



**E-TRANSIT  
CUSTOM**

## 9M22 Financial Results Meeting

3 November 2022

# Agenda

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- **9M22 Evaluation**
- **Domestic Sales Performance**
- **Export Performance**
- **Since We Last Met**
- **Financial Results**
- **Q & A**

# 9M22 Evaluation

# 9M22 Highlights

Rank #1 in CV segment with 32.6% market share in Turkey

**LCV: 30.2%**

**MCV: 39.4%**

**Truck: 25.6%**

Export volume growth as a result of continued demand for Ford CVs in Europe

**28% increase in volumes and 148% increase in revenues**

Strong domestic performance in 3Q

**43% increase in volumes and 202% increase in revenues**

Robust international sales performance in Truck business

**65% YoY growth**

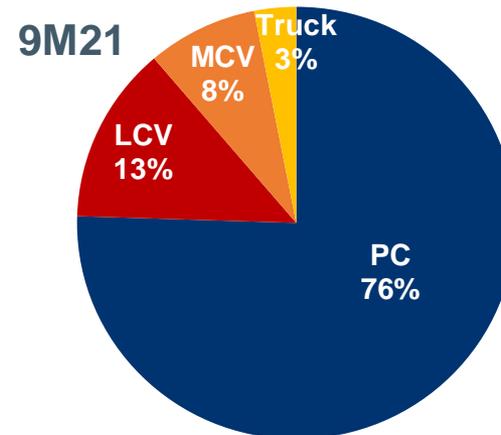
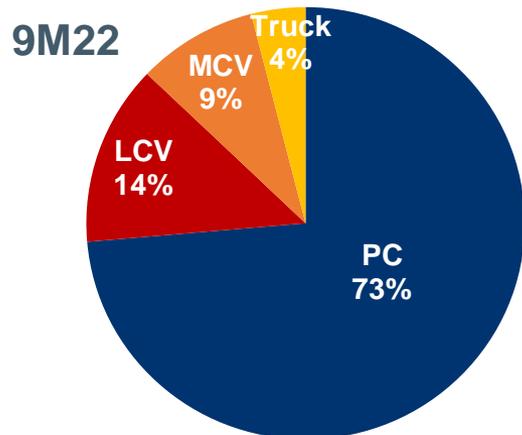
Commitment to dividends: \$ 4.8 billion dividends paid since 2004

**TL 4.6 bn paid in March and TL 2.0 bn to be paid in November**

# Domestic Sales Performance

# CV Industry Share Rose YoY

Segments	9M22	9M21	Δ
Passenger Cars	399,224	434,800	-8%
Light Commercial	73,275	76,434	-4%
Medium Commercial	48,031	46,911	2%
Truck	21,696	17,791	22%
<b>Total*</b>	<b>545,429</b>	<b>577,549</b>	<b>-6%</b>



\* Total industry volumes include PC, LCV, MCV, HCV and Truck sales.

# Domestic Sales Performance - I

Rank	Brand	9M22 Sales	9M21 Sales	Market Share %	YoY Δ
<b>Total Industry</b>					
1	Fiat	96,847	89,081	17.8	2.3
2	Renault	63,793	57,237	11.7	1.8
3	<b>Ford</b>	<b>54,320</b>	<b>54,112</b>	<b>10.0</b>	<b>0.6</b>
4	VW	44,256	56,867	8.1	-1.7
5	Toyota	33,972	38,884	6.2	-0.5
<b>Passenger Cars</b>					
1	Fiat	64,479	57,503	16.2	2.9
2	Renault	55,593	53,268	13.9	1.7
3	VW	38,552	44,933	9.7	-0.7
4	Hyundai	31,571	27,701	7.9	1.5
5	Toyota	26,845	34,480	6.7	-1.2
16	<b>Ford</b>	<b>7,747</b>	<b>11,702</b>	<b>1.9</b>	<b>-0.8</b>



