

Ticarette yepyeni bir devri  
başlatmaya geliyorlar.



2013 Financial Results

# Agenda

- 2013 Highlights – Haydar Yenigün
- Ford Motor Company & EU Market Update – William Periam
- Financial Results – Oğuz Toprakoğlu
- Q & A

# Haydar Yenigün

## General Manager

# 2013 Highlights

Market Leader for **12 consecutive years**

Turkish Industry Volume	885K
Retail Sales Volume	114K
Export Volume	227K
Export Revenues	US\$ 3.8 billion
Production Volume	281K
Total Employment	9,444
PD Engineers	1,277
Dividends	TL 300 million





# New Product Launches

February



October



March



January





# Investments & Developments

July



June



# Product Transition on Track

**Ticarette yepyeni bir devri  
başlatmaya geliyorlar.**





# Awards



automotive  
**testing**  
technology international

Engine Test Facility of the Year





# Turkish Industry Leader for the 12<sup>th</sup> Consecutive Year - 2013



**01**

26.4% market share in CV



**02**

21.3% market share in trucks



**03**

8.8% market share in PC

**01**

Leader with 12.9% share

# Export Leader in Automotive with Record Volume

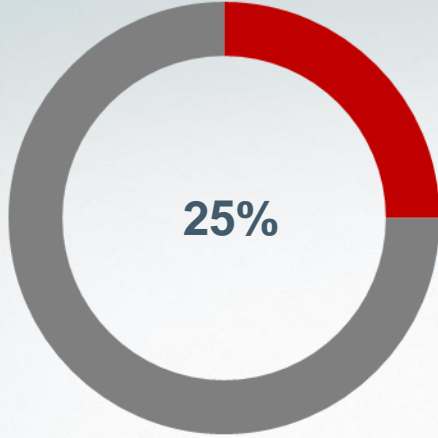
**79** countries

**226,671** vehicles

**\$3.8 billion** export revenues in 2013

**\$1.9 billion** net exporter in the last 5 years

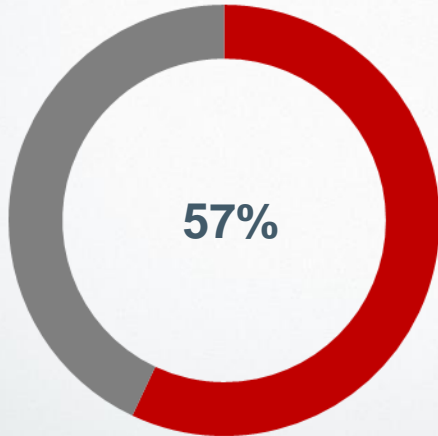
# Strong Production Driven by Export Volume



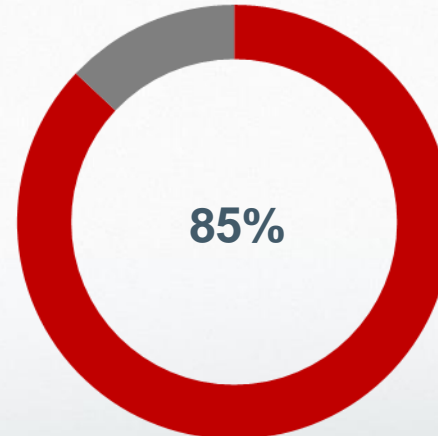
Ford Otosan share in Turkey's total vehicle production, 2013

Ford Otosan produced **281,287** vehicles in 2013:

