates, distance and interaction to the cloud system.

We launched the Employer Brand which presents Otokoç Otomotiv at both internal and external channels in the most appropriate way to attract talents suitable for our vision to our Company and to strengthen employee experience. The Employer Brand which was named as Otokoç1World continues its communications for our existing and potential employees.

We implemented the “Development Mentorship Program” to support our leaders’ development and strengthen their communication with their employees. We kept our fingers on the pulses of our employees

with the Ambassadors of the Agenda is You activities. Our Employee Loyalty Score increased by 2.1 points in 2021 to reach 76.1 and this was the highest loyalty score of Otokoç Otomotiv in its history.

We reached our first targets over the KoçDiyalog system used across the Group which is intended for target setting, performance evaluation and personal development. On behalf of myself and my Company, I am happy to be a part of this system which I observed to have significant contributions to our processes at the Company and to our colleagues’ personal development.

SAP Project

As of 2021, we started the SAP project in Turkey and other countries. We will run the SAP project simultaneously with our existing system. Thus, we will simplify our processes by singularizing them, will be able to save on business processes and to monitor that. We will have an instant, unlimited, end-to-end, accurate and reliable reporting.

We make progress at Otokoç 2. EI (Second hand) with a leapfrogging growth target

Following Avis Budget dealers, we also took a step for dealership structure at Otokoç 2. EI. We established new stakeholdings. Furthermore, our services for individual and corporate tenders, end-to-end second hand vehicle sales, contactless delivery and cash purchases continue. At automotive dealership; our mobile service application which provides on-site repair and maintenance offers various advantages for companies.

MESSAGE FROM THE CEO

Sustainability

Otokoç Otomotiv carries on its activities with our sustainability approach without interruption.

Global Mobility Provider of Today and the Future

As a company which conducts operations in 9 countries, Otokoç Otomotiv aims to lead the sector with mobility and new business models, to be the first recognized brand in second hand vehicle sales and leadership in all countries we operate in. As the licensor of Zipcar in Turkey, the whole system was localized and flexible car sharing solutions were created. In addition to services diversified for different needs through ZipTrip and ZipFlex shared mobility we launched this year; we also implemented the Connected Car project which provides important advantages in fleet management.

Within the scope of R&D activities, "Artificial Intelligence-based Operation Optimization Platform for Vehicle Sharing and Leasing Firms" was approved as the first incentive project of Otokoç Otomotiv by TÜBİTAK.

Road companion creating value for all stakeholders

At the International Region Net Promoter Score measurement conducted by Avis Budget Group in collaboration with an independent research company, Avis Turkey completed the year as the leader of the 1st League category and Avis Greece took the second place.

We implemented the marketing automation supported by artificial intelligence which automatizes omnichannel marketing processes and provides personalized experiences suitable for their life-cycles based on analysis of our customers' demographic, transactional and behavioral qualities.

In accordance with our objective of offering the best customer experience in the industry, we completed our customer experience mapping project which started with vehicle leasing for Avis Fleet, Otokoç 2. El, Zipcar and Retail business units in 2021. Moreover, we will launch the "Super App" project which will provide all mobility services in 2022.

Sustainability and Equal Opportunity

Otokoç Otomotiv carries on its activities with our sustainability approach without interruption. We established the Sustainability Committee in 2021. The Committee conducts its operations with the support of Energy Efficiency and Audit and Risk Committees which were established at the same year. With solar panels implemented at Otokoç Antalya branch 560 thousand kWh of electricity production and 280 tons of carbon emission prevention were anticipated, which is the equivalent of the effect of a forest of 11,200 trees. The rain water collection system which was built at the Bursa branch, water savings started and the water collected is being used in washing vehicles.

Otokoç Otomotiv aims to lead the sector with mobility and new business models, to be the first recognized brand in second hand vehicle sales and leadership in all countries we operate in.

In accordance with ISO 14064-1 Greenhouse Gas Emission Reporting Standard, Scope 1 and Scope 2 greenhouse gas emissions were calculated for the period 2017-2020 and assurance was given by an independent accredited institution. In addition to continuity of ISO 14001 Environmental management system, ISO 9001 Quality management system and ISO 10002 customer satisfaction management system, ISO 45001 Organizational health and safety certification process was completed successfully in 2021.

Within the scope of sustainability attack which started in 2021 and Green Energy activities within this context, we will increase acceleration with additional solar panels for three more branches in 2022.

"We Speak the Same Language" project we collaborate with İEEF and at which we support Hearing Impaired Individuals with video conferencing call center and collaboration with gender equality platform of the Sales Network initiative, Women in Sales and UN Women platforms continue. We are getting ready for the re-launch of We Speak the Same Language in 2022.

Efficiency is Everything

With Zero-Based Budgeting which we started in the previous year, we continued to conduct activities for the efficient and effective use of budgets. After Turkey, we started Zero-Based Budgeting process in Greece as well.

We anticipate the share of online sales revenue increase from 9% to 18% in 2022 and we take firm steps forward with the vision of being the

mobility provider of the future. We aim to be the first recognized, largest second hand vehicle brand with a multi-channel capability and to grow our Otokoç Parts brand. In 2022, within the framework of agile transformation, we aim to go to expansion phase from what we have learned from pilot phase and to make 20% of office employees to work agilely by increasing agile maturity. Furthermore, Future Fit projects that will start in 2022 will provide added value in terms of organizational efficiency. We will start the Fleet Management Project to provide after-sales services to companies which prefer to purchase their vehicles as their self-owned vehicles. With "Avis Caravan" service, it is very important for us to sustain our pioneer role in developing caravan tourism in Turkey and to establish the necessary ecosystem.

As Otokoç Otomotiv, we take firm steps forward no matter what the conditions are for the last 94 years. As we wish for health for humankind in the following period, I would like to express my gratitude for all my colleagues and esteemed stakeholders who made it possible for us to walk forward and to succeed through their contributions.

Sincerely and respectfully,



İnan Ekici
CEO

BOARD OF DIRECTORS



İsmail Cenk Çimen
Chair

Mr. Çimen has an Industrial Engineering degree from Istanbul Technical University. He completed Executive Development Programs at Stanford University (USA) and University of California Los Angeles (USA). He joined the Koç Group in 1991 as a Management Trainee at Nasoto. He assumed Sales Coordinator, Regional Manager and Import Manager responsibilities at Otosan Pazarlama from 1993 to 1996. He served as Fleet Sales Manager at Ford Otosan from 1996 to 1998 and became the General Manager of Otokoç Ankara in 1998. In 2001, he was appointed as the General Manager of the companies merged under Otokoç. In 2005 his responsibility was extended to include the General Manager role for Birmot A.Ş., also assuming responsibility for Avis car rental business. He has been serving as the Automotive Group President at Koç Holding since June 2009. Currently, Cenk Çimen is the Chair of the Board of Otokoç, Fer Mas Oto, and Koç Fiat Kredi. He is also member of the Board of Ford Otosan, TürkTraktör, Otokar, Zer, Ingage, Koçfinans and some other Koç Group companies. Additionally he is a member of the Board of Istanbul Chamber of Industry and a member of Global Relations Forum.



Levent Çakıroğlu
Member

Levent Çakıroğlu graduated from Ankara University Faculty of Political Sciences, Business Administration Department and received his master's degree from University of Illinois. He started his career as an Assistant Auditor at the Ministry of Finance in 1988, where he worked as a Senior Auditor between 1991 and 1997. He was appointed as Assistant Manager of Financial Crimes Investigation Board between 1997 and 1998, meanwhile he taught as a Part Time Instructor at Bilkent University. Çakıroğlu joined the Koç Group in 1998 as Koç Holding Financial Group Coordinator. He was the General Manager of Koçtaş between 2002 and 2007 and the CEO of Migros between 2007 and 2008. He was assigned as the CEO of Arçelik in 2008 and also became President of the Durable Goods Group of Koç Holding in April 2010. Çakıroğlu has been appointed as the CEO of Koç Holding in April 2015. He currently serves as the CEO and has also been Member of the Board of Directors of Koç Holding since April 2016. Levent Çakıroğlu is also Chair of the Board of Directors of Arçelik-LG and TürkTraktör as well as the Vice Chair of Otokar and Member of the Board of Directors at various Koç Holding companies.



Görgün Özdemir
Member

Görgün Özdemir, who retired after working in the Koç Group for more than 30 years, graduated from Istanbul University, Faculty of Business Administration in 1985. He received his master's degree at the same faculty at Boğaziçi University. Özdemir, who started his business career at Koç Holding, worked as the Assistant General Manager Responsible for Financial Affairs for 8 years and served as the CEO of Otokoç Otomotiv for 10 years. Görgün Özdemir is still a member of the Company's Board of Directors. Previously he served in the Board of Directors of OYDER (the Authorized Automotive Dealers Association) as the President of Turkish Quality Association (KalDer). Özdemir is a founding member of the Turkish Photography Foundation. He is currently a member of the Assembly Council of Istanbul Chamber of Commerce (ICOC) and the Board of Trustees of the ICOC Information Commercialization Center. Özdemir continues his doctorate on Accounting and Finance at Marmara University, and also teaches Corporate Finance at Haliç University.



Özgür Burak Akkol Member

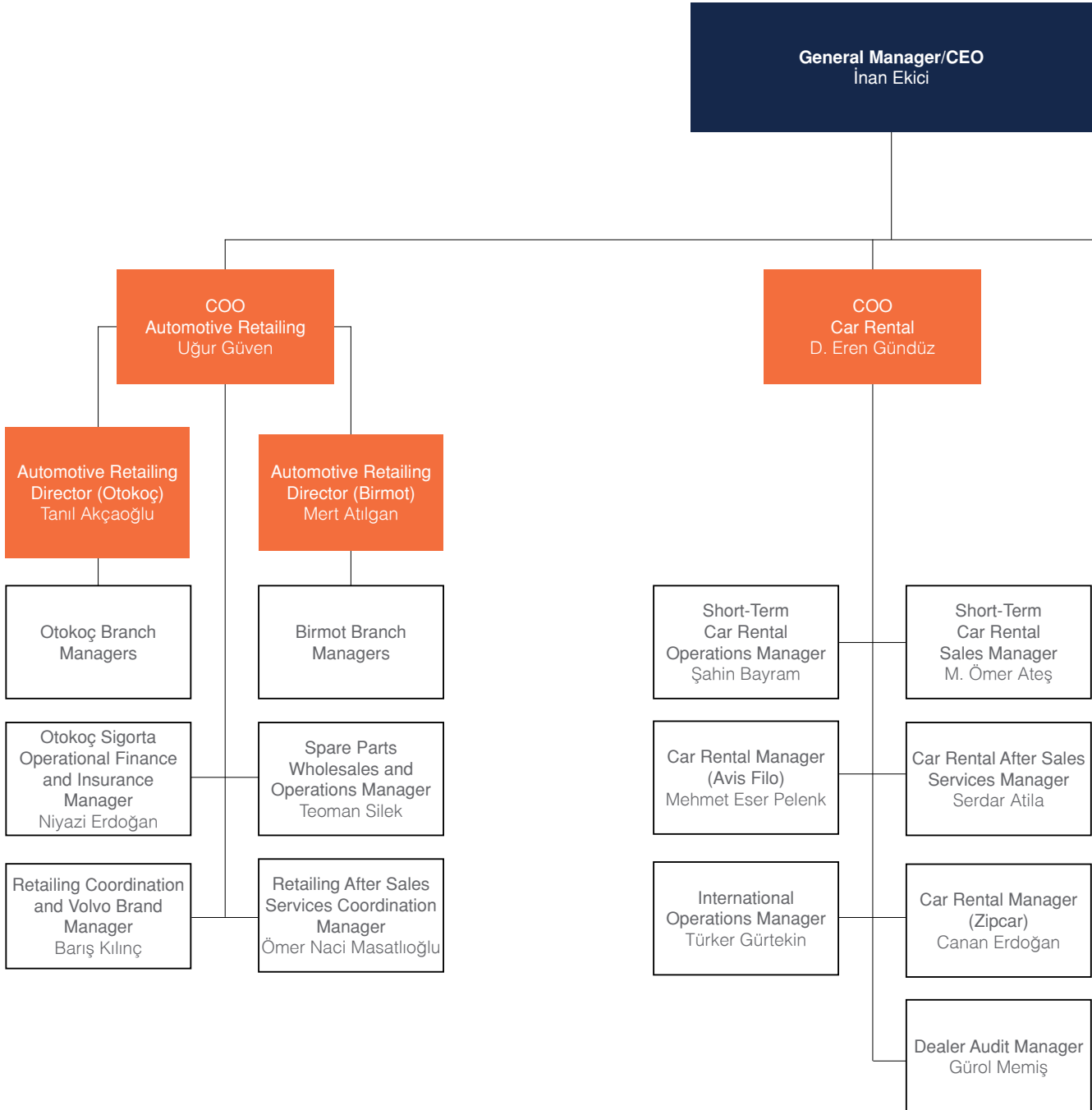
After receiving his Bachelor's degree in Industrial Engineering from İstanbul Technical University, Akkol completed the Executive MBA program and received a Master's degree from Koç University in 2011. As he continued his professional career, he successfully graduated from Harvard Business School and Columbia University completing the "Executive Development" and "Leadership Education" programs, Columbia Business School and London Business School Global Executive MBA. Akkol started his career in 2001 in the USA, as a Production and Productivity Specialist at Nautilus Foods. After working abroad, Akkol returned to Turkey and started working for Koç Holding in 2003, as a Human Resources Assistant Specialist. He worked as a Human Resources Specialist between 2004 and 2005, and as an Audit Specialist and Senior Audit Specialist between 2005 and 2009. Akkol then worked as a System Development and Human Resources Manager between 2009 and 2010, as a System Development and Human Resources Coordinator between 2010 and 2014, and as a Human Resources Director between 2014 and 2021. Since April 2021, he has been working as Koç Holding Human Resources and Industrial Relations President. Akkol is the Chair of Board of Koç Pension & Assistance Foundation, Koç Group Sports Association and Member of the Board of some other Koç Group companies. At the same time, he is the Chair of the Board of Turkish Confederation of Employer Associations (TİSK), Turkish Employers Association of Metal Industries (MESS) and MESS Education Foundation and member of the Board of Turkish Employment Agency (İŞKUR).

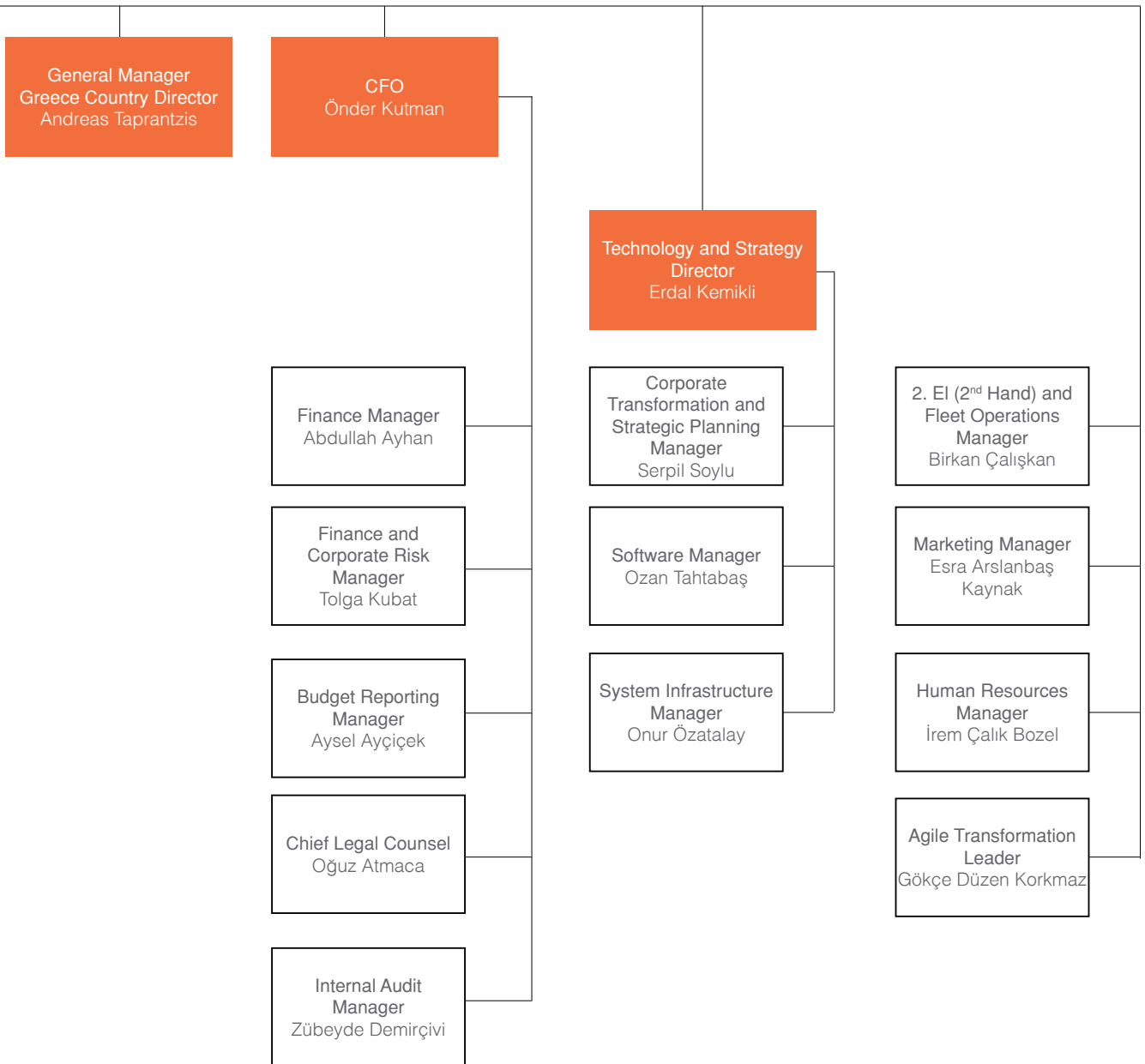


İnan Ekici Member (CEO)

İnan Ekici graduated from Ankara University, Faculty of Political Sciences, Department of Public Administration in 1991. Attending Economics and Human Resources program at the City University of London, Mr. Ekici also participated various programs in leadership and other topics at Koç, Harvard, Stanford and INSEAD Universities. Mr. Ekici started his career at London Cyprus Credit Bank in England and stepped into his long career journey at the Koç Group in 1996. After serving as the Regional Manager of Ford Otosan, he joined Otokoç Otomotiv in 2001, serving first as Adana Branch Manager and later as Ankara Branch Manager. He assumed the position of Assistant General Manager responsible for Vehicle Leasing in 2006. Responsible for nine countries including Turkey, Greece, Hungary, Ukraine, Azerbaijan, Kazakhstan, Georgia, Northern Cyprus and Northern Iraq, Ekici was then appointed as the General Manager and member of the Board of Directors of Otokoç Otomotiv, operating in automotive retailing, vehicle leasing and car sharing, effective 1 July 2019. He has been the Chair of the Board of TOKKDER (Turkish Short and Long Term Automotive Rental Association) since March 2018. Mr. Ekici is also Vice Chair and Board Member of Turkey-Hungary Business Councils of DEİK (Foreign Economic Relations Board of Turkey), Founding Advisory Board Member of Entrepreneurial Organizations Platform, member of TOBB (The Union of Chambers and Commodity Exchanges of Turkey) Automotive Assembly and member of Vehicle Leasing Committee of İstanbul Chamber of Commerce.

ORGANIZATION CHART





SENIOR MANAGEMENT



İnan Ekici
Member (CEO)

İnan Ekici graduated from Ankara University, Faculty of Political Sciences, Department of Public Administration in 1991. Attending Economics and Human Resources program at the City University of London, Mr. Ekici also participated various programs in leadership and other topics at Koç, Harvard, Stanford and INSEAD Universities. Mr. Ekici started his career at London Cyprus Credit Bank in England and stepped into his long career journey at the Koç Group in 1996. After serving as the Regional Manager of Ford Otosan, he joined Otokoç Otomotiv in 2001, serving first as Adana Branch Manager and later as Ankara Branch Manager. He assumed the position of Assistant General Manager responsible for Vehicle Leasing in 2006. Responsible for nine countries including Turkey, Greece, Hungary, Ukraine, Azerbaijan, Kazakhstan, Georgia, Northern Cyprus and Northern Iraq, Ekici was then appointed as the General Manager and member of the Board of Directors of Otokoç Otomotiv, operating in automotive retailing, vehicle leasing and car sharing, effective 1 July 2019. He has been the Chair of the Board of TOKKDER (Turkish Short and Long Term Automotive Rental Association) since March 2018. Mr. Ekici is also Vice Chair and Board Member of Turkey-Hungary Business Councils of DEİK (Foreign Economic Relations Board of Turkey), Founding Advisory Board Member of Entrepreneurial Organizations Platform, member of TOBB (The Union of Chambers and Commodity Exchanges of Turkey) Automotive Assembly and member of Vehicle Leasing Committee of İstanbul Chamber of Commerce.



Dr. Mehmet Önder Kutman
CFO

Dr. Mehmet Önder Kutman received his B.A. in Economics from İstanbul University in 1993, his MBA from Koç University in 1995 and his Ph.D. from İstanbul Technical University in 1999. Before joining Otokoç Otomotiv, he held various positions in the Audit and Finance Division of Koç Holding from 1995 until 2009. Since then he has been serving as the CFO of Otokoç Otomotiv. In tandem, Kutman functions as General Manager of Otokoç Sigorta Aracılık Hizmetleri A.Ş. and he is also an Assembly Member of Bursa Chamber of Commerce.



Uğur Güven
COO (Car Retailing)

Mr. Uğur Güven received his B.Sc. in Geophysical Engineering from İstanbul University in 1986. He studied Marketing at Boğaziçi University under the Special Student Program between 1986 and 1988. After assuming various positions at Standart Belde A.Ş., Toyota Gökkuşluğu Otomotiv, Ford Bozkurt Motorlu Araçlar A.Ş., Motor Ticaret A.Ş., and Standart Motor A.Ş., he joined Otokoç Otomotiv in 2001 as a Branch Manager. He has been serving as Assistant General Manager of Automotive Retailing since 2004. He is also a member of the Board of Directors of OYDER (Authorized Automotive Dealers Association) since 2017. He is also Vice Chair of the Board of OYDER, member of TOBB (The Union of Chambers and Commodity Exchanges of Turkey) Automotive Assembly and member of the Chamber of Geophysical Engineers of Turkey.



D. Eren Gündüz
COO (Car Rental)

After his graduation from Middle East Technical University Mechanical Engineering Department in 1996, Mr. Eren Gündüz started his career at Borusan Otomotiv as a Management Trainee. Following his posts at Doğu Otomotiv, Robert Bosch-Germany and TÜBİTAK, he joined MAN Turkey as After-sales Services Manager and then appointed to Sales Director position. His successful career of 10 years at MAN Turkey led him to Vice Chair of Truck Sales, Product and after Sales Services at MAN South Africa and he was later promoted as Assistant General Manager Responsible for Operations. Mr. Gündüz is serving as Otomotiv Assistant General Manager Responsible for Vehicle Leasing at Otokoç Otomotiv since May 2021.

SENIOR MANAGEMENT



Dr. Andreas Taprantzis
CEO
Greece Country Director

Andreas Taprantzis holds a Ph.D. in chemical engineering, and has an MBA and AMP from INSEAD. Having 20 years of managerial experience in various sectors, Taprantzis was the CEO of ELTA, the designated postal operator in Greece, between 2005 and 2009. He was elected the Chair of Postal Operations Council (POC) affiliated to the Universal Postal Union, a diplomatic agency within the United Nations, for the 2008-2012 period during the 24th International Postal Congress held in 2008. Having started to work as the COO and Retail Banking Managing Director at Hellenic Postbank, one of the major banks in Greece, as of January 2010, Taprantzis assumed the position of Deputy CEO at T Bank, an affiliate of Hellenic Postbank in December 2010. He was a Board Member of Hellenic Postbank between 2006-2009 and 2011-2012. Taprantzis is the CEO of Avis Hellas, the leading car rental company in Greece. Prior to that position, he was an Executive Director of Hellenic Republic Asset Development Fund responsible for real estate assets.



Mert Atılgan
Director
Birmot Car Retailing
(Fiat, Alfa, Jeep and Maserati Brands)

After graduating from Austrian High School, Mr. Atılgan obtained his undergraduate degree from Yıldız Technical University Mechanical Engineering and his graduate degree from Koç University Department of Management. Starting his career at the Koç Group as the Purchasing Engineer in Arçelik-LG Air Conditioning Plant, Mr. Atılgan acted as the Purchasing and Planning Team Leader between 2008-2012 and as the Purchasing Manager between 2012-2015. After working at Zer Merkezi Hizmetler ve Ticaret A.Ş. as Business Development and Sales Manager between 2015 and 2018 and as Sales Director between 2018 and 2020, Mert Atılgan started his career at Otokoç Otomotiv as Retailing Director Responsible for Birmot. He is a member of İstanbul Chamber of Commerce.



Tanıl Akçaoğlu
Director
Otokoç Car Retailing
(Ford, Ford Trucks and Volvo Brands)

Tanıl Akçaoğlu received a B.Sc. in Industrial Engineering from Dokuz Eylül University in 1998. Having worked as Regional Sales Executive at Renault Mais A.Ş., he was appointed to Otokoç Otomotiv as Sales Manager in 2004. He assumed the branch manager position in Ankara, İstanbul-European Side and İstanbul- Asian Side between 2008 and 2017. Mr. Akçaoğlu is serving as the Retailing Director of Otokoç since 2018. He is a member of İzmir Chamber of Commerce.



Dr. Erdal Kemikli
Director
Technology and Strategy

Erdal Kemikli received his B.Sc. in Computer Engineering from Boğaziçi University in 1989, his M.Sc. in the same discipline from Ege University in 1991 and his Ph.D. from İstanbul Technical University in 2004. Having held different positions at Koç Sistem A.Ş. between 1996 and 1999, he was appointed as Otokoç Otomotiv Information Technology Manager in 2001. Later, he functioned as Information Technology and Process Manager, and Information Technology and Innovation Manager. He has been serving as Technology and Strategy Director since 2019. He is a member of the Quality Association of Turkey.

AWARDS

Otokoç Otomotiv

- Digital Pandemic Detection Application, award at IDC Turkey CIO Summit, Future of Business- Working Facilities category
- Digital Shipping and Logistics Projects, award at IDC Turkey CIO Summit, Future of Business- Working Facilities category
- Hybrid Project Office, award at IDC Turkey CIO Summit, Future of Business- Metrics and KPI's category
- Security Operations and Transformation Project, IDC Digital Transformation Summit, Future of Trust category
- Assistant General Manager / CFO M. Önder Kutman, listed among "The Most Influential 50 CFOs" at the survey conducted by BMI with collaboration with DataExpert.