PC strategy: Profitability over market share

# Domestic Sales Performance - II

Rank	Brand	9M22 Sales	9M21 Sales	Market Share %	YoY Δ
<b>LCV</b>					
1	Fiat	30,493	28,715	41.6	4.0
2	Ford	22,100	21,295	30.2	2.3
3	Renault	6,320	2,143	8.6	5.8
4	Peugeot	4,442	4,564	6.1	0.1
5	Opel	2,888	2,260	3.9	1.0
<b>MCV</b>					
1	Ford	18,929	16,510	39.4	4.2
2	Toyota	5,004	2,631	10.4	4.8
3	VW	3,655	5,857	7.6	-4.9
4	Mercedes	3,260	4,530	6.8	-2.9
5	Hyundai	2,138	1,348	4.5	1.6
<b>Truck</b>					
1	Mercedes	8,853	6,211	40.8	5.9
2	Ford	5,544	4,605	25.6	-0.3
3	MAN	1,856	1,626	8.6	-0.6
4	Renault	1,620	1,254	7.5	0.4
5	Iveco	1,337	842	6.2	1.4

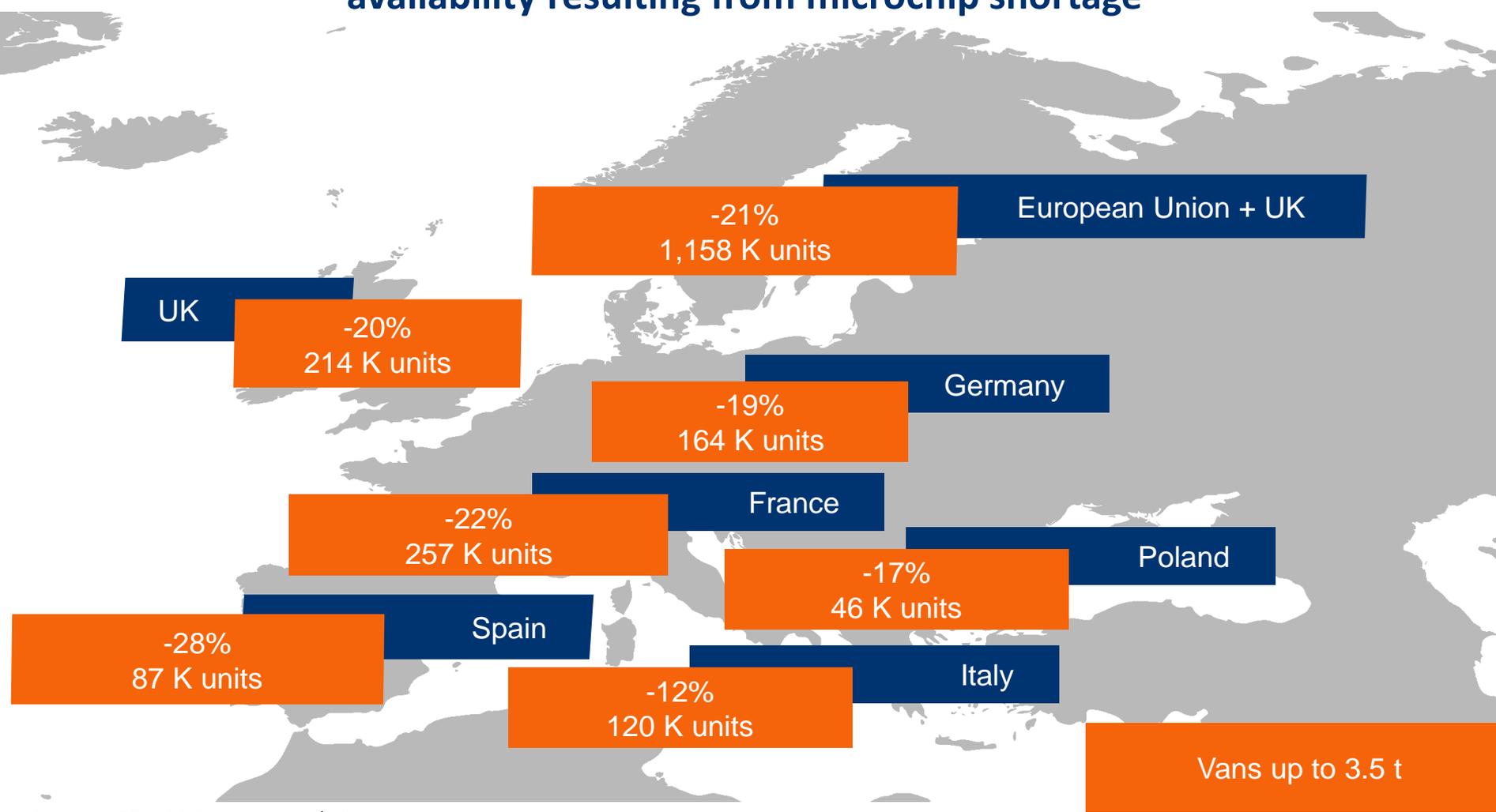
CV Strategy: Profitable growth



# Export Performance

# European Van Registrations Down 21%YoY in 9M22

Contraction in European van registrations has continued due to weak vehicle availability resulting from microchip shortage

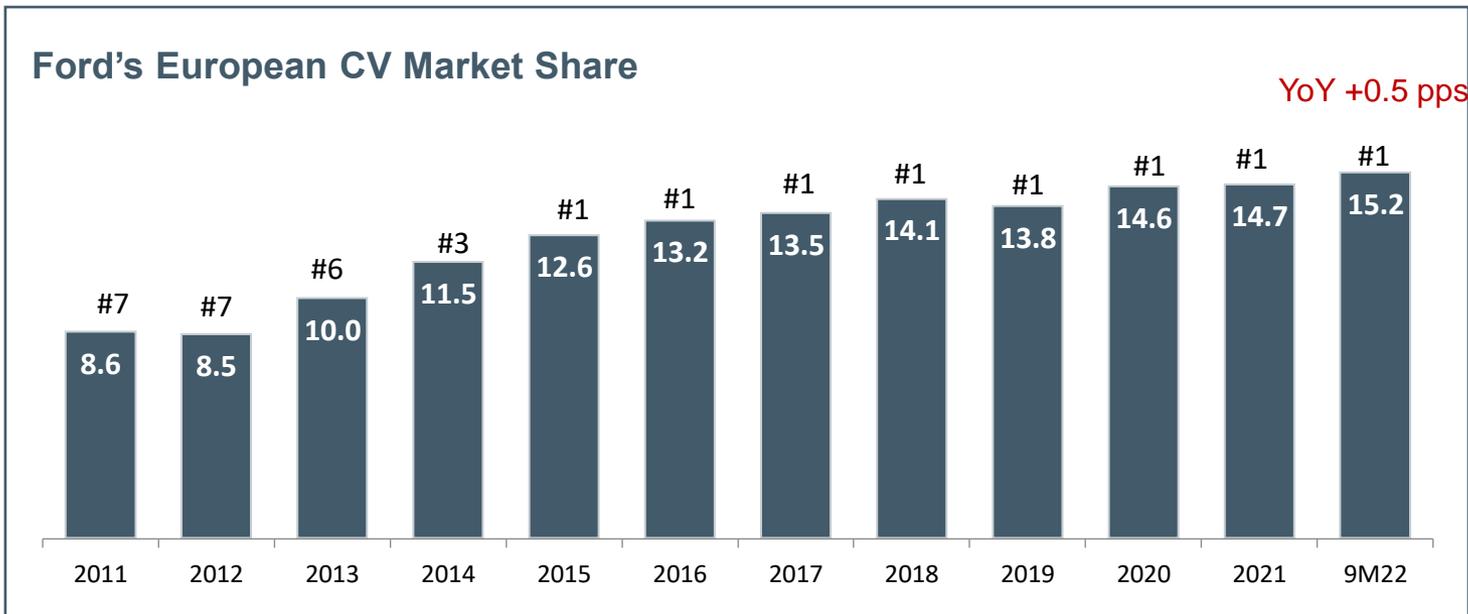


Source: ACEA; 26 European markets + UK

# Ford Remains Europe's Top-Selling CV Brand

16.0% market share in 3Q – the highest share ever recorded in any quarter of the year