Transit	144,101
Custom	55,293
Connect	75,600
Cargo	6,293



Ford Otosan share in Turkey's CV production, 2013



Ford Otosan Total Capacity Utilization, 2013



# Will Periam

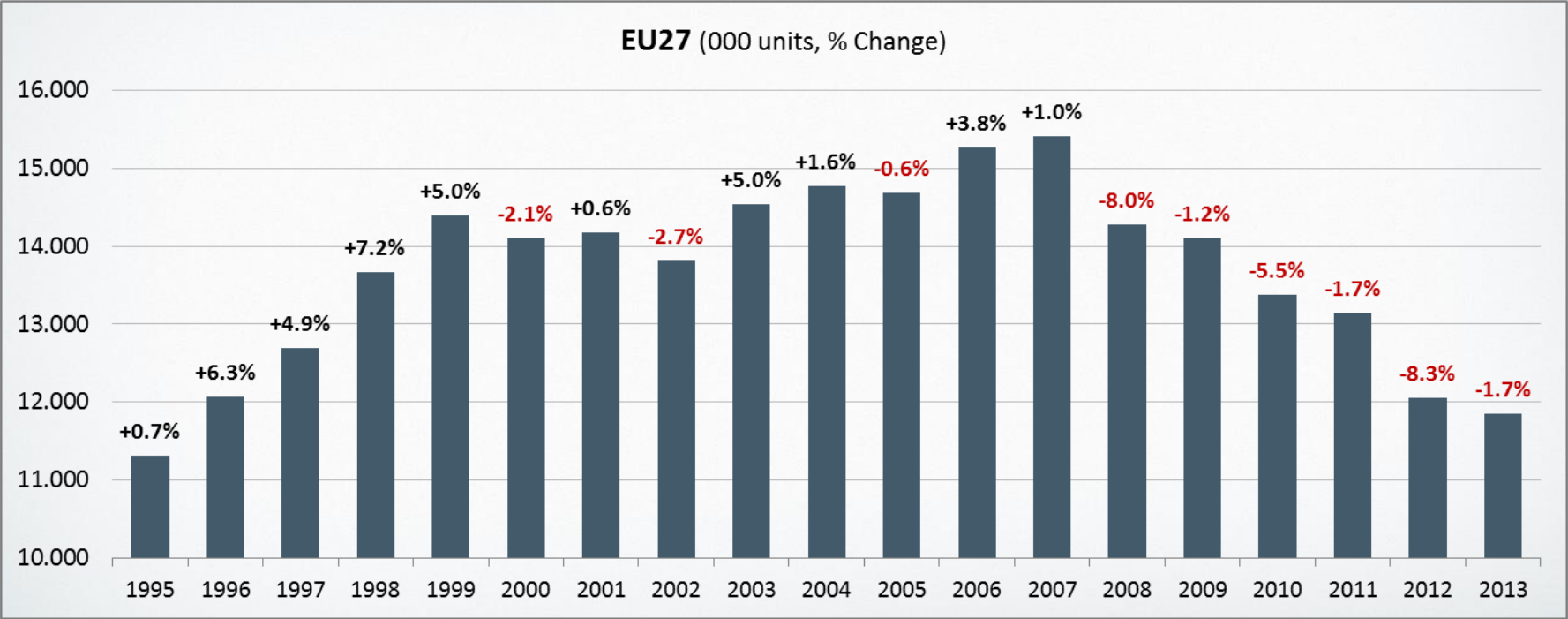
## Deputy General Manager

# Ford Motor Company 2013 Results

- 2013 was an outstanding year for Ford. **One Ford plan is delivering consistent profitable growth.**
- Globally earnings were \$8.6 billion for the year, **one of the best results in its history.**
- 4Q13 marked **18<sup>th</sup> straight profitable quarter** in a row, and 15<sup>th</sup> consecutive quarter of positive cash flow.
- Ford of Europe lost \$1.6 billion in 2013, where Ford expected to be at this point in the transformation.
  - ✓ We **reduced our loss** versus 2012 despite a weaker industry and additional restructuring costs
  - ✓ **Wholesales grew and revenue increased**, reflecting our focus on higher value sales channels
  - ✓ **Retail market share increased** by a full percentage point to 8.2% year-over-year
  - ✓ **9.2% commercial vehicle market share was our highest since 2007**
- By the end of 2014, Ford **will have reduced its total manufacturing capacity in Europe** – excluding Russia – **by around 18%.**
- Ford's goal and commitment is to improve upon 2013, and to **set up European business to be profitable again in 2015.**