- Corporate Transformation and Strategy Planning Manager Serpil Soylu, Digital Transformation Leader at award IDC Women Transforming Technology Awards
- Product Management Manager Betül Toklu Aldemir, Rising Star award at the IDC Women Transforming Technology Awards
- Entrance into Turkey's Most Valuable and Strongest 100 Brands list of Brand Finance from the 37th place
- Going up 11 steps at the Fortune 500 Turkey 2020 list to 27th place
- Esra Arslanbaş Kaynak was rewarded the Most Admirable CMO of Turkey at the Golden Leaders Awards and was listed among the 50 Digital Leaders of Fast Company CMO which selects the leaders that lead the digital economy.
- CX Awards Turkey, Customer Experience Awards, in Customer Experience
- The Hammers Awards, The Best Marketing Team in E- Commerce and The Best Marketing Team in Automotive Industry awards

Avis

- Award at the CIO Awards for Digital Pandemic solutions project
- Awards for the Avis On Your Side project at the Cloud Awards and at DX CEO
- First place award for Fenerbahçe post project at the Instagram Creative 3D Post Contents
- Award for the Voice of the Supporter project at the Golden Spider Awards, Digital Marketing- Integrated Campaign category
- Award for Avis Customized Web Site at the Golden Spider Awards, Automotive category
- Award for DCO & Local Campaign project at Prida Communications Award, Data Usage category

AWARDS

- The Best of E- Commerce Award at Vehicle Leasing category
- Award for We Speak the Same Language project at the 13th Corporate Social Responsibility Summit, Reducing Inequality category
- At the International Region Net Promoter Score measurement conducted by Avis Budget Group in collaboration with an independent research company, Avis Turkey completed the year 2021 as the leader of the 1st League category and Avis Greece took the second place.



Avis Caravan

- Award at the CIO Awards
- Corporate Entrepreneurship Awards, The Best In-house Entrepreneurship project award

Avis Filo

- Awards for Connected Cars, Fleet Management and Smart Mobility Platform projects at CIO Awards
- The Digital Transformation Project of the Year Award for the Connected Car project
- The Most Prestigious Business Partner of the Year award and Grand Award at the B2B Excellence Awards, Long-term Vehicle Leasing category
- Cloud Awards and award at the Digital Transformer for Service Fleet Customer Loss Forecast and Monitoring Platform project



Avis and Budget

- Award for Free Floating and Roundtrip project at IDC Digital Transformation Summit, Future of Industry Ecosystem category
- Web & App platform
 - IDC Digital Transformation Summit, Future of Trust category
 - IDC Turkey CIO Summit, Future of Business- Re-Working category
 - CIO Awards, Mobile Applications category
- Award for Dealer Self-assessment project at Internal Audit Institute of Turkey (TIDE) Internal Audit Awareness Awards, Professional Promotional Activities Awareness category
- Social Brands Data Analytics Awards, Vehicle Leasing category

Avis and Yapı Kredi

- Golden Award at the Sardis Awards for My Vehicle+ project, the Most Successful Bank-Fintech Collaboration category



Budget

- Award for DCO & Local Campaign project at Prida Communication Awards Data Usage category

Otokoç and Birmot

- Select Success Award for Otokoç Konya and 3rd Best Authorized Dealer Award for Otokoç Taşdelen at Volvo Dealer Excellence Awards,
- Otokoç and Birmot sales ratings

Birmot

- At the 2021 Fiat and ARJ Star System Awards, Birmot İzmir, Birmot Eskişehir, Birmot Beylikdüzü, Birmot İstinye, Birmot Samsun, Birmot Ankara, Birmot Küçükyalı, Birmot Nilüfer, Birmot Zincirlikuyu, Birmot Antalya received Best Service Managers, Service Consultants, Service Technical Expert, Loss Consultant, Customer Relations, Quality Control Professional and Guarantee Professional awards

Otokoç Parts

- Award for Partsinstock Spare Parts Platform project at IDC Digital Transformation Summit, Future of Digital Endurance

Zipcar

- Award for Round Trip project at IDC Turkey CIO Summit, Future of Business- Reworking category

Avis Greece

- Mobility Awards
 - Golden Award:** Leasing company of the year & Green Initiative & Risk Management / Insurance
 - Silver Award:** Customer Service and Vehicle Re-marketing
- Heroes of the Greek Economy
 - Hero of the Last Ten Years for Long and Short-term Vehicle Leasing
 - Solidarity Excellence for the Company's contribution to the society at the fight against pandemic
- ICAP Real Leaders Award
- Content Marketing Awards
 - Golden Award:** "Best Content Marketing Program"
 - Bronze Award:** "Best Use of Content Marketing for Brand Recognition"
- Sales Excellence Awards
 - Silver Award:** "Customer Services- Satisfaction"
 - Bronze Award:** "Innovative Product / Service" (Switch by Avis)
- Social Media Awards
 - The Bests at the Vehicles Segment - Bronze Award
- Marketing Week Awards
 - The Booming TV Campaign

THE TURKISH AUTOMOTIVE MARKET AND OTOKOÇ OTOMOTİV

In 2021, Otokoç Otomotiv got 8.1% market share.

Market Composition

In 2021, total sales in the domestic automotive market shrank by 3.2% and were registered as 766 thousand units.

AUTOMOTIVE DOMESTIC MARKET SALES IN 2021

(thousand units)	2017	2018	2019	2020	2021
Passenger Cars	723	486	387	610	562
Light Commercial Vehicles	126	66	49	96	110
Medium Commercial Vehicles	107	68	43	66	66
Heavy-Duty Commercial Vehicles	21	14	9	19	29
Total Industry	977	634	488	791	766

-3.2%

VEHICLE SALES IN THE INDUSTRY SHRANK BY 3.2 IN TERMS OF UNITS IN 2021.

+55.0%

HEAVY-DUTY COMMERCIAL VEHICLES SUSTAINED THE HIGHEST GROWTH WITH 55.0% ON THE BASIS OF SEGMENTS.

-7.9%

PASSENGER CAR SALES DECREASED BY 7.9%.

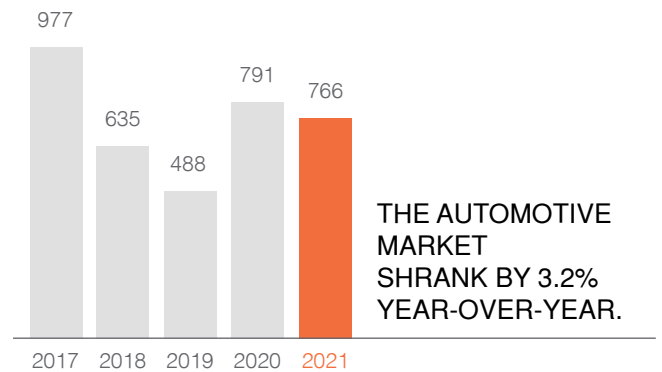


Based on vehicle segments, while the market is constricting by 7.9% compared to prior year in passenger cars, there was an increase of 14.2% in light commercial vehicles, 1.3% decrease in medium commercial vehicles and 55% increase in heavy commercial vehicles.

(thousand units)	2019	2020	2019-2020 (% change)	2020	2021	2020-2021 (% change)
Passenger Cars	387	610	57.5	610	562	-7.9
Light Commercial Vehicles	49	96	97.9	96	110	14.2
Medium Commercial Vehicles	43	66	53.9	66	66	-1.3
Heavy-Duty Commercial Vehicles	9	19	116.1	19	29	55.0
Total Industry	488	791	62.3	791	766	-3.2



TOTAL INDUSTRY (THOUSAND UNITS)



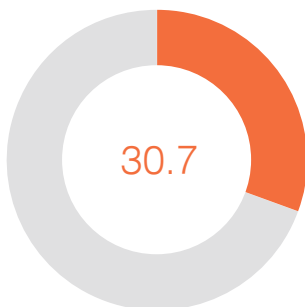
THE TURKISH AUTOMOTIVE MARKET AND OTOKOÇ OTOMOTİV

Birmot was responsible for 30.7% of Tofaş sales in the passenger car market and got 4.2% share in the Turkish passenger car market in 2021.

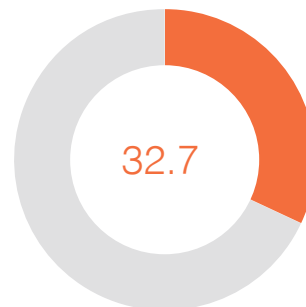
Birmot was responsible for 30.7% of Tofaş sales in the passenger car market and got 4.2% share in the Turkish passenger car market in 2021. Realizing 32.7% and 28.2% of Tofaş sales in the light and medium commercial vehicles markets, respectively, the Company got 13.3% and 1.5% share from the overall market in these two segments. With a total of 39,042 units, the Company had 31.3% share out of Tofaş sales.

BİRMOT AND TOFAŞ SALES

(thousand units)	2020			2021		
	Birmot Sales	Tofaş Sales	Penetration (%)	Birmot Sales	Tofaş Sales	Penetration (%)
Passenger Cars	32.3	97.0	33.3	23.5	76.5	30.7
Light Commercial Vehicles	12.8	40.5	31.7	14.6	44.6	32.7
Medium Commercial Vehicles	1.7	4.5	37.9	1.0	3.6	28.2
Total	46.8	142.0	33.0	39.0	124.7	31.3

PENETRATION RATE IN TOFAŞ PASSENGER CAR SALES (%)

IN 2021, BİRMOT SOLD 23.5 THOUSAND TOFAŞ PASSENGER CARS.

PENETRATION RATE IN TOFAŞ LIGHT COMMERCIAL VEHICLES (%)

IN 2021, BİRMOT SOLD 14.6 THOUSAND TOFAŞ LIGHT COMMERCIAL VEHICLES.



4.2%

BİRMOT GOT 4.2% SHARE IN THE PASSENGER CAR MARKET.

13.3%

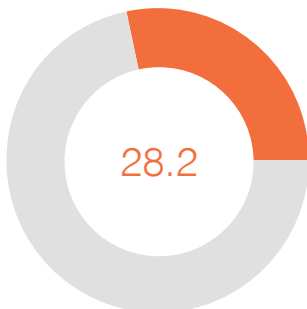
THE SHARE IN LIGHT COMMERCIAL VEHICLE MARKET IN 2021 WAS 13.3%.

1.5%

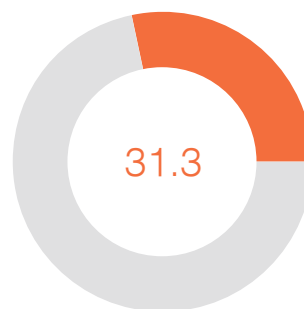
MARKET SHARE IN MEDIUM COMMERCIAL VEHICLES WAS 1.5%.

PENETRATION RATE IN TOFAŞ MEDIUM COMMERCIAL VEHICLE SALES (%)

PENETRATION RATE IN OVERALL TOFAŞ SALES (%)



IN 2021, BİRMOT SOLD 1.0 THOUSAND TOFAŞ MEDIUM COMMERCIAL VEHICLES.



IN 2021, BİRMOT SOLD 39.0 THOUSAND TOFAŞ VEHICLES IN TOTAL.

THE TURKISH AUTOMOTIVE MARKET AND OTOKOÇ OTOMOTİV

Otokoç was responsible for 42.8% of Ford sales in the passenger cars market and got 1.1% share in this segment in 2021.

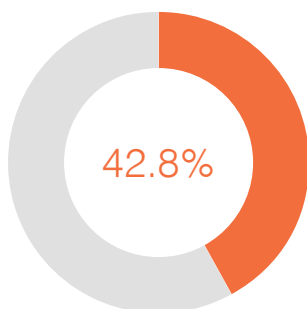
Otokoç was responsible for 42.8% of Ford sales in the passenger cars market and got 1.1% share in this segment in 2021. Realizing 20.0% of Ford sales in the

light commercial vehicles market, the Company got 4.9% share of the total market in this segment. With 26.9% share of Ford sales in the medium commercial vehicles market, the Company got 10.7% of the total market in this segment. In the heavy-duty commercial vehicles market, the Company realized 25.9% of Ford sales and got 6.3% share of the total market in this segment. With 20,259 units in total, the Company's share in Ford sales was 27.3%.

OTOKOÇ AND FORD SALES

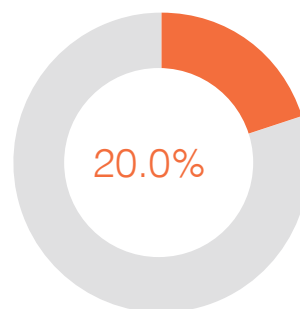
(thousand units)	2020			2021		
	Otokoç Sales	Ford Sales	Penetration (%)	Otokoç Sales	Ford Sales	Penetration (%)
Passenger Cars	11.7	27.6	42.3	6.0	14.1	42.8
Light Commercial Vehicles	5.4	31.9	16.9	5.4	27.1	20.0
Medium Commercial Vehicles	9.3	33.0	28.1	7.0	26.2	26.9
Heavy-Duty Commercial Vehicles	1.5	5.3	28.2	1.8	7.0	25.9
Total	27.8	97.8	28.5	20.3	74.3	27.3

PENETRATION RATE IN FORD PASSENGER CAR SALES (%)



IN 2021, OTOKOÇ SOLD 6.0 THOUSAND FORD PASSENGER CARS.

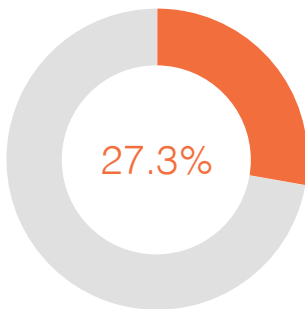
PENETRATION RATE IN FORD LIGHT COMMERCIAL VEHICLES (%)



IN 2021, OTOKOÇ SOLD 5.4 THOUSAND FORD LIGHT COMMERCIAL VEHICLES.



PENETRATION RATE IN TOTAL FORD SALES (%)



IN 2021, OTOKOÇ SOLD 20.3 THOUSAND FORD VEHICLES IN TOTAL.

1.1%

OTOKOÇ GOT 1.1% SHARE IN THE PASSENGER CARS MARKET.

4.9%

THE COMPANY GOT 4.9% SHARE OF THE LIGHT COMMERCIAL VEHICLES MARKET IN 2021.

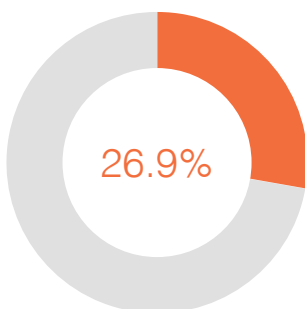
10.7%

SHARE IN THE MEDIUM COMMERCIAL VEHICLES MARKET WAS REGISTERED AS 10.7%.

6.3%

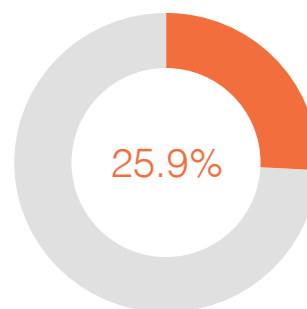
THE SHARE IN THE HEAVY-DUTY COMMERCIAL VEHICLES MARKET WAS 6.3%.

PENETRATION RATE IN FORD MEDIUM COMMERCIAL VEHICLES SALES (%)



IN 2021, OTOKOÇ SOLD 7.0 THOUSAND FORD MEDIUM COMMERCIAL VEHICLES.

PENETRATION RATE IN FORD HEAVY-DUTY COMMERCIAL VEHICLES SALES (%)



IN 2021, OTOKOÇ SOLD 1.8 THOUSAND FORD HEAVY-DUTY COMMERCIAL SALES.

THE TURKISH AUTOMOTIVE MARKET AND OTOKOÇ OTOMOTİV

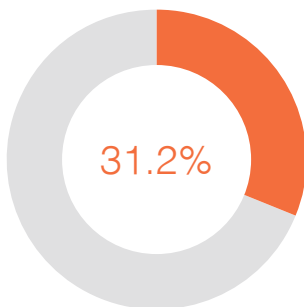


VOLVO SALES

(units)	2020			2021		
	Otokoç Sales	Volvo Sales	Penetration (%)	Otokoç Sales	Volvo Sales	Penetration (%)
Passenger Cars	2,516	8,200	30.7	2,495	8,000	31.2

The Company sold 2,495 cars and reached a penetration rate of 31.2% in Volvo passenger car sales in 2021.

PENETRATION RATE IN VOLVO PASSENGER CARS SALES (%)



IN 2021, OTOKOÇ SOLD 2.5 THOUSAND VOLVO PASSENGER CARS.

RENTAL CAR PARK

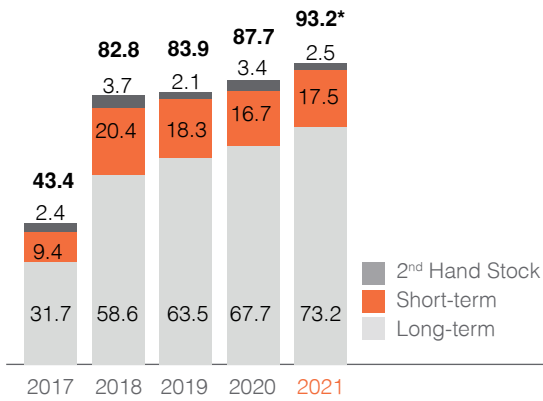
There were 93.2 thousand vehicles in the Company's total car park at year-end 2021.

The car park for Otokoç's rental operations is shown in the table below as at year-end.

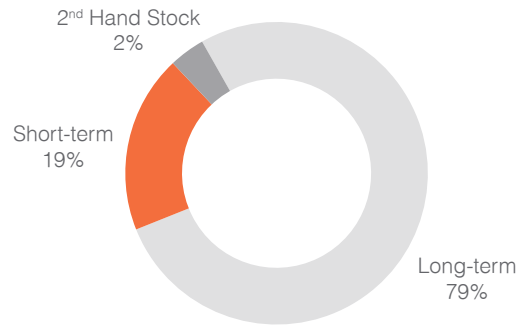
CAR PARK

(thousand units)	2017	2018	2019	2020	2021
Short-term	31.7	58.6	63.5	67.7	73.2
Long-term	9.4	20.4	18.3	16.7	17.5
2 nd Hand Stock	2.4	3.7	2.1	3.4	2.5
Total Car Park	43.4	82.8	83.9	87.7	93.2

CAR PARK (THOUSAND UNITS)



BREAKDOWN OF CAR PARK (%)

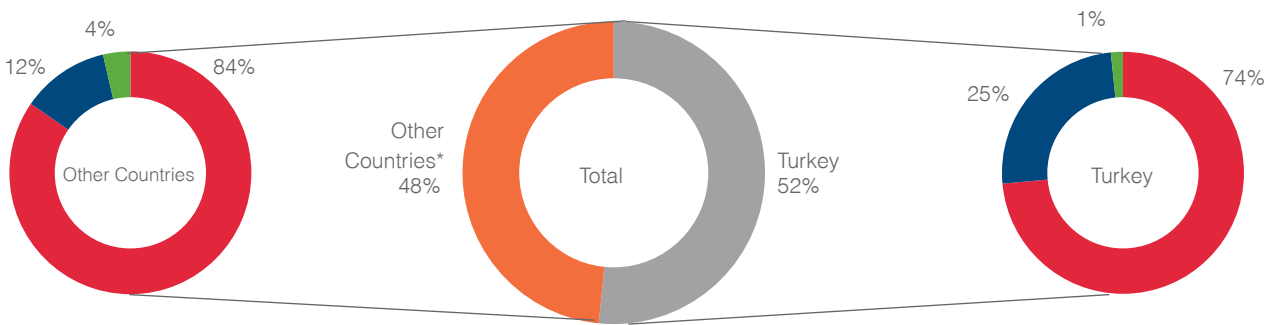


* With the addition of Ukraine, Georgia and Kazakhstan operations, the total car park figure reaches 90 thousand units.



THE TURKISH AUTOMOTIVE MARKET AND OTOKOÇ OTOMOTİV

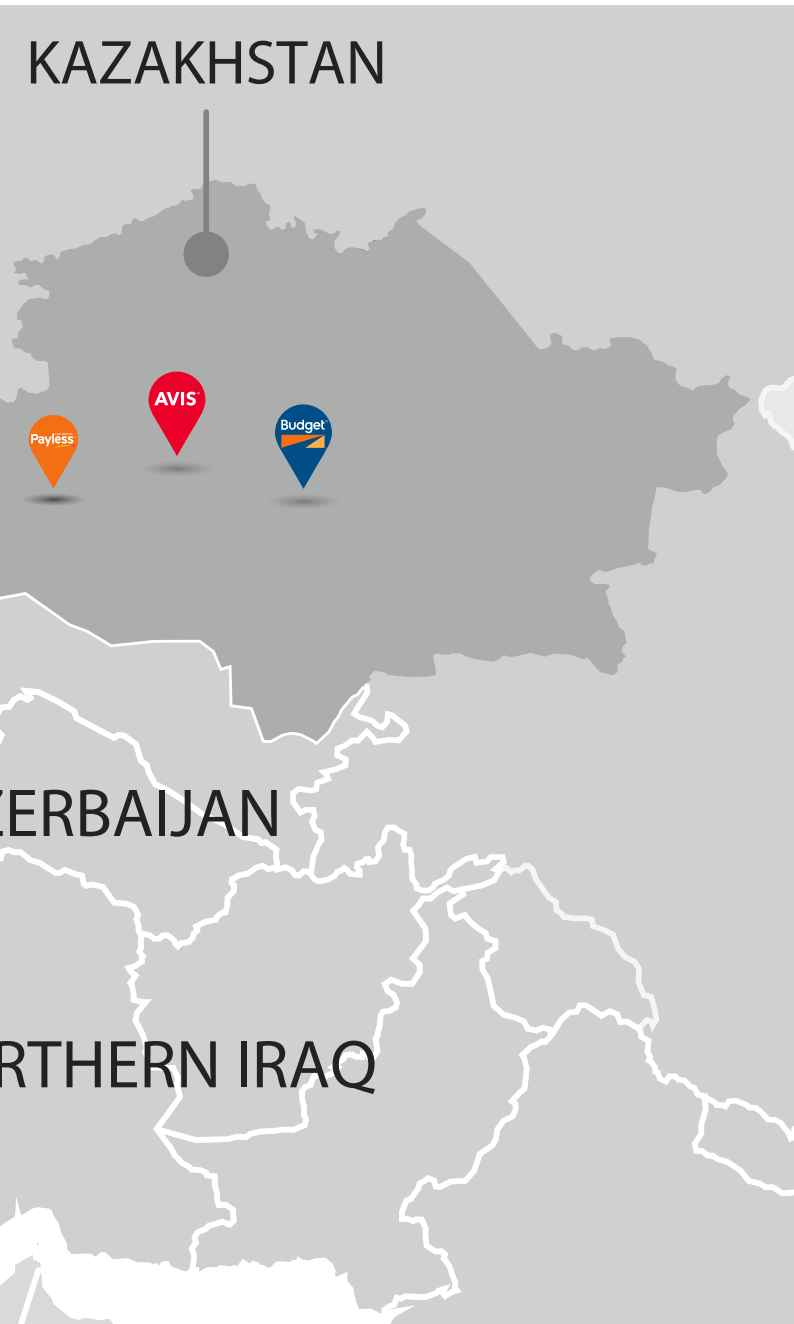
BREAKDOWN OF CAR PARK (%)



*Greece, Hungary, Azerbaijan

■ Long-term ■ Short-term ■ 2nd Hand Stock





ACTIVE IN TURKEY, GREECE, KAZAKHSTAN, AZERBAIJAN, NORTHERN IRAQ, HUNGARY, GEORGIA, NORTHERN CYPRUS AND UKRAINE, THE COMPANY PURSUES OPERATIONS AT 394 LOCATIONS, 85 OF WHICH ARE ABROAD, IN 9 COUNTRIES IN TOTAL.

AGILE TRANSFORMATION

Otokoç Otomotiv stepped into its agile transformation journey in 2021 with the “Agile Within Us” brand.

The First Sales Organization Starting Agile Transformation Journey in its Area: Otokoç Otomotiv

Otokoç Otomotiv started the agile transformation journey which will increase the Company's power of adaptation for rapid changes and will prepare it to future starting today. The Company set forth its vision in a multi-dimensional way and branded its transformation journey under the name of “Agile Within Us”. At the start of the journey, the agility status was measured with the survey of Business Agility Institute and the journey started out with 3 stars. Working groups were formed to expand the autonomy to everyone and initiative maturity level at every level was encouraged. At the Agile Transformation journey which started in May, an Agile Transformation Unit was formed and a company-wide launch was realized in July. To handle 4 main focus areas of this comprehensive transformation, The Agile Within Us Hub teams were formed in those areas; Organization Design, Culture and Leadership, Agile Coaches, Human Resources Processes and Employee Experience. In order to answer the question of how Otokoç Otomotiv that reached the vision of agile transformation would look like, the definition of “From What Type of Otokoç to What Type of Otokoç?” was prepared. The difference between today and future was defined in 3 main topics, customers, process and behavior, and awareness and desire for transformation within the organization were created.

As a company that designs its agile transformation with the vision of “We will become a dynamic organization creating value for all stakeholders to realize our dreams”, our first focus areas are as follows:

- To build and sustain agile transformation governance which will be the driver of the organization in agile transformation
- To lay the foundation of a multi-dimensional agile company
- To provide the culture and organization, which can adopt to future with agile transformation pilots
- To form an agile transformation vision in which the leaders believe and employees embrace as one and expand it across the organization

İçimizdeki Evik
Otokoç Otomotiv

Agile Transformation teams organize webinars for employees on what agile culture is, its structure and how it works.

Agile Transformation teams, getting larger with time, organize webinars for all employees on what agile culture is, its structure and how it works. Pulse surveys were conducted among employees and pilot teams were formed to determine how agile approach will work in current business processes and to create lasting trainings for the company and business units. Agile transformation trainings were organized for 349 people for 2,677 hours in Scrum Master, Product Owner, Scrum Master Empowerment, Agile Approach Simulation, Leadership in Movies and the number of agile employees increased to 70. As the first sales organizations starting its agile transformation journey in Turkey and taking its foundational steps became one of the supporters of Agile Turkey Summit 2021.

With the target of expanding this culture across the company and becoming a dynamic organization creating more value for employees, customers and stakeholders, we aim for launching the first agile business unit and making 20% of the whole company agile employees in 2022 on our agile transformation journey. We will continue to digitalize all processes with the added value agility provides to meet customer needs more quickly and accurately at all contact points from end to end and to design and provide and integrated service. We will also move forward from today to the future with agile steps.



HUMAN RESOURCES

The new performance system initiated by Koç Holding, KoçDiyalog was implemented which focuses on people and supports multilateral communication and instant idea sharing mechanisms between managers and employees.

Focus on employees

- The new performance system initiated by Koç Holding, KoçDiyalog was implemented which focuses on people and supports multilateral communication and instant idea sharing mechanisms between managers and employees. With the new performance system, target systematic is being conducted with “OKR” (Targets and Critical Success Results). With the KoçDiyalog which was designed with the perspective of continuous change, flexible thinking and mutual idea exchange, the Company not only executes performance management but also provides an environment where employees’ personal and professional developments are at the forefront.
- “Development Mentorship Program” was launched to support leaders’ development and strengthen their relations with employees.
- Skill sets which are the foundation of talent management were identified, skill-based training sets were designed, trainings were planned based on those and 2,062 employees were included in these online trainings
- To increase employee loyalty and improve employee experiences, an Employee Loyalty Research was conducted. Employee loyalty increased 2.3 points in 2021 and the highest result of all times was reached with 76.1. In addition to this research, employee group based surveys were carried to hear employee experiences in performance management satisfaction, concerns

during the pandemic, recruitment, orientation, rotation processes. Actions were taken on areas that need improvement based on feedback from these surveys.