Ford continued to be No. 1 CV brand across Europe with 15.2% market share YTD up 0.5 ppts



Strong pent-up demand and orders continued for Ford's products in Europe  
Ford Otosan is the key driver of Ford's Market Performance

Source: Ford of Europe



# Robust Performance in the International Markets

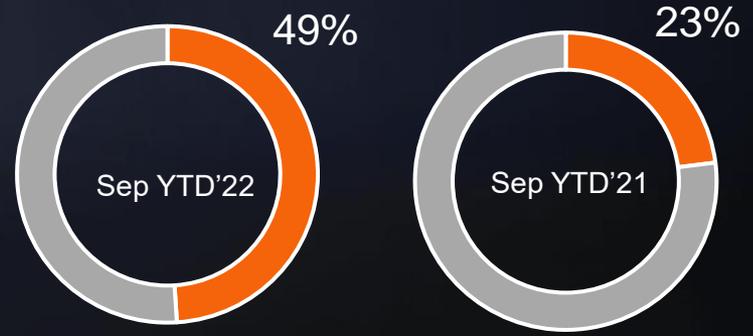
TRUCKS

65% growth in International Sales in 9M22



Volumes (Ford Trucks)	Sep YTD'22	Sep YTD'21	YoY Growth
International Markets Industry	215,595	150,246	43%
Ford Trucks' International Sales	5,706	3,457	65%

Share of Western Europe in Ford Trucks International Sales



Expansion to Austria and Estonia in 3Q



The main driver of strong performance is the rising volumes from Western Europe as a result of the international expansion strategy

# Since We Last Met

# 100% Electric Ford Trucks Introduced in Hannover

One step closer to our 2040 targets



- ✓ We aim 50% of European Sales to be Zero Emission by 2030
- ✓ We target Zero Emission by 2040

## Generation F movement

- 100% electric
- Connected
- Autonomous vehicle technologies

## 100% Electric Truck vs ICE

- Lower Energy costs (decrease by nearly half)
- Lower Maintenance costs (likely to drop by two-thirds)
- Lower Total Cost of Ownership (Incentives in Europe)

## Performance and charging

- Driving range of up to 300 km
- 392 kwh installed battery capacity
- Minimum DC charge duration 75 mins



**Watch 100% Electric Ford Trucks**

# We Launched Our Long-Term Sustainability Goals

With our "Future is Now" vision, our long-term sustainability goals are announced

## Climate Change Related Goals

- Sell only zero-emission models  
PC: 2030  
CV: 2035  
HCV: 2040
- Carbon neutral  
Facilities by 2030  
Logistics by 2035  
+300 suppliers by 2035
- Complete on-site ESG audit of suppliers 50% by 2030



## Circular Economy and Waste & Water Management

- Reach zero waste to landfill by 2030
- Eliminate single-use plastics in personal use by 2030
- 30% renewable and recycled plastics by 2030
- Reduce clean water use per vehicle by 40% by 2030

## Diversity, Inclusion and Community

- Keep at least 25% female Board Member ratio in the BoD
- Increase women at FO management to 50% by 2030
- Increase women in STEM at FO to 30% and double at dealers by 2026
- Reaching 100,000 women through the community projects by 2026
- Increase FO volunteers to 35% by 2030
- Continue with zero incidents rate target in our operations



<https://www.kap.org.tr/en/Bildirim/1058481>

# 9M22 Results

# Highlights

## TL 110,857 million

### Revenues, +143% YoY

- Total volumes 23%
- Export volumes 28%
- Domestic volumes 5%

## TL 87,962 million

### Export Revenues\*, +148% YoY

- 28% volume increase  
(supported by the inclusion of Craiova Plant in 3Q)
- Exchange impact

## TL 22,895 million

### Domestic Revenues, +124% YoY

- 5% volume increase
- Positive sales mix
- Ongoing pricing discipline

## TL 12,667 million

### EBITDA, +136% YoY

- Export volume growth
- Strong domestic volumes in 3Q
- Pricing discipline
- Cost reduction measures and OpEx control
- Exchange impact on our export business  
(average EUR/TRY up 74% YoY)
- Cost-plus export contracts

## TL 11,973 million

### EBITDA excl. Currency impact, +134% YoY

## TL 9,271 million

### PBT, +97% YoY

- TL 137 million Net Financial Income in 9M21 turned to TL 2,136 million Net Financial Expenses in 9M22 (mainly driven by the Net FX Expense and Net Interest Expense)

## TL 10,322 million

### Net Income, +119% YoY

- Higher than PBT due to Tax Income Resulting from Deferred Tax Asset in 9M22.