# New PC registrations in Europe

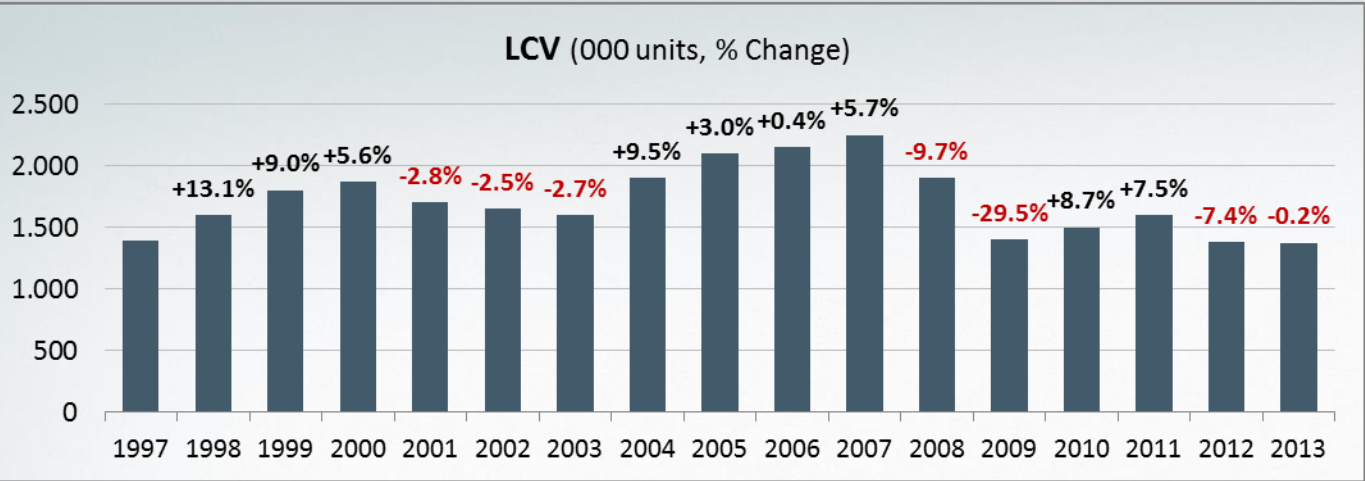
- 11.9 million cars were sold in 2013, down by 1.7% YoY.
- Passenger cars have been in decline for 6 consecutive years.



Source: ACEA



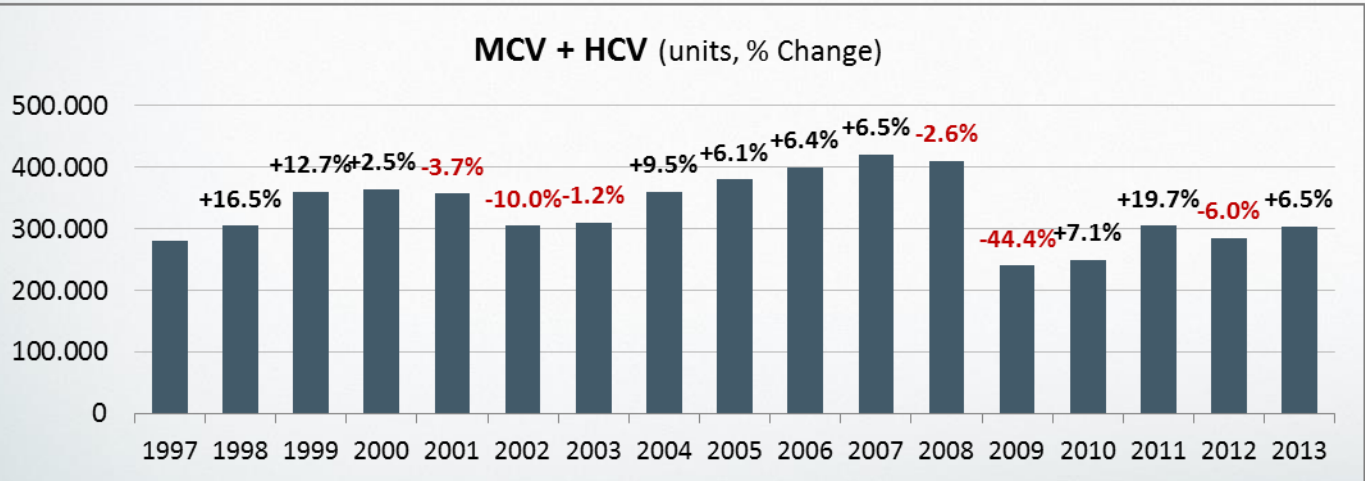
# New CV registrations in Europe (EU27)



Source: ACEA

Total demand for new commercial vehicles was up 1%, reaching 1.7 million units.

Despite the increase 2013 was the third lowest level since 1997.