- Employer Brand, which promotes Otokoç Otomotiv both in internal and external channels, was launched to attract talents appropriate for the vision of Otokoç Otomotiv to the Company and to strengthen employee experience. The Employer Brand named Otokoç1World continues its communications for existing and potential employees. In this context, 31 campus activities were attended.
- “Paperless HR” which allows contract process for new employees to be handled in e-approval signature system and onboarding process which designs their experiences in first 90 days were implemented with the objective of digitalizing the HR processes.

Applications During Pandemic Period

- Remote working possibility was offered to anyone who does not need to be physically present due to nature of work.
- Otokoç Otomotiv Pandemic Committee provided for the calibration of alternating in house working percentages by observing the course of the pandemic and the directive and notices of the Ministry of Health together with the guidance of the Koç Holding Crisis Center.



- During the pandemic, an alternating order of office working was established at 15-25% at Headquarters and 50% in functions such as accounting and insurance at automotive retail branches. No changes were made in the work organizations of the rental offices apart from the periodical lockdowns and short time working periods.
- Daily Personal Pandemic Survey and COVID 19 Vaccination Survey applications were continued for early detection of potential COVID-19 symptoms and taking necessary measures.
- Precautions were continued to be taken such as desk separator, gel filter for air-conditioning and disinfection boards to provide social distancing and isolation at the workplace. Surface contacts were reduced by automation.
- Arrangements such as car rental, shuttle route-capacity planning and fuel support were made for employees who have to work on-site.
- On-site doctors were assigned to all of the company locations regardless of the requirements of the legislation concerning the necessity of assignment of an on-site doctor. Likewise in addition to doctors, nurses were assigned to the branches due to the high employee density.
- As well as raising employees' awareness on the pandemic and providing the necessary personal protective equipment, health status of employees were monitored closely with the support of on-site doctors and nurses serving at the Company locations throughout Turkey.
- With the objective of increasing awareness, occupational safety services were provided in addition to doctor service at the leasing offices.
- Weekly live broadcasts were made with the title "CEO İnan Ekici Meets his Teammates" since the beginning of the pandemic. During these broadcasts the Company CEO addressed his teammates on various topics such as updates of the agenda, namely the pandemic, reminders, warnings, greetings and commemorations and he responded to their question and suggestions. Furthermore, numerous online activities were organized on special occasions and weekends in which employees could participate with their families.
- The veteran managers retired from Otokoç Otomotiv were contacted on a regular basis by our senior management.
- Daycare aid application was continued for moms and dads who are responsible for taking care of their children.
- Internet and ergonomic package aid was provided for our colleagues who are in hybrid and remote working model.

CUSTOMER EXPERIENCE

Avis Turkey and Avis Greece were ranked as the first and second branches at Avis Budget Group International Region Customer Recommendation Rate measurement.

Working with the vision of unique customer experience at all brands Otokoç Otomotiv conducts surveys to observe and detect customers' experiences at every stage, every step and at every contact point from brand awareness to loyalty processes and conveys them to service maps.

The final customer journey map is prepared which includes negative and/or positive findings which detected low performance points or points which do not meet expected performance at the customer's journey.

After the resulting experience map, projects which will re-design the experience based on customer needs are defined and implemented under the moderation of related teams and the research company. Customer journey maps which started with vehicle leasing business unit continued in 2021 for Avis Fleet, Otokoç 2.El, Zipcar and Retail business units.

Another system Otokoç Otomotiv conducts to improve customer experience processes is Customer Quality Management System. Teams consisting of the related business units analyze the feedback from customers and take improvement and development actions to clear off the root causes of the criticized areas.

With cross organization structure and agile working methodology, this system enables a more efficient work environment between departments and provides opportunity to listen to the voice of customers and become their voices for business units who are not in one-to-one interaction with customers.

At the Avis Budget Group's International Region Net Promoter Score measurement conducted in 2021 in collaboration with an independent company, Avis Turkey completed the year as the leader and Avis Greece was the first runner-up at the 1st League category.

Development of bots supported by artificial intelligence continue

Digital assistants for each brand under the roof of Otokoç Otomotiv are being developed and are planned to expand. The Company aims to increase efficiency of customer representatives at the Interaction Center and to create difference in experience by responding more quickly to customers.

Avis claimed the “Best E-Commerce Experience” in car rental category in Turkey for the second year in a row.

My Mind is on the Road” channel

Otokoç Otomotiv created a non-branded channel brand in the automotive sector, which is a first in Turkey. The Company invested in this channel named My Mind is on the Road to transform it into a content brand.

My Mind is on the Road which differentiates Otokoç Otomotiv from other automotive brands creates attractive, meaningful and worthy of following contents on many different topics and areas based on targeted audience’s needs. Hence, a sustainable platform was formed by creating the Company’s own brand faces.

My Mind is on the Road channel reached more than 8.8 million views, more than 445,000 hours of viewing since its establishment. An average of 3:01 watching minutes was an indicator that the content which the audience asks for was being created.

My Mind is on the Road, which achieved to promote the Company’s products and services and to become a reference point in automotive categories by reaching new audiences, created a digital ecosystem with more than 14,000 subscribers.

In 2021, 296 requests were received for products and services from “My Mind is on the Road” channel. Through our channel, 25 vehicles from a wide range between brand new and second hand were sold in different brands and models. Many commercial relations were established as well.

A K L I M
— yolda —

DIGITAL TRANSFORMATION AND INNOVATION

Otokoç Otomotiv's successful activities in digital transformation and innovation generated financial value alongside numerous awards.

Digital Transformation

Within the scope of digital transformation governance, Otokoç Otomotiv organized Technology Days and workshops in collaboration with different technology firms and business partners on global impact of digital transformation, technology trends and ecosystem

In 2021, digital transformation strategy and focus areas that are coherent with the Company's strategy were identified and 5-year targets were set. While setting the strategy, MIT's "Future Ready" approach, which is recommended by Koç Holding as one of the best applications, was taken as a reference. Otokoç Otomotiv's focus areas identified with the vision of "Being the Digital Leader of the Industry" are presented below:

- Digital Employee Experience
- Digital Operation
- Digital Customer Experience
- Digital Sales and Marketing.

To implement the identified initiatives, "Technology Platform, Digital Ecosystem and Data Governance" and "Project Office and Agile Transformation" are used as activators. Among the targets set within this scope are increasing the revenue earned and number of new customers acquired through digital channels, number of people using agile management, number of IoT and analytics-based applications, number of processes transferred to robotic processes, number of digital applications in sales and operation processes.

Otokoç Otomotiv plans to invest in focus areas that will create better customer experience in the following period. The Company focuses on areas where it can develop systems which increases quality of customer data, processes data better and which is integrated with one customer view. Digital transformation investments are planned to increase digital channels, develop omnichannel capabilities and make them more integrated.

To determine the Company's digital transformation maturity, we used Gartner's "Score Card" evaluation model. In this context, 52 Digital Transformation KPI's were measured to identify Otokoç Otomotiv's digital transformation maturity level. Digital transformation focus areas and targets were defined and road map was drawn. Moreover, at the Digital Transformation Program in 2021, 23 different workshops were organized with the participation of business units at the Headquarters and at the field, 2022 targets for the KPI's were set and roadmaps were drawn. At the end of the Program, 12 different project ideas were formed.





The cumulative financial impact of digital transformation projects completed in 2021 was TL 25 million. Otokoç Otomotiv aims to be the pioneer in innovative mobility products in car sharing and leasing by providing services in multiple points of the mobility ecosystem under one roof, thus it develops projects in the areas of connected and shared vehicles technology. The Company implemented three new business models on Connected Vehicles Fleet Management and Smart Mobility Platform. The Company also finished applications to reach its strategic targets with Safe Driving, Roundtrip and Floating Car business models.

Completed digital transformation projects of Otokoç Otomotiv in 2021 are presented below:

- Yapı Kredi MyVehicle+
- Shipping and Logistics Project
- Second-hand and Brand New Vehicles' Service Forecast Project
- Roundtrip & Free Floating Project
- Safe Driving Project

- Partsinstock Spare Parts Platform Project
- Avis and Budget Web and App Platform Project
- Yapı Kredi Passport Project

The Project Office formed under the Technology and Strategy Management has a hybrid structure consisting of Product and Project Management processes.

In 2021, maturity assessments of product management and project management teams were conducted using Gartner's internationally accepted assessment methods. Based on the maturity results, road map, focus areas and strategies were identified and 3-year targets were set.

Among those focus areas are;

- Value - oriented Model
- Product Management Life Cycle
- Agile Product Governance
- Portfolio Management
- Operational Effectiveness and Agility

ADDITIONAL REVENUE OF TL 33.1 MILLION

AN ADDITIONAL REVENUE OF TL 33.1 MILLION WAS GENERATED THANKS TO 1 COMMERCIALIZED PROJECT IN 2021.

6 projects

6 DIGITAL TRANSFORMATION PROJECTS WERE FINALIZED IN 2021.

DIGITAL TRANSFORMATION AND INNOVATION

6 projects

AS OF 2021, SIX PROJECTS IN THE "FİKİR KÜPÜ (BAG OF IDEAS) INNOVATION PROGRAM WERE COMMERCIALIZED.

As of 2021, 1 more in-house entrepreneurship project (Multi City Rental) was commercialized and the number of commercialized projects increased to 6. Additional revenue generated in 2021 through 6 commercialized projects increased by 121% compared with prior year and reached TL 33.1 million.

Road maps for all products based on identified targets were aligned with Company's strategies. Accordingly, value-based prioritization was achieved and increase in benefits was targeted. In accordance with agile management, agile metrics such as Velocity, Lead Time and Innovation Rate were started to be measured and continuous improvement was taken into consideration. Similarly, agile methods such as User Story Mapping, Design Thinking and initiatives coherent with Scrum foundations were started.

Dashboards including sprint backlog of agile teams, product road maps and agile metrics were formed and put into use by the whole Company. Thus, transparency increased and stakeholder communications were strengthened.

On the other hand, project management teams started using new agile methods such as "Portfolio Management Circle" and handling projects within the scope of MVP, thus reducing the delivery time and increasing the speed of the product's market entry. Using Agile Project Management methods, benefits were increased and risks were reduced. Similarly, information such as risk related with the projects, completion rate of the work, cost and scope can be monitored at the project tool "MS Project Online" on a specific project basis. Same information was opened for use by the Company through dashboards. Thus, opportunity for instant access to projects' status was enabled.

In 2021, 21 projects, 66 product development was completed by the hybrid project Office and TL 66.4 million of business value contribution was achieved.

Among the projects completed in 2021 by the Project Office were large-scale projects such as;

- Caravan Leasing Web
- Global Legal System
- Purchasing System
- 2nd hand Dealership System
- Avis Fleet Customer Experience
- Data Capability Maturity Assessment (DACAMA)
- Wholesale parts Term Difference.

SAP transformation project has also started in 2021. SAP Transformation project will provide the following:

- Infrastructure and applications compliant with financial standards
- Effective management of the Company's critical processes (cash conversion cycle, purchasing, etc.)
- Faster month-quarter-yearend closing with FCC-Financial close cockpit and ease of monitoring
- Singular systematic financial infrastructure (one trial balance, cost, etc.)



The following projects were also started in 2021:

- Super App which will provide opportunity for shopping from single point
- Listing+ Platform which supports multi-channel strategy in 2nd hand market
- Service 4.0 which will provide digital efficiency in mechanic workshops at the Company's service areas
- Online Insurance Sales Platform with technology platforms strategy

Innovation and Entrepreneurship

Innovation activities which started with Otokoç Otomotiv's inclusion in Koç Innovation Program in 2015 continue spiraling with the new corporate identity as Innovation and Entrepreneurship Unit as of June 2021.

In-house Entrepreneurship

A total number of 1,455 ideas have been collected in 9 cycles with the "Fikir Küpü (bag of ideas) Innovation Program", which began in 2015 at Otokoç Otomotiv. Among these ideas, 41 business model ideas were carried out with lean venture methodology and 24 ideas entered the pilot phase upon their presentation to senior management.

As of 2021 1 more in-house entrepreneurship project (Multi City Rental) was commercialized and the number of commercialized projects increased to

6. Additional revenue generated in 2021 through 6 commercialized projects increased by 121% compared with prior year and reached TL 33.1 million.

Open Innovation

In February 2021, Open Innovation Strategy Workshop was realized, open innovation strategy and road map was defined. Within the scope of open innovation strategies, the first step was the preparation of Investment Thesis. A long-term collaboration contract was signed with Plug and Play which is a Silicon Valley based Innovation and Entrepreneurship Platform for collaboration with and investment in global initiatives. Scope of collaboration with Keiretsu Forum was expanded and Demo Day was organized for 3 different focus areas of Otokoç Otomotiv. With these collaborations, discussions were realized with a total of 117 start-ups. As a result of these meetings, collaboration was realized with 4 start-ups.

Innovation Activities

In 2021, 3 events were organized, "Core Clubhouse Chats-Is it Possible to be an Entrepreneur in Professional Life", "Creativity and Innovation Workshop" with Anadolu Efes, "Corporate & Start Up Day" with Core Strategy. "Smart Travel 2021" Hackathon event was organized in cooperation with Setur, Divan and Otokoç Otomotiv between 11-19 December 2021.

R&D

Otokoç Otomotiv aims to review and explore new technologies and become a pioneer in its industry to use these technologies in appropriate opportunities.

Within the scope of R&D activities, “Artificial Intelligence Based Operation Optimization Platform for Vehicle Sharing and Leasing Firms” project was started as Otokoç Otomotiv’s first TÜBİTAK supported project. This project intends to increase the technological talents of the Company’s products and gain superiority over competition. This project involves the collaboration of the Company with Koç University and a start-up to develop technology intense projects through collaboration with universities, start-ups and R&D centers.

Within the scope of collaboration with universities, Otokoç Otomotiv also implemented an EU Horizon2020 project in partnership with Okan University. The project aims to optimize emission by guiding drivers’ vehicle use and maintenance behaviors. The Project will receive vehicle data through OBD and include preparation of a scoring system using this data to guide the driver to optimize emission.

Otokoç Otomotiv develops technology platforms to review and explore new technologies and become a pioneer in its industry to use these technologies in appropriate opportunities. The Company aims to develop its technological skills by investing in Micro Service Architecture, DevOps, Application Modernization and Data Warehouse.

In this context, Otokoç Otomotiv started the ERP Transformation project with the objective of creating a unique user experience by updating the technology in its current ERP system and preparing an infrastructure that is compatible with the new technology.

The following will be provided with the ERP Transformation Project:

- Basic step into digitalization, process improvement and automations (savings in business processes)
- Singular systematic infrastructure (customer, vehicle, etc.)
- Management modules and instant, limitless end-to-end accurate reporting

Tending towards Blockchain technology, Otokoç Otomotiv organized Blockchain workshops with its business partners and selected 11 applications compliant with its strategy and goals. Detailed studies were conducted on these applications and the Company started developing an application which will be the first in the sector and that will serve the ecosystem.

Otokoç Otomotiv will continue to contribute to increasing efficiency in 2nd hand, leasing and retail operations in its e-commerce and platformization journey with investments data management and analytics to develop data-based advanced analytical projects (optimization, forecasting, etc.), to clear out the road map in data management and to design the organizational chart for sustainable data management. As the Company works on change in its brands, it aims to accelerate the transformation by updating its ERP systems to scale its infrastructure and systems.

A technology standard governance was established within the company for monitoring the innovations in the industry, identifying technologies which can be subject to a standard and resolving risk and cost by including them in processes. In order to commercialize the intellectual rights developed, the Company applied for membership of the 3 mirror committee of Turkish Institute of Standards (TSE). TSE's mirror committees work to review standards and accept them as Turkish Standards when they find them appropriate. They also conduct the processes such as issuance of the accepted standards, encouraging their optional implementation and presenting the ones that are useful for mandatory application for the approval of the ministry. Committees of the international institutions which TSE is a member are important for the Company in terms of information technology security, cloud information and platform standards for mobility and connected cars as they are related with the Company's business area.

- Information Technologies- Security Techniques
 - CEN/CLC/JTC 13 - Cybersecurity and Data Protection
 - ISO/IEC JTC1/SC 27 - IT Security Techniques
- Information Technologies
 - ISO/IEC JTC1 - Information Technology
- Cloud Computing and Distributed Platforms
 - ISO/IEC JTC 1/SC 38 - Cloud Computing and Distributed Platforms



CORPORATE SOCIAL RESPONSIBILITY

In 2021 the “We Speak the Same Language” Project was awarded for four years in a row by CSS Turkey in the Reducing Inequalities category.

We pursue equality in all aspects: Gender

In 2019, Otokoç Otomotiv owed its signature in Women’s Empowerment Principles (WEPs) in line with Koç Holding becoming a signatory of the principles with the motto of collaboration between enterprises in different roles but working for the same goal. In 2020, the Company allied with UN Women and with the collaboration of İEEF, realized various activities for becoming the voice of the voiceless women. The Company is also a member of “Women In sales” platform that targets the representation and empowerment of women in the sales field.

Hand by hand at natural disasters and pandemic period

The Company provided vehicle, equipment and moral support to municipalities, police departments and rescue teams at the fire and flood disaster which took place in our country.

Specific advantages were continued to be provided to health workers who are the heroes of the pandemic.

“We Speak the Same Language”

Via its Avis brand, Otokoç Otomotiv got working with the purpose of serving as a leverage in yet another sensitive topic in 2017. The Project “We Speak the Same Language” was launched in order to enable hearing-impaired individuals to be able to rent cars and make themselves a recognized place in traffic easily by deepening the ongoing cooperation with the Hearing Impaired Educational Activities Association.

Within the scope of this project that turned into a lofty mission,

- All field and Head Office employees of Avis got basic and sector-specific sign language training.
- Another important output of the project has been the first aid handbook created in Turkish Sign Language, which incorporated the Avis brand name in the sign language literature.
- All documents associated with renting were translated into sign language and converted into videos using QR code.
- A customer experience line was set up enabling video chats with customer representatives who know sign language.

In 2021, the “We Speak the Same Language” Project was awarded for four years in a row by CSS Turkey in the Reducing Inequalities category.

This project, which is a worldwide first for the sector, is targeted to be implemented in other countries where Otokoç Otomotiv offers service.



SUSTAINABILITY

Reduction of waste to a minimum level, separation at the source, recycling and removal of those which cannot be recycled are the main principles of Otokoç Otomotiv.

Climate Change

Otokoç Otomotiv continues its activities to measure and reduce its carbon footprint for defining its strategies within the scope of climate change and integrating them with the Company's businesses.

Within the scope of ISO 14064-1 Greenhouse Gas Emission Reporting Standard, Scope 1 and Scope 2 greenhouse gas emissions for 2017-2018-2019-2020 were calculated and assured by an independent accredited institution.

Otokoç Otomotiv aims to develop solutions and services to use resources efficiently, to reduce greenhouse gas emissions and to extend green energy usage.

Otokoç Otomotiv Sustainability committee which was established in 2021 conducts its activities with the support of Energy Efficiency and Audit and Risk committees which were established in the same year. With solar panels implemented at Otokoç Antalya branch 560 thousand kWh of electricity production and 280 tons of carbon emission prevention were anticipated, which is the equivalent of the effect of a forest of 11,200 trees.

Within the scope of combat against the climate crisis, in addition to reduce greenhouse gas emissions, Otokoç Otomotiv also aims to create awareness among its stakeholders and establishes collaborations.

Energy and Water Management

Otokoç Otomotiv established an Energy Efficiency Committee to make technical and financial analyses in energy efficiency areas and to implement its projects. The Committee conducts its activities

through regular meetings and these projects trigger new projects. Thanks to these projects, energy efficiency is increased in operational areas and natural resources are being used more efficiently. Projects for effective use are generated with the awareness of responsible use of resources.

At the last quarter of the year, rain water collection system was built at the Bursa branch, water savings started and the water collected is being used in washing vehicles.

Otokoç Otomotiv's efficiency projects continue to decrease water usage and to use it efficiently. The Company reviews its needs and evaluates innovative solutions to reuse water.

Environmental and Waste Management

Compliance with regulations in management of environment matters is Otokoç Otomotiv's priority.

Environmental risks arising from the Company's operations are assessed and measures are taken to resolve negative impacts. In this context, processes are managed in accordance with ISO 14001:2015 Environmental Management System.

Reduction of waste to a minimum level, separation at the source, recycling and removal of those which cannot be recycled are the main principles of Otokoç Otomotiv. The Company collects its waste in accordance with regulations and supports the use of waste as a resource to be re-used in the economy. Otokoç Otomotiv sends hazardous and non-hazardous waste of all locations to a licensed recycling or disposal facility. Approximately 90% of the Company's waste generated in 2021 was recycled.

CORPORATE SOCIAL RESPONSIBILITY

Olympic, an affiliate of Otokoç Otomotiv, provided a green financing facility of EUR 130 million, the biggest non-bank securitization transaction in Greece.

Integrated Management System

Otokoç Otomotiv follows international standards to achieve standardization in all processes

All operations are conducted within the scope of Integrated Management System which is composed of ISO 9001 Quality Management System, ISO 14001 Environment Management System, ISO 45001 Occupational Health and Safety Management System and ISO 10002 Customer Satisfaction Management System.

In 2021, internal audits of all processes at the Headquarters, branches and offices were effectively performed. Mobile application was implemented for the internal audits and audits were performed and reported in digital environment.

ISO 9001 Quality Management System and ISO 14001 Environment Management System documents were renewed after the successful completion of audits performed in August 2021.

Transitioning to ISO 45001 at the Company's OHS Management System and ISO 10002: 2018 version transition at the Customer Satisfaction Management System were also successfully completed.

Business Excellence

Business excellence activities and Lean 6 Sigma projects are being conducted as part of Otokoç Otomotiv's continuous improvement activities.

Projects are being implemented with 6 Sigma methodology for problems in processes, areas open for improvement and performance indicators which need improvement. As a result of these projects, many benefits are achieved, efficiency and performance increased in different processes.

Return/ saving indicators of these projects which provide competitive advantage are being followed and reported meticulously.

Occupational Health and Safety

It is targeted to create healthy, safe and sustainable working environments at all Otokoç Otomotiv workplaces by achieving compliance with all national and international regulations and other requirements related to occupational health and safety and by assessing all risks stemming from the operations so as to adopt measures proactively. Otokoç Otomotiv is committed to safeguarding its employees from work-related accidents and occupational illnesses.

At all Otokoç Otomotiv locations, occupational safety professionals and work place doctors were transitioned to Worksafe digital platform for occupational health and safety areas. Work place information, hazard class, specialists and doctor appointments, occupational accident declarations, near-miss declarations, corrective and preventive activities, all data within the scope of laws and regulations are processed over Worksafe and kept at digital archive.

All Otokoç Otomotiv locations started to use Mess Safe device for social distancing and contact tracing. Mess Safe is a wearable personal device.

During the pandemic, this device transfers the data based on minutes, dates, distance and interaction to the panel via cloud system. Data is monitored digitally.

For detailed information about Otokoç Otomotiv Integrated Management Policies, please visit:

www.otokocotomotiv.com.tr/politikalar (Turkish)

INTERNAL COMMUNICATION

Internal Communication Committee was established, awareness and coordination activities were realized to make announcements regularly and with meaningful contents.

From the start of the pandemic, Company leader, Otokoç Otomotiv CEO İnan Ekici got together with all employees every week for a long period of time, then every two weeks during the last few months. Senior management members and doctors occasionally participated in these broadcasts that targeted to be side by side with the employees in this challenging time, to reduce their level of anxiety by opening direct communication channels and to help them establish behavior habits relevant to the pandemic. In 2021, as long as the pandemic conditions allow, our senior management visited other locations cautiously.

For almost 20 years, the Company organizes visits to Ankara-Anıtkabir with a team of volunteer employees which were selected as result of drawings on 9-10 November. In 2021, just like the previous pandemic year, this tradition was continued at the online environment.

At the Atatürk Remembrance Day on the 10th of November, live broadcast started with Koç Holding's 10 November movie, continued with the CEO İnan Ekici's address and crowned with a moment of silence accompanied by sirens and National Anthem at 5 minutes past 9 o'clock. A popular guide Can Günay lead the employees virtually around Anıtkabir, 1st and 2nd Parliament which are connected with Ankara- Atatürk and talked about the importance

of those places. The program was recorded and shared with employees after the live broadcast to be watched with their families.

As always, special days such as Women's Day at 8th of March, Mother's Day and Father's Day were celebrated with memories and online workshops were organized.

Internal Communication Committee was established, awareness and coordination activities were realized to make announcements regularly and with meaningful contents.

At year-end, New Year celebration broadcasts were realized from the set established at the central campus, successes of the past year were remembered and a loyalty increasing broadcasting environment was created. On a night designed by a prestigious moderator, İnan Ekici was the host and all executive managers participated the program to give valuable messages. Employee Seniority awards, Development Champions awards and Dealer Success & Seniority awards were announced at the program and live connections were made to employees and dealers. With musical performances, illusion shows, drawings and bingo games all employees, dealers and their families experienced the excitement of the New Year all together.



AGENDA OF THE ORDINARY GENERAL ASSEMBLY MEETING

AGENDA OF THE ORDINARY GENERAL ASSEMBLY MEETING OF OTOKOÇ OTOMOTİV TİCARET VE SANAYİ ANONİM ŞİRKETİ CONVENEED ON 09 MARCH 2022

- 1- Opening and election of the Chair of the Meeting
- 2- Presentation for discussion and approval of the Company's 2021 Annual Report prepared by the Board of Directors
- 3- Presentation of the Audit Report for 2021 fiscal year
- 4- Presentation for discussion and approval of the Company's Financial Statements for 2021 fiscal year
- 5- Decision regarding the Board of Directors' proposal for 2021 profit/loss,
- 6- Individual acquittal of the members of the Board of Directors of their fiduciary responsibilities for the Company's activities in 2021
- 7- Determination of the number and terms of office of Board of Directors members; election of members according to the number of the seats on the Board of Directors determined
- 8- Approval of the benefits provided to the Board of Directors members and senior executives in 2021 and determination and approval of the annual gross remuneration amount for 2022
- 9- Approval of the Independent Audit Firm designated by the Board of Directors pursuant to the Turkish Commercial Code
- 10- Authorizing the Board of Directors members to carry out transactions with the Company on behalf of others or themselves, to execute a transaction of a commercial business nature that falls under the Company's field of operation on their own or other's behalf or to become a partner with unlimited liability in a company engaged in the same kind of commercial affairs and perform other transactions under Articles 395 and 396 of the Turkish Commercial Code
- 11- Wishes and opinions.

CONVENIENCE TRANSLATION INTO ENGLISH OF
**INDEPENDENT AUDITOR'S REPORT ON THE BOARD OF
 DIRECTORS' ANNUAL REPORT**
 ORIGINALLY ISSUED IN TURKISH



To the General Assembly of Otokoç Otomotiv Ticaret ve Sanayi A.Ş.

1. Opinion

We have audited the annual report of Otokoç Otomotiv Ticaret ve Sanayi A.Ş. (the "Company") and its subsidiaries (collectively referred to as the "Group") for the 1 January - 31 December 2021 period.

In our opinion, the financial information and the analysis made by the Board of Directors by using the information included in the audited financial statements regarding the Group's position in the Board of Directors' Annual Report are consistent and presented fairly, in all material respects, with the audited full set consolidated financial statements and with the information obtained in the course of independent audit.

2. Basis for Opinion

Our independent audit was conducted in accordance with the Independent Standards on Auditing that are part of the Turkish Standards on Auditing (the "TSA") issued by the Public Oversight Accounting and Auditing Standards Authority ("POA"). Our responsibilities under those standards are further described in the Auditor's Responsibilities in the Audit of the Board of Directors' Annual Report section of our report. We hereby declare that we are independent of the Group in accordance with the Ethical Rules for Independent Auditors (the "Ethical Rules") and the ethical requirements regarding independent audit in regulations issued by POA that are relevant to our audit of the financial statements. We have also fulfilled our other ethical responsibilities in accordance with the Ethical Rules and regulations. We believe that the audit evidence we have obtained during the independent audit provides a sufficient and appropriate basis for our opinion.

3. Our Audit Opinion on the Full Set Consolidated Financial Statements

We expressed an unqualified opinion in the auditor's report dated 15 February 2022 on the full set consolidated financial statements for the 1 January - 31 December 2021 period.

4. Board of Director's Responsibility for the Annual Report

Group management's responsibilities related to the annual report according to Articles 514 and 516 of Turkish Commercial Code ("TCC") No. 6102 and Capital Markets Board's ("CMB") Communiqué Serial II, No:14.1, "Principles of Financial Reporting in Capital Markets" (the "Communiqué") are as follows:

- to prepare the annual report within the first three months following the balance sheet date and present it to the general assembly;
- to prepare the annual report to reflect the Group's operations in that year and the financial position in a true, complete, straightforward, fair and proper manner in all respects. In this report financial position is assessed in accordance with the financial statements. Also in the report, developments and possible risks which the Group may encounter are clearly indicated. The assessments of the Board of Directors in regards to these matters are also included in the report.

**CONVENIENCE TRANSLATION INTO ENGLISH OF
INDEPENDENT AUDITOR'S REPORT ON THE BOARD OF DIRECTORS' ANNUAL REPORT
ORIGINALLY ISSUED IN TURKISH**



c) to include the matters below in the annual report:

- events of particular importance that occurred in the Company after the operating year,
- the Group's research and development activities,
- financial benefits such as salaries, bonuses, premiums and allowances, travel, accommodation and representation expenses, benefits in cash and in kind, insurance and similar guarantees paid to members of the Board of Directors and senior management.

When preparing the annual report, the Board of Directors considers secondary legislation arrangements enacted by the Ministry of Trade and other relevant institutions.

5. Independent Auditor's Responsibility in the Audit of the Annual Report

Our aim is to express an opinion and issue a report comprising our opinion within the framework of TCC and Communiqué provisions regarding whether or not the financial information and the analysis made by the Board of Directors by using the information included in the audited financial statements in the annual report are consistent and presented fairly with the audited consolidated financial statements of the Group and with the information we obtained in the course of independent audit.

Our audit was conducted in accordance with the TSAs. These standards require that ethical requirements are complied with and that the independent audit is planned and performed in a way to obtain reasonable assurance of whether or not the financial information and the analysis made by the Board of Directors by using the information included in the audited financial statements in the annual report are consistent and presented fairly with the audited consolidated financial statements and with the information obtained in the course of audit.

**PwC Bağımsız Denetim ve
Serbest Muhasebeci Mali Müşavirlik A.Ş.**

**Beste Ortaç, SMMM
Partner**

Istanbul, 22 February 2022

LEGAL DISCLOSURES

a. Capital

Paid-in/Issued Capital: TL 136,000,000

b. Shareholding Structure

The Company's shareholding structure is presented in the table below:

SHAREHOLDER	CAPITAL AMOUNT TL	SHARE %
Koç Holding A.Ş.	130,999,041.42	96.32
Temel Ticaret ve Yatırım A.Ş.	4,670,045.20	3.43
Zer Merkezi Hizmetler ve Ticaret A.Ş.	330,550.39	0.24
Koç Yapı Malzemeleri Ticaret A.Ş.	362.73	0.00
İnventram Fikri Mülkiyet Hakları Yönetim Tic. ve Yat. A.Ş.	0.26	0.00
TOTAL	136,000,000.00	100

There are no privileged shares. There are no repurchased own shares by the Company.

c. Information on the extraordinary general assembly meetings held during the reporting period

None.

d. Organizational changes during the reporting period

No organizational changes took place in 2021. Çağrı Karaoğuz, Automotive Retailing Director (Birmot), resigned from his position 2021. Mert Atılğan was appointed at his place effective 1 January 2021. Assistant General Manager responsible from Vehicle Leasing, Sabri Çimen, resigned from his position and Devrim Eren Gündüz took his place effective 3 May 2021.

e. Non-competition

Members of the management body do not carry out any transactions falling under the scope of the prohibition of competition with the Company on behalf of others or themselves.

f. Number of Employees

The Company had 2,825 employees on its payroll as of 31 December 2021. (31 December 20 2,583)

g. Subsidiaries

The Company's Subsidiaries and Shareholding Therein: The company names and shareholding ratio in which the Company has equity stakes are presented below.

COMPANY	SHARE (%)
Otokoç Sigorta Aracılık Hizmetleri A.Ş.	50
Otokoç Azerbaycan MMC	100
Otokoç Irak LLC	100
Otokoç Otomotiv Tic. ve San. Kazakistan LLP	100
Otokoc Hungary Rent a Car and Servicing LLC	100
Otokoc Georgia LLC	100
Otokoç Ukraine LLC	100
Otokoç ABG Holland B.V.	60
Cronus Finance DAC ⁽¹⁾	-

⁽¹⁾ Although it is not a subsidiary of Otokoç, the special purpose enterprise established to ensure the securitization process has been included in the scope of consolidation as of 31 December 2020.

2021 ASSOCIATED COMPANY REPORT

2021 Associated Company Report prepared by Otokoç Otomotiv Tic. ve San. A.Ş. Board of Directors pursuant to Article 199 of the Turkish Commercial Code

Conclusion

Pursuant to Article 199 of the Turkish Commercial Code No. 6102 that went into force on 1 July 2012, Otokoç Otomotiv Board of Directors is obliged to prepare, within the first three months of the operating year, a report on the Company's relations with its controlling shareholders and their associated companies for the previous operating year, and to include the conclusion section of this report in the annual report.

Otokoç Otomotiv Ticaret ve San. A.Ş. Board of Directors report of 15 February 2021 reads as follows: "In all transactions conducted in 2021 with Otokoç Otomotiv's controlling shareholder and its associated companies, based on the circumstances and conditions known to us at the time the transaction was conducted, measures were taken or avoided; it was concluded that an appropriate counter-action had been taken in each transaction, and that no measure was taken or avoided that would injure the Company, and accordingly, that no compensatory transactions or measures needed to be taken."

RISK MANAGEMENT AND INTERNAL AUDIT

The primary mission of the Internal Audit Department is to:

- Proactively provide the necessary expertise for developing the internal control system, risk management and corporate governance practices across the entire Otokoç business network and contribute to the achievement of the Company's corporate and economic targets,
- Deliver internal audit activities as an independent and objective audit and consultancy service so as to contribute value to the organization's operations and to build on these operations.

The approach of the Internal Audit Department is as follows:

- Work based on a methodology aligned with the needs and strategies of Otokoç by making use of International Internal Audit Standards,
- Ensure audit efficiency and productivity through identification of priority processes and areas with a proactive, risk-focused approach, and plan the audits in this direction,
- Carry out field initiatives for deriving findings that will rectify the system and processes and ensure permanent effectiveness instead of dealing with exceptions and errors,
- Provide value-added economic and practicable suggestions that are aligned with the principles of digitalization and becoming a global player,
- Ensure accurate, objective, clear, concise, and constructive reporting, which is also in line with the corporate culture.

The duties of the Internal Audit Department are defined as conducting audits, examinations and/or offering consultancy to develop recommendations against internal and/or external risks with the purpose of protecting the Company's rights and interests.

- 1. Process Audit:** Process audit is a type of audit in which all activities with targeted results are evaluated by processes within an input/output flow for the realization of the Company's operations, and where the internal control design within the process, as well as the efficiency and effectiveness of the process steps are evaluated. This audit type is intended to strengthen process development and internal control, and the audit universe created assesses all process steps across Otokoç business network.
- 2. Operations Audit:** Operations audit is a type of audit where business lines with field operations, such as Retailing, After-Sales, Rental and Spares are assessed uniformly within a predetermined audit schedule. This audit type is intended to ensure alignment between the Head Office and the field, deploy standards and internal control steps across the organization, allocate shared working culture, and identify/prevent abuses. Besides policies, procedures and guidelines that make an important part of the internal control system and are incorporated in work flows, an annual internal audit program that also addresses the Company's operations is implemented, and revised at the end of each year.
- 3. Examination/Investigation:** Examination/investigation is a type of audit where abuses, customer complaints and/or ethical violations are assessed. The main goal of these activities is to deploy ethical practices across the entire organization and to support corporate culture. Any reports and complaints about the Company's activities that are received by the Company are considered and examined by the internal audit, and finalized by the Ethics Committee or result in disciplinary processes, if necessary.

RISK MANAGEMENT AND INTERNAL AUDIT

4. Consultancy: This heading covers activities, whose scope and goals are set by the request owner, and whose outcomes are based in an output.

When offering the related services, the following duties are fulfilled with the aim of helping the Company grow, develop and achieve its targets:

- a) Verify the compliance of internal control systems in place at all the business units covered within the Company's Head Office, field organization and all overseas enterprises with internal guidelines and code of ethics, as well as the adequacy and efficiency of risk management practices; prepare audit plans and programs; conduct audits in accordance with the risk-based annual internal audit plan,
- b) Follow up the practices associated with Internal Audit reports, monitor and report whether tasks and transactions are carried out within the frame of the agreements reached, guidelines and instructions provided,
- c) Perform examinations, inquiries and investigations about specific duties delegated by the Senior Management and report the outcomes,
- d) Supervise the implementation of the Company guidelines and directives and ensure that they remain in effect; suggest revisions as and when needed,
- e) Inform the Senior Management about the adequacy of audit activities and internal control system; follow up related requests and suggestions,
- f) Present recommendations to the Senior Management for added-value generation purposes, such as achievement of the Company's goals, increasing share value, improving internal processes and activities, and enhancing service quality and customer satisfaction and so on.

The mission, approach and duties described above have been fulfilled also in 2021, and the activities were brought to completion through concise reports and value-added recommendations for corporate governance, internal control and risk management purposes.

We considered Continuous Audit structure as an important source which increase audit efficiency with effective use of human resources and positive impact of technological developments along with control consciousness. In 2021, we continued conducting our remote audits.

When assessing our significant risks under Audit and Risk Committee structure, we used Otokoç Risk Assessment Matrix which is the foundation of the Company's Corporate Risk Structure.

The financial statements resulting from the Company's operations were independently audited by PWC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş.

OTHER FINANCIAL DISCLOSURES

The Company's Capital Adequacy:

The Company's existing shareholders' equity was worth TL 5,507 million as of year-end 2021; the Company's capital is maintained and it is not over-indebted.

Achievement of Company Goals and Implementation of the General Assembly Resolutions:

At the General Assembly Meeting convened during 2021, it was resolved not to distribute dividends for the year 2021.

The Company performed in line with the 2021 budget targets presented to the Board of Directors. As stated in the following sections of the report, it will be proposed not to distribute dividends to the General Assembly.

Profit Distribution Policy:

- The Company registered TL 21,413 million in total assets based on the consolidated balance sheet drawn up in accordance with TFRS/TAS, whereas the same is TL 8,569 million in the balance sheet drawn up according to legal records;
- The financial reports drawn up in accordance with TFRS/TAS show a net profit for the period in the amount of TL 1,693 million, whereas legal records show a net profit for the current period in the amount of TL 8 million;
- Now therefore, it will be proposed to the General Assembly that the profit descended in the legal records be set off against prior year losses, and therefore, general legal reserves, which are required to be set aside pursuant to Article 519 of the Turkish Commercial Code, not be set aside for 2021, and
- That the parent's net profit for the period in the amount of TL 1,601 million, which is generated according to the financial reports drawn up in accordance with TFRS/TAS, be transferred to prior year profits.

Investments

The Company's investments as of year-end 2021 amounted to TL 6,507 million.

Risks and Assessment by the Management Body

The Risk Management Policy: In weekly review meetings and Company coordination meetings, the Company monitors the market, general economic position and the factors with a potential impact on the Company's financial structure; analyzes the deviations in actualizations versus the budget targets, and takes steps for taking necessary measures forthwith.

Forward-Looking Risks:

The potential changes in the fiscal and monetary policies take the top spot among the Company's forward-looking risks. Possible increases in Special Consumption Tax, in particular, are of a nature to directly impact the Company's sales.

Due to Central Bank's sensitivity in ensuring and sustaining price stability, it is possible that it may make changes in interest rates. Potential changes in interest rates are deemed as an element affecting demand in automotive.

OTHER FINANCIAL DISCLOSURES

Other Matters:

No material events took place after the end of the fiscal year, which are of a nature to affect the rights of the shareholders, creditors and other related individuals and establishments.

Financial Rights Provided to the Members of the Management Body and Senior Executives

The total amount of benefits provided to the Company's Board of Directors members and the senior management as remuneration, attendance fee and bonus is TL 26,125 thousand.

Allowances, travel, accommodation and entertainment expenses, means in kind and in cash, insurance and similar guarantees made available to the Company's Board of Directors members and senior management have not been disclosed as they do not add up to a significant amount.

Charitable Donations and Aids

The Company's charitable donations during 2021 totaled TL 12,334 thousand.

Special and Public Audit

As the Company is subject to independent audit pursuant to the Turkish Commercial Code no. 6102 and applicable legislation, it has been independently audited by PWC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. in the context of the Turkish Accounting Standards and Turkish Auditing Standards. A positive opinion has been given in the resulting independent audit report by the partner of the independent audit firm PWC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. and thus confirmed that the Company's financial statements conform to the standards published by the Capital Markets Board of Turkey and the Turkish Accounting Standards.

Lawsuits Initiated Against the Company and Possible Outcomes

There is litigation initiated against the Company. The Company did not deem it necessary to set aside provisions.

Acts Contradicting with Regulatory Provisions and Outcomes

No administrative or judicial sanctions were imposed against the Company or the members of its management body on account of acts contradicting with regulatory provisions.

Additional Information

No changes occurred in the shareholding ratio in the Company's subsidiaries, namely Otokoç Sigorta Aracılık Hizmetleri A.Ş., Otokoç ABG Holland BV, Otokoç Otomotiv Tic. ve San. Kazakistan LLP, Otokoç Irak LLC, Otokoç Hungary Rent a Car and Servicing Limited Liability Company, Otokoç Georgia LLC, Otokoç Azerbaycan LLC and Otokoç Ukraine LLC.

None of Otokoç Sigorta Aracılık Hizmetleri A.Ş., Otokoç Azerbaycan LLC, Otokoç Otomotiv Tic. ve San. Kazakistan LLP, Otokoç Irak LLC, Otokoç Hungary Rent a Car and Servicing Limited Liability Company, Otokoç Georgia, Otokoç Ukraine LLC and Otokoç ABG Holland BV has stake in the capital of Otokoç Otomotiv Ticaret ve Sanayi A.Ş.

Although Otokoç does not have any subsidiaries, Cronus Finance DAC, the special purpose entity that was incorporated for the execution of the securitization deal, was included in the consolidation as of 31 December 2020.

STATEMENT OF RESPONSIBILITY

STATEMENT OF RESPONSIBILITY PREPARED IN ACCORDANCE WITH ARTICLE 9 OF THE CMB COMMUNIQUÉ SERIAL II-14.1. ON PRINCIPLES OF FINANCIAL REPORTING IN CAPITAL MARKETS

BOARD OF DIRECTORS' RESOLUTION DATE AND NO. REGARDING THE APPROVAL OF FINANCIAL STATEMENTS

RESOLUTION DATE: 15 February 2022

RESOLUTION NUMBER: 2022/4

We hereby present for your information that, in line with the Capital Markets Board of Turkey (CMB) Regulations, and within the framework of the information available to us in connection with our roles and responsibilities in the Company, the consolidated financial statements, income statement, comprehensive income statement, statement of cash flow, statement of changes in equity and their footnotes for the period 01 January 2021 – 31 December 2021, which have been drawn up by our Company in accordance with the Turkish Financial Reporting Standards (TFRS) and with the formats determined by the CMB pursuant to the CMB Communiqué Serial: II-14-1 on Principles of Financial Reporting in Capital Markets, and which have been independently audited by the independent auditor PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş.;

- have been reviewed by us;
- do not contain any inaccuracies in all material respects and are free of omissions that may be misleading as of the issue date;
- the financial statements prepared pursuant to the Communiqué present a true and fair view of the assets, liabilities, financial position and profit/loss of the Company as well as of consolidated subsidiaries.

We hereby acknowledge and represent that we are responsible for the statement made.

Sincerely,

İnan Ekici

CEO and the Member of
the Board of Directors
responsible for Financial
Reporting

Mehmet Önder Kutman

CFO

Aysel Ayçiçek

Budget Reporting Manager

STATEMENT OF RESPONSIBILITY

STATEMENT OF RESPONSIBILITY PREPARED PURSUANT TO ARTICLE 9 OF THE CMB COMMUNIQUE SERIAL II-14.1. ON THE PRINCIPLES OF FINANCIAL REPORTING IN THE CAPITAL MARKETS

THE BOARD OF DIRECTORS' RESOLUTION DATE AND NO. REGARDING THE APPROVAL OF THE ANNUAL REPORT

RESOLUTION DATE: 22 February 2022

RESOLUTION NUMBER: 2022/7

Our 2021 annual report prepared by the Company in accordance with the Turkish Commercial Code and the Capital Markets Board of Turkey (CMB) Communiqué Serial: II-14.1 on Principles of Financial Reporting in Capital Markets (the Communiqué) and independently audited by PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. is presented in attachment.

We hereby present for your information that, in accordance with the CMB regulations and within the frame of the information available to us in connection with our duties and responsibilities in the Company, the Annual Report prepared by our Company,

- has been reviewed by us,
- does not contain any inaccuracies in all material respects and is free of omissions that might be misleading as of the issue date,
- fairly represents the progress and performance of the business, the financial position of the Company together with that of consolidated subsidiaries, as well as material risks and volatilities faced with,

We hereby acknowledge and represent that we are responsible for the statement made.

Sincerely,

İnan Ekici

CEO and the Member of
the Board of Directors
responsible for Financial
Reporting

Mehmet Önder Kutman

CFO

Aysel Ayçiçek

Budget Reporting Manager

OTOKOÇ OTOMOTİV TİCARET VE SANAYİ A.Ş.
CONSOLIDATED FINANCIAL STATEMENTS AS OF 31 DECEMBER 2021
TOGETHER WITH INDEPENDENT AUDITOR'S REPORT
(Convenience Translation into English of Consolidated Financial Statements Originally Issued in Turkish)

General Information

Management Structure

Otokoç Otomotiv in 2021

General Assembly Information

Corporate Governance

Financial Reports

INDEPENDENT AUDITOR'S REPORT



To the General Assembly of Otokoç Otomotiv Ticaret ve Sanayi A.Ş.

A. Audit of the Consolidated Financial Statements

1. Opinion

We have audited the accompanying consolidated financial statements of Otokoç Otomotiv Ticaret ve Sanayi A.Ş. (the "Company") and its subsidiaries (collectively referred to as the "Group"), which comprise the consolidated statement of financial position as at 31 December 2021 and the consolidated statement of profit or loss, consolidated statement of other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements comprising a summary of significant accounting policies.

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Group as at 31 December 2021, and its financial performance and its cash flows for the year then ended in accordance with Turkish Financial Reporting Standards ("TFRS").

2. Basis for Opinion

Our audit was conducted in accordance with the Standards of Independent Auditing (the "SIA") that are part of Turkish Standards on Auditing issued by the Public Oversight Accounting and Auditing Standards Authority (the "POA"). Our responsibilities under these standards are further described in the "Auditor's Responsibilities for the Audit of the consolidated financial Statements" section of our report. We hereby declare that we are independent of the Group in accordance with the Ethical Rules for Independent Auditors (the "Ethical Rules") and the ethical requirements regarding independent audit in regulations issued by POA that are relevant to our audit of the financial statements. We have also fulfilled our other ethical responsibilities in accordance with the Ethical Rules and regulations. We believe that the audit evidence we have obtained during the independent audit provides a sufficient and appropriate basis for our opinion.

3. Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. Key audit matters were addressed in the context of our independent audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

INDEPENDENT AUDITOR'S REPORT

Key audit matters	How our audit addressed the Key Audit Matters
<p>Residual value calculation (Notes 2, 7, and 9)</p> <p>The residual value of assets used in operational lease is the amount of assets of the Group in operational lease less its cost of sales which is determined as the expected market value at the end of the leasing period.</p> <p>Group determines the residual value based on the past sales and market prices by taking into consideration the experience of sales personnel.</p> <p>Residual value calculation is determined to be a key audit matter since it is material to the financial statements and involves management estimations.</p>	<ul style="list-style-type: none"> - The estimation regarding the calculation of the residual value of assets used in operational lease and the related processes are inquired with the process owners and the parameters used in such estimations are understood. - Residual values of assets used in operational lease at the end of the lease period were compared to actual sales at the end of the lease period to test whether the estimated residual value is consistent with actual sales. - The residual values of the vehicles selected by sampling are compared with the market prices of the vehicles of similar brands, models and kilometers and appropriateness of the residual values is assessed considering the current economic circumstances.

4. Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

The Group management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with TFRS, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

5. Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Responsibilities of independent auditors in an independent audit are as follows:

Our aim is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent auditor's report that includes our opinion. Reasonable assurance expressed as a result of an independent audit conducted in accordance with SIA is a high level of assurance but does not guarantee that a material misstatement will always be detected. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an independent audit conducted in accordance with SIA, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement in the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Assess the internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our independent auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

INDEPENDENT AUDITOR'S REPORT

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

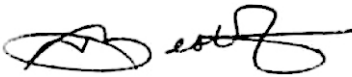
We provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence. We also communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

B. Other Responsibilities Arising From Regulatory Requirements

1. No matter has come to our attention that is significant according to subparagraph 4 of Article 402 of Turkish Commercial Code ("TCC") No. 6102 and that causes us to believe that the Company's bookkeeping activities concerning the period from 1 January to 31 December 2021 period are not in compliance with the TCC and provisions of the Company's articles of association related to financial reporting.
2. In accordance with subparagraph 4 of Article 402 of the TCC, the Board of Directors submitted the necessary explanations to us and provided the documents required within the context of our audit.

PwC Bağımsız Denetim ve
Serbest Muhasebeci Mali Müşavirlik A.Ş.



Beste Ortaç, SMMM
Partner
İstanbul, 15 February 2022

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OTOKOÇ OTOMOTİV TİCARET VE SANAYİ A.Ş.
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION AS AT
31 DECEMBER 2021 AND 2020

(Amounts expressed in thousands of Turkish Lira ("TRY") unless otherwise indicated.)
(Convenience Translation into English of Financial Statements Originally Issued in Turkish)

	Notes	Audited 31 December 2021	Audited 31 December 2020
ASSETS			
Current Assets			
Cash and cash equivalents	3	1,560,579	1,005,031
Trade receivables		2,436,531	2,356,241
- Due from related parties	5	115,055	34,148
- Due from third parties	5	2,321,476	2,322,093
Other receivables		110,494	74,864
- Due from related parties	23	100,050	67,107
- Due from third parties	13	10,444	7,757
Inventories	6	1,256,614	1,337,196
Derivative instruments	25	-	12,151
Prepaid expenses	10	251,230	138,422
Current period tax assets	22	-	3,206
Other current assets	9	3,130,629	1,677,833
Total current assets		8,746,077	6,604,944
Non current assets			
Trade receivables		209,275	244,232
- Due from third parties	5	209,275	244,232
Other receivables		99,315	57,018
- Due from related parties	23	86,762	47,740
- Due from third parties		12,553	9,278
Financial investments	25	3,580	3,580
Derivative instruments	25	-	3,804
Property, plant and equipment	7	12,181,206	7,224,467
Intangible assets	8	172,916	117,931
Other non-current assets		494	1,676
Total non current assets		12,666,786	7,652,708
TOTAL ASSETS		21,412,863	14,257,652

The accompanying notes, are an integral part of these consolidated financial statements

OTOKOÇ OTOMOTİV TİCARET VE SANAYİ A.Ş.
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION AS AT
31 DECEMBER 2021 AND 2020

(Amounts expressed in thousands of Turkish Lira ("TRY") unless otherwise indicated.)
(Convenience Translation into English of Financial Statements Originally Issued in Turkish)

	Notes	Audited 31 December 2021	Audited 31 December 2020
LIABILITIES			
Current liabilities			
Short term financial liabilities	4	1,989,702	1,230,482
Short-term portion of long-term financial liabilities	4	1,537,442	630,796
Trade payables	5	3,421,722	3,376,196
- Due to related parties	23	2,198,795	2,260,397
- Due to third parties	5	1,222,927	1,115,799
Employee benefit obligations	11	70,195	40,662
Other payables	13	529,988	271,583
- Other payables to third parties	13	529,988	271,583
Deferred income	12	17,107	14,522
Current income tax liabilities	22	13,124	6,665
Short term provisions		197,722	87,842
- Short-term provisions for employee benefit	15	62,799	46,424
- Other short-term provisions	15	134,923	41,418
Total current liabilities		7,777,002	5,658,748
Non current liabilities			
Long term financial liabilities	4	7,151,707	5,147,168
Long term provisions		99,193	65,951
- Long-term provisions for employee benefit	15	99,193	65,951
Deferred tax liability	22	877,462	503,698
Total non current liabilities		8,128,362	5,716,817
Total liabilities		15,905,364	11,375,565
Equity			
Paid-in share capital	16	136,000	136,000
Effect of transactions under common control		(1,606)	(1,606)
Inflation adjustment to share capital		38,373	38,373
Other comprehensive income/(expense) not to be reclassified to profit or loss		(27,389)	(21,388)
- Actuarial gain/(loss)		(27,389)	(21,388)
Other comprehensive income/(expense) to be reclassified to profit or loss		827,297	295,559
- Currency translation differences		1,051,221	399,326
- Gains/losses on hedge of net investment in foreign operations		(223,924)	(103,767)
Retained earnings		1,851,918	1,070,858
Net profit for the year		1,601,057	781,060
Equity holders of the parent		4,425,650	2,298,856
Non-controlling interest		1,081,849	583,231
Total equity		5,507,499	2,882,087
TOTAL LIABILITIES AND EQUITY		21,412,863	14,257,652

The accompanying notes, are an integral part of these consolidated financial statements

OTOKOÇ OTOMOTİV TİCARET VE SANAYİ A.Ş.
CONSOLIDATED STATEMENTS OF PROFIT OR LOSS
FOR THE PERIODS 1 JANUARY - 31 DECEMBER 2021 AND 2020

(Amounts expressed in thousands of Turkish Lira ("TRY") unless otherwise indicated.)

(Convenience Translation into English of Financial Statements Originally Issued in Turkish)

	Notes	<i>Audited</i> 1 January - 31 December 2021	<i>Audited</i> 1 January 31 December 2020
Revenue	17	19,261,615	14,259,793
Cost of sales (-)	18	(15,251,808)	(11,878,118)
Gross profit		4,009,807	2,381,675
Marketing expenses (-)	18	(670,609)	(420,609)
General and administrative expenses (-)	18	(528,520)	(375,797)
Other operating income	19	32,974	19,223
Other operating expense (-)	19	(145,168)	(39,892)
Operating profit		2,698,484	1,564,600
Income from investment activities	20	27,001	10,233
Other expenses from investment activities (-)		(292)	(80)
Operating income before financial income/(expense)		2,725,193	1,574,753
Financial income	21	154,458	119,506
Financial expenses (-)	21	(855,125)	(678,570)
Profit from continuing operations before tax		2,024,526	1,015,689
Tax expense from continuing operations		(331,832)	(198,797)
- Current tax expense (-)	22	(37,215)	(17,489)
- Deferred tax expense	22	(294,617)	(181,308)
Net profit for the period		1,692,694	816,892
Net profit for the period attributable to			
Non-controlling interest		91,637	35,832
Equity holders of the parent		1,601,057	781,060

The accompanying notes, are an integral part of these consolidated financial statements

OTOKOÇ OTOMOTİV TİCARET VE SANAYİ A.Ş.
CONSOLIDATED STATEMENTS OF OTHER COMPREHENSIVE INCOME
FOR THE PERIODS 1 JANUARY - 31 DECEMBER 2021 AND 2020

(Amounts expressed in thousands of Turkish Lira ("TRY") unless otherwise indicated.)
(Convenience Translation into English of Financial Statements Originally Issued in Turkish)

	Notes	<i>Audited</i> 1 January - 31 December 2021	<i>Audited</i> 1 January 31 December 2020
Net profit for the period		1,692,694	816,892
Other comprehensive income:			
Items not to be reclassified to profit or loss			
- Actuarial gain/(loss) arising from employee benefits		(7,503)	(2,987)
Items not to be reclassified to profit or loss taxes relating to other comprehensive income			
- Deferred tax effect of actuarial gain arising from employee benefits		1,502	598
Items to be reclassified to profit or loss			
- Currency translation differences		1,059,826	377,585
- Gains/losses on hedge of net investment in foreign operations		(150,196)	(64,014)
Items to be reclassified to profit or loss taxes relating to other comprehensive income			
- Gains/losses on hedge of net investment in foreign operations		30,039	12,803
Other comprehensive income		933,668	323,985
Total comprehensive income		2,626,362	1,140,877
Attributable to			
Non-controlling interest		499,568	171,721
Equity holders of the parent		2,126,794	969,156

The accompanying notes, are an integral part of these consolidated financial statements

OTOKOÇ OTOMOTİV TİCARET VE SANAYİ A.Ş.
CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE PERIODS 1 JANUARY- 31 DECEMBER 2021 AND 2020

(Amounts expressed in thousands of Turkish Lira ("TRY") unless otherwise indicated.)
 (Convenience Translation into English of Financial Statements Originally Issued in Turkish)

	Paid-in share capital	Inflation adjustment to share capital	Effect of transactions under common control	Other comprehensive income/(expense) not to be reclassified to profit or loss
				Actuarial gain/(loss)
1 January 2020	136,000	38,373	(1,606)	(18,999)
Transfers	-	-	-	-
Total comprehensive income	-	-	-	(2,389)
31 December 2020	136,000	38,373	(1,606)	(21,388)
1 January 2021	136,000	38,373	(1,606)	(21,388)
Transfers	-	-	-	-
Dividens	-	-	-	-
Total comprehensive income	-	-	-	(6,001)
31 December 2021	136,000	38,373	(1,606)	(27,389)

The accompanying notes, are an integral part of these consolidated financial statements

Other comprehensive
income/(expense) to be
reclassified to profit or lossRetained
earnings

Hedging losses	Currency translation differences	Retained earnings	Net profit for the period	Equity holders of the parent	Non controlling interest	Total equity
(52,556)	157,630	853,142	217,716	1,329,700	411,510	1,741,210
-	-	217,716	(217,716)	-	-	-
(51,211)	241,696	-	781,060	969,156	171,721	1,140,877
(103,767)	399,326	1,070,858	781,060	2,298,856	583,231	2,882,087
(103,767)	399,326	1,070,858	781,060	2,298,856	583,231	2,882,087
-	-	781,060	(781,060)	-	-	-
-	-	-	-	-	(950)	(950)
(120,157)	651,895	-	1,601,057	2,126,794	499,568	2,626,362
(223,924)	1,051,221	1,851,918	1,601,057	4,425,650	1,081,849	5,507,499

OTOKOÇ OTOMOTİV TİCARET VE SANAYİ A.Ş. CONSOLIDATED STATEMENTS OF CASH FLOWS FOR THE PERIODS 1 JANUARY - 31 DECEMBER 2021 AND 2020

(Amounts expressed in thousands of Turkish Lira ("TRY") unless otherwise indicated.)

(Convenience Translation into English of Financial Statements Originally Issued in Turkish)

	Notes	Audited 1 January - 31 December 2021	Audited 1 January 31 December 2020
A. Cash flows from operating activities		4,667,823	2,515,145
Net profit for the period		1,692,694	816,892
Adjustments related to net profit reconciliation		2,848,019	1,691,543
Adjustments for depreciation and amortisation expense	7,8	1,032,773	689,455
Adjustments for impairment			
- Adjustment for impairment of trade receivable	5	29,640	15,638
- Adjustment for employment termination benefits		211,562	133,462
- Adjustment for other provisions	15	93,505	13,841
Adjustments for interest expense		754,880	518,483
Adjustments for interest income		(86,230)	(58,829)
Adjustments related to unrealized foreign currency translation differences		504,636	189,494
Adjustments for losses (gains) on sales of property plant and equipment, net		(24,579)	(8,798)
Adjustments related to tax expenses		331,832	198,797
Changes in working capital		335,885	143,462
Adjustments for decrease (increase) in trade receivables			
- (Increase)/decrease in due from related parties		(80,907)	(13,520)
- (Increase)/decrease in third parties		(223,544)	(1,023,327)
Adjustments for decrease/(increase) in other receivables related to operations			
- Decrease/(increase) in other receivables related to operations from related parties		(71,965)	(37,681)
- Decrease/(increase) in other operating-related receivables from third parties		(5,962)	(10,629)
Adjustments for decrease/(increase) in derivative assets		15,955	62,350
Adjustments for decrease/(increase) in inventories		80,582	(883,287)
Adjustments for decrease/(increase) in prepaid expenses		(112,808)	(15,479)
Adjustments for increase/(decrease) in trade payables			
- Increase/(decrease) in due to related parties		(61,602)	1,394,266
- Increase/(decrease) in third parties		107,128	444,942
Increase/(decrease) in payables related to employee benefits		29,718	11,529
Adjustments related to increase (decrease) in other payables related to operations			
- Increase/(decrease) in third parties		258,405	61,622
Changes in deferred income		2,585	9,852
Adjustments for other increase/(decrease) in working capital		398,300	142,824
Cash flows from operations		4,876,598	2,651,897
- Changes in payables to employee benefits		(180,224)	(117,049)
- Tax payments		(28,551)	(19,703)
B. Cash flows from investing activities		(5,042,636)	(2,486,033)
Purchase of property, plant and equipment and intangible assets	7	1,464,680	1,232,573
Proceeds from sales of property, plant and equipment and intangible assets	7,8	(6,507,316)	(3,718,606)
C. Cash flows from financing activities		764,878	(628,439)
Proceeds from borrowings	4	3,048,010	3,877,914
Repayments of borrowings		(1,697,642)	(4,014,459)
Interest paid		(623,393)	(474,485)
Interest income		86,230	58,829
Dividend paid		(950)	-
Cash outflows related to debt payments arising from lease agreements		(47,377)	(76,238)
Net increase in cash and cash equivalents before effects of foreign currency conversion adjustments		390,065	(599,327)
D. Effects of foreign currency conversion adjustments on cash and cash equivalents		145,561	29,345
Net increase/(decrease) in cash and cash equivalents (A+B+C+D)		535,626	(569,982)
E. CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD		969,909	1,539,891
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD (A+B+C+D+E)		1,505,535	969,909

The accompanying notes, are an integral part of these consolidated financial statements

OTOKOÇ OTOMOTİV TİCARET VE SANAYİ A.Ş. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED ON 31 DECEMBER 2021

(Amounts expressed in thousands of Turkish Lira ("TRY") unless otherwise indicated.)
(Convenience Translation into English of Financial Statements Originally Issued in Turkish)

NOTE 1 GROUP'S ORGANISATION AND NATURE OF OPERATIONS

Otokoç Otomotiv Ticaret ve Sanayi A.Ş. ("Otokoç" or "Company") was established in Turkey on 22 June 2001. The Company's business activities are to provide the brokerage service to sale of all kinds of motor vehicles and its spare parts and to lease all kinds of road and transport vehicles. Commercial operations of motor vehicle and services of car rental are performed by Otokoç, Birmot and Avis, Budget Zipcar and Payless brands respectively.

The Company has 34 branches in Turkey (17 Otokoç, 17 Birmot) and 275 offices (103 Avis, 62 Budget and 110 Zipcar points) and 84 rental offices worldwide.

Registered address of Otokoç is Aydınevler Mah. Saygı Cad. No: 60 Küçükyalı, Maltepe, İstanbul.

The consolidated subsidiaries of the Company as of 31 December 2021 and 2020 are as follows:

Company name	Field of activity	Final rate	
		31 December 2021	31 December 2020
Otokoç ABG Holland B.V. ("Otokoç Hollanda")	Investment	60%	60%
Olympic Commercial and Tourist Enterprises S.A. ("Olympic")	Car rental and trade	60%	60%
Otokoç Sigorta Aracılık Hizmetleri A.Ş. ("Otokoç Sigorta")	Insurance intermediary service	50%	50%
Otokoç Azerbaycan MMC	Lease	100%	100%
Otokoç Hungary KFT	Lease	100%	100%
Cronus Finance DAC ⁽¹⁾	Special purpose business	-	-

⁽¹⁾ Although it is not a subsidiary of Otokoç, the special purpose enterprise established to ensure the securitization process has been included in the scope of consolidation as of 31 December 2021.

Otokoç and its consolidated subsidiaries will be referred to as the "Group" in the condensed consolidated financial statements.

The Company's main shareholder is Koç Holding A.Ş. Additionally; the ultimate parent of the Company is Koç family.

The number of employees of the Group as of 31 December 2021 is 2,825(31 December 2020: 2,583).

The consolidated financial statements of the Group as of and for the year ended 31 December 2021 has been approved for issue by the top management of the Group on behalf of Board of Directors on 15 February 2022. The General Assembly and various regulatory bodies have the right to amend the financial statements.

NOTE 2 BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS

The main accounting policies applied in the preparation of the consolidated financial statements are as follows:

2.1 Basis of presentation

2.1.1 Accounting policies

The consolidated financial statements of the Group have been prepared in accordance with the Turkish Financial Reporting Standards, ("TFRS") and interpretations as adopted in line with international standards by the Public Oversight Accounting and Auditing Standards Authority of Turkey ("POA") in line with the communiqué numbered II-14.1 "Communiqué on the Principles of Financial Reporting In Capital Markets" ("the Communiqué") announced by the Capital Markets Board of Turkey ("CMB") on June 13, 2013 which is published on Official Gazette numbered 28676. TFRS are updated in harmony with the changes and updates in International Financial and Accounting Standards ("IFRS") by the communiqués announced by the POA.

Consolidated financial statements have been presented in accordance with the formats announced by the CMB on April 15, 2019 ("TAS Taxonomy Announcement") and in the Financial Statement Samples and Usage Guidelines issued by the CMB.

Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in TRY, which is the functional currency of the company and the presentation currency of the Group.

In order to prepare the accompanying consolidated financial statements and disclosures, monetary balance sheet accounts of the foreign subsidiaries in financial statements were converted to Turkish Lira using year end exchange rate as required by TAS 21 while non-monetary balance sheet, profit and loss and cash flow items were translated to Turkish Lira using the transaction date exchange rate.

OTOKOÇ OTOMOTİV TİCARET VE SANAYİ A.Ş. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED ON 31 DECEMBER 2021

(Amounts expressed in thousands of Turkish Lira ("TRY") unless otherwise indicated.)
(Convenience Translation into English of Financial Statements Originally Issued in Turkish)

NOTE 2 BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (Continued)

2.1 Basis of Presentation (Continued)

Financial statements of Otokoç Azerbaijan MMC prepared in Manat, which is the functional currency, has been converted to TRY, which is the presentation currency of consolidated financial statements, as follows;

- As of 31 December 2021 asset and liability accounts has been converted to TRY as 1 Manat (AZN) = 7.60 TRY which is buying rate of T.C. Central Bank on 31 December 2021. (31 December 2020: 1 Manat(AZN) = 4.32 TRY).
- The income statement accounts has been converted to TRY using the average rate of years.

Financial statements of Otokoç Hungary KFT prepared in Hungarian Forint, which is the functional currency, has been converted to TRY, which is the presentation currency of consolidated financial statements, as follows;

- As of 31 December 2021 asset and liability accounts has been converted to TRY as 1 Hungarian Forint (HUF) = 0.41 TRY which is buying rate of T.C. Central Bank on 31 December 2021. (31 December 2020: 1 Hungarian Forint=0.24 TRY).
- The income statement accounts has been converted to TRY using the average rate of years.

Financial statements of Otokoç Hollanda prepared in Euro, which is the functional currency, has been converted to TRY, which is the presentation currency of consolidated financial statements, as follows;

- As of 31 December 2020 asset and liability accounts has been converted to TRY as 1 Euro (EUR) = 14,6823 TRY which is buying rate of T.C. Central Bank on 31 December 2021 (31 December 2020: 1 Euro=9,0079 TRY).
- The income statement accounts has been converted to TRY using the average rate of years.

Exchange differences arising from the translation of the opening net assets and differences between the average and balance sheet date rates are included in the "currency translation difference" under the shareholders' equity.

Based on the CMB's decision dated 17 March 2005 and numbered 11/367, unrealized objective conditions that require the application of the restatement in the financial statements and the absence of the indications of realization of these conditions in the future, the latest financial statements for the year ended 31 December 2004 Turkish Accounting Standards ("TAS 29") (Financial Reporting in Hyperinflationary Economies) were subject to restatement. Therefore, non-monetary items in the financial statements as at 31 December 2021 and 31 December 2020, additions until 31 December 2004 has been restated to 31 December 2004 and additions after 31 December 2004 have been measured at their nominal value.

The new standards, amendments and interpretations

The accounting policies adopted in preparation of the consolidated financial statements as at 31 December 2021 are consistent with those of the previous financial year, except for the adoption of new and amended TFRS and TFRIC interpretations effective as of 1 January 2020. The effects of these standards and interpretations on the Group's financial position and performance have been disclosed in the related paragraphs.

(a) The new standards, amendments and interpretations which are effective as at 31 December 2021 are as follows:

- **Amendments to IFRS 7, IFRS 4 and IFRS 16 Interest Rate Benchmark Reform Phase 2;** effective from annual periods beginning on or after 1 January 2021. The Phase 2 amendments address issues that arise from the implementation of the reforms, including the replacement of one benchmark with an alternative one. The Phase 2 amendments provide additional temporary reliefs from applying specific IAS 39 and IFRS 9 hedge accounting requirements to hedging relationships directly affected by IBOR reform.
- **Amendments to IFRS 4 Insurance Contracts - deferral of IFRS 9;** effective from annual periods beginning on or after 1 January 2023. These amendments defer the date of application of IFRS 17 by two years to 1 January 2023 and change the fixed date of the temporary exemption in IFRS 4 from applying IFRS 9, Financial instrument until 1 January 2023.

(b) Standards, amendments and interpretations that are issued but not effective as at 31 December 2021:

- **Amendment to IFRS 16, 'Leases' - Covid-19 related rent concessions Extension of the Practical expedient;** as of March 2021, this amendment extended till June 2022 and effective from 1 April 2021. As a result of the coronavirus (COVID-19) pandemic, rent concessions have been granted to lessees. Such concessions might take a variety of forms, including payment holidays and deferral of lease payments. On 28 May 2020, the IASB published an amendment to IFRS 16 that provides an optional practical expedient for lessees from assessing whether a rent concession related to COVID-19 is a lease modification. Lessees can elect to account for such rent concessions in the same way as they would if they were not lease modifications. In many cases, this will result in accounting for the concession as variable lease payments in the period(s) in which the event or condition that triggers the reduced payment occurs.

OTOKOÇ OTOMOTİV TİCARET VE SANAYİ A.Ş. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED ON 31 DECEMBER 2021

(Amounts expressed in thousands of Turkish Lira ("TRY") unless otherwise indicated.)
(Convenience Translation into English of Financial Statements Originally Issued in Turkish)

NOTE 2 BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (Continued)

2.1 Basis of Presentation (Continued)

- **IFRS 17, 'Insurance contracts'**; effective from annual periods beginning on or after 1 January 2023. This standard replaces IFRS 4, which currently permits a wide variety of practices in accounting for insurance contracts. IFRS 17 will fundamentally change the accounting by all entities that issue insurance contracts and investment contracts with discretionary participation features.
- **Amendments to IAS 1, 'Presentation of financial statements' on classification of liabilities**; effective date deferred until accounting periods starting not earlier than 1 January 2024. These narrow-scope amendments to IAS 1, 'Presentation of financial statements', clarify that liabilities are classified as either current or non-current, depending on the rights that exist at the end of the reporting period. Classification is unaffected by the expectations of the entity or events after the reporting date (for example, the receipt of a waiver or a breach of covenant). The amendment also clarifies what IAS 1 means when it refers to the 'settlement' of a liability.
- **A number of narrow scope amendments to IFRS 3, IAS 16, IAS 37 and some annual improvements on IFRS 1, IFRS 9, IAS 41 and IFRS 16**; effective from Annual periods beginning on or after 1 January 2022.
- **Amendments to IFRS 3, "Business combinations"** update a reference in IFRS 3 to the Conceptual Framework for Financial Reporting without changing the accounting requirements for business combinations.
- **Amendments to IAS 16, "Property, plant and equipment"** prohibit a company from deducting from the cost of property, plant and equipment amounts received from selling items produced while the company is preparing the asset for its intended use. Instead, a company will recognise such sales proceeds and related cost in profit or loss.
- **Amendments to IAS 37, "Provisions, contingent liabilities and contingent assets"** specify which costs a company includes when assessing whether a contract will be loss-making.

Annual improvements make minor amendments to IFRS 1, "First time Adoption of IFRS", IFRS 9, "Financial Instruments", IAS 41, "Agriculture" and the Illustrative Examples accompanying IFRS 16, "Leases".

This change has no effect on the financial status and performance of the Company.

- **Narrow scope amendments to IAS 1, Practice statement 2 and IAS 8**; effective from annual periods beginning on or after 1 January 2023. The amendments aim to improve accounting policy disclosures and to help users of the financial statements to distinguish between changes in accounting estimates and changes in accounting policies.
- **Amendment to IAS 12 - Deferred tax related to assets and liabilities arising from a single transaction**; from annual periods beginning on or after 1 January 2023. These amendments require companies to recognise deferred tax on transactions that, on initial recognition give rise to equal amounts of taxable and deductible temporary differences.

2.2 Change in accounting policies

Any change in the accounting policies resulted from the first-time adoption of a new standard is made either retrospectively or prospectively in accordance with the transition requirements. Changes without any transition requirement, material changes in accounting policies or material errors are corrected, retrospectively by restating the prior period consolidated financial statements. If changes in accounting estimates are related to only one period, they are recognised in the period when changes are applied; if changes in estimates are related to future periods, they are recognized both in the period where the change is applied and future periods prospectively. There has been no change in accounting policies for the period 1 January 31 December 2021.

2.3 Accounting policies, changes in accounting estimates and errors

Judgments that have a significant effect to the financial statements and assumptions that are made by taking into consideration of events which are existential as of the reporting date or possible to occur in foreseeable future are as follows:

- a) The Group management has important assumptions about the experience of the technical team in determining the second hand vehicle sales values at the end of the lease period of the vehicles in the tangible fixed assets that are leased by the operational leasing. The difference between the cost values of these vehicles and the second-hand sales values is amortized over the lease contracts. Accordingly, the management periodically reviews the value estimates to ensure that the estimated amounts are appropriate. The vehicle value estimated at the end of the rental period is residual value. The residual value at the end of the lease term may be different from the market value and is considered to be a market risk. Residual value is influenced by external factors. The effect of exchange rate changes on vehicles used and shaped, consumer preferences, instruments traded in foreign currencies, and general economic conditions affect market prices and are managed to a point. In determining the residual value, the Group uses the prices generated in the market database and the values realized in its own vehicle sales. Residual value is estimated by monitoring and analyzing sales profits to manage value risk of residual value (Note 7).
- b) The retirement pay liability is determined using actuarial assumptions (discount rates, future salary increases and employee turnover rates) (Note 15).

OTOKOÇ OTOMOTİV TİCARET VE SANAYİ A.Ş. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED ON 31 DECEMBER 2021

(Amounts expressed in thousands of Turkish Lira ("TRY") unless otherwise indicated.)
(Convenience Translation into English of Financial Statements Originally Issued in Turkish)

NOTE 2 BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (Continued)

2.3 Accounting policies, changes in accounting estimates and errors (Continued)

- c) Group management makes provision for litigation in accordance with assessment of Group's lawyers to for the probability of losing cases for legal cases issues which have been brought against the Group and still going on (Note 15).
- d) The Group has significant assumptions about the experience of the past year and the experience of the technical team for the estimated repair price and the selling price of damaged vehicles. The Group accounts provision for the difference between the net book value of the impaired vehicles and the loss exposures and estimated sales figures of the Group's damaged vehicles based on past experience (Note 15).
- e) Provision for doubtful receivables represents the amounts that the management believes will compensate future losses on receivables that are present but have a risk of not being collected within the current economic conditions as of the balance sheet date. Provision for doubtful receivables is allocated for each customer and not for the whole portfolio (Note 5).
- f) The Group has presented the vehicles subject to operational lease with the lease term in the inventory account group with the plan to sell the related vehicles on the second hand vehicle market without subjecting them to a new lease contract (Note 6).

2.4 Summary of significant accounting policies

The significant accounting policies applied are consistent with the prior period in the preparation of the consolidated financial statements are summarized below:

2.4.1 Basis of consolidation

Consolidated financial statements, which are prepared in accordance to accounting principles that are stated below, include the accounts of the Company, Otokoç, and its subsidiary, Otokoç Insurance, Otokoç Azerbaijan MMC, Otokoç Hungary KFT, Olympic and Otokoç Netherlands (named "Group") as of 31 December 2021. During the preparation of the entities' financial statements with in the scope of consolidation, necessary adjustments and reclassifications were made in accordance with Financial Reporting Standarts issued by POA and accounting policies and presentation formats applied by the Group.

Subsidiaries are companies over which the Otokoç controls the financial and operating policies for the benefit of the Otokoç, either through the power to exercise more than 50% of the voting rights relating ta shares in the Companies owned directly and indirectly by itself; or although not having the power to exercise more than 50% of the voting rights, otherwise having the power to exercise control over the financial and operating policies.

The non-controlling shareholders' share in the net assets and results of Subsidiaries for the period are separately classified as non-controlling interest in the consolidated balance sheets and statements of income. Minority rights from consolidated participations in the net assets of the consolidated subsidiary are listed as a separate item in the equity of the Company. The noncontrolling interests consist of shares from the initial business combinations and the non-controlling shares from the changes in equity after the business combinations date.

As of 31 December 2021 and 2020, direct and indirect voting rights and proportion of effective interest (%) owned by the Group are indicated below:

Subsidiaries	31 December 2020		31 December 2018	
	Direct and indirect shares (%)	Percentage of effective interest (%)	Direct and indirect shares (%)	Percentage of effective interes(%)
Otokoç Hollanda	60	60	60	60
Olympic	60	60	60	60
Otokoç Sigorta ⁽¹⁾	50	50	50	50
Otokoç Azerbaijan MMC.	100	100	100	100
Otokoç Hungary Kft.	100	100	100	100
Otokoç Iraq LLC ⁽²⁾	100	100	100	100
Otokoç Kazakistan LLP ⁽²⁾	100	100	100	100
Otokoç Georgia LLC ⁽²⁾	100	100	100	100
Otokoç Ukraine LLC ⁽²⁾	100	100	100	100
Cronus Finance DAC ⁽³⁾	-	-	-	-

⁽¹⁾ Otokoç has the authorization and power of controlling the financial and management policies in favor of its own benefits through using its actual control effect on the financial and management policies of Otokoç Sigorta although it does not have the authority to use more than 50% of voting rights. Therefore, it is subject to full consolidation.

⁽²⁾ Otokoç Iraq LLC, Otokoç Kazakistan LLP, Otokoç Georgia LLC and Otokoç Ukraine LLC have not been included in the scope of consolidation and are classified as financial investments since they are not material to consolidated financial statements (Note 25).

⁽³⁾ Although it is not a subsidiary of Otokoç, the special purpose enterprise established to ensure the securitization transaction has been included in the scope of consolidation as of 31 December 2021.

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NOTE 2 BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (Continued)

2.4 Summary of significant accounting policies (Continued)

2.4.2 Cash and cash equivalents

Cash and cash equivalents comprise of cash on hand and bank deposits, credit card receivables, and short-term, highly liquid investments that are readily convertible to definite amounts of cash with maturities equal or less than 3 months (Note 3). Cash and cash equivalents in cash flow statement comprise of cash and cash equivalents with maturities less than 3 months except for accrued interest income.

2.4.3 Trade receivables and provision for impairment

Trade receivables that are created by the Group by way of providing goods or services directly to a debtor are carried at amortized cost. Receivables with short-term maturities which have no predefined interest rate are measured at the original invoice amount unless the effect of imputed interest is significant (Note 5).

A doubtful receivable provision for trade receivables is accounted if there is objective evidence that the Group will not be able to collect all amounts due. The receivables in process of lawsuit or enforcement or in a prior stage, the customer having material financial difficulties, the receivable turning default or the possibility of material and unforeseeable delay in the future collection are included under objective evidences. The amount of provision is the difference between the carrying amount and the recoverable amount, being the present value of all cash flows, including amounts recoverable from guarantees and collateral, discounted based on the original effective interest rate of the originated receivables at inception.

If the amount of the impairment subsequently decreases due to an event occurring after the write-down, the collection amount is decreased from the doubtful receivable provisions and recorded as other income from operating activities.

The Group measures the allowance for trade receivables at an amount equal to the "expected life-time credit losses" (except for realized impairment losses) where the trade receivables are not impaired for some reason. Expected credit losses are a weighted estimate of the likelihood of credit losses over the expected life of a financial instrument. In the calculation of expected credit losses, the Group takes into account future credit loss experience as well as forecasts for the future.

The Group uses a provisioning matrix to measure the expected credit losses on trade receivables. Depending on the number of days the maturities of trade receivables are exceeded, certain maturity ratios are calculated and these ratios are reviewed at each reporting period and revised where necessary. Expected credit losses are accounted for under "other income/expense from operating activities" in the income statement.

2.4.4 Inventories

Inventories consist of second hand vehicles, brand new vehicles and spare parts. Inventories are valued at the lower of cost or net realizable value. The cost of inventories is based on moving weighted average cost and borrowing costs are not included. Vehicles subject to operational lease contracts whose contract period has been completed are transferred to the inventory account from assets used in operational lease with net book values by the end of contract termination date. The related vehicles classified under inventories are shown as second-hand vehicles in Note 6. Net realizable value is the estimated selling price in the ordinary course of business, reducing the cost of completion and the sales costs required to realize the sale.

2.4.5 Property, plant and equipment

Property, plant and equipment are carried at cost less accumulated depreciation. Land is not depreciated as it is deemed to have an indefinite useful life. Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets. The depreciation periods for property and equipment, which approximate the economic useful lives of assets concerned, are as follows:

Buildings	50 years
Machinery and equipment	2-15 years
Furniture and fixtures	2-20 years
Vehicles	5 years
Leasehold improvements	2-25 years

Property, plant and equipment are reviewed for impairment losses whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the carrying amount of the asset exceeds its recoverable amount. The recoverable amount of the property, plant and equipment is the higher of future net cash flows from the utilization of this property, plant and equipment or fair value less cost to sell.

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NOTE 2 BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (Continued)

2.4 Summary of significant accounting policies (Continued)

Gains or losses on disposals of property, plant and equipment are included in income/expense from investment activities.

Subsequent costs, such as repairs and maintenance or part replacement of tangible assets, are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits with the item will flow to the Group. All other costs are charged to the statements of profit or loss during the financial year in which they are incurred.

2.4.6 Assets subject to operational lease

Assets subject to operational lease include motor vehicles of the Group, utilized in rent a car services. The Group classifies its assets used in operational lease as long-term for those which have lease contracts longer than one year and as short-term which have lease contracts shorter than one year. The difference between the cost and the estimated second-hand sales price of the related assets is depreciated on a straight-line basis over the length of the lease contracts. Vehicles whose lease periods are completed are transferred to inventory accounts on net book values under the name of second hand vehicles.

2.4.7 Intangible assets

Intangible assets include acquired use rights, information systems and other identifiable rights. Intangible assets are amortized on a straight-line basis over their estimated useful lives between 5 and 15 years.

2.4.8 Impairment of assets

The Group reviews the carrying values of assets for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. Whenever the carrying amount of an asset exceeds its recoverable amount, an impairment loss is recognized in the income statement. The recoverable amount is the greater of net selling price and value in use. The value in use is the present value of estimated future cash flows from the continuing use of an asset or its disposal at the end of its useful life, the net sale price is the amount obtainable from the sale of an asset less the costs of disposal. Recoverable amounts are estimated for individual assets or, if it is not possible, for the cash generating unit. Reversal of impairment losses recognized in prior years is recorded when there is an indication that the impairment losses recognized for the asset no longer exist or has decreased. Reversal of impairment losses recognized in statement of profit or loss.

A loss on impairment of an asset is reversed if the subsequent increase in the recoverable amount of the asset can be attributed to an event that arises in subsequent periods after the impairment was recognized in the records.

2.4.9 Financial liabilities and borrowing costs

Borrowings are recognized initially at the proceeds received, net of transaction costs incurred. Borrowings are subsequently stated at amortized cost using the effective yield method; any difference between proceeds, net of transaction costs, and the redemption value is recognized in the statement of profit or loss over the period. Borrowing costs are charged to the statement of profit or loss when they are incurred. Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset which requires substantial period of time to get ready for its intended use or sale shall be capitalized over the cost of the asset. Other borrowing costs shall be recognized as an expense in the period it incurs.

2.4.10 Trade payables

Trade payables are comprised of payments required related to provide the goods and services from the supplier in in the ordinary activities. Trade payables are recognized initially at fair value and subsequently measured at amortized cost using the effective interest method.

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NOTE 2 BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (Continued)

2.4 Summary of significant accounting policies (Continued)

2.4.11 Recognition and derecognition of financial assets and liabilities

The Group recognizes a financial asset or financial liability in its consolidated statement of financial position when and only when it becomes a party to the contractual provisions of the instrument. The Group derecognizes a financial asset or a portion of financial asset when and only when it loses control of the contractual rights that comprise the financial asset or a portion of financial asset and when risk and benefit related to property. The Group derecognizes a financial liability when a liability is extinguished that is when the obligation specified in the contract is discharged, cancelled and expired.

All the normal sales or purchase transactions of financial assets are recorded at the transaction date that the Group guaranteed to purchase or sell the financial asset. These transactions generally require the transfer of financial asset in the period specified by the general conditions and the procedures in the market.

Classification and measurement

The Group classified its financial assets in three categories; financial assets carried at amortized cost, financial assets carried at fair value through other comprehensive income, financial assets carried at fair value through profit or loss. Classification is performed in accordance with the business model determined based on the purpose of benefits from financial assets and expected cash flows. Management performs the classification of financial assets at the acquisition date.

(a) Financial assets carried at amortised cost

Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest, whose payments are fixed or predetermined, which are not actively traded and which are not derivative instruments are measured at amortized cost. They are included in current assets, except for maturities more than 12 months after the balance sheet date. Those with maturities more than 12 months are classified as non-current assets. The Group's financial assets carried at amortized cost comprise "trade receivables" and "cash and cash equivalents" in the statement of financial position.

(b) Financial assets carried at fair value

i) Financial assets carried at fair value through profit or loss

Financial assets carried at fair value through profit or loss comprise of "derivative instruments" in the statement of financial position. Derivative instruments are recognized as asset when the fair value of the instrument is positive, as liability when the fair value of the instrument is negative.

ii) Financial assets carried at fair value through other comprehensive income

Financial assets carried at fair value through other comprehensive income comprise of "financial assets" in the statement of financial position. Group carried these assets at their fair values. The fair value gains and losses are recognized in other comprehensive income after the deduction of impairment losses and foreign exchange income and expenses. When the financial assets carried at fair value through other comprehensive income are sold, fair value gain or loss classified in other comprehensive income is classified to retained earnings.

The Group designates its foreign currency borrowings as hedging instrument in fair value hedge of the exposures to changes in foreign exchange rates of its unrecognized firm commitments. Unrecognized firm commitment to lease the fleet in return for leasing revenues and sell the specific second hand vehicles to the specific buyers at specific dates for vehicle sales revenue are designated as hedged items in this fair value hedge. In the fair value hedge, the gain or loss from remeasuring the hedging instrument at fair value for the foreign currency component of its carrying amount measured is recognized in the income statement and the change in the fair value of the hedged item is accounted under "fair value of unrecognized firm commitment" in consolidated statement of financial position and in consolidated statements of profit or loss.

The Group documents, at the inception of the transaction, the relationship between hedging instruments and hedged items as well as its risk management objective and strategy for undertaking, various hedge transactions. The Group also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions are highly effective in offsetting changes in fair values of hedged items.

2.4.12 Foreign currency hedge of net investments in foreign operations

Gains or losses on the hedging instrument relating to the effective portion of the foreign currency hedge of net investments in Otokoç Netherlands are recognized in equity. The gain or loss on the hedging instruments that has been recognized directly in equity is transferred statements of profit or loss on the disposal of the foreign operation.

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NOTE 2 BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (Continued)

2.4 Summary of significant accounting policies (Continued)

2.4.13 Employee benefits

Defined benefit plans

The Group is obliged to pay termination indemnity to a certain number of employees who have completed at least one year of working period and who have left work due to retirement or who are terminated due to reasons other than resignation or misconduct.

The Group has adopted the "Projection Method", which requires the retirement pay liability to be recorded at the reduced net amount, based on estimated inflation rates and employee disqualification or termination, based on information raised by the Group's own experience and using the government bond interest rates valid at the balance sheet date and reflect the financial statements. All actuarial gains and losses calculated are reflected in the other comprehensive income statement.

Defined contribution plans

The Group pays contributions to the Social Security Institution on a mandatory basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognized as an employee benefit expense when they are due.

Vacation pay liability

Vacation pay liability in the financial statements is the sum of unused vacation employee entitlement and probable liabilities in the future as of the reporting date.

2.4.14 Tax

Tax expense (income) is the aggregate amount included in the determination of the statement of comprehensive income for the period in respect of current and deferred tax.

Current tax

Current tax liabilities (assets) are calculated in accordance with the applicable tax law and if not related with other comprehensive income or equity, expense (income) is recorded for the related period. In current tax calculations, tax laws and rates that are applicable or that will become applicable are used.

Deferred tax

Deferred income tax is provided in full, using the liability method, on all temporary differences arising between the tax bases of assets and liabilities and their carrying values in the consolidated financial statements. Deferred tax is recognized for all taxable temporary differences.

Deferred tax assets are recognized for all deductible temporary differences and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences and unused tax losses can be utilized.

The carrying amount of deferred tax is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilized.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at consolidated statement of financial position date

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

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NOTE 2 BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (Continued)

2.4 Summary of significant accounting policies (Continued)

2.4.15 Revenue recognition

The company accounts the revenue in its consolidated financial statements under the five-stage model:

- Identification of customer contracts,
- Identification of performance obligations,
- Determination of transaction price in the contract,
- Allocation of price to performance obligations,
- Recognition of revenue when the performance obligations are fulfilled.

Group recognized revenue from its customers only when all of the following criteria are met:

- The parties to the contract have approved the contract (in writing, orally or in accordance with other customary business practices) and are committed to perform their respective obligations,
- Group can identify each party's rights regarding the goods or services to be transferred,
- Group can identify the payment terms for the goods or services to be transferred,
- The contract has commercial substance
- It is probable that Group will collect the consideration to which it will be entitled in exchange for the goods or services that will be transferred to the customer.

Sales of goods and services

Income includes invoiced values of sales of goods and services. Revenue arising from sale of goods and services is recognized when the risks and rewards of ownership is transferred, the amount of revenue can be reliably measured and the economic benefits associated with the transaction will flow to the Group are highly probable. Significant risks and rewards in domestic vehicle and spare part sales are transferred to the buyer when invoice is issued.

Net sales are the sales of invoiced goods, excluding sales receipts. When there is an important financing element in the sales, the fair value is determined by deducting the future collections with the hidden interest rate included in the financing element. The difference between the nominal value and the fair value of the sales price is recorded in the relevant periods as the financing income on an accrual basis.

Revenues from operational leases

Income from operational leasing transactions is recorded as income in the related period on an accrual basis. According to management's opinion, when income becomes doubtful, it is temporarily waited.

Sales income of assets held for rent

Cash obtained from the sale of held-for-sale assets is recognized as income after the legal process is completed and significant risks and rewards of the assets are transferred to the buyer.

Interest income is recognized on a time proportion basis and the income accrued is determined taking into account the effective interest rate and the effective interest rate over the remaining period of time.

2.4.16 Foreign currency transactions

Transactions in foreign currencies during the period have been translated at the exchange rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies have been translated into TRY at the exchange rates prevailing at the balance sheet dates. Exchange gain or losses arising from the settlement and translation of foreign currency items have been included under financial income/expenses in the consolidated statements of profit or loss.

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NOTE 2 BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (Continued)

2.4 Summary of significant accounting policies (Continued)

2.4.17 Related parties

- a) A person or a close member of that person's family is related to a reporting entity if that person:
- (i) has control or joint control over the reporting entity;
 - (ii) has significant influence over the reporting entity; or,
 - (iii) is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.
- (b) An entity is related to a reporting entity if any of the following conditions applies:
- (i) The entity and the reporting entity are members of the same group
 - (ii) One entity is an associate or joint venture of the other entity
 - (iii) Both entities are joint ventures of the same third party.
 - (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
 - (v) The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity.
 - (vi) The entity is controlled or jointly controlled by a person identified in (a).
 - (vii) A person identified in (a), (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity)

Related party transactions are transactions in which resources, services and liabilities are transferred between related parties, regardless of whether they are a cost consideration.

2.4.18 Provisions, contingent assets and liabilities

Provisions

Provisions are recognized when an entity has a present obligation as a result of a past event; it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When in the course of time the value loss of the money gains significance, the reserves are reflected in terms of the reduced value of the expenses likely to occur on the date of consolidated statement of financial position. When reduced value is used, increases to occur in the reserves as time goes by are recorded as interest expenses.

Damage provisions

In the event that the Group incurs an accident within the lease period for the vehicles subject to operational lease, the Group compares the net sales value of those vehicles with the past years' experience and the sales prices based on the experience of the technical crew. If the net book value is higher than the wholesale price, provision is made in the consolidated financial statements for the related amounts. It also allocates provision for past years' experience and technical crew experience for vehicles which have undergone an accident and whose damage repair controls have not yet been finalized (Note 15).

Contingent assets and liabilities

Provision is made in the financial statements if there is an existing obligation arising from past events, it is probable that the obligation will be met, and the amount of the obligation can be reliably estimated. Adjustment of the liability as of the balance sheet date, taking into account the amount set aside as a contingency and the risks and uncertainties regarding the liability. The most reliable estimate of the expenditure to be made. If the provision is measured using the estimated cash flows required to meet the present obligation, the carrying amount of the provision is equal to the present value of the related cash flows. If some or all of the economic benefit required to settle the obligation is expected to be met by a third party, the amount to be recovered is recognized as an asset if the collection of the obligation is virtually certain and reliably measured.

2.4.19 Dividends

Dividends payable are recognized as an appropriation of profit in the period in which they are declared in the consolidated financial statements.

2.4.20 Subsequent events

Post period-end events that provide additional information about the Group's position at the consolidated statement of financial position date (adjusting events), are reflected in the financial statements. Post period-end events that are not adjusting events are disclosed in the notes when material.

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NOTE 2 BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (Continued)

2.4 Summary of significant accounting policies (Continued)

2.4.21 Offsetting

Financial assets and liabilities are offset and the net amount reported in the consolidated statement of financial position when there is a legally enforceable right to set off recognized amounts and there is an intention to settle on a net basis or realize the asset and settle the liability simultaneously/

2.4.22 Leases

Group as a lessee

At inception of a contract, the Company shall assess whether the contract is, or contains, a lease. a contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

To assess whether a contract conveys the right to control the use of an identified asset for a period of time, the Company shall assess whether, throughout the period of use, the customer has both of the following:

- The contract includes an identified asset (identification of an asset in a clear or implicitly specified form in the contract),
- A capacity portion of an asset is an identified asset if it is physically distinct and represents substantially all of the capacity of the asset (the asset is not an identified asset if the vendor has a fundamental right to substitute the asset for the duration of its use and obtain an economic benefit from it),
- The Company has the right to obtain almost all of the economic benefits that will be derived from the use of the identified asset,
- The right to direct the use of the identified asset. The Company has the right to direct the use of an identified asset throughout the period of use only if either:
 - a) The Company has the right to direct how and for what purpose the asset is used throughout the period of use,
 - b) The relevant decisions about how and for what purpose the asset is used are predetermined and.

The Company recognizes right of use asset and lease liability at the start date of lease after evaluation of aforementioned criterias.

Right of use asset

At the commencement date, the Company shall measure the right-of-use asset at cost. The cost of the right-of-use asset shall comprise:

- a) The amount of the initial measurement of the lease liability,
- b) Any lease payments made at or before the commencement date, less any lease incentives received;
- c) Any initial direct costs incurred by the Company
- d) An estimate of costs to be incurred by the Company in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease, unless those costs are incurred to produce inventories.

To apply a cost model, the Company shall measure the right-of-use asset at cost:

- a) Less any accumulated depreciation and any accumulated impairment losses and
- b) Adjusted for any remeasurement of the lease liability.

The Company shall apply the depreciation requirements in TAS 16 Property, Plant and Equipment in depreciating the right-of-use asset.

The Company shall apply TAS 36 Impairment of Assets to determine whether the right-of-use asset is impaired and to account for any impairment loss identified.

Lease Liability

At the date when the lease actually begins, the Company measures its lease obligation at the present value of the lease payments not realized at that date. Lease payments, if the implicit interest rate in the lease can be determined easily, by using this rate; If the implied interest rate cannot be determined easily, the tenant is discounted using the alternative borrowing interest rate.

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NOTE 2 BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS (Continued)

2.4 Summary of significant accounting policies (continued)

Lease Liability

At the commencement date, the lease payments included in the measurement of the lease liability comprise the following payments for the right to use the underlying asset during the lease term that are not paid at the commencement date:

- Fixed payments, less any lease incentives receivable;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date
- Payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

After the commencement date, the Company shall measure the lease liability by:

- Increasing the carrying amount to reflect interest on the lease liability;
- Reducing the carrying amount to reflect the lease payments made; and
- Remeasuring the carrying amount to reflect any reassessment or lease modifications, or to reflect revised in-substance fixed lease payments.

Extension and early termination options

The lease liability is determined by considering the extension and early termination options in the contracts. Most of the extension and early termination options included in the contracts are composed of the options that are jointly applicable by the Company and the lessor. The Company determines the lease term by the extension of the lease, if such extension and early termination options are at the Company's discretion and the use of the options is reasonably certain. If there is a significant change in the circumstances, the evaluation is reviewed by the Company.

Variable lease payments

Lease payments arising from some of the Company's lease agreements consist of variable rent payments. These variable lease payments, which are not included in TFRS 16, are recorded as rent expense in the related period in the income statement.

Practical expedient

The group has applied a single discount rate to a rental portfolio with similar characteristics. While measuring the existence right of use at the first application date, initial direct costs were not included. If the contract includes options to extend and terminate the contract, the rental period is determined and management evaluations are used.

Company as Lessor

The Company has no significant activity as a lessor.

2.5 Comparative information and classification of prior period financial statements

The consolidated financial statements of the Group have been prepared comparatively with the previous period in order to enable the determination of the financial situation and performance trends. In order to comply with the presentation of the current period consolidated financial statements, comparative information is reclassified when deemed necessary.

2.6 The law on amending the tax

Procedure Law and the Corporate Tax Law was enacted on January 20, 2022, It has been enacted with the number 7352 and it has been decided that the financial statements will not be subject to inflation adjustment in the 2021 and 2022 accounting periods, including the temporary accounting periods, and in the provisional tax periods of the 2023 accounting period, regardless of whether the conditions for the inflation adjustment within the scope of the repeated Article 298 are met.

POA made a declaration on the Implementation of Financial Reporting in High Inflation Economies under TFRS on January 20, 2022, and it was stated that there was no need to make any adjustments within the scope of TAS 29 Financial Reporting in Hyperinflationary Economies in the consolidated financial statements for 2021.

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NOTE 3 CASH AND CASH EQUIVALENTS

	31 December 2021	31 December 2020
Cash on hand	560	319
Bank	1,338,728	883,262
- Time deposits in banks	894,700	6,200
- Demand deposits in banks	444,028	877,062
Credit card and direct debiting system receivables	221,291	121,450
	1,560,579	1,005,031

As of 31 December 2021, the time deposits of the Group is denominated in TRY and EUR with a maturity of 1 to 62 days (31 December 2020: 1 to 103 days) The interest rate of TRY time deposits is between 15%-26.50% (31 December 2020: 4.5%-17.00%). As of 31 December 2021, the Group has blocked deposits of TRY55,044 (31 December 2020: TRY35,122).

Cash and cash equivalents shown in the consolidated cash flow statements as of 31 December 2021 and 2020 are shown below:

	31 December 2021	31 December 2020
Cash and cash equivalents	1,560,579	1,005,031
Blocked deposits (-)	(55,044)	(35,122)
	1,505,535	969,909

NOTE 4 FINANCIAL LIABILITIES

a) Short term financial liabilities

	31 December 2021			31 December 2020		
	Original currency	TRY equivalent	Interest rate p.a.(%)	Original currency	TRY equivalent	Interest rate p.a. (%)
Borrowings in TRY	990,413	990,413	8.00-18.00	322,500	322,500	18.75-20.25
Borrowings in EUR	22,695	333,211	3.10-3.70	34,899	314,368	2.25
Interest-free borrowings in TRY	15,945	15,945	-	12,868	12,868	-
		1,339,569			649,736	

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NOTE 4 FINANCIAL LIABILITIES (Continued)

b) Short term bond payables

	31 December 2021			31 December 2020		
	Original currency	TRY equivalent	Interest rate p.a.(%)	Original currency	TRY equivalent	Interest rate p.a. (%)
Bond payables in EUR	39,304	577,074	1.40-1.85	-	-	-
Bond payables in TRY ⁽¹⁾	-	-	-	510,556	510,556	17.35-20.70
		577,074			510,556	

⁽¹⁾ The TRY bonds issued by the Group are payable with one coupon every 6 months, and the principal of the bonds will be paid at the end of the maturity..

c) Short term lease liabilities

	31 December 2021			31 December 2020		
	Original currency	TRY equivalent	Interest rate p.a.(%)	Original currency	TRY equivalent	Interest rate p.a. (%)
Lease liabilities in EUR	4,301	63,149	3.50-5.75	6,947	62,578	5.75-7.00
Lease liabilities in TRY	9,768	9,768	10.00-29.00	7,399	7,399	14.00-25.00
Lease liabilities in USD	11	142	7.00	29	213	5.75-7.00
		73,059			70,190	

d) Short term portions of long term liabilities

	31 December 2021			31 December 2020		
	Original currency	TRY equivalent	Interest rate p.a.(%)	Original currency	TRY equivalent	Interest rate p.a. (%)
Lease liabilities in TRY	1,139,704	1,139,703	9.50-19.75	478,631	478,631	9.50-18.50
Lease liabilities in EUR	27,090	397,739	2.90	16,892	152,165	2.50-5.50
		1,537,442			630,796	

e) Long term liabilities

	31 December 2021			31 December 2020		
	Original currency	TRY equivalent	Interest rate p.a.(%)	Original currency	TRY equivalent	Interest rate p.a. (%)
Lease liabilities in EUR	223,196	3,277,035	2.90	242,863	2,187,682	2.90-3.70
Lease liabilities in TRY	2,421,771	2,421,771	9.50-19.75	1,695,742	1,695,742	9.50-18.50
		5,698,806			3,883,424	

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NOTE 4 FINANCIAL LIABILITIES (Continued)

f) Long-term private sector bond payables

	31 December 2021			31 December 2020		
	Original currency	TRY equivalent	Interest rate p.a. (%)	Original currency	TRY equivalent	Interest rate p.a. (%)
Bond payables in EUR	89,583	1,315,284	1.40-1.85	128,228	1,155,065	2.25
		1,315,284			1,155,065	

g) Long term lease liabilities

	31 December 2021			31 December 2020		
	Original currency	TRY equivalent	Interest rate p.a.(%)	Original currency	TRY equivalent	Interest rate p.a. (%)
Lease liabilities in EUR	6,542	96,052	3.50-5.75	8,523	76,774	5.75-7.00
Lease liabilities in TRY	40,981	40,981	10.00-29.00	31,009	31,009	14.00-25.00
Lease liabilities in USD	45	584	7.00	122	896	5.75-7.00
		137,617			108,679	

The payment schedule for long term loans as of 31 December 2021 and 2020 is as follows:

	31 December 2021	31 December 2020
Between 1-2 years	3,846,759	1,693,283
Between 2-3 years	779,854	536,347
Between 3-4 years	2,324,450	298,453
4 years and over	200,644	2,619,085
	7,151,707	5,147,168

Movements of financial liabilities are as of 31 December 2021 and 31 December 2020 as follows:

	2021	2020
Beginning of period 1 January	7,008,446	6,318,293
Additions financial liabilities	3,048,010	3,877,914
Additions lease liabilities	-	10,440
Payment of borrowings	(1,697,642)	(4,014,459)
Cash outflows from payments of lease liabilities	(47,377)	(76,238)
Changes in exchange rates	2,168,234	818,464
Change in interest accrual	131,487	43,998
Currency translation differences	67,693	30,034
End of period 31 December	10,678,851	7,008,446

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NOTE 4 FINANCIAL LIABILITIES (Continued)

The fair values of long term financial liabilities were calculated based on cash flows discounted using a current lending rate. They are classified as level 3 fair values in the fair value hierarchy due to the inclusion of unobservable inputs including counterparty credit risk. The carrying amounts and fair values of the Group's long-term borrowings as of 31 December 2021 and 31 December 2020 are as follows:

	31 December 2021		31 December 2020	
	Carrying value	Fair value	Carrying value	Fair value
EUR	4,688,370	4,711,812	3,419,521	3,436,619
TRY	2,462,753	2,475,067	1,726,751	1,735,385
USD	584	587	896	900
	7,151,707	7,187,466	5,147,168	5,172,904

NOTE 5 TRADE RECEIVABLES AND PAYABLES

a) Trade receivables

	31 December 2021	31 December 2020
Trade receivables	2,949,290	2,707,434
Due from related parties	115,055	34,148
	3,064,345	2,741,582
Less: Provision for doubtful receivables	(627,814)	(385,341)
Total short term trade receivables	2,436,531	2,356,241
Long term trade receivables	209,275	244,232
Total trade receivables	2,645,806	2,600,473

As of 31 December 2021 average maturity days of trade receivables is 30 days (31 December 2020: 30 days).

The movements of provision for doubtful receivables are as follows:

	2021	2020
1 January	385,341	282,884
Additions	29,640	15,638
Currency translation differences	229,478	101,709
Collection (-)	(1,924)	(803)
Deleted from records (-)	(14,721)	(14,087)
31 December	627,814	385,341

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NOTE 5 TRADE RECEIVABLES AND PAYABLES (Continued)

b) Trade payables

	31 December 2021	31 December 2020
Trade payables	1,222,927	1,115,799
Due to related parties	2,198,795	2,260,397
	3,421,722	3,376,196

NOTE 6 INVENTORIES

	31 December 2021	31 December 2020
Brand new cars	450,570	537,927
Second hand cars	426,971	541,140
Spare parts	379,073	258,129
	1,256,614	1,337,196

NOTE 7 PROPERTY, PLANT AND EQUIPMENT

Movement in the property, plant and equipment and the related accumulated depreciation comprised the following as of 31 December 2021

	Land improvements and buildings	Buildings	Machine and equipment	Motor vehicles	Furniture and fixtures	Constructions in progress	Leasehold improvements	Total
1 January 2021								
Cost	35,843	233,767	5,432	8,197,308	173,828	10,080	153,007	8,809,265
Accumulated depreciation	-	(76,825)	(1,486)	(1,331,009)	(83,124)	-	(92,354)	(1,584,798)
Net book value	35,843	156,942	3,946	6,866,299	90,704	10,080	60,653	7,224,467
Additions	-	57,850	1,248	4,497,717	65,388	-	25,472	4,647,675
Transfers	-	(41,507)	-	(707,449)	-	(7,359)	-	(756,315)
Foreign currency translation differences	22,578	56,463	2,153	1,998,764	7,537	-	8,095	2,095,590
Disposals	-	(304)	-	(186,322)	(700)	-	(4,115)	(191,441)
Depreciation	-	(52,174)	(783)	(737,286)	(30,386)	-	(18,141)	(838,770)
Net book value at the end of the period	58,421	177,270	6,564	11,731,723	132,543	2,721	71,964	12,181,206
31 December 2021								
Cost	58,421	306,269	8,833	13,800,018	246,053	2,721	182,459	14,604,774
Accumulated depreciation	-	(128,999)	(2,269)	(2,068,295)	(113,510)	-	(110,495)	(2,423,568)
31 December 2021 net book value	58,421	177,270	6,564	11,731,723	132,543	2,721	71,964	12,181,206

As of 31 December 2021, there are no pledges or collaterals on property, plant and equipment.

⁽¹⁾ Net book value of the right-of-use assets classified under property, plant and equipment is TRY82,235 thousand as of 31 December 2021. For the period ended 31 December 2021, additions to the right-of-use assets amounted to TRY42,579 thousand and depreciation expenses amounted to TRY22,531 thousand.

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NOTE 7 PROPERTY, PLANT AND EQUIPMENT(Continued)

Movement in the property, plant and equipment and the related accumulated depreciation comprised the following as of 31 December 2020:

	Land improvements and buildings	Buildings	Machine and equipment	Motor vehicles	Furniture and fixtures	Constructions in progress	Leasehold improvements	Total
1 January 2020								
Cost	27,837	189,253	3,088	5,519,711	124,971	154	139,830	6,004,844
Accumulated depreciation	-	(39,847)	(819)	(828,213)	(62,683)	-	(77,514)	(1,009,076)
Net book value	27,837	149,406	2,269	4,691,498	62,288	154	62,316	4,995,768
Additions	-	9,989	1,531	2,551,827	45,748	9,926	8,530	2,627,551
Transfers	-	-	-	(568,057)	-	-	-	(568,057)
Foreign currency translation differences	8,006	34,525	813	796,935	3,898	-	4,667	848,844
Disposals	-	-	-	(103,108)	(789)	-	(20)	(103,917)
Depreciation	-	(36,978)	(667)	(502,796)	(20,441)	-	(14,840)	(575,722)
Net book value at the end of the period	35,843	156,942	3,946	6,866,299	90,704	10,080	60,653	7,224,467
31 December 2020								
Cost	35,843	233,767	5,432	8,197,308	173,828	10,080	153,007	8,809,265
Accumulated depreciation	-	(76,825)	(1,486)	(1,331,009)	(83,124)	-	(92,354)	(1,584,798)
31 December, net book value	35,843	156,942	3,946	6,866,299	90,704	10,080	60,653	7,224,467

As of 31 December 2020, there are no pledges or collaterals on property, plant and equipment.

⁽¹⁾ Net book value of the right-of-use assets classified under property, plant and equipment is TRY246,905 thousand as of 31 December 2020. For the period ended 31 December 2020, additions to the right-of-use assets amounted to TRY170,270 thousand and depreciation expenses amounted to TRY73,738 thousand.

As of 31 December 2021, vehicles which are subject to short-term operational leasing amount to TRY14,544,923 (31 December 2020: TRY8,298,885) and vehicles subject to long-term operational leasing amount to TRY3,090,489 (31 December 2020: TRY1,649,509) adding to a total amount of TRY11,454,434 (31 December 2020: TRY 6,649,376) are classified under current assets and tangible assets respectively.

The movements of vehicles leased to third parties under operational lease by the Group are as follows

	2021	2020
Net book value at the beginning of the period	8,298,885	5,691,100
Additions	6,299,650	3,464,232
Disposals	(114,346)	(83,008)
Transfers	(1,195,912)	(1,046,927)
Foreign currency translation differences	2,136,457	851,978
Current year depreciation	(879,811)	(578,490)
Net book value at the end of the period	14,544,923	8,298,885

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NOTE 8 INTANGIBLE ASSETS

The movement of intangible assets for the years ended on 31 December 2021 and 2020 are as follows:

	2021	2020
1 January		
Cost	159,932	119,563
Accumulated amortization	(42,001)	(27,212)
Net book value	117,931	92,351
Opening net book value	117,931	92,351
Additions	15,481	11,916
Foreign currency translation differences	59,917	28,419
Current period amortization	(20,413)	(14,755)
Net book value at the end of the period	172,916	117,931
31 December		
Cost	235,330	159,898
Accumulated amortization	(62,414)	(41,967)
Net book value	172,916	117,931

NOTE 9 OTHER CURRENT ASSETS

Other current assets	31 December 2021	31 December 2020
Assets used in operational lease	3,090,489	1,649,509
SCT receivables	2,579	2,608
Other	37,561	25,716
	3,130,629	1,677,833

NOTE 10 PREPAID EXPENSES

Short term prepaid expenses	31 December 2021	31 December 2020
Prepaid expenses ^(*)	251,230	138,422
	251,230	138,422

^(*) The balance consist of prepaid traffic insurance expenses, prepaid motor vehicle expenses and one year of prepaid rent expense for which the Group pays in advance.

NOTE 11 EMPLOYEE BENEFITS OBLIGATIONS

Employee benefits obligations	31 December 2021	31 December 2020
Withholding taxes and duties	41,607	23,092
Social security premiums payable	28,588	17,570
	70,195	40,662

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NOTE 12 DEFERRED INCOME

Short term deferred income	31 December 2021	31 December 2020
Deferred revenue	17,107	14,522
	17,107	14,522

NOTE 13 OTHER RECEIVABLES AND OTHER PAYABLES

a) Other receivables	31 December 2021	31 December 2020
Other receivables from related parties (Note 23)	100,050	67,107
Receivables from insurance company ⁽¹⁾	7,426	5,388
Other	3,018	2,369
	110,494	74,864

As of 31 December 2021, other long-term receivables from related parties amounting to TRY86,762 (31 December 2020: TRY47,740).

⁽¹⁾ Receivables from insurance companies consist of claims related to damaged car reimbursements.

b) Other payables	31 December 2021	31 December 2020
Deposits and guarantees given	412,399	185,383
VAT payable	73,723	83,799
Special consumption tax payable	39,510	31
Other	4,356	2,370
	529,988	271,583

NOTE 14 COMMITMENTS, CONTINGENT ASSETS AND LIABILITIES

a) Guarantees given	31 December 2021	31 December 2020
Other	1,095,142	336,696
Letters of guarantee	241,330	156,155
	1,336,472	492,851
b) Guarantees received	31 December 2021	31 December 2020
Direct debiting system guarantees	508,560	350,907
Letters of guarantee	322,951	533,001
Bails	22,559	5,498
Notes of guarantees	1,783	1,808
Other	18,473	11,662
	874,326	902,876

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NOTE 14 COMMITMENTS, CONTINGENT ASSETS AND LIABILITIES (Continued)

Collaterals, pledges, mortgages ("CPM") given by the Group as at 31 December 2021 and 31 December 2020 are as follows:

	31 December 2021	31 December 2020
a. CPMs given for companies in the name of its own legal personality	241,330	156,155
b. CPMs given on behalf of the fully consolidated companies	1,095,142	336,696
c. CPMs given for continuation of its economic activities on behalf of third parties	-	-
d. Total amount of other CPMs		
i. Total amount of CPMs given on behalf of the majority shareholder	-	-
ii. Total amount of CPMs given to on behalf of other Group companies which are not in scope of B and C	-	-
iii. Total amount of CPMs given on behalf of Third parties which are not in scope of C	-	-
	1,336,472	492,851

The details of CPM's in terms of currencies are as follows:

	31 December 2021		31 December 2020	
	Original currency	TRY equivalent	Original currency	TRY equivalent
TRY	655,022	655,022	225,524	225,524
USD	38,436	498,800	22,781	167,224
EUR	12,440	182,650	11,113	100,103
		1,336,472		492,851

NOTE 15 SHORT AND LONG TERM PROVISIONS

	31 December 2021	31 December 2020
a) Short term provisions for employee benefits		
Personnel bonus accruals	62,799	46,424
	62,799	46,424

The movements of provision for personnel bonus accruals for the years ended 31 December 2021 and 2020 are as follows:

	2021	2020
Beginning of the year 1 January	46,424	35,798
Charge for the period	187,297	123,002
Payments during the period	(170,922)	(112,376)
End of the year 31 December	62,799	46,424

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NOTE 15 SHORT AND LONG TERM PROVISIONS (Continued)

	31 December 2021	31 December 2020
b) Other short - term provisions		
Penalty provision ⁽¹⁾	132,173	34,050
Provision for modification cost	2,750	6,381
Other cost provisions	-	987
	134,923	41,418

As of 31 December 2021, total legal cases filed against the Group amount to TRY27,892. In accordance with the legal counselor's opinion, the Group has not provided for in its consolidated financial statements for which the cash outflow is highly probable (31 December 2020: TRY21,282)

⁽¹⁾ The provision expense allocated in 2021 for the SCT and VAT reduction carried out by the Tax Office is TRY76,674.

	31 December 2021	31 December 2020
c) Long term liabilities		
Provision for employment termination benefits	82,487	52,021
Provision for unused vacation	16,706	13,930
	99,193	65,951

Provision for employment termination benefits

There are no pension plan agreements other than the legal requirement as explained below.

Under the Labor Law, the Group is required to pay termination benefits to each employee who has completed one year of service and whose employment is terminated without due cause, is called up for military service, dies or who retires after completing 25 years of service (20 years for women) and achieves the retirement age (58 for women and 60 for men).

The amount payable consists of one month's salary limited to a maximum of TRY8,284.51 as of 31 December 2021 (31 December 2020: TRY7,117.17) for each period of service.

The provision for employee termination benefits is not funded, as there is no funding requirement.

The provision has been calculated by estimating the present value of the future probable obligation of the Group arising from the retirement of employees.

TAS 19 ("Employee Benefits") requires actuarial valuation methods to be developed to estimate the entity's obligation under defined benefit plans. Accordingly, the following actuarial assumptions were used in the calculation of the total liability:

	2021	2020
Discount rate (%)	4.45	4.63
Turnover rate to estimate the probability of retirement (%)	95	95

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NOTE 15 SHORT AND LONG TERM PROVISIONS (Continued)

Provision for employment termination benefits (Continued)

The principal assumption is that maximum liability of employment termination benefits for each year of service will increase in line with inflation. Thus, the discount rate applied represents the expected real rate after adjusting for the anticipated effects of future inflation. As the maximum liability is revised semi-annually, the maximum amount of TRY10,848.59 which is effective as at 1 January 2022, has been taken into consideration in calculating the provision for employment termination benefits of the Group (1 January 2021 : TRY7,638.96).

The movements of provision for employment termination benefits for the years ended 31 December 2021 and 2020 are as follows:

	2021	2020
Beginning of the year 1 January	52,021	39,595
Actuarial gain/(loss)	7,503	2,987
Interest expense	10,925	4,539
Service cost	8,877	3,661
Foreign currency translation differences	10,776	4,148
Payments during the period (-)	(7,615)	(2,909)
End of the year- 31 December	82,487	52,021

The movements of provision for unused vacation liability for the years ended 31 December 2021 and 2020 are as follows:

	2021	2020
Beginning of the year 1 January	13,930	13,434
Charge for the period	4,463	2,260
Payments and usage during the period	(1,687)	(1,764)
End of the year- 31 December	16,706	13,930

The movements of other cost provisions for the years ended 31 December 2021 and 2020 are as follows:

	2021	2020
Beginning of the year 1 January	987	1,786
Charge for the period	30,265	6,627
Payments	(31,252)	(7,426)
End of the year 31 December	-	987

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NOTE 15 SHORT AND LONG TERM PROVISIONS (Continued)

Provision for employment termination benefits (Continued)

The movements of provision for modification cost for the years ended 31 December 2021 and 2020 are as follows:

	2021	2020
Beginning of the year 1 January	6,381	542
Charge for the period	137,852	102,019
Payments	(141,483)	(96,180)
End of the year 31 December	2,750	6,381

NOTE 16 EQUITY

The Company's shareholders and their shareholding percentages are as follows:

Shareholders	31 December 2021		31 December 2020	
	Amount	Share (%)	Amount	Share (%)
Koç Holding A.Ş.	130,999	96.32	130,999	96.32
Temel Ticaret ve Yatırım A.Ş.	4,670	3.43	4,670	3.43
Zer Merkezi Hizmetleri ve Tic. A.Ş.	331	0.24	331	0.24
Koç Yapı Malzemeleri Tic. A.Ş.	-	0.01	-	0.01
Inventram Fikri Mülkiyet Hakları Yön Tic. ve A.Ş.	-	0.01	-	0.01
Total paid-in capital	136,000	100	136,000	100

Adjustment to share capital represents the inflation adjusted amount of the cash and cash equivalents of paid-in capital and the difference before the inflation adjustment.

As at 31 December 2021, the paid-in capital of the Group comprises of 13,600,000,000 shares issued (31 December 2020: 13,600,000,000 shares) of Kr 1 each.

No deductions from dividends paid to non-resident corporations that earn income through a business office or permanent representative in Turkey and dividends paid to resident corporations in Turkey. Dividend payments made to persons and institutions other than these are subject to 15% stoppage. Adding profit to the capital does not count as profit distribution.

Restricted reserves

The first legal reserve is appropriated out of statutory profits at the rate of 5% per annum until the total reserve reaches 20% of the Company's paid-in share capital. The legal reserves can only be used to offset loss, maintain existing of the Company under negative circumstances, avoid unemployment and are not available for any other usage unless the reserve exceeds 50% of paid-in share capital. The second legal reserve is appropriated at the rate of 10% per annum of all cash distributions will be made to shareholders after first legal reserve at the rate of 5% deducted. In addition, 75% of these earnings should be kept in a fund account in liability and should be not withdrawn for 5 years to benefit income from sales of real estate and participation share exemption.

Retained earnings

Accumulated profits other than net profit for the period are reported in this account. Extraordinary reserves which are not restricted and accordingly considered as accumulated profit is accounted in this account.

Dividend Distribution

Partnerships shall distribute their profits as part of the profit distribution policies to be determined by their general assemblies and in accordance with the related regulation provisions. A minimum distribution rate has not been determined in these regulations. The partnerships pay dividends as determined in their articles of incorporation or profit distribution policies. Furthermore, dividends may be paid in installments with same or different amounts and profit share advances may be distributed over the profit in the interim financial statements.

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NOTE 17 REVENUE

	1 January- 31 December 2021	1 January - 31 December 2020
Brand new car sales	9,024,226	8,249,653
Second hand car sales	4,664,033	2,370,612
Lease sales	3,786,104	2,525,856
Other sales	1,830,146	1,153,869
Gross sales	19,304,509	14,299,990
Sales returns (-)	(31,050)	(33,296)
Sales discounts (-)	(11,844)	(6,901)
Net sales	19,261,615	14,259,793

NOTE 18 EXPENSES BY NATURE

Expenses by nature consist of cost of sales, marketing selling and distribution expenses, and general administrative expenses.

	1 January- 31 December 2021	1 January- 31 December 2020
Cost of trade goods sold	(13,289,284)	(10,562,427)
Depreciation and amortization charges	(1,032,773)	(689,455)
Personnel expenses	(683,503)	(440,753)
Maintenance and repair expenses	(361,160)	(230,162)
Insurance expenses	(171,787)	(133,411)
Taxes, duties and charges	(165,299)	(127,021)
Royalties	(89,440)	(58,011)
Advertisement and promotion expenses	(78,552)	(39,749)
Rent expenses	(71,621)	(17,060)
Energy and utility expenses	(40,009)	(22,733)
Information systems and communication expenses	(32,598)	(24,296)
Travel expenses	(24,979)	(16,021)
Grants and donations	(12,334)	(9,574)
Other	(397,598)	(303,851)
	(16,450,937)	(12,674,524)

The Group's explanation regarding the fees for the services rendered by the independent audit firms, which is based on the KGK's letter dated 19 August 2021, the preparation principles of which are based on the Board Decision published in the Official Gazette on 30 March 2021 are as follows:

	1 January 31 December 2021	1 January - 31 December 2020
Independent audit fee for the reporting period	825	1,662
Fees for tax advisory services	403	621
Fees for services other than independent audit	27	808
	1,255	3,091

Functional breakdown of expenses by nature

Cost of sales	(15,251,808)	(11,878,118)
Marketing, selling and distribution expenses	(670,609)	(420,609)
General administrative expenses	(528,520)	(375,797)
	(16,450,937)	(12,674,524)

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NOTE 18 EXPENSES BY NATURE (Continued)

	1 January 31 December 2021	1 January - 31 December 2020
Functional breakdown of personnel expenses		
Marketing, selling and distribution expenses	(271,846)	(168,593)
General administrative expenses	(253,372)	(166,820)
Cost of sales	(158,285)	(105,340)
	(683,503)	(440,753)
Functional breakdown of depreciation and amortization charges		
Cost of sales	(903,868)	(597,598)
General administrative expenses	(67,146)	(52,947)
Marketing, selling and distribution expenses	(61,758)	(38,910)
	(1,032,772)	(689,455)

NOTE 19 OTHER OPERATING INCOME/EXPENSES

	1 January- 31 December 2021	1 January- 31 December 2020
a) Other operating income		
Provisions no longer required	14,517	803
Due date charge on receivables	8,366	5,289
Commission income	5,551	2,027
Foreign exchange gains on operations ^(*)	1,429	199
Insurance claim income	-	7,181
Other	3,111	3,724
	32,974	19,223
b) Other operating expense		
Provision expenses	(113,296)	(25,942)
Foreign exchange gains on operations ^(*)	(2,437)	(416)
Due date charge expenses	(87)	(7,511)
Other	(29,348)	(6,023)
	(145,168)	(39,892)

^(*) Foreign exchange gain/loss classified under other operating income and expenses result from the Group's commercial transactions.

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NOTE 20 INCOME FROM INVESTMENT ACTIVITIES

	1 January- 31 December 2021	1 January- 31 December 2020
Income from investment activities		
Income from sales of property, plant and equipment	24,579	8,798
Rent income	2,422	1,435
	27,001	10,233

NOTE 21 FINANCIAL INCOME AND EXPENSE

	1 January- 31 December 2021	1 January- 31 December 2020
Interest income	86,230	58,829
Foreign exchange gains from borrowings	68,228	60,677
Total financial income	154,458	119,506
Interest expense on borrowings	(754,880)	(518,483)
Rediscount expense	(62,043)	(82,105)
Foreign exchange loss from derivative instruments	(15,954)	(62,371)
Other	(22,248)	(15,611)
Total financial expense	(855,125)	(678,570)

NOTE 22 TAX ASSETS AND LIABILITIES

a) General

The Group is subject to the tax legislation and practices in force in Turkey.

Within the scope of the "Law on Amendments to Certain Tax Laws and Some Other Laws" numbered 7316, which was published in the Official Gazette dated 22 April 2021, the corporate tax rate has been determined as 25% for the calendar year 2021 and 23% for the calendar year 2022. Within the scope of the said law, deferred in the consolidated financial statements of June 30, 2021, tax assets and liabilities are calculated with a 25% tax rate for the part of the temporary differences that will have a tax effect in 2021, 23% for the part of the temporary differences that will have a tax effect in 2022, and 20% for the part that will have a tax effect in the following periods.

As of 31 December 2021, the corporate tax rate is 22% in Greece, where the Company operates as a subsidiary of Olympic.

Tax legislation in Turkey does not permit a parent company and its subsidiaries consolidated tax return to fill out. Therefore, the tax liability reflected in the financial statements is calculated on a company basis.

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NOTE 22 TAX ASSETS AND LIABILITIES (Continued)

a) General (Continued)

According to the Corporate Tax Law, financial losses shown on the declaration can be deducted from the corporate tax base of the period not exceeding 5 years. Declarations and related accounting records can be examined within five years of the tax year, and tax accounts can be revised.

	31 December 2021	31 December 2020
Current year tax charge	37,215	17,489
Less: prepaid corporation taxes	(28,551)	(19,703)
Foreign currency translation differences	4,460	5,673
Current year tax liability/asset (net)	13,124	3,459

Income tax expense for the years ended 31 December 2021 and 2020 are summarized as follows:

	1 January- 31 December 2021	1 January- 31 December 2020
Deferred tax expense	294,617	181,308
Current period tax expense	37,215	17,489
	331,832	198,797

Tax reconciliation calculated on profit before tax in consolidated financial statements is as follows:

	1 January- 31 December 2021	1 January- 31 December 2020
Profit before taxation	2,024,526	1,015,689
Tax expense calculated using 25% local tax rate	(503,221)	(225,883)
Effect of tax rate change	30,151	45,189
Non deductible expense	(25,775)	(17,543)
Deductions and exemptions	2,650	287
The effect of the revaluation of tangible fixed assets in accordance with the provision of the local tax	145,819	-
Other	18,544	(847)
Taxation on expense	(331,832)	(198,797)

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NOTE 22 TAX ASSETS AND LIABILITIES (Continued)

b) Deferred tax assets and liabilities

As at 31 December 2021 and 31 December 2020, the breakdown of deferred tax liabilities calculated using the effective tax rates as of the balance sheet date and the temporary differences related to deferred tax are summarized as follows:

	Cumulative temporary differences		Deferred tax asset/(liability)	
	31 December 2021	31 December 2020	31 December 2021	31 December 2020
Tangible and intangible assets	4,222,692	2,693,901	922,835	564,385
Unrecognised tax losses	86	88,071	(20)	(17,614)
Provision for doubtful receivables	322,028	129,128	(71,682)	(30,991)
Effect of hedge accounting	-	15,955	-	3,191
Employment termination benefits provision	82,487	57,210	(17,155)	(12,334)
Adjustments related to inventories	63,149	29,420	(13,889)	(7,061)
Provision for unused vacation liability	16,706	13,930	(3,341)	(2,786)
Other	275,231	22,345	60,714	6,908
Deferred tax asset/(liability), net			877,462	503,698

The movement of deferred tax liabilities is as follows:

	2021	2020
1 January	503,698	301,360
Recognized under consolidated statement of profit or loss	294,617	181,308
Foreign currency translation differences	110,688	34,431
Recognized under consolidated other comprehensive income	(31,541)	(13,401)
31 December	877,462	503,698

NOTE 23 RELATED PARTY TRANSACTIONS

Cash and cash equivalents from related parties	31 December 2021	31 December 2020
Yapı ve Kredi Bankası A.Ş.	120,097	66,551
Yapı Kredi Bank Azerbaycan QSC	10,113	6,896
	130,210	73,447

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NOTE 23 RELATED PARTY TRANSACTIONS (Continued)

Trade receivables from related parties	31 December 2021	31 December 2020
Zer Merkezi Hiz. ve Tic. A.Ş.	46,118	-
East Marine Denizcilik ve Turizm A.Ş.	10,014	-
Yapı ve Kredi Bankası A.Ş.	9,149	12,515
Ark İnşaat San.ve Tic. A.Ş.	8,919	119
Türkiye Petrol Rafinerileri A.Ş.	5,674	5,020
Arçelik A.Ş.	4,216	1,818
Setur Servis Turistik A.Ş.	3,943	-
Türk Traktör ve Ziraat Makineleri A.Ş.	3,740	3,021
Düzey Tüketim Mal. Paz. A.Ş.	2,983	2,227
Otokar Otomotiv ve Savunma San. A.Ş.	2,939	1,168
Diğer	17,360	8,260
	115,055	34,148
Other receivables from related parties	31 December 2021	31 December 2020
Otokoç Kazakistan LLP	84,913	45,844
Otokoç Ukraine LLC	79,048	63,921
Otokoç Georgia LLC	22,851	5,082
	186,812	114,847
Financial liabilities to related parties	31 December 2021	31 December 2020
Yapı ve Kredi Bankası A.Ş.	358,717	83,809
	358,717	83,809
Trade and other payables to related parties	31 December 2021	31 December 2020
Ford Otomotiv Sanayi A.Ş.	1,287,709	1,263,840
Tofaş Türk Otomobil Fabrikası Anonim Şirketi	860,372	937,592
Other	49,994	58,965
	2,198,795	2,260,397
Goods purchases from related parties	1 January- 31 December 2021	1 January- 31 December 2020
Tofaş Türk Otomobil Fabrikası Anonim Şirketi	5,031,060	4,626,166
Ford Otomotiv Sanayi A.Ş.	5,011,062	4,654,156
Other	163,932	101,571
	10,206,054	9,381,893

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NOTE 23 RELATED PARTY TRANSACTIONS (Continued)

	1 January- 31 December 2021	1 January- 31 December 2020
Sales of goods and services to related parties		
Ford Otomotiv Sanayi A.Ş.	522,470	398,145
Tofaş Türk Otomobil Fabrikası Anonim Şirketi	422,330	303,325
Yapı ve Kredi Bankası A.Ş.	76,665	73,955
Arçelik A.Ş.	31,080	18,940
Türkiye Petrol Rafinerileri A.Ş.	26,533	24,020
Opet Petrolcülük A.Ş.	21,237	16,307
Other	160,917	103,751
	1,261,232	938,443
Service purchases from related parties		
Shareholders	41,318	29,215
	41,318	29,215

Benefits provided to senior management:

Total compensation provided to members of the Board of Directors, General Manager and Assistant General Managers by the Company during the year ended 31 December 2021 amounts to TRY26,125 (31 December 2020: TRY16,500). Compensation includes only short-term benefits.

NOTE 24 NATURE AND LEVEL OF RISK DERIVING FROM FINANCIAL INSTRUMENTS

Risk management objectives and principles

The Group's most important financial instruments are cash and cash equivalents and financial liabilities. The most important purpose of these financial instruments is to provide a source of financing for Group operations. The Group also has a variety of financial instruments, such as trade payables and trade receivables. The Group's most important risks arising from its financial instruments are interest rate risk, liquidity risk, exchange risk and credit risk. Group management reviews each of the risks outlined below and develops the following policies.

Credit risk

Credit risk is the risk of financial collapse of the other party that fails to meet its obligations with respect to a financial intermediary. The Group tries to manage the credit risk by limiting transactions with certain parties and by constantly evaluating the reliability of the parties to which it relates. All customers who want to work with credits according to group procedures are passed through loan review stages and necessary guarantees are taken. In addition, the receivables are constantly reviewed and the suspicious loan/receivable risk of the Group is minimized. Trade receivables are assessed by considering their past experience and current economic condition in the Group's management and are shown net on the balance sheet after the provision for doubtful receivables is appropriated (Note 5).

The values carried on the balance reflect the Group's maximum credit risk.

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NOTE 24 NATURE AND LEVEL OF RISK DERIVING FROM FINANCIAL INSTRUMENTS (Continued)

Credit risk (Continued)

Types of credit exposed by types of financial instruments;

31 December 2021	Trade receivables		Other receivables		Deposits at the bank		Other
	Related parties	Third parties	Related parties	Third parties	Related parties	Third parties	
Maximum exposed credit risk as of reporting date (A+B+C+D+E) ⁽¹⁾	115,055	2,530,751	186,812	22,997	35,354	1,303,374	-
- Secured portion of the maximum credit risk by guarantees, etc. ⁽²⁾	-	572,347	-	-	-	-	-
A. Net book value of financial asset either are not due or not impaired	115,055	2,435,857	186,812	22,997	35,354	1,303,374	-
B. Net carrying value of financial assets that are restructured, otherwise which will be regarded as overdue or impaired	-	-	-	-	-	-	-
C. Net carrying value of financial assets which are overdue but not impaired	-	94,865	-	-	-	-	-
- Secured portion by guarantees, etc.	-	398,527	-	-	-	-	-
D. Net book value of the impaired assets	-	627,814	-	-	-	-	-
- Undue (gross book value)	-	(627,814)	-	-	-	-	-
- Impairment (-)	-	-	-	-	-	-	-
- Secured portion of the net value by guarantees, etc.	-	-	-	-	-	-	-
- Undue (gross book value)	-	-	-	-	-	-	-
- Impairment (-)	-	-	-	-	-	-	-
- Secured portion of the net value by guarantees, etc.	-	-	-	-	-	-	-
E. Off balance sheet items with credit risk	-	-	-	-	-	-	-

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NOTE 24 NATURE AND LEVEL OF RISK DERIVING FROM FINANCIAL INSTRUMENTS (Continued)

Credit risk (Continued)

31 December 2020	Trade receivables		Other receivables		Deposits at the bank		Other
	Related parties	Third parties	Related parties	Third parties	Related parties	Third parties	
Maximum exposed credit risk as of reporting date (A+B+C+D+E) ⁽¹⁾	34,148	2,566,325	114,847	17,035	17,971	859,091	-
- Secured portion of the maximum credit risk by guarantees, etc ⁽²⁾	-	461,073	-	-	-	-	-
A. Net book value of financial asset either are not due or not impaired	34,148	2,254,089	114,847	17,035	17,971	859,091	-
B. Net carrying value of financial assets that are restructured, otherwise which will be regarded as overdue or impaired	-	-	-	-	-	-	-
C. Net carrying value of financial assets which are overdue but not impaired	-	310,521	-	-	-	-	-
- Secured portion by guarantees, etc.	-	333,844	-	-	-	-	-
D. Net book value of the impaired assets	-	1,715	-	-	-	-	-
- Undue (gross book value)	-	387,056	-	-	-	-	-
- Impairment (-)	-	(385,341)	-	-	-	-	-
- Secured portion of the net value by guarantees, etc.	-	-	-	-	-	-	-
- Undue (gross book value)	-	-	-	-	-	-	-
- Impairment (-)	-	-	-	-	-	-	-
- Secured portion of the net value by guarantees, etc.	-	-	-	-	-	-	-
E. Off balance sheet items with credit risk	-	-	-	-	-	-	-

⁽¹⁾ Amounts showing the maximum credit risk exposed as of reporting date by excluding guarantees in hand and other factors that increase the credit quality.

⁽²⁾ Major part of guarantees is composed of mortgages and trade receivable insurances.

As of 31 December 2021, secured portion by guarantees of the trade receivables either not due or not impaired amount to TRY572,347 (31 December 2020: TRY461,073).

As of 31 December 2021, secured portion by guarantees of the overdue but not impaired trade receivables amount to TRY398,527 (31 December 2020: TRY333,844).

As of 31 December 2021, secured portion by guarantees of impaired trade receivables amount to zero (31 December 2020: None).

Assets and liabilities denominated in foreign currencies together with the purchase and sale commitments cause the Group to be exposed to currency risk. The Group's policy is to compare possible future purchases and sales for each currency type.

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NOTE 24 NATURE AND LEVEL OF RISK DERIVING FROM FINANCIAL INSTRUMENTS (Continued)

Credit risk (Continued)

31 December 2021	Foreign exchange position table TRY equivalent (functional currency)	USD	EUR
1. Trade receivables	-	-	-
2. Monetary financial assets (including cash, bank accounts)	175,540	8,249	4,665
3. Other	-	-	-
4. Current assets (1+2+3)	175,540	8,249	4,665
5. Trade payables	-	-	-
6. Financial liabilities	119,032	5,313	3,411
7. Other short-term liabilities	-	-	-
8. Short-term liabilities (5+6+7)	119,032	5,313	3,411
9. Trade payables	-	-	-
10. Financial liabilities	418,582	4,995	24,094
11. Long-term liabilities (9+10)	418,582	4,995	24,094
12. Total liabilities (8+11)	537,614	10,308	27,505
13. Net foreign currency asset liability position (4-12)	(362,074)	(2,059)	(22,840)
14. Monetary items net foreign currency asset/liability position (4-12)	(362,074)	(2,059)	(22,840)
15. The net position of derivative instruments	28,365	2,186	-
16. Foreign currency net position (14+15)	(333,709)	127	(22,840)
17. Loans defined as hedging instruments ⁽¹⁾	323,671	-	22,045
18. Net foreign currency position after hedging instruments (16+17)	(10,038)	127	(795)

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NOTE 24 NATURE AND LEVEL OF RISK DERIVING FROM FINANCIAL INSTRUMENTS (Continued)

Credit risk (Continued)

31 December 2020	Foreign exchange position table TRY equivalent (functional currency)	USD	EUR
1. Trade receivables	-	-	-
2. Monetary financial assets (including cash, bank accounts)	120,333	12,664	3,039
3. Other	-	-	-
4. Current assets (1+2+3)	120,333	12,664	3,039
5. Trade payables	-	-	-
6. Financial liabilities	144,147	6,557	10,659
7. Other short-term liabilities	-	-	-
8. Short-term liabilities (5+6+7)	144,147	6,557	10,659
9. Trade payables	-	-	-
10. Financial liabilities	289,294	5,450	27,674
11. Long-term liabilities (9+10)	289,294	5,450	27,674
12. Total liabilities (8+11)	433,441	12,007	38,334
13. Net foreign currency asset liability position (4-12)	(313,108)	657	(35,295)
14. Monetary items net foreign currency asset/liability position (4-12)	(313,108)	657	(35,295)
15. The net position of derivative instruments	101,525	1,857	9,758
16. Foreign currency net position (14+15)	(211,583)	2,514	(25,537)
17. Loans defined as hedging instruments ⁽¹⁾	248,429	-	27,579
18. Net foreign currency position after hedging instruments (16+17)	36,846	2,514	2,042

⁽¹⁾ The balance includes the loan amounting to EUR 22,045 used for the Olympic company purchased under business combinations (31 December 2020: EUR 27,579). Exchange gains/losses related to the loans are accounted in earnings/losses on hedge of investment in a foreign operation under shareholders equity to be offset from foreign exchange differences arising from translation of net assets into Turkish Lira.

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NOTE 24 NATURE AND LEVEL OF RISK DERIVING FROM FINANCIAL INSTRUMENTS (Continued)

Credit risk (Continued)

A sensitivity analysis of 20% change in the US Dollar, Euro and other foreign currency liabilities (excluding foreign currency denominated inventory and tangible asset advances) is as follows when the other variables of the Company's pre-tax profit are fixed as of 31 December 2021 and 31 December 2020:

	Exchange rate sensitivity analysis table			
	31 December 2021		31 December 2020	
	Appreciation of foreign currency	Depreciation of foreign currency	Appreciation of foreign currency	Depreciation of foreign currency
<i>In case 20% appreciation of US Dollar against TRY: (31 December 20%)</i>				
1- USD net asset liabilities	(5,344)	5,344	965	(965)
2- Amount hedged for US Dollar risk (-)	-	-	2,726	(2,726)
3- USD net effect (1+2)	(5,344)	5,344	3,691	(3,691)
<i>In case 20% appreciation of EUR against TRY: (31 December 20%)</i>				
4- EUR net asset liabilities	(67,069)	67,069	(63,587)	63,587
5- Amount hedged for EUR risk (-)	64,734	(64,734)	67,265	(67,265)
6- EUR net effect (4+5)	(2,335)	2,335	3,678	(3,678)
Total (3+6)	(7,679)	7,679	7,369	(7,369)

As of 31 December 2021, the future minimum TRY equivalent of the undiscounted US Dollar, Euro, Manat and TRY operational lease receivables are TRY28,365, TRY -, TRY178,369 and TRY2,434,285, respectively (31 December 2020: TRY17,121, TRY88,231, TRY77,395 and TRY1,549,275).

Otokoç Holland, a subsidiary of the Group, defined its loans amounting to EUR22,045 as hedging instrument in order to hedge its foreign currency risk arising from the translation of its net investments in subsidiaries operating in Europe into Turkish Lira. Exchange gains/losses of aforementioned loans are recognized in gains/losses on hedge of net investment in foreign operations in equity to be offset against foreign exchange differences amounting to TRY156,048 resulting from the translation of net assets into foreign currency.

Interest rate risk

As of 31 December 2021, the Group has no financial liabilities with variable interest rate.

At 31 December 2021, if interest rates of EUR denominated borrowings with variable interest rates have strengthened/weakened by 100 base points with all other variables held constant, income before taxes would not change.

OTOKOÇ OTOMOTİV TİCARET VE SANAYİ A.Ş. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED ON 31 DECEMBER 2021

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(Convenience Translation into English of Financial Statements Originally Issued in Turkish)

NOTE 24 NATURE AND LEVEL OF RISK DERIVING FROM FINANCIAL INSTRUMENTS (Continued)

Interest rate risk (continued)

Interest rate position table is as follows:

Financial instruments with fixed interest rate	31 December 2021	31 December 2020
Financial assets	-	-
Cash and cash equivalents	894,700	6,200
Financial liabilities		
Borrowings	10,678,851	7,008,446
Other borrowings	-	-
Financial instruments with floating interest rate		
Financial liabilities		
Borrowings	-	-

Liquidity risk

Liquidity risk is the risk that a company can not meet its funding needs. Liquidity risk is reduced by balancing cash inflows and outflows with the support of credits given by reliable Lenders.

The breakdown of the financial assets and liabilities according to their maturities is indicated taking into account the period from the balance sheet date to the maturity date. Financial assets and liabilities that do not have a specific hyperinflation are classified as one year to long term.

31 December 2021

Maturities under contract	Book value	Cash outflows under contract total (=I+II+III+IV)	Up to 3 months (I)	3 months-1 year (II)	1 5 years (III)	5 years and over (IV)
Financial liabilities						
Financial payables	10,678,851	10,678,851	764,964	2,762,180	7,151,707	-
Trade payables	1,222,927	1,222,927	1,222,927	-	-	-
Trade payables to related parties	2,198,795	2,198,795	2,198,795	-	-	-
	14,100,573	14,100,573	4,186,686	2,762,180	7,151,707	-

31 December 2020

Maturities under contract	Book value	Cash outflows under contract total (=I+II+III+IV)	Up to 3 months (I)	3 months-1 year (II)	1 5 years (III)	5 years and over (IV)
Financial liabilities						
Financial payables	7,008,446	7,008,446	812,847	1,048,431	3,976,132	1,171,036
Trade payables	1,115,799	1,115,799	1,115,799	-	-	-
Trade payables to related parties	2,260,397	2,260,397	2,260,397	-	-	-
	10,384,642	10,384,642	4,189,043	1,048,431	3,976,132	1,171,036

OTOKOÇ OTOMOTİV TİCARET VE SANAYİ A.Ş.
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED ON 31 DECEMBER 2021

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NOTE 24 NATURE AND LEVEL OF RISK DERIVING FROM FINANCIAL INSTRUMENTS (Continued)

Capital management policy

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, issue new shares or sell assets to reduce debt.

The Group monitors capital on the basis of the net financial debt/total equity ratio.

The consolidated net financial debt/total equity ratios are as follows:

	31 December 2021	31 December 2020
Total financial liabilities	10,678,851	7,008,446
Cash and cash equivalent(-)	(1,505,535)	(969,909)
Net financial liabilities	9,173,316	6,038,537
Total equity	5,507,499	2,882,087
Liabilities/equity ratio	1.67%	2.10%

NOTE 25 FINANCIAL INSTRUMENTS (FAIR VALUE FINANCIAL AND RISK MANAGEMENT DISCLOSURES)

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The estimated fair values of financial instruments have been determined by the Group, using available market information and appropriate valuation methodologies. However, judgment is necessarily required to interpret market data to estimate the fair value. Accordingly, the estimates presented herein are not necessarily indicative of the amounts the Group could realize in a current market exchange.

Following methods and assumptions were used to estimate the fair value of the financial instruments for which is practicable to estimate fair value:

Financial asset

The carrying values of financial assets including cash and cash equivalents which are accounted with their costs are estimated to be their fair values since they are short term. The carrying values of trade receivables along with the related allowances for uncollectibility are estimated to be their fair values. Foreign currency denominated assets are translated into Turkish Lira at the exchange rates prevailing at the end of the period.

OTOKOÇ OTOMOTİV TİCARET VE SANAYİ A.Ş. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED ON 31 DECEMBER 2021

(Amounts expressed in thousands of Turkish Lira ("TRY") unless otherwise indicated.)
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NOTE 25 FINANCIAL INSTRUMENTS (FAIR VALUE FINANCIAL AND RISK MANAGEMENT DISCLOSURES) (Continued)

Financial Liabilities

The fair values of short-term financial liabilities and other financial liabilities are estimated to be their fair values since they are short term. The fair values of long-term financial liabilities and other financial liabilities are estimated to be their fair values since they keep denominated in foreign currencies.

Foreign currency denominated liabilities are translated into Turkish Lira at the exchange rates prevailing at the end of the period.

Derivative financial instruments

The Group is hedged from currency risk sourcing from foreign currency operational leasing receivables firm commitment through making financial borrowing in the same foreign currency. In this framework, the Group implements hedge accounting.

The total amount of foreign currency differences of operational leasing receivables since beginning hedge accounting is TRY536,811 (31 December 2020: TRY 520,693), and the amortization amount resulting from the periodic renewal of hedge accounting is TRY536,811 (31 December 2020: TRY 504,752). There is no net income generated(31 December 2020: TRY 15,955). The total amount of exchange differences of financial borrowings defined as hedging instruments since the beginning of hedge accounting is TRY579,331 (expense) (31 December 2020: TRY 568,210 (expense)). The Group periodically updates its items subject to hedge accounting and its hedging instruments portfolio and measures hedging effectiveness with respect to the related periods.

a) Derivative financial assets held for cash flow hedges

	31 December 2021	31 December 2020
Short-term hedging derivative instruments	-	12,151
Long term hedging derivative instruments	-	3,804
	-	15,955

b) Financial investments

	Share rate (%)	31 December 2021	31 December 2020
Otokoç Ukraine LLC	100	2,762	2,762
Otokoç Kazakistan LLP	100	526	526
Otokoç Georgia LLC	100	290	290
Otokoç Iraq LLC	100	2	2
		3,580	3,580

As of 31 December 2021, the Group's financial assets not included within the scope of consolidation due to the fact that their financial statements are not material for consolidation purposes they are Otokoç - Ukraine LLC, Otokoç Kazakhstan LLP, Otokoç Iraq LLC, Otokoç - Georgia LLC. Since their fair value can not be determined reliably and not traded in an organized market, they are valued by decreasing the impairment loss from the acquisition cost.

NOTE 26 SUBSEQUENT EVENTS

None.

CONTACT INFORMATION

The head office of the Company is at Aydınevler Mah. Saygı Cad. No: 60 Maltepe / İstanbul.

The Company is registered at the İstanbul Trade Registry Office (Nr. 459231).

The contact information of the head office of the Company and its branches are as follows:

Head Office	ADDRESS	TELEPHONE
	Aydınevler Mah. Saygı Cad. No: 60 Maltepe/İstanbul	(+90 216) 5879800

Otokoç	BRANCH	ADDRESS	TELEPHONE
	İstinye	İstinye Mah. Sarıyer Cad. No: 70/C Yeniköy-Sarıyer/İstanbul	(+90 212) 2299555
	Sultanbeyli	Akşemsettin Mah. Atatürk Cad. No: 328 Sultanbeyli/İstanbul	(+90 216) 4875327
	Taşdelen	Taşdelen Mah. Sırrı Çelik Bulv. No: 9/A-B Taşdelen-Çekmeköy/İstanbul	(+90 216) 4301200
	Ataşehir	Küçükbakkalköy Mah. Kayışdağı Cad. Flora Plaza No: 3 Küçükbakkalköy-Ataşehir/İstanbul	(+90 216) 2509500
	Ankara	Eskişehir Yolu 12. Km. No: 350 Çayyolu-Ümitköy/Ankara	(+90 312) 2074700
	İzmir	Kazım Dirik Mah. 296. Sok. No: 1 Kazımdirik-Bornova/İzmir	(+90 232) 4989000
	Adana	Sarıhamzalı Köyü Mevki Mersin Yolu 9. Km. No: 531 Yeşiloba/Adana	(+90 322) 4411717
	Tarsus	Yunus Emre Mah. 4572 Sok. No: 2 Tarsus/Mersin	(+90 322) 6146060
	Konya	Sancak Mah. İstanbul Yolu Üzeri Büyük İrmak Sok. No: 3 Selçuklu/Konya	(+90 332) 2554233
	Söğütözü	Söğütözü Mah. Söğütözü Cad. Koç Kuleleri No: 2 Söğütözü-Çankaya/Ankara	(+90 312) 2205500
	Samsun	Samsun Trabzon Karayolu 10. Km. Kutlukent/Samsun	(+90 362) 2666112
	Eskişehir	Şirintepe Mah. İsmet İnönü 2. Cad. No: 64 Şirintepe/Eskişehir	(+90 222) 3351010
	Bursa	29 Ekim Mah. İzmir Yolu Cad. No: 380 Nilüfer/Bursa	(+90 224)2703900

Birmot	BRANCH	ADDRESS	TELEPHONE
	Zincirlikuyu	Esentepe Mah. Büyükdere Cad. No: 145 Zincirlikuyu-Şişli/İstanbul	(+90 212) 3703333
	Küçükyalı	Aydınevler Mah. Siteler Yolu Sok. No: 12 Maltepe/İstanbul	(+90 216) 5879870
	Ataşehir	Vedat Günyol Cad. Dereyolu Sok. No: 3 Küçükbakkalköy-Ataşehir/İstanbul	(+90 216) 5752930
	Suadiye	Bostancı Mah. Bağdat Cad. No: 444 Kadıköy/İstanbul	(+90 549) 8205948
	Beylikdüzü	Barış Mah. E-5 Yan Yol Karadeniz Cad. No: 1 Beylikdüzü/İstanbul	(+90 212) 8662400
	İstinye	İstinye Mah. Sarıyer Cad. No: 70/A İstinye-Sarıyer/İstanbul	(+90 212) 2292700
	Ankara	Macun Mah. Bağdat Cad. Aselsan Kavşağı No: 97 Yenimahalle/Ankara	(+90 312) 5918600
	İzmir	Çınar Mah. Ankara Asfaltı No: 30 Konak/İzmir	(+90 232) 4989100
	Bursa	Alaşarköy Mah. Yeni Yalova Yolu Cad. No: 628 Osmangazi/Bursa	(+90 224) 2703939
	Söğütözü	Söğütözü Mah. Söğütözü Cad. Koç Kuleleri C Blok No: 2 D: 8-9 Çankaya/Ankara	(+90 312) 2867000
	Antalya	Altınova Sinan Mah. Serik Yolu 10. Km. No: 301 Kepez/Antalya	(+90 242) 3402200
	Adana	Sarıhamzalı Mah. Turhan Cemal Beriker Bulv. Mersin Yolu 6. Km. No: 521/A Seyhan/Adana	(+90 322) 4411111
	Samsun	Kutlukent Mah. Samsun Çarşamba Karayolu 10. Km. No: 210 Kutlukent/Samsun	(+90 362) 2668110

Eskişehir	Şirintepe Mah. İsmet İnönü 2. Cad. No: 68 Merkez/Eskişehir	(+90 222) 3352430
Kütahya	Merkez Mah. Kütahya Eskişehir Yolu 3. Km. No: 29 D: 1 Merkez/Kütahya	(+90 274) 2251099
Nilüfer	Ertuğrul Mah. İzmir Yolu 10. Km. No: 378/A Nilüfer/Bursa	(+90 224) 4139400

BRANCH	ADDRESS	TELEPHONE
Taksim	Hilton İstanbul Bosphorus Harbiye Mahallesi Cumhuriyet Caddesi No: 50/A Şişli/İstanbul	(+90 212) 2449350
Konya Airport	Vali Ahmet Kayhan Cad. No: 15 Gelen Yolcu Terminali Selçuklu/Konya	(+90 332) 3261924
Konya	Ferit Paşa Mah. Rıdvan Sk N: 1 Selçuklu/Konya	(+90 549) 2422215
Zincirlikuyu	Esentepe Mah. Büyükdere Cad. No: 145 Zincirlikuyu-Şişli/İstanbul	(+90 212) 2138165
İstinye	Sarıyer Cad. No: 70/A İstinye-Sarıyer/İstanbul	(+90 212) 2138165
Kadıköy	Bağdat Cad. Hacer Apt. No: 145/1/A Kadıköy/İstanbul	(+90 216) 3553665
Sabiha Gökçen Airport Domestic Flights	Sabiha Gökçen Uluslararası Havalimanı İç Hatlar Yeni Terminal Gelen Yolcu Katı No: AI-524A Kurtköy-Pendik/İstanbul	(+90 216) 5885166
Bursa	Odunluk Mah. Mihraplı Cad. No: 12/4 Nilüfer/Bursa	(+90 332) 2365133
Beylikdüzü	Barış Mah. Karadeniz Cad. No: 1 Beylikdüzü/İstanbul	(+90 212) 8530893
Dalaman Airport International Flights	Ege Mah. Dalaman Havalimanı İç Hatlar Geliş Terminali Dalaman/Muğla	(+90 252) 7925118
Bodrum Airport Domestic Flights	Bodrum Havalimanı İç Hatlar Gelen Yolcu Terminali Bodrum/ Muğla	(+90 252) 5230201
Antalya Airport Domestic Flights	Antalya Havalimanı İç Hatlar Terminali Gelen Yolcu Salonu Yeşilköy-Muratpaşa/ Antalya	(+90 242) 3303073
Antalya Airport International Flights	Antalya Havalimanı Dış Hatlar 2 Gelen Yolcu Terminali Yeşilköy-Muratpaşa/ Antalya	(+90 242) 3303008
Ankara Söğütözü	Koç Kuleleri Söğüt Özü Mahallesi Söğüt Özü Caddesi No: 3 Çankaya/Ankara	(+90 312) 4672313
Eskişehir	Yeniabağlar Mah. Eti Cad. 39/B Tepebaşı/Eskişehir	(+90 222) 3303060
Trabzon Airport Domestic Flights	Trabzon Havalimanı İç Hatlar Gelen Yolcu Terminali Konaklar Mah. Konaklar/Trabzon	(+90 462) 3255582
Ankara Esenboğa Airport	Esenboğa Havalimanı İç Hatlar Gelen Yolcu Terminali / Balıkhisar Mah. Özal Bulvarı Akyurt/Ankara	(+90 312) 3980315
Adana Airport	Şakirpaşa Havalimanı İç Hatlar Gelen Yolcu Terminali/ Yeşiloba Turhan Cemal Beriker Bulvarı Seyhan/Adana	(+90 322) 4350476
Çeşme	Çakabey Mah. 2234. Sokak No: 72 Çeşme/İzmir	(+90 549) 7748498
İzmir	İsmet Kaptan Mah, Gaziosmanpaşa Bulvarı N: 7 Hilton İzmir 2.blok Z03 Konak/İzmir	(+90 232) 4414417
Koşuyolu	Tepe Nautilus AVM-1. Kat / Acıbadem Mh. Fatih Sk. No: 1/35 Acıbadem/İstanbul	(+90 216) 2275123
Samsun Airport	Samsun Havalimanı İç Hat Yolcu Salonu Çınarlık Mah. Çarşamba/Samsun	(+90 362) 8448657
Ataşehir	Barbaros Mah, Morsümbül Sok, 8-N Watergarden AVM Ataşehir/İstanbul	(+90 216) 2273101
Yenibosna	Fevzi Çakmak Mah. Yıldırım Beyazıt Cad. Koçtaş AVM Yenibosna/İstanbul	(+90 212) 9423360
İstanbul Airport	Tayakadın Mah. Terminal Cad. No: 255 Arnavutköy/İstanbul	(+90 212) 7055856
Küçükyalı	Aydınevler Mah. Saygı Cad. No.60 Küçükyalı-Maltepe/İstanbul	(+90 216) 2286870
Adnan Menderes Airport	Adnan Menderes Havalimanı İç Hatlar Terminali Sarnıç Mevkii Gaziemir/İzmir	(+90 232) 2741790
Kuşadası	Türkmen Mah. Atatürk Blv. No: 101 A-T- Setur Yat Marina Kuşadası/Aydın	(+90 256) 6141475

CONTACT INFORMATION

	BRANCH	ADDRESS	TELEPHONE
BUDGET	Sabiha Gökçen Airport	Kurtköy Mah. İstanbul Sabiha Gökçen Uluslararası Havalimanı Pendik/İstanbul	(+90 216) 5885198
	Taksim	Hilton İstanbul Bosphorus Harbiye Mahallesi Cumhuriyet Caddesi No: 50/H Şişli/İstanbul	(+90 212) 2449354
	Adnan Menderes Airport	9 Eylül Mah. Akçay Cad. Kapı No: 289 Gaziemir İzmir Adnan Menderes Havalimanı İç Hatlar Gaziemir/İzmir	(+90 232) 2741111
	Dalaman Airport	Ege Mah. Dalaman Havalimanı İç ve Dış Hatlar Ortak Gelen Yolcu Salonu Dalaman/Muğla	(+90 252) 7925150
	Bodrum Airport	Ekinanbar Mah. Havaalan Sok. No: 3 Milas/Muğla	(+90 252) 5230271
	İstanbul Airport	Tayakadın Mah. Terminal Cad. No: 255 Arnavutköy/İstanbul	(+90 212) 4650240
	Antalya Airport	Serik Cad. Yeşilköy Mah. Antalya Havalimanı İç Hat Terminali Gelen Yolcu Salonu, Serik/Antalya	(+90 242) 3303395
	Adana Airport	Şakirpaşa Havalimanı İç Hatlar Gelen Yolcu Terminali/ Yeşiloba Turhan Cemal Beriker Bulvarı Seyhan/Adana	(+90 322) 2372346
	Bursa	Odunluk Mah. Mihraplı Cad. No: 12/1 Nilüfer/Bursa	(+90 224) 2245565
	İzmir	Nergiz Mah. Girne Bulvarı, No: 131/A Karşıyaka/İzmir	(+90 232) 2420894
	Ankara Esenboğa Airport	Esenboğa Havalimanı İç Hatlar Gelen Yolcu Terminali / Balıkhisar Mah. Özal Bulvarı Akyurt/Ankara	(+90 312) 3982034
	Ankara	Koç İkiz Kuleleri Söğütözü Mah. Söğütözü Cad. No: 2 A Blok Söğütözü/Ankara	(+90 312) 4660336
	Konya	Ferit Paşa Mah. Rıdvan Sok N.1 Selçuklu/Konya	(+90 332) 2343146
	Konya Airport	Konya Havalimanı Büyük Kayacık Mah. Vali Ahmet Kayhan Cad. Ankara Yolu 18. Selçuklu/Konya	(+90 332) 2392063
	Koşuyolu	Tepe Nautilus AVM-1. Kat Acıbadem Mah. Fatih Sok. No: 1/35 Kadıköy/ İstanbul	(+90 216) 2275124
	Ataşehir	Barbaros Mah. Morsümbül Sok. No: 8-N Watergarden AVM Ataşehir/İstanbul	(+90 216) 2273102
	Yenibosna	Koçtaş Avm, Fevzi Çakmak Mah. Yıldırım Beyazıt Cad. No: 1 Yenibosna/İstanbul	(+90 212) 9423361
	Beylikdüzü	Barış Mah. Sakarya Cad. No: 2 Koçtaş AVM -1 Otopark Katı Beylikdüzü/İstanbul	(+90 212) 9422669
	Bodrum	Eskiçeşme Mah. Caferpaşa Cad. No: 9 Bodrum/Muğla	(+90 252) 2412256
	Levent	Esentepe Mah Büyükdere Cad No 187 Levent -Beşiktaş/İstanbul	(+90 212) 9422245