(\* ) Export revenues and volumes include exports from Ford Otosan and Ford Romania SRL

# Sales Volume by Model

	9M22	9M21	YoY%	3Q22	3Q21	YoY%
<b>Total Domestic</b>	<b>54,268</b>	<b>51,536</b>	<b>5%</b>	<b>19,945</b>	<b>13,993</b>	<b>43%</b>
<b>PC</b>	<b>5,752</b>	<b>7,822</b>	<b>-26%</b>	<b>2,023</b>	<b>1,539</b>	<b>31%</b>
Puma	1,055	1,174	-10%	345	386	-11%
Ecosport	1,536	1,114	38%	374	374	0%
Other	3,161	5,534	-43%	1,304	779	67%
<b>LCV</b>	<b>24,512</b>	<b>22,835</b>	<b>7%</b>	<b>8,883</b>	<b>5,242</b>	<b>69%</b>
Transit Courier	24,271	22,519	8%	8,859	5,233	69%
Transit Connect	241	316	-24%	24	9	167%
<b>MCV</b>	<b>18,195</b>	<b>16,247</b>	<b>12%</b>	<b>6,631</b>	<b>5,746</b>	<b>15%</b>
Transit	13,963	12,135	15%	5,096	4,075	25%
Transit Custom	3,708	2,969	25%	1,312	1,325	-1%
Ranger	524	1,143	-54%	223	346	-36%
<b>Truck</b>	<b>5,563</b>	<b>4,632</b>	<b>20%</b>	<b>2,302</b>	<b>1,466</b>	<b>57%</b>
<b>Rakun</b>	<b>246</b>	<b>-</b>	<b>-</b>	<b>106</b>	<b>-</b>	<b>-</b>
<b>Total Export*</b>	<b>270,998</b>	<b>212,259</b>	<b>28%</b>	<b>120,022</b>	<b>85,656</b>	<b>40%</b>
Transit Custom	111,350	117,293	-5%	35,963	47,216	-24%
Transit	86,036	76,933	12%	27,014	34,131	-21%
Transit Courier	17,835	14,601	22%	4,669	2,715	72%
Truck	5,594	3,414	64%	2,199	1,594	38%
Puma	39,403	2	-	39,403	-	-
Ecosport	10,774	2	-	10,774	-	-
Other	6	14	-57%	-	-	-
<b>Total Wholesale</b>	<b>325,266</b>	<b>263,795</b>	<b>23%</b>	<b>139,967</b>	<b>99,649</b>	<b>40%</b>

(\* ) Export revenues and volumes include exports from Ford Otosan and Ford Romania SRL

# Main Financial Indicators

Million TL	9M22	9M21	YoY %	3Q22	3Q21	YoY %
Total Revenues	110,857	45,657	143%	50,127	18,871	166%
Export*	87,962	35,454	148%	40,144	15,563	158%
Domestic	22,895	10,203	124%	9,984	3,307	202%
Gross Profit	14,560	5,904	147%	5,687	2,319	145%
Operating Profit	11,416	4,590	149%	4,247	1,788	138%
EBITDA	12,667	5,362	136%	4,914	2,050	140%
EBITDA excluding other income/expense	11,973	5,106	134%	4,853	2,036	138%
Profit Before Tax	9,271	4,695	97%	3,615	1,902	90%
Net Income	10,322	4,711	119%	3,816	1,892	102%
<b>Other Financial Data</b>						
Depreciation & Amortization	1,251	772	62%	667	262	154%
Financial Income / (Expense)	-2,136	137	N/M	-635	148	N/M

(\* ) Export revenues and volumes include exports from Ford Otosan and Ford Romania SRL

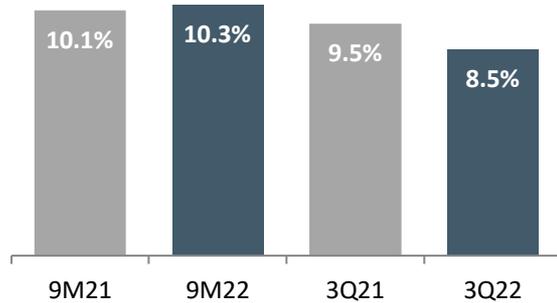
# Summary Balance Sheet & Cash Flow Statement

Balance Sheet, Million TL	30.9.2022	31.12.2021	YoY Δ
Current Assets	47,980	32,814	46%
Current Liabilities	41,489	20,782	100%
Property, Plant and Equipment - Net	15,622	5,149	203%
Total Assets	79,725	42,793	86%
Total Liabilities	64,085	32,644	96%
Shareholders' Equity	15,639	10,149	54%

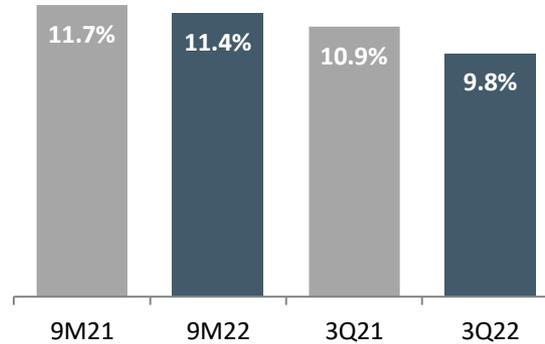
Cash Flow Statement, Million TL	30.9.2022	30.9.2021	YoY Δ
Beginning Balance of Cash & Equivalents	14,106	8,074	75%
Net Cash from Operating Activities	7,748	5,508	41%
Net Cash Used in Investing Activities	-14,933	-2,048	629%
Net Cash Used in Financing Activities	-28	1,995	N/M
End of Period Balance of Cash&Equivalents	7,249	13,529	-46%

# Margins

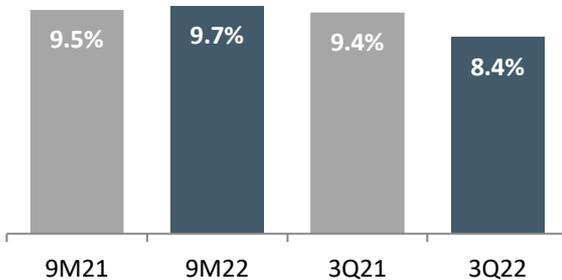
## Operating Margin



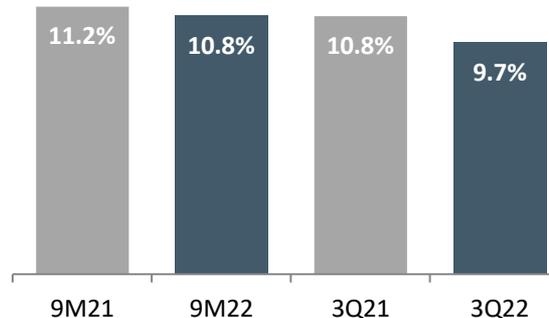
## EBITDA Margin



## Operating Margin (excl. Other items)



## EBITDA Margin (excl. Other items)



## Growing EBITDA and PBT per Vehicle

EBITDA, EUR	9M	3Q
2020	1,789	1,778
2021	1,997	2,026
2022	2,184	1,917

PBT, EUR	9M	3Q
2020	1,394	1,755
2021	1,836	1,893
2022	1,691	1,428

### Drivers:

- + Strong domestic sales in 3Q
- + Export volume growth
- + Pricing discipline
- + Cost reduction measures and OpEx control
- + Cost-plus export contracts
- + Exchange impact on our export business (average EUR/TRY up 74% in 9M22 YoY)