Source: ACEA

Performance of main markets:






- UK +14.5%
- Spain +9.7%
- Germany -2.0%
- France -3.7%
- Italy -11.7%

# Ford Market Shares in Europe (2013)

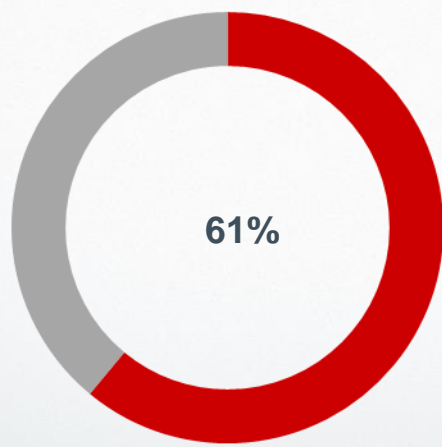
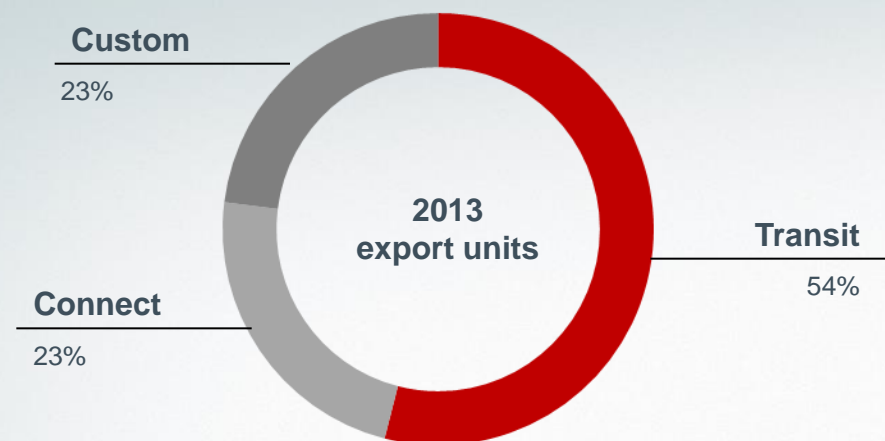
## Total Industry

Market		Share	Units
UK		14.7%	381,840
<b>Turkey</b>		<b>12.9%</b>	<b>114,141</b>
Ireland		11.7%	10,188
Hungary		10.8%	7,886
Denmark		8.8%	18,466

## Commercial Vehicles

Market		Share	Units
<b>Turkey</b>		<b>25.7%</b>	<b>55,736</b>
Ireland		21.7%	2,490
UK		20.9%	72,337
Hungary		15.0%	2,710
Finland		14.6%	2,572

# Solid Export Performance



Ford Otosan's share in Turkey's CV exports, 2013

- **Ford Otosan's 2011 export units increased by 11%.**
- In 2013 our largest export market, **UK registered 14.5% growth** in commercial vehicles. Total CV sales in Europe increased by 1%. (Source: ACEA)
- **Transit Custom and Tourneo Custom performed well even in contracting markets, driving market share gains.**
- **Ford is very focused on increasing commercial vehicle market share in Europe.**
- Ford **commercial vehicle sales grew 6.3%** and market share rose to 9.2% in 2013, **the highest level since 2007.**
- 43% of Ford vehicles sold in Europe in 2013 were all-new or significantly freshened models.



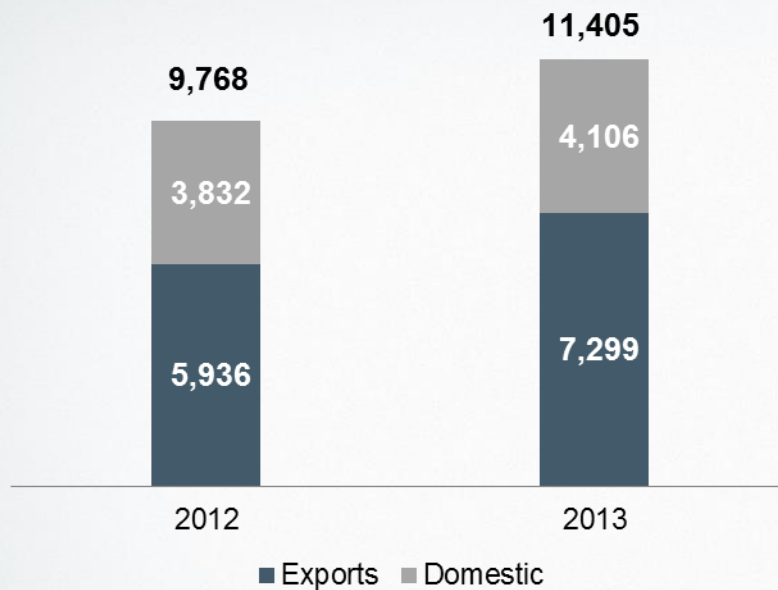
# Oğuz Toprakoğlu

## CFO

# Main Financial Indicators

Million TL	31.12.2013	31.12.2012	Change
Total Revenues	11,405	9,768	17%
Export	7,299	5,936	23%
Domestic	4,106	3,832	7%
Gross Profit	1,128	1,087	4%
Operating Profit	670	631	6%
EBITDA	856	772	11%
Profit Before Tax	452	654	-31%
Net Income	641	685	-6%
<b>Other Financial Data</b>			
Depreciation & Amortization	186	141	32%
Financial Income / (Expense)	(213)	20	
Capex	1,312	935	40%

# Revenues (Million TL)



- Domestic wholesales were up 3% YoY to 113,971 units while domestic revenues increased 7% to TL4,106 million.
- Despite a mere 1% growth in European commercial vehicle sales, our exports increased 11% to 226,671 units, owing to the diversification of our export markets, the success of our new models Transit Custom and Tourneo Custom and Ford's continued focus on increasing market share in Europe.
- Export revenues were TL7,299 million, up 23% YoY with increasing volumes and weak TL.
- Total revenues were TL11,405 million, the highest in Ford Otosan's history and up 17% YoY, driven by export revenues.
- The share of exports in total revenues increased from 61% to 64% YoY.

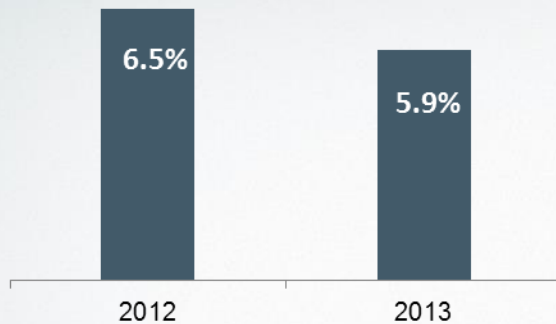


# Sales Volume by Model

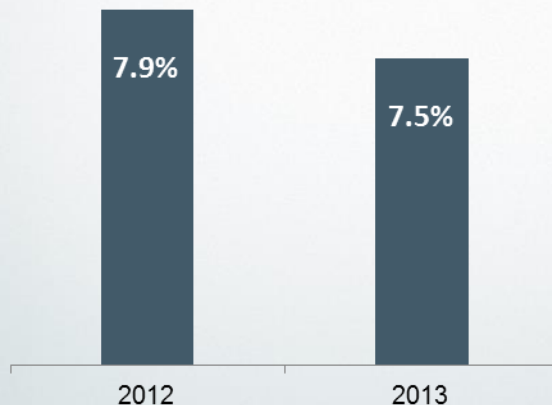
	2013	2012	Change	4Q13	4Q12	Change
<b>Domestic</b>	<b>113,971</b>	<b>111,011</b>	<b>3%</b>	<b>37,740</b>	<b>34,893</b>	<b>8%</b>
Passenger Car	58,618	45,919	28%	20,940	12,718	65%
Transit Connect	21,711	29,162	-26%	6,638	10,008	-34%
<b>Total LCV</b>	<b>21,711</b>	<b>29,162</b>	<b>-26%</b>	<b>6,638</b>	<b>10,008</b>	<b>-34%</b>
Transit	23,788	28,179	-16%	7,196	9,221	-22%
Transit Custom	3,399	1,113	205%	896	1,113	-19%
Ranger	519	827	-37%	10	381	-97%
<b>Total MCV</b>	<b>27,706</b>	<b>30,119</b>	<b>-8%</b>	<b>8,102</b>	<b>10,715</b>	<b>-24%</b>
Cargo	5,936	5,811	2%	2,060	1,452	42%
<b>Exports</b>	<b>226,671</b>	<b>204,489</b>	<b>11%</b>	<b>51,681</b>	<b>55,932</b>	<b>-8%</b>
Transit Connect	51,796	75,081	-31%	16	15,618	
Transit	121,252	113,502	7%	29,672	25,808	15%
Transit Custom	52,304	14,328	265%	21,329	14,184	50%
Cargo	1,002	955	5%	604	253	139%
Other	317	623	-49%	60	69	-13%
<b>Total Wholesales</b>	<b>340,642</b>	<b>315,500</b>	<b>8%</b>	<b>89,421</b>	<b>90,825</b>	<b>-2%</b>

# Margins

## Operating Margin



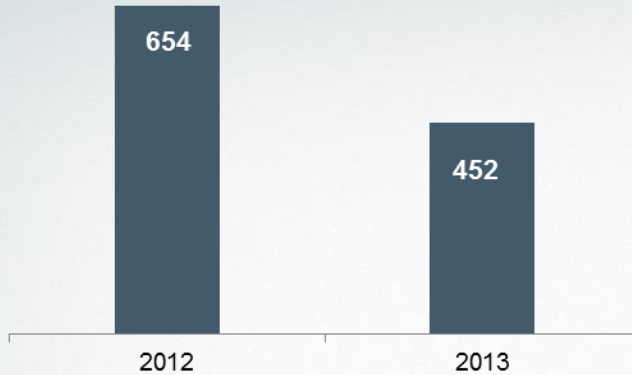
## EBITDA Margin



- In 2013, Turkish Lira devalued sharply against Euro, down 25% for the year, rising import costs significantly.
- Our pricing efforts yielded limited results due to the aggressive price competition in the market and our aged commercial vehicle product line.
- The TL devaluation caused a deterioration in the profit margins despite pricing and significant cost reduction actions.
- The share of PCs, which are less profitable, in our total sales increased in line with the industry trend and adversely impacted our profitability.
- The depreciation and amortization cost was up 32% YoY.
- Operating margin was down to 5.9% from 6.5% while operating profit rose by 6% YoY to TL 670 million.
- EBITDA was TL 856 million, up 11% YoY. EBITDA margin was 7.5%, down 0.4 percentage points YoY.

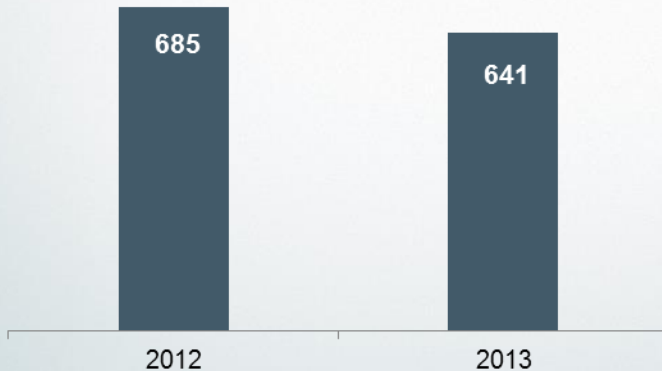
# Profit Before Tax & Net Income

## Profit Before Tax, TL mn



Revaluation of financial loans with the significant weakening of the TL caused an increase in net financial expenses, leading to a reduction of 31% in profit before tax, which was booked as TL 452 million.

## Net Income, TL mn



Net income was TL 641 million, down 6% YoY. The establishment of deferred tax asset based on the future tax benefits from the investment incentives limited the decline in net income. Net income margin was 5.6%, down 1.4 percentage points YoY.



# Debt Profile & Financial Ratios

Cash Position (TL mn)	31.12.2013	31.12.2012
Cash & Cash Equivalents	238	302
Total Financial Debt	2,291	1,260
Net financial debt	(2,053)	(958)
Financial Ratios	31.12.2013	31.12.2012
Current ratio	1.02	1.49
Liquidity ratio	0.71	0.97
Net Financial Debt / Tangible Net Worth	1.13	0.55
Current Assets / Total Assets	0.41	0.52
Current Liabilities / Total Liabilities	0.64	0.62
Total Liabilities / Total Liabilities and Equity	0.63	0.57
Return on Equity	28.7%	34.3%
Margins	31.12.2013	31.12.2012
Gross Margin	9.9%	11.1%
EBITDA Margin	7.5%	7.9%
Operating Margin	5.9%	6.5%
Net Income Margin	5.6%	7.0%

# 2014 Guidance

Turkish Industry Volume	633K
Retail Sales Volume	83K
Exports	195K
Wholesale Volume	275K
Production Volume	237K
Capex (fixed assets)	US\$ 340mn

Last updated: February 2014



Thank You

Q&A