

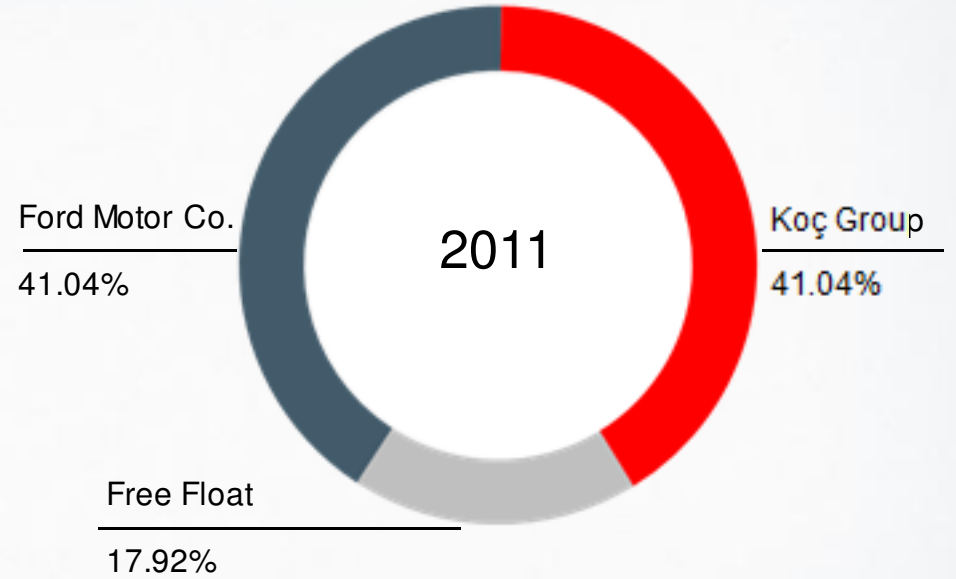


## Investor Presentation

December 2012

# Company Profile

Key Performance Indicators, 2011		
Net Sales		\$ 6.3 billion
Export Revenues		\$ 3.5 billion
EBITDA		\$ 524 million
Profit Before Tax		\$ 479 million
Net Profit		\$ 396 million
EBITDA margin		8.7%
Annual Production Capacity		330,000
	Kocaeli	320,000
	İnönü	10,000
Total Employees		9,581
	Blue Collar	7,414
	White Collar	2,167



# Ford Otosan at a Glance

## Pioneer of the Turkish automotive industry

- First Turkish passenger car Anadol (1966)
- Turkey's first private R&D center in automotive (1975)
- Turkey's first domestic diesel engine Erk (1986)
- First export of Turkish automotive to the US (2009)

## Strong value contribution

- Istanbul Chamber of Industry's Turkey's Top 500 Industrial Enterprises 2011 list – 2<sup>nd</sup> place
- Export leader in Turkish automotive; 2<sup>nd</sup> largest exporter overall
- Listed among the world's top 1000 companies by R&D investment according to the 'EU Research & Development Investment Scoreboard'

## Leadership and scale

- 10 consecutive years of market leadership
- Market leader in 63 cities in Turkey (out of 81)
- Widest product range in Turkish automotive
- 54% of Turkey's total commercial vehicle production
- 61% of Turkey's total commercial vehicle exports

# 2011: A Year of Records for Ford Otosan

Market Leader for 10 consecutive years

Turkish Industry Volume	907K	RECORD
Retail Sales Volume	142K	RECORD
Exports	US\$ 3.5 billion	Export leader in Turkish Automotive
Wholesale Volume	354K	RECORD
Production Volume	296K	RECORD
Total Employment	9,581	RECORD
PD Engineers	1,024	RECORD
Investment Announcement	US\$ 1 billion	RECORD
Dividends Paid	TL 519 million	RECORD

# Brief History

First automotive production starts in Turkey under license agreements in a heavily protected domestic economy.



Turkey takes first steps to liberalize its economy and integrate with the rest of the world.



Customs Union is signed with the EU in 1996. Exports start to increase. Incentives are introduced for production in Turkey.



Turkey becomes a major hub in automotive production and moves up the value chain, from an assembly center to full product development and manufacturing with focus on R&D.



Turkey is the 15<sup>th</sup> largest auto manufacturing hub in the world and 5<sup>th</sup> largest among EU 27 countries.



## First Years

## 1980s

## 1990s

## 2000s

## 2010s

1928 – Vehbi Koç is assigned as Ankara Ford dealer

1959 – Otosan is founded as Ford assembler in Turkey

1960 – Otosan's first production: Ford Consul

1966 – Otosan produces the first Turkish car Anadol

1967 – Otosan produces its first Transit

1982 – İnönü Plant opens

1983 – Cargo production starts

1983- Ford Motor Co. increases its share in Otosan to 30%

1985 – Production of Ford Taunus

1986 – Otosan produces Turkey's first diesel engine ERK

1992 – Production of the new generation Transit

1993 - Production of Ford Escort

1997 – Ford assumes 41% equity in 'Ford Otosan'

1998 – Ford Otosan spare parts distribution center opens

2001 – Kocaeli Plant opens

2002 – Transit Connect launches

2003 – New Cargo launches

2003 – Transit Connect 'International Van of the Year Award'

2007 – Gebze Engineering Center opens

2007 – Transit 'International Van of the Year Award'

2009 – Transit Connect exports to N. America

2010 – Ford Otosan celebrates its 50<sup>th</sup> Anniversary

2010 – Transit Connect 'North American Truck of the Year' Award

2011 – Transit Connect NYC Taxi launches

2011 – Ford Otosan celebrates 10 years of market leadership

# Selected Awards

## Ford of Europe Powertrain Engineering Award for Engineering Excellence

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## Şehabettin Bilgisu Environment Award, Kocaeli Chamber of Industry

- Kocaeli Plant awarded in 2004, 2007 & 2010
  - İnönü Plant awarded in 2008 & 2011
- 

## Chairman's Leadership Award for Diversity

- "Let's Remove Barriers" project, 2010
  - First woman dent repair technician, 2011
- 

## Environmental Leadership Award, Ford in 2010 & Istanbul Chamber of Commerce in 2011

- Sludge drying unit at wastewater treatment plant
- 

## President Health & Safety Award, 2011

- Six categories including Global Winner – Excellence in Safety Culture and Standards Award



# Locations of Plants & Facilities

**Kartal Parts Distribution Center - 1998**



- Marketing, Sales, Parts Operations, Warranty, Field Operations, Dealer Training and Customer Relations Center are located at this site.

**Kocaeli Plant - 2001**



- Transit & Transit Connect production
- 1,600,000m<sup>2</sup> total area
- 340,000m<sup>2</sup> covered area
- 320,000 units annual production capacity



**ISO  
9001**



**ISO  
14001**



**ISO  
9001**



**ISO  
14001**

**Gebze Engineering Center - 2007**



- Engineering services for Ford Otosan & Ford Europe's Product Development Centers

**İnönü Plant - 1983**



- Cargo production
- 1,100,000m<sup>2</sup> total; 76,000m<sup>2</sup> covered area
- Annual capacity: 10,000 units truck, 66,000 units engine, 140,000 units powertrain

# Products - Transit

- Manufactured at Ford Otosan's Kocaeli Plant since 1967
- Over 6 million units produced since its launch in 1965
- Longest-running model in Ford of Europe's product range
- Pickup, van and minibus body styles offering endless combinations
- Undisputable market leader in 2011 with 35.8% share; higher than the 3 next brands
- 35K units sold in the domestic market in 2011
- 148K units exported in 2011
- "International Van of the Year" 2001 & 2007





# Transit Connect

- Manufactured at Ford Otosan's Kocaeli Plant since 2002 ~900K units
- Best selling light commercial vehicle in Turkey in 2010 & 2011
- First Turkish vehicle exported to the US: Over 100K exports since '09
- 22.4% domestic market share in 2011: 37K units sold
- 65K units exported in 2011
- "International Van of the Year" 2003
- 2010 North American Truck of the Year



# Transit Connect North America Taxi

- Transit Connect is among the approved models for use as NYC taxis by The New York City Taxi and Limousine Commission
  - ✓ 2.0-liter four-cylinder gas engine
  - ✓ Automatic transmission
  - ✓ Up to 30% more fuel efficient than traditional taxis
  - ✓ Engine conversions to CNG and LPG available





# Cargo

- Manufactured at Ford Otosan's İnönü Plant since 1983
- Trailer, construction and truck series
- New launches strengthened the product range in 2011
- 22.8% domestic market share in 2011
- Exported to 30 countries in Europe, Asia and Africa



# A Full Line of Cars



**Ford Fiesta**



**Ford Kuga**



**Ford Mondeo**



**Ford Focus**



**Ford S-Max**



**Ford Galaxy**



**Ford C-Max**

# New Product Launches - 2012

Transit Custom



Tourneo Custom





# New Product Launches - 2012

B-Max



Focus  
1.0-liter EcoBoost Engine

New Ranger



# Investment Case

# Why Ford Otosan?

## Scale and visibility

- Domestic market leader for 10 consecutive years
- Largest manufacturer and exporter of commercial vehicles in Turkey
- New projects to strengthen the product range, increase capacity & profitability

## Resilience and efficiency

- Relatively favorable tax regime on commercial vehicles
- Diversified export markets
- Large scale export program: >60% of total unit sales
- High CUR
- Efficient, flexible and low-cost manufacturing

## Strong balance sheet and prudent risk management

- Strong cash generation capacity
- Solid financials
- Natural hedge due to fx-denominated export revenues: 56% of total revenues

## Shareholder value creation

- Attractive & sustainable dividend yield
- Strong relative share performance
- Commitment to good corporate governance

# Market Leader for the 10<sup>th</sup> Consecutive Year - 2011

Segment	Industry (000)	Ford Otosan (000)	Market Share, %	Ranking
Car	594	59	9.9	#2
LCV	169	38	22.4	#2
<b>MCV</b>	<b>102</b>	<b>37</b>	<b>35.8</b>	<b>#1</b>
Truck	37	8	22.8	#2
<b>TOTAL</b>	<b>907</b>	<b>142</b>	<b>15.6</b>	<b>#1</b>



# Relatively Favorable Taxes on Commercial Vehicles

## Commercial Vehicles are Taxed Lower than Cars

Passenger Cars					Commercial Vehicles				
Engine Size	Model	VAT	SCT	Total	Engine Size	Model	VAT	SCT	Total
<1600 cc	Fiesta	18%	40%***	<b>65%</b>	<3000cc	Transit Van	18%	4%	<b>23%</b>
	Focus					Connect Van			
	C-Max					Ranger			
	Mondeo (1.6)								
	S-Max (1.6)								
1601-2000	Mondeo (2.0)	18%	80%*	<b>112%</b>		Minibus	18%	9%	<b>29%</b>
	S-Max (2.0)								
	Kuga								
	Galaxy								
>2000		18%	130%**	<b>171%</b>		Transit Combi	18%	15%***	<b>36%</b>
						Connect Combi			
						Cargo			

Increases took place as of October 12, 2011:

- \* From 60% to 80%
- \*\* From 84% to 130%
- \*\*\* From 10% to 15%

Increase took place as of September 22, 2012:

- \*\*\*\* From 37% to 40%

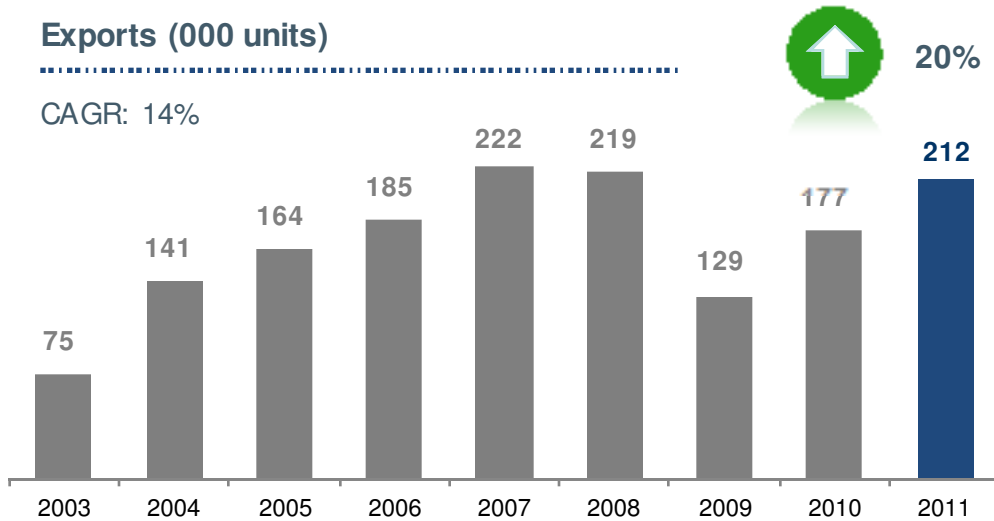
VAT: Value added tax  
SCT: Special consumption tax



# Large-Scale Export Program

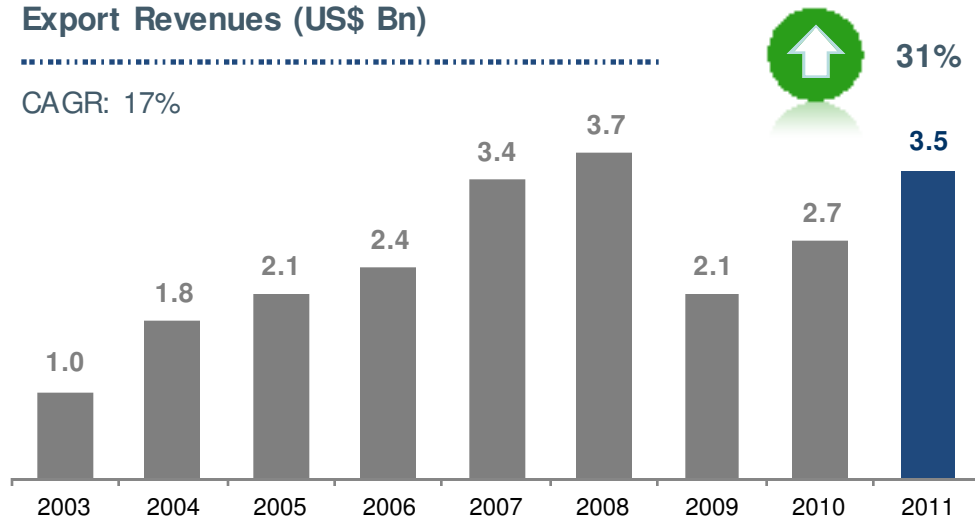
## Exports (000 units)

CAGR: 14%



## Export Revenues (US\$ Bn)

CAGR: 17%



**Export leader** in Turkish automotive in 2011 with US\$ 3.5 billion

**Net exporter** in the last five years with US\$ 2.3 billion

Vehicles and spare parts exported to

**70 countries in 5 continents**

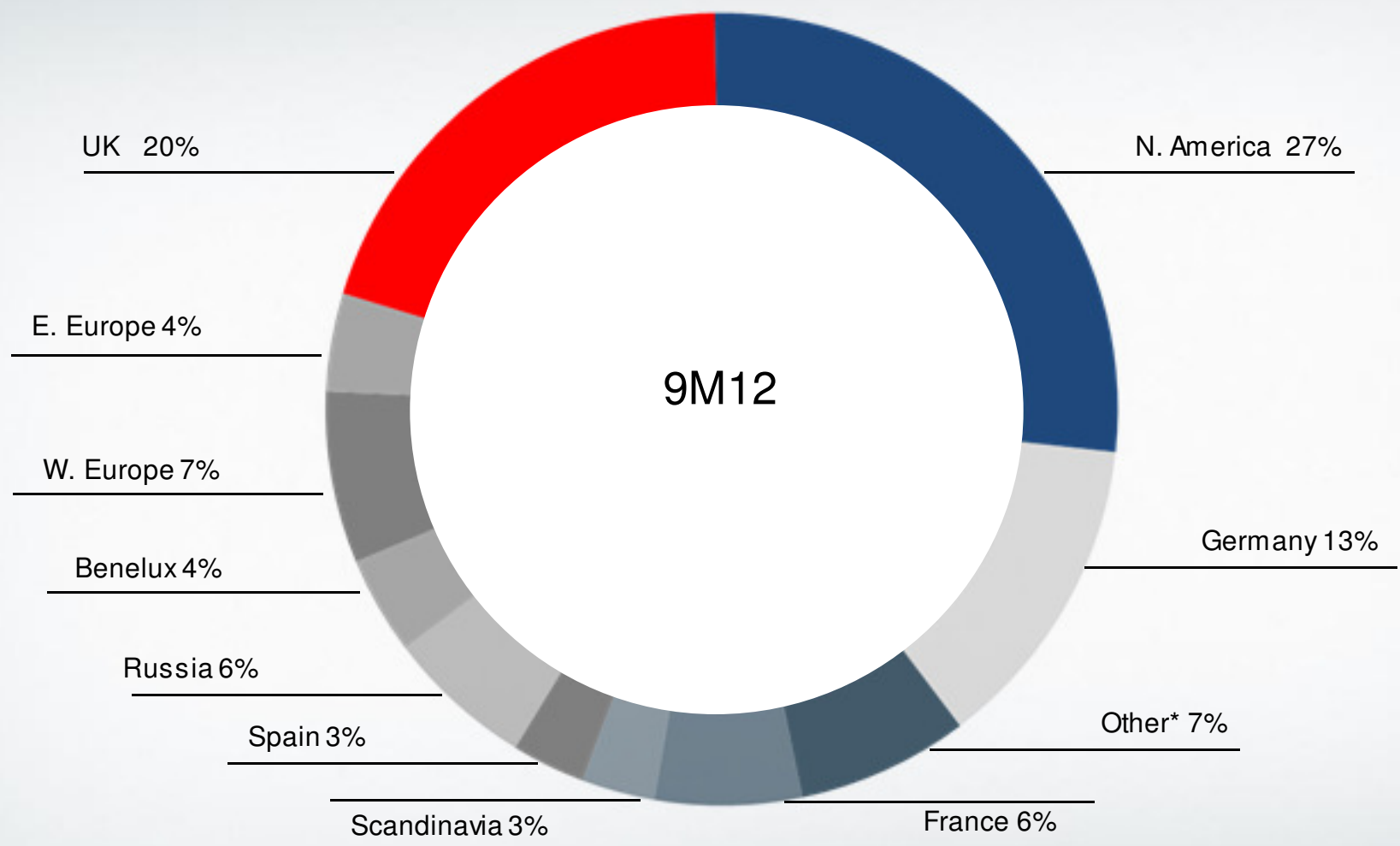
**New markets** added in 2011:

- Transit Connect export to USA as NY taxi
- Transit DKD operations with Ford Sollers in Russia
- Cargo Cab export to Brazil

**61% of Turkey's total commercial vehicle exports** is done by Ford Otosan

**10% of Turkey's exports to the US** is done by Ford Otosan

# Diversified Export Markets



Other\*: Countries with less than 2% share

# New Projects: Total Investment >US\$1 Billion (2011-2014)

## 1. New generation Transit family

- Largest investment in a specific product in Turkish automotive: US\$ 630 million
- TL 976 million investment incentive received

### i. Tourneo Custom & Transit Custom

Mass production started on 23 July 2012.

Introduced to the market in October 2012.

### ii. Next generation Transit



# New Projects: Total Investment >US\$1 Billion (2011-2014)

## 2. New LCV – Transit Courier

- €205 million fixed asset procurement
- TL 368 million investment incentive received
- Ground breaking for the new factory took place on 20 March 2012

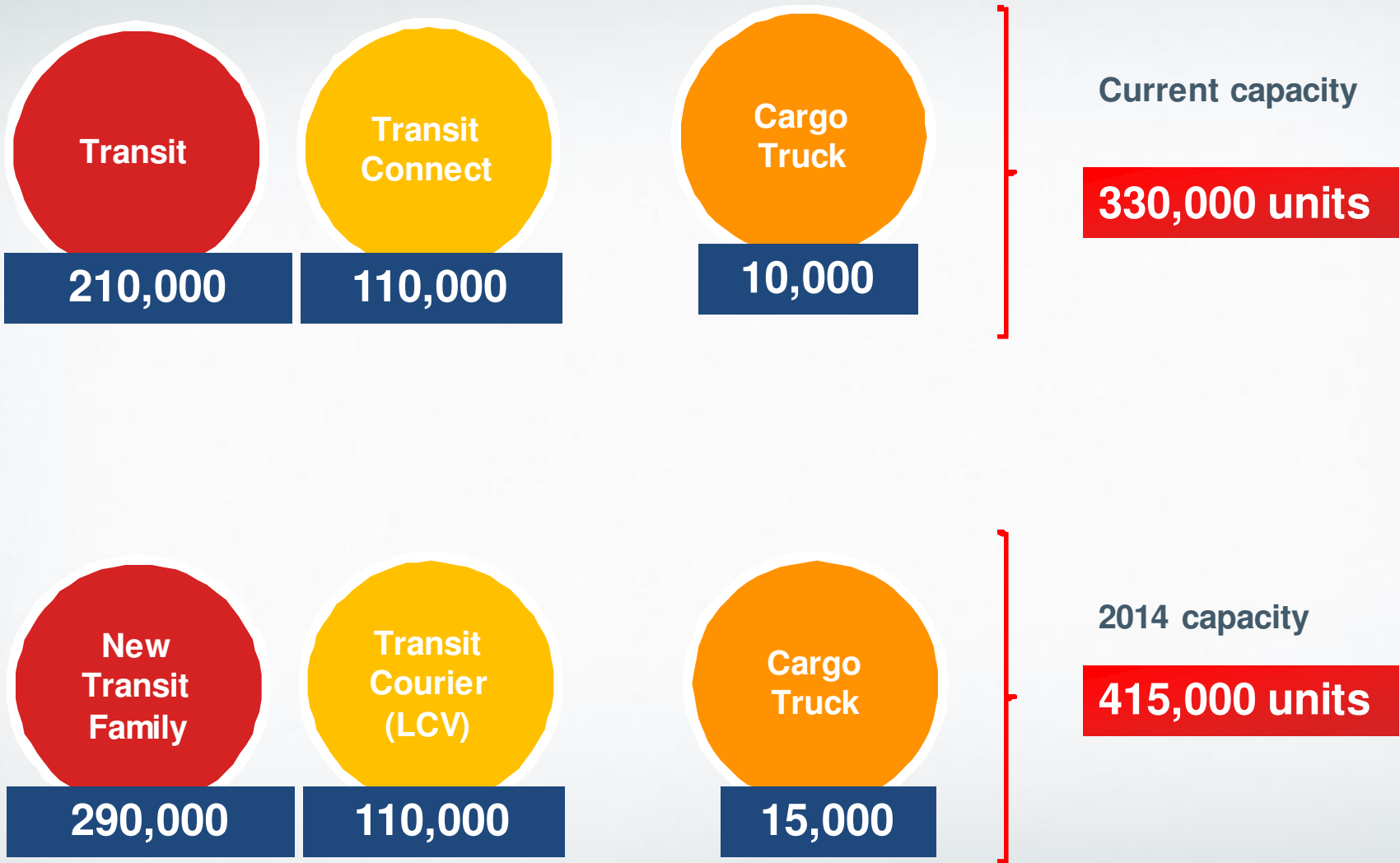


## 3. New Ford Cargo

- \$75 million investment to develop a more globally competitive product
- Ford Otosan is responsible for product development, design, engineering and R&D
- Will be manufactured in Ford Otosan's İnönü plant and Ford's Brazilian division

- 
- €150 million loan agreement has been signed with EBRD in 2010 (5-year loan with 2-years grace period at EURIBOR + 275 bps)
  - €100 million loan agreement has been signed with EIB in June 2012 (8-year loan with 2-years grace period at 2.06%)

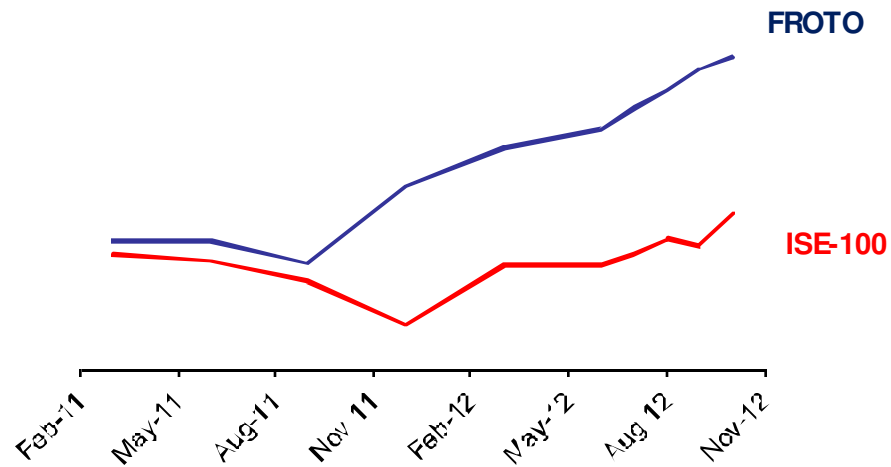
# Increasing Capacity



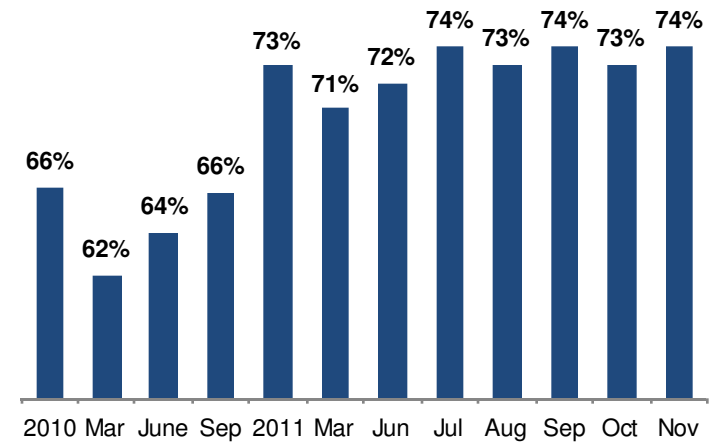


# Focus on Shareholder Value

## Strong share performance



## Increase in foreign ownership



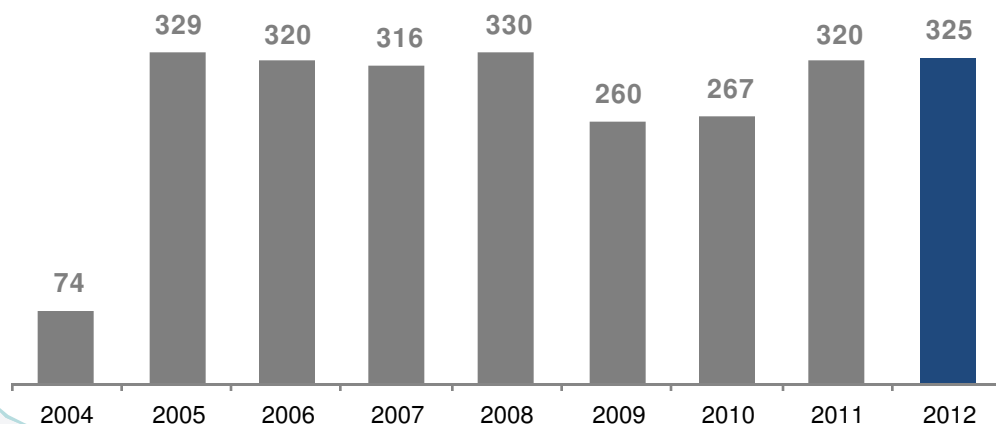
## Commitment to corporate governance

- Separate CEO and Chairman roles
- Independent BoD members
- Executive Committee
- Audit Committee
- Corporate Governance Committee
- Risk Committee
- Compensation Committee

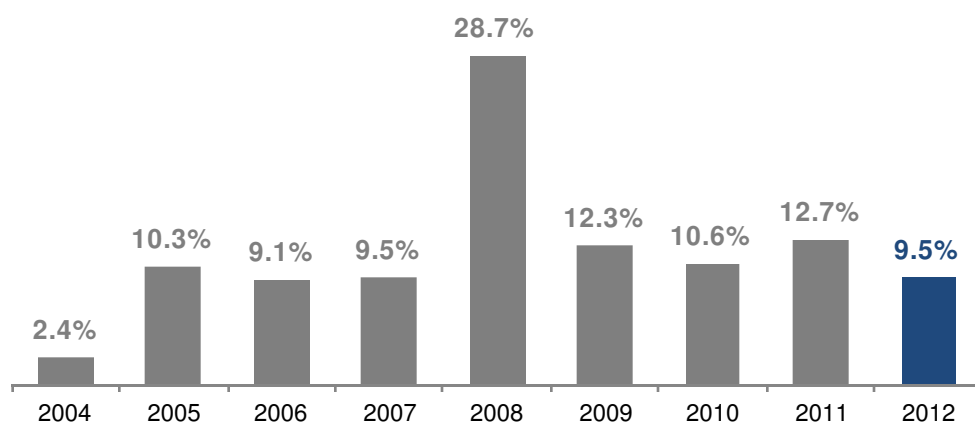
# Attractive & Sustainable Dividend Yield

## Dividend Payments (US\$ Mn)

CAGR: 20%



## Yield (%)



Ford Otosan is among the **top dividend payers** at the ISE with 15% average yield between 2007-2012.

Total dividend payment between 2004-2012 reached **\$2.5 billion**.

There are **no privileges** in dividend distribution based on shareholder type

Ford Otosan usually pays dividends **twice a year**

Current dividend policy is **expected to continue throughout the investment period**

# Strong & Committed JV Partner Support



- Turkey's largest industrial and services group in terms of revenues, exports, market capitalization and number of employees.
- Holds leading positions with strong competitive advantages in energy, automotive, consumer durables and finance sectors, which offer strong long term growth potential.
- The only Turkish company in Fortune Global 500



- Global automotive industry leader based in Dearborn, Michigan, that manufactures and distributes automobiles across six continents
- Automotive brands include Ford and Lincoln
- 166,000 employees and 70 plants worldwide
- Provides financial services through Ford Motor Credit Company

# Large Distribution Network

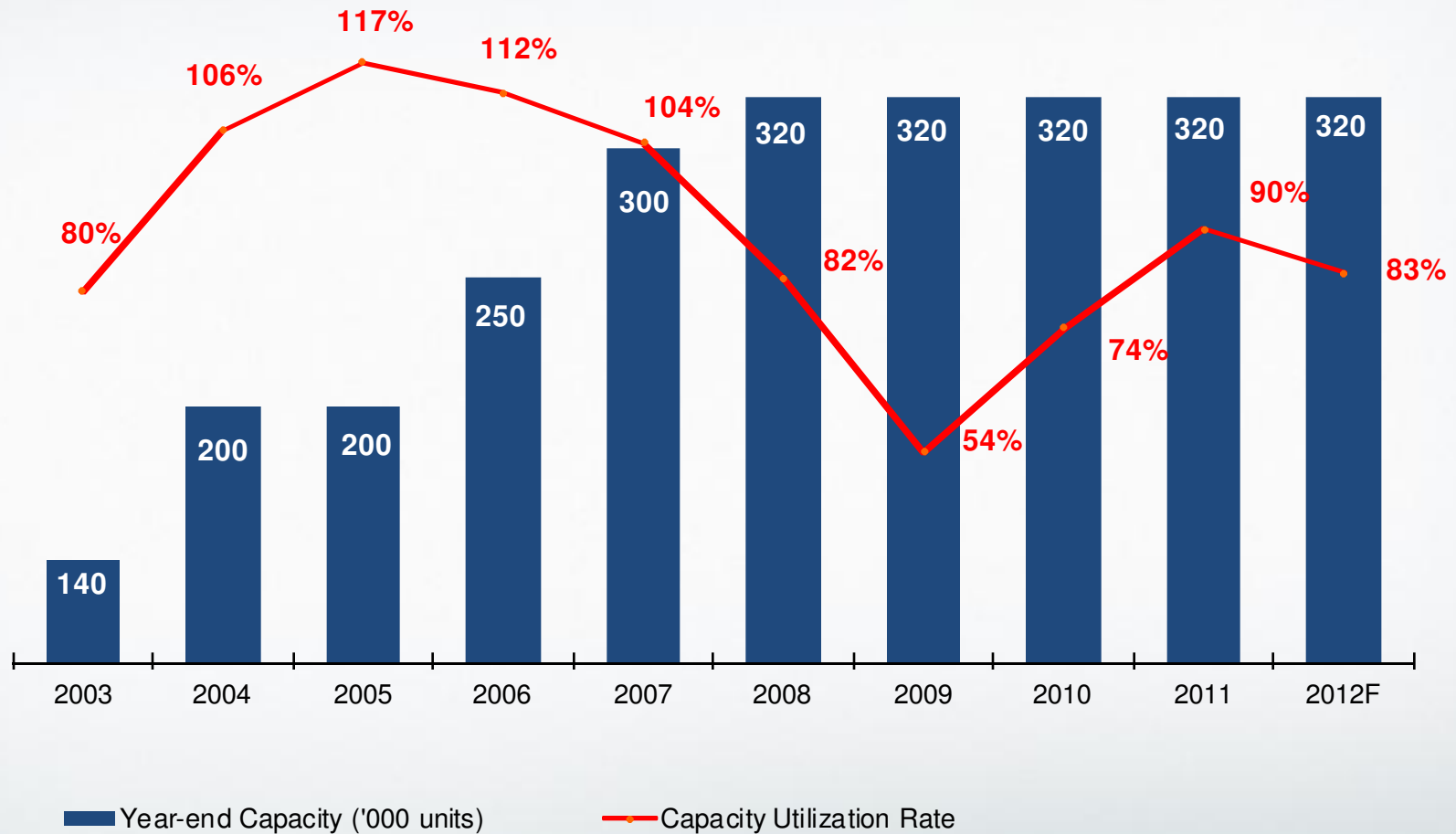


Ford Otosan provides maintenance, servicing and repairs through its customer-focused and innovative sales and after-sales network that spans the whole country.

Sales:	116
After-Sales:	158
Total Dealers:	205

# Efficient Production Hub

Kocaeli Plant Capacity Utilization Rate





# R&D Focused on Excellence

- The largest R&D center of the Turkish automotive industry
- R&D activities for Ford Otosan products and engineering services for Ford Motor Co.
- Ford's global engineering center in heavy commercial vehicles
- Ford Otosan has the capability and infrastructure to design, develop and test a complete vehicle end-to-end, including its engine

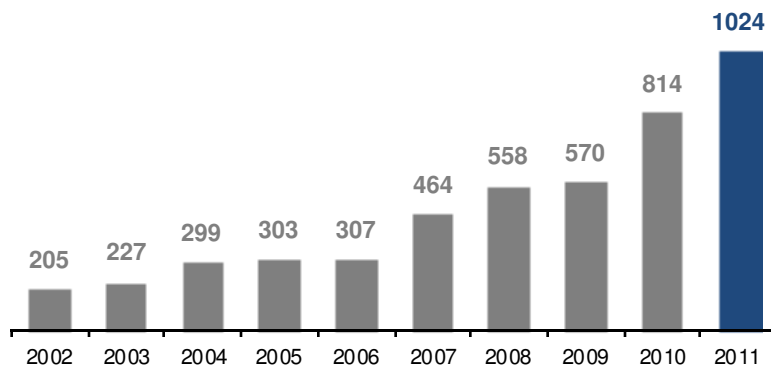
## Kocaeli

- ✓ Located in Gölcük plant
- ✓ 300+ R&D engineers
- ✓ Engine testing, design studio and development workshops are located at this site

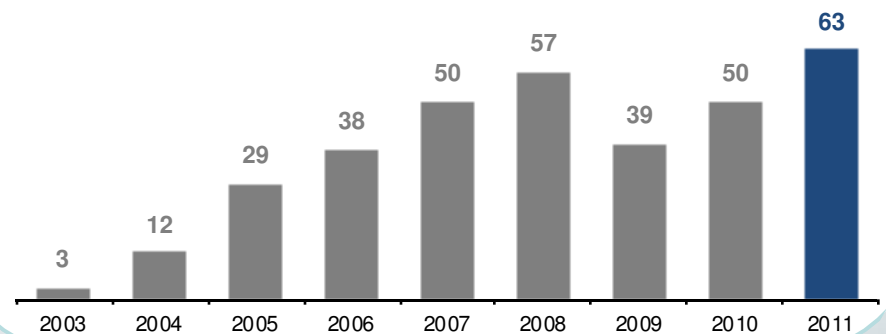
## Gebze

- ✓ Located in Tübitak MAM Technology Free Zone
- ✓ 700+ R&D engineers
- ✓ Global Center of Excellence for small diesel engines
- ✓ R&D center for Global Cargo

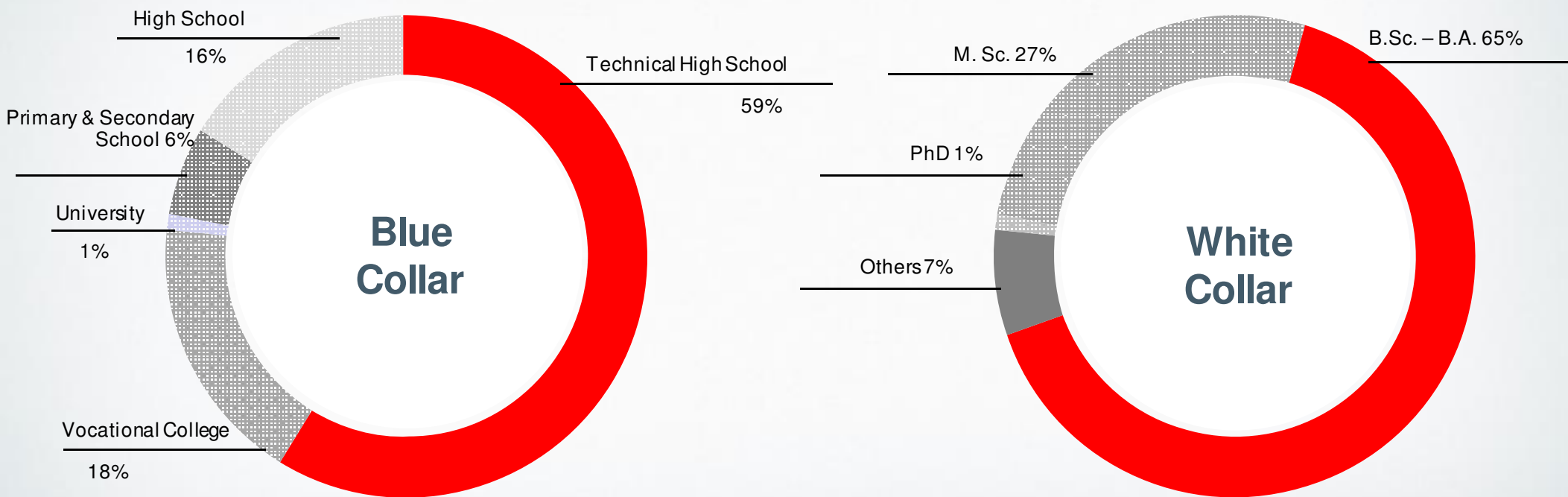
## R&D Engineers



## Patent Applications



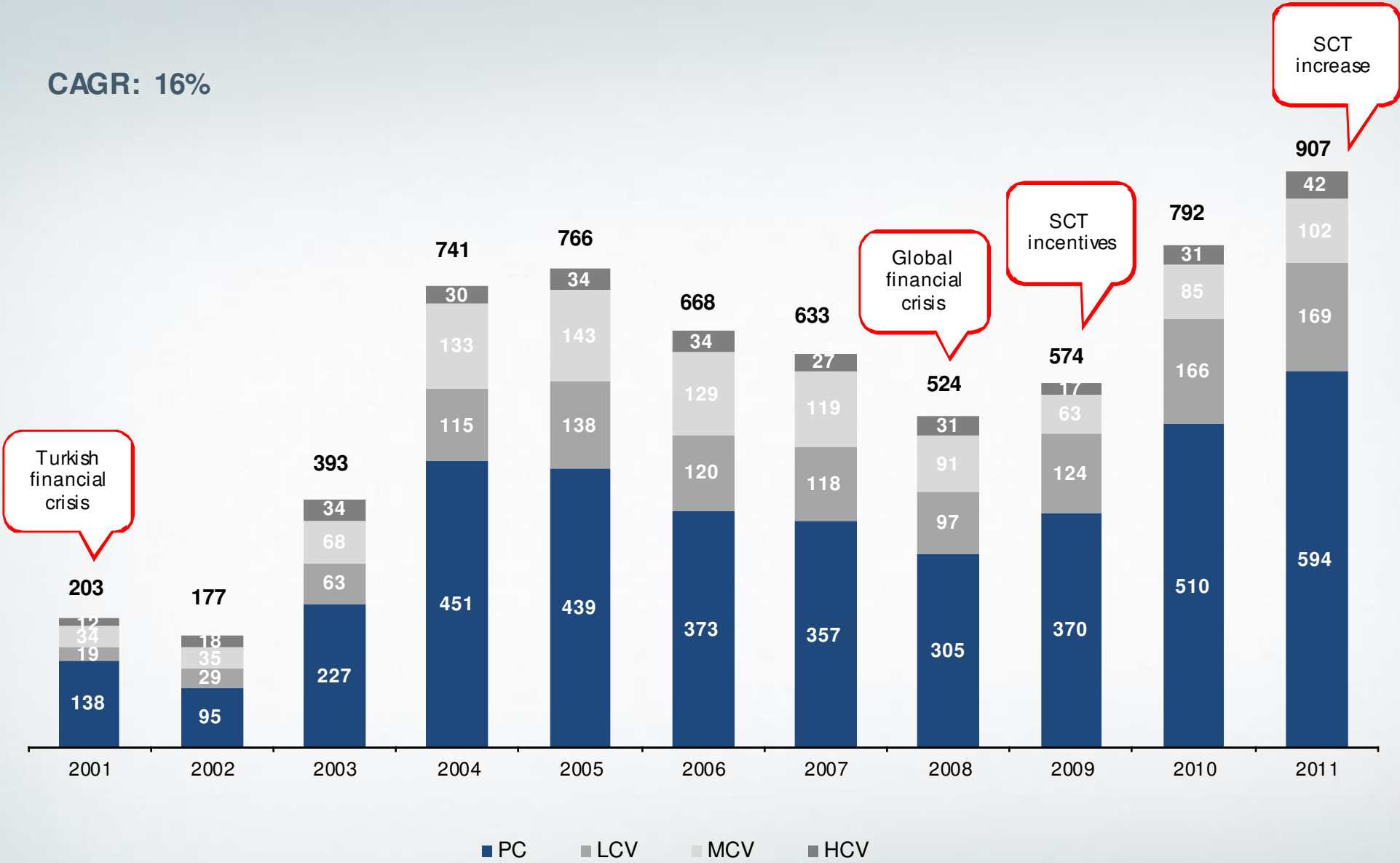
# Experienced and Skilled Workforce



# Operating & Financial Performance

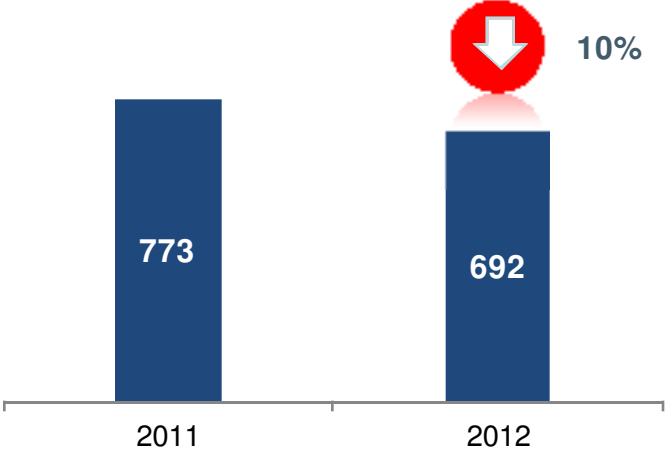
# Turkish Automotive Industry (000 units)

CAGR: 16%

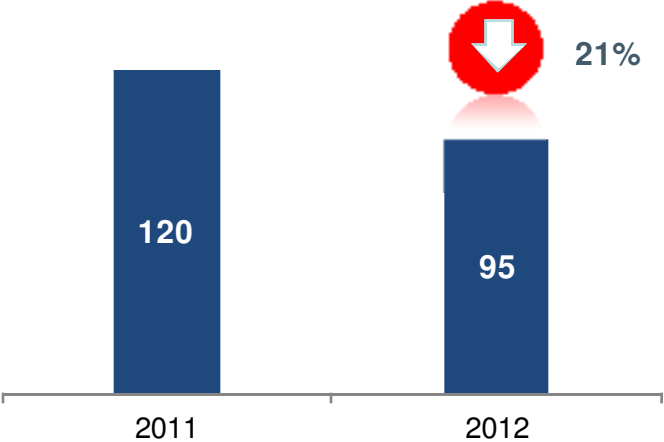


# Domestic Volumes (000 units)

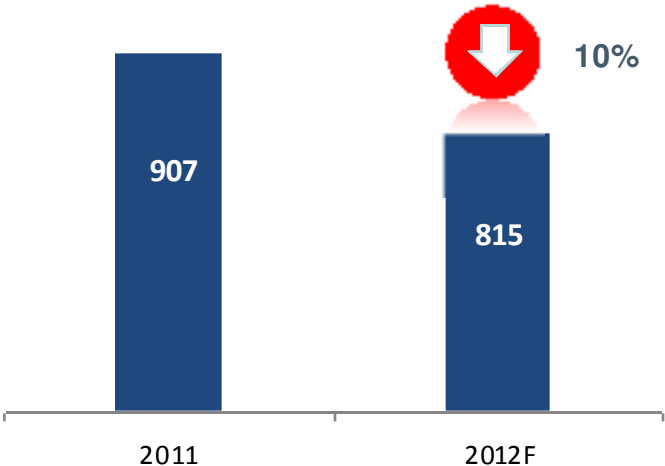
Total Automotive Industry, November YTD



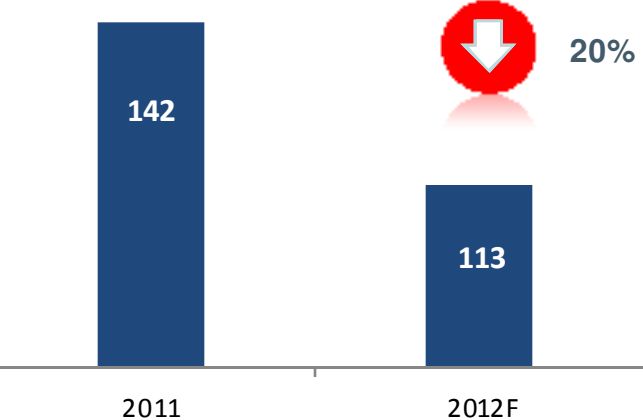
Ford Otosan, November YTD



Total Automotive Industry, 2012F

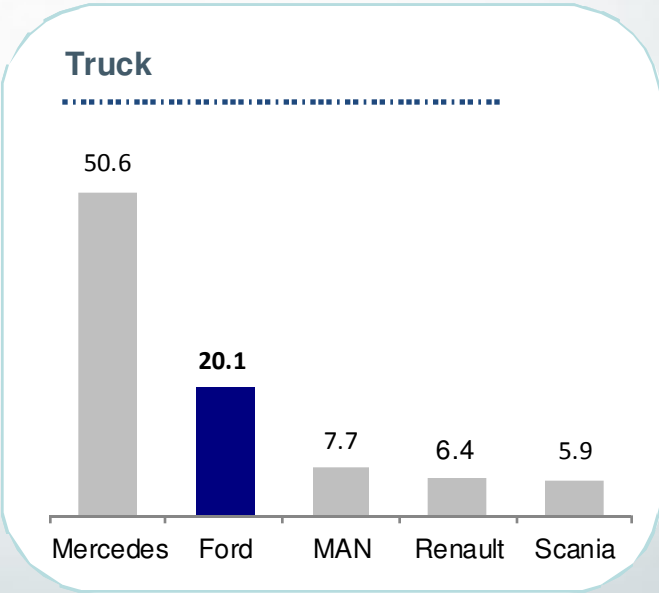
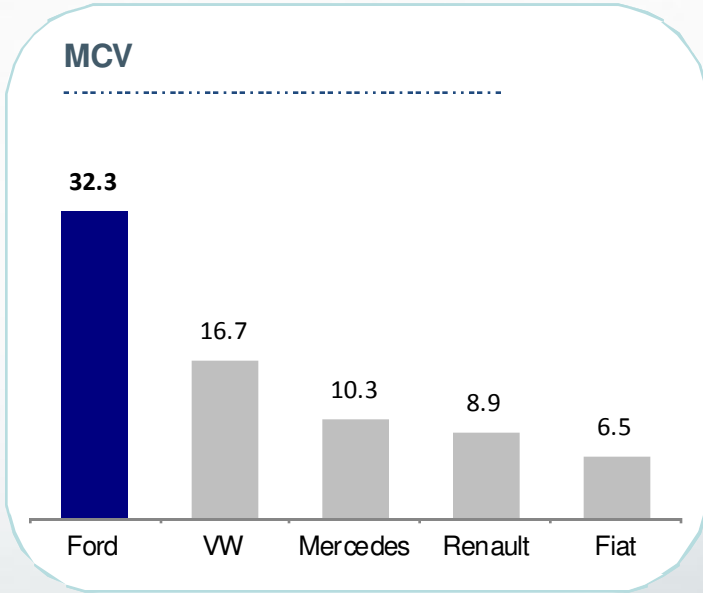
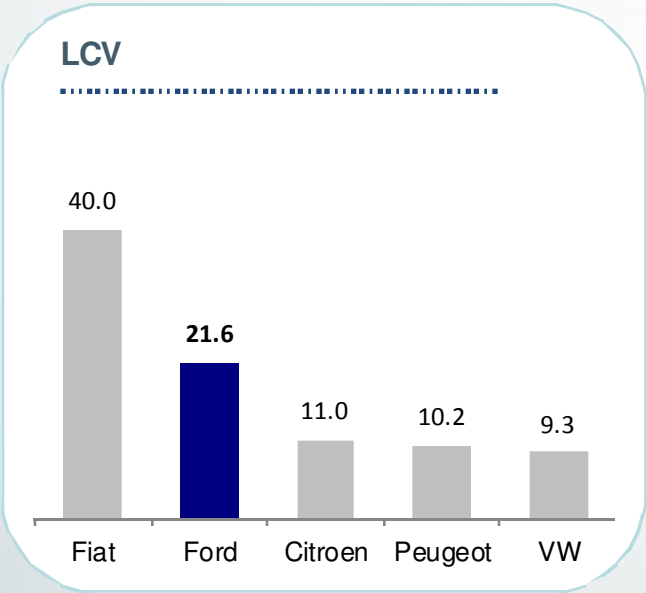
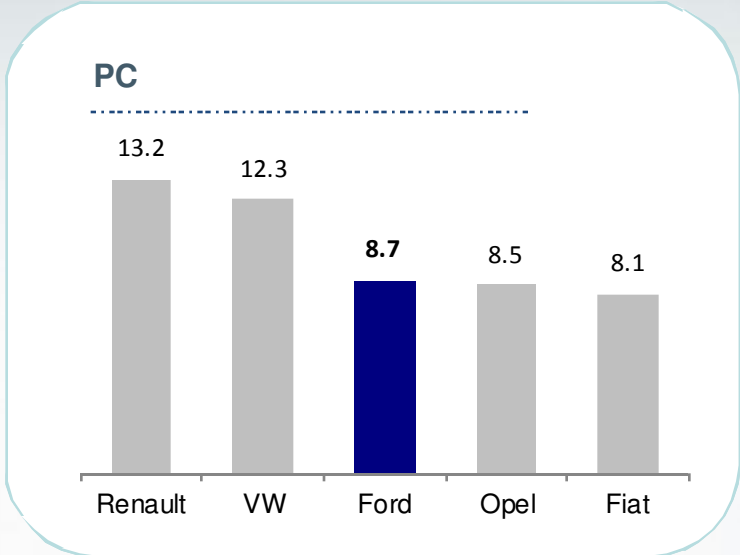
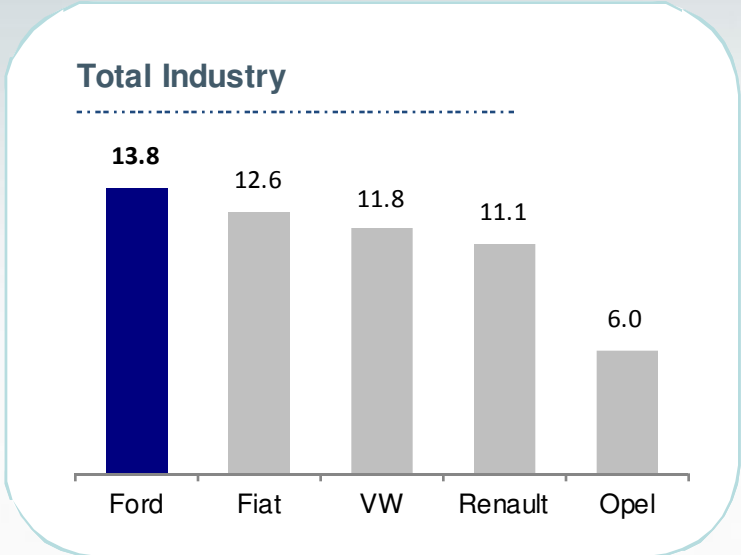


Ford Otosan Retail Sales, 2012F

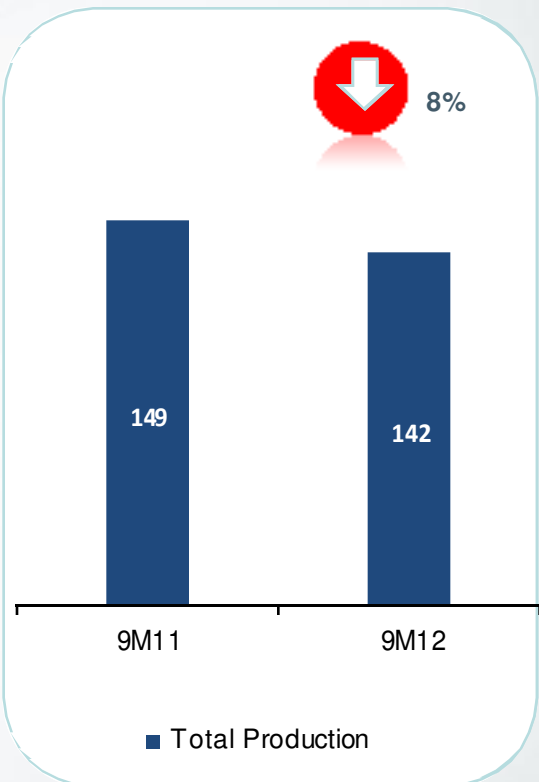
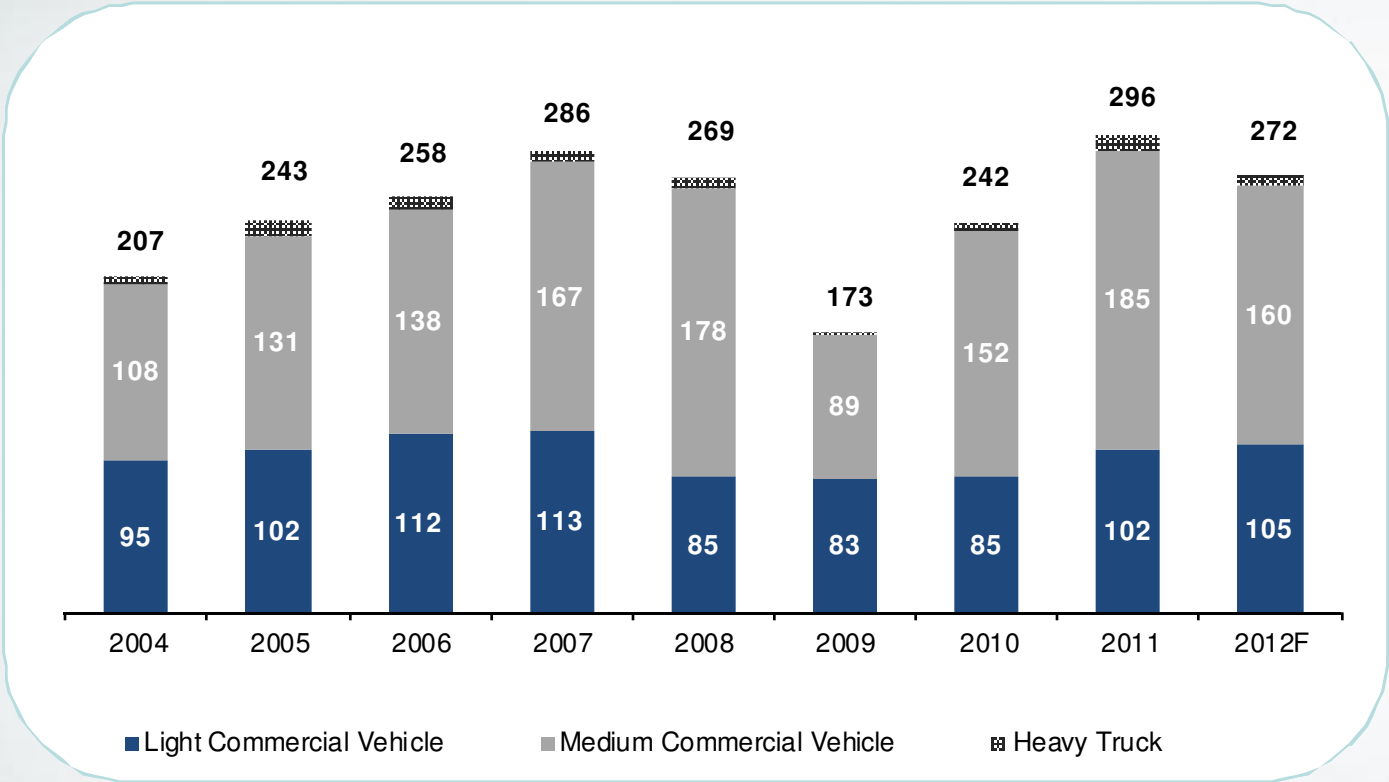




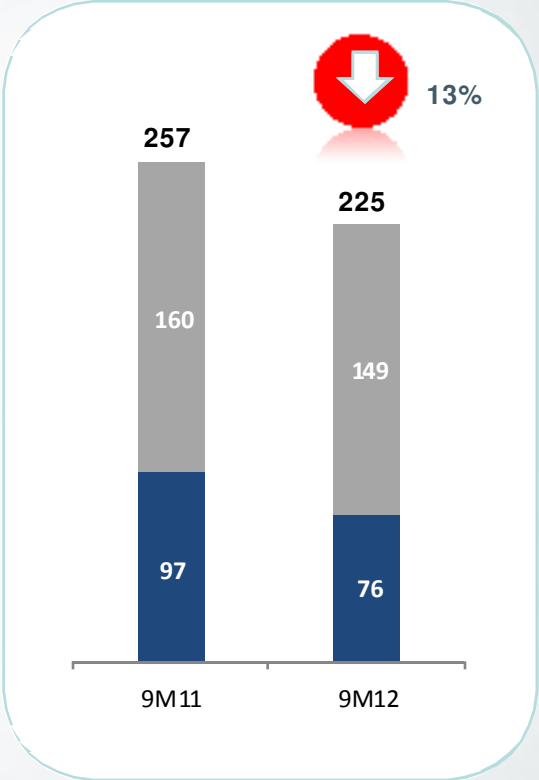
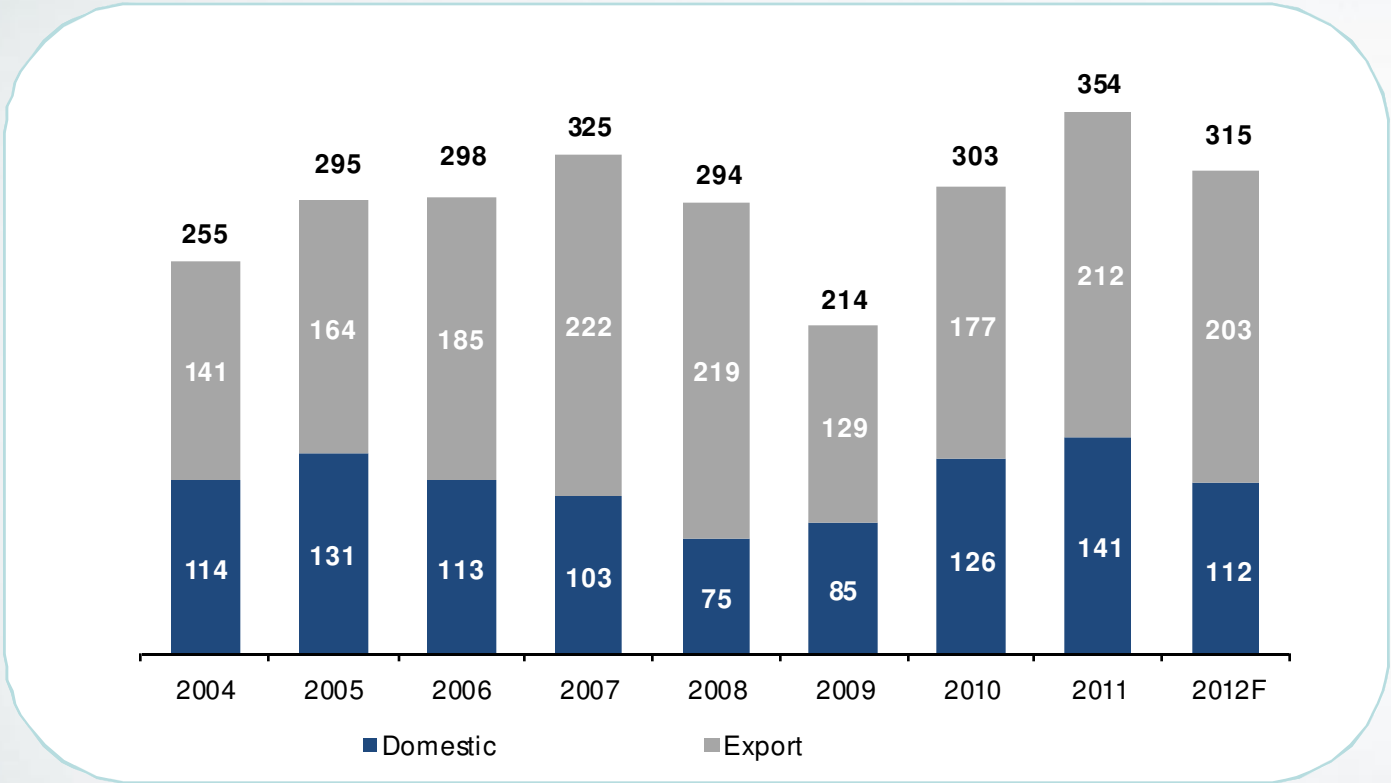
# Market Shares (November'12 YTD)



# Production Volume (000 units)



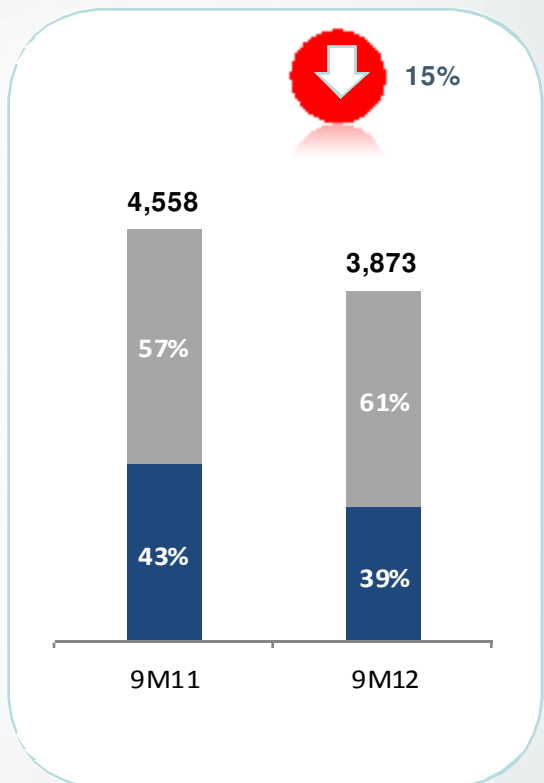
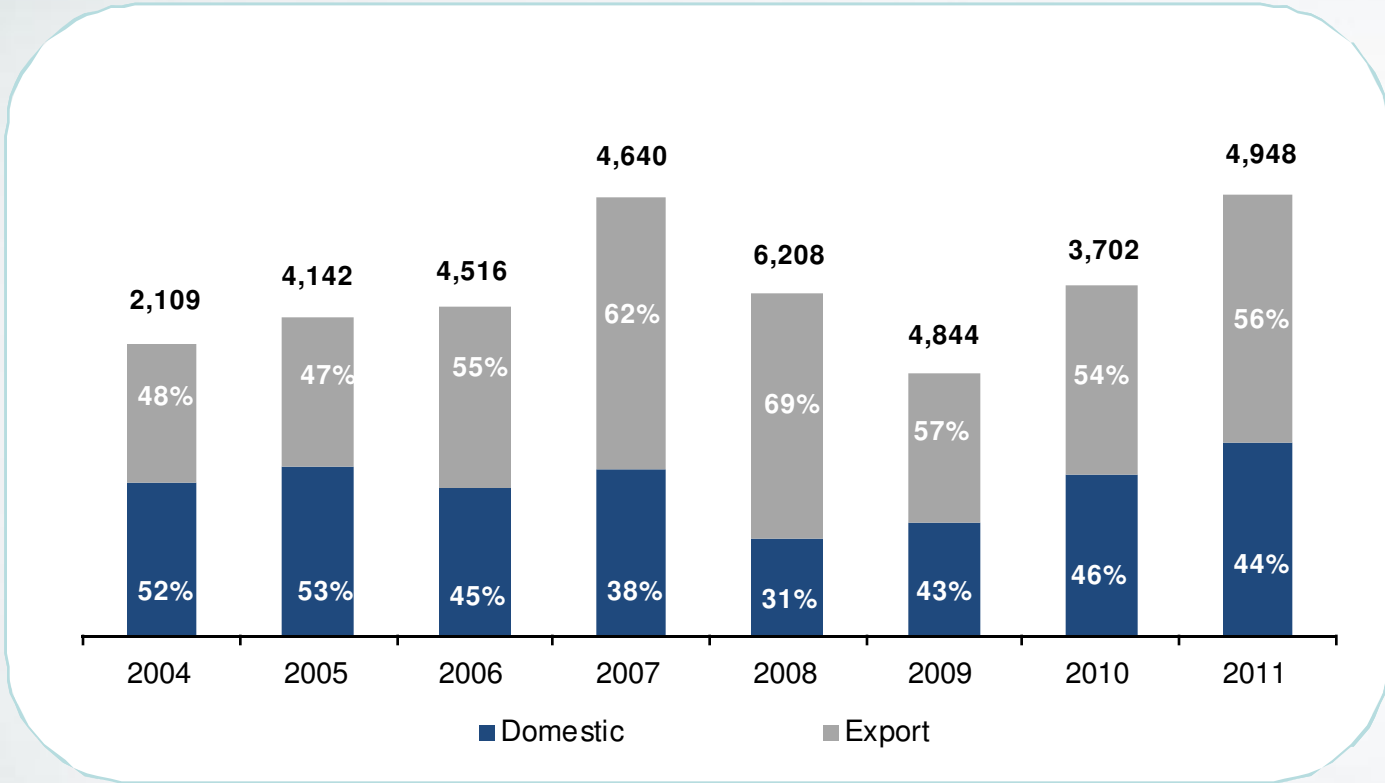
# Wholesale Volume – Domestic & Export (000 units)



# Sales Volume by Model

	9M 2012	9M2011	YoY Change	3Q12	2Q12	QoQ Change
<b>Domestic</b>	<b>76,118</b>	<b>97,237</b>	<b>-22%</b>	<b>26,249</b>	<b>31,912</b>	<b>-18%</b>
PC	33,201	42,194	-21%	11,332	14,720	-23%
Transit Connect	19,154	24,246	-21%	6,972	7,505	-7%
Total LCV	19,154	24,246	-21%	6,972	7,505	-7%
Transit	18,958	23,238	-18%	6,303	7,846	-20%
Ranger	446	1,552	-71%	446	-	
Total MCV	19,404	24,790	-22%	6,749	7,846	-14%
Cargo	4,359	6,007	-27%	1,196	1,841	-35%
<b>Exports</b>	<b>148,557</b>	<b>159,856</b>	<b>-7%</b>	<b>37,863</b>	<b>52,116</b>	<b>-27%</b>
Transit Connect	59,463	47,293	26%	16,005	23,367	-32%
Transit	87,694	111,685	-21%	21,211	28,183	-25%
Transit Custom	144	-		144	-	
Cargo	702	494	42%	279	340	-18%
Other	554	384	44%	224	226	-1%
<b>Total Wholesale Volume</b>	<b>224,675</b>	<b>257,093</b>	<b>-13%</b>	<b>64,112</b>	<b>84,028</b>	<b>-24%</b>

# Revenue - Domestic & Export (US\$ million)

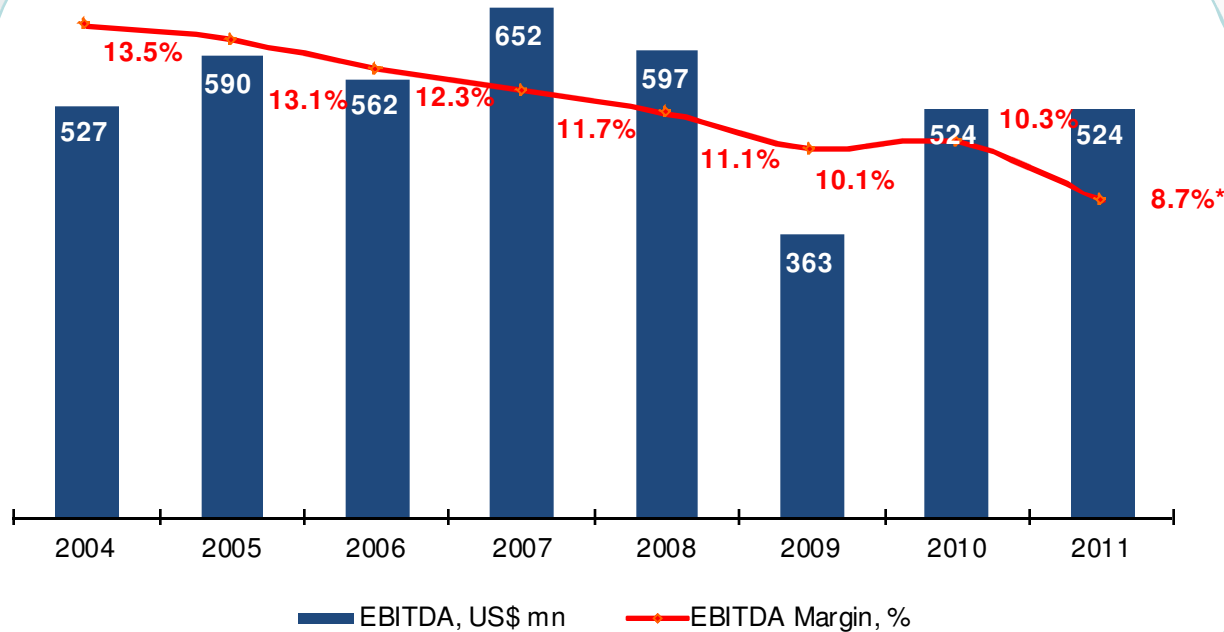




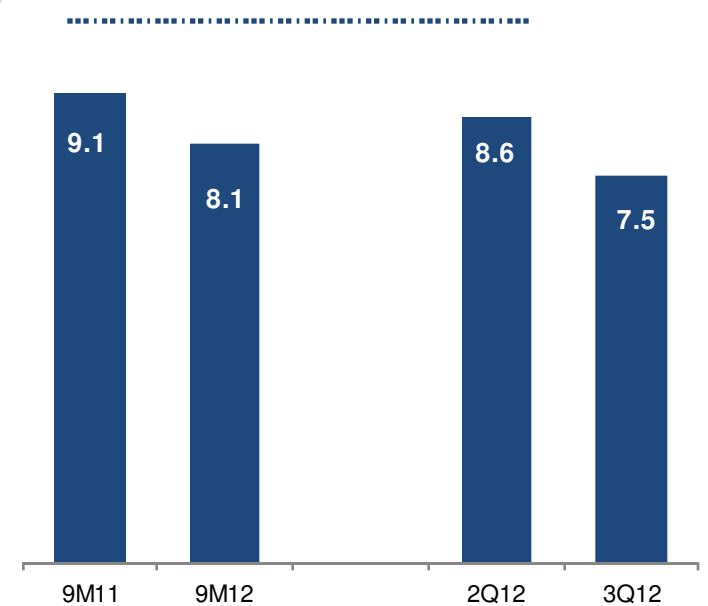
# EBITDA and EBITDA Margin

Normalizing EBITDA margin trend due to:

- Change in business mix: Increasing share of exports in total sales (page 38)
- Increasing capacity and change in CUR (page 28)

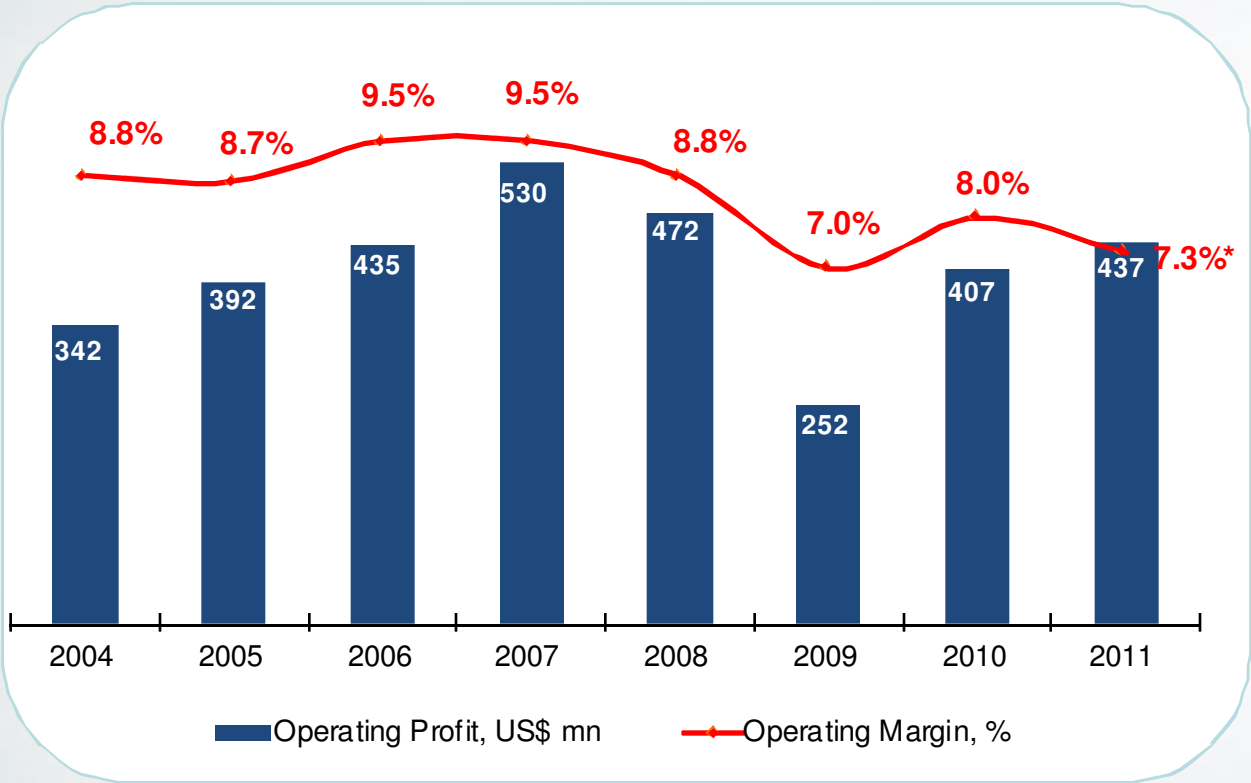


EBITDA Margin, %



\* Normalized, excluding the impact of the one-off Competition Board fine

# Operating Profit and Operating Margin



\* Normalized, excluding the impact of the one-off Competition Board fine

# Financial Risk Management

## Credit Risk

- Receivables from domestic vehicle sales to dealers are collected using a Direct Debit System
- Domestic spare part sales are guaranteed with collateral from dealers (bank guarantee letters)
- Receivables from Ford Motor Company and its subsidiaries for exports are collected within 14 days
- Other exports are guaranteed using L/C, letter of guarantee or cash collection

## Liquidity Risk

- Cash, credit commitment and factoring capacity is maintained to meet 30 days of cash outflow
- €70 million credit commitment and TL140 million factoring agreements are in place for potential needs
- Net financial debt as of 30 September 2012 is TL 633 million

## FX Risk

- Excess cash is invested in hard currencies to minimize fx exposure
- Natural hedge against volatility due to fx-denominated export revenues: 61% of total revenues
- Ford Otosan is a net exporter: US\$ 2.3 billion in the last 5 years

## Capital Risk

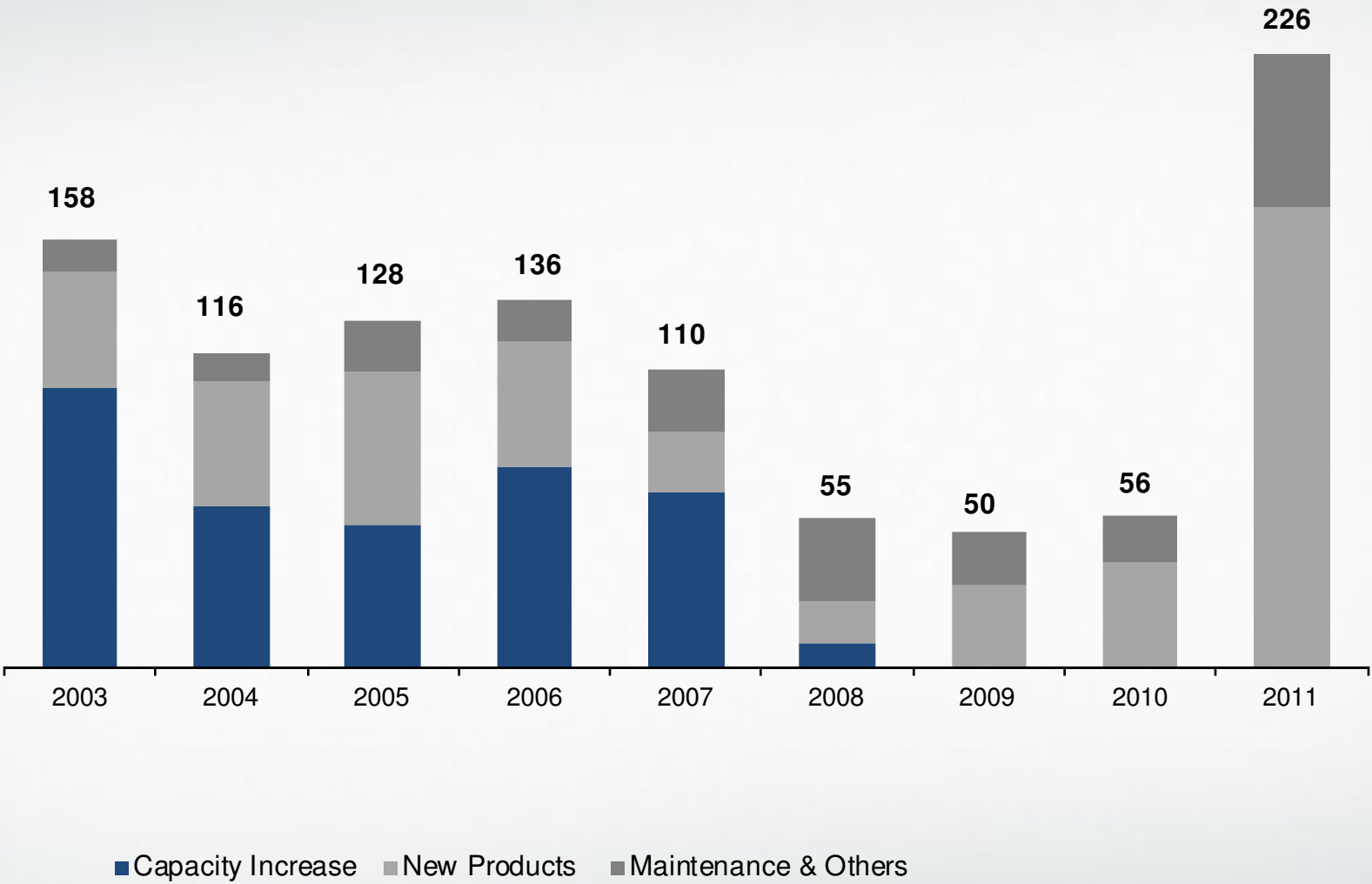
- Total financial debt / shareholders' equity is monitored as a management criteria
- Target range is 0.25 – 0.60

# Debt Profile & Financial Ratios

TL mn	30.09.2012	30.09.2011
Cash	402	839
Total Financial Debt	1,035	747
Net cash/ (debt)	(633)	92

Ratios	30.09.2012	30.09.2011
Current ratio	1.58	1.77
Liquidity ratio	1.01	1.28
Current Assets / Total Assets	0.57	0.71
Current Liabilities / Total Liabilities	0.66	0.77
Total Liabilities / Total Liabilities and Equity	0.54	0.52
Financial debt / equity	0.51	0.38

# CAPEX (US\$ million)





# 2012 Guidance

Turkish Industry Volume	815K
Retail Sales Volume	113K
Exports	203K
Wholesale Volume	315K
Production Volume	272K
Capex	\$ 440 million

# Ford Otosan Investor Relations

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