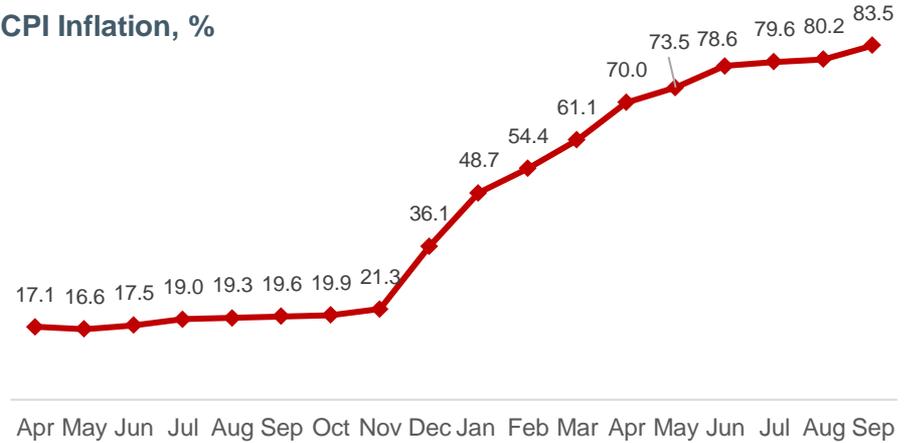
### Challenges:

- Extended global chip shortage

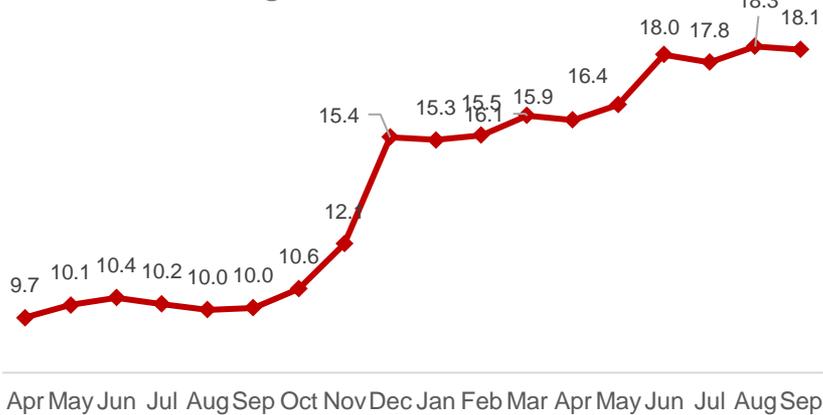
# Cost Dynamics

	9M22/9M21	3Q22/3Q21
Production Volume	27%	37%
Raw Material Costs	125%	93%
€ / TL Average	74%	79%

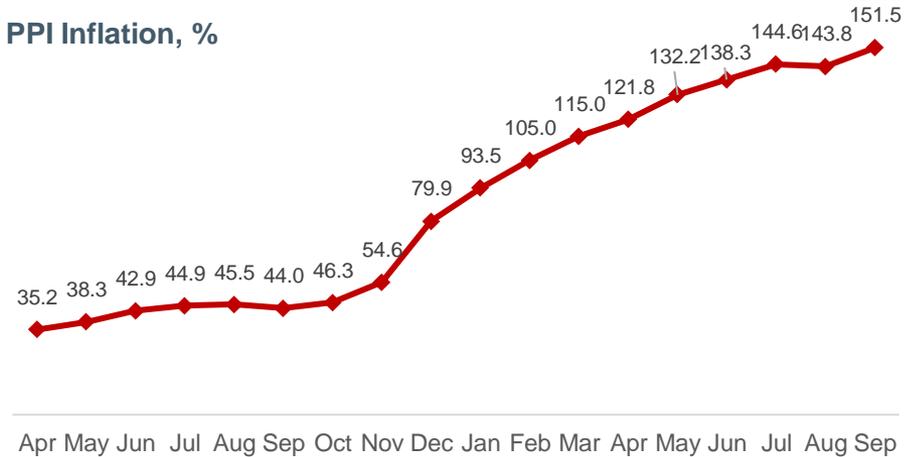
CPI Inflation, %



EUR/TL Rate, Average



PPI Inflation, %



Source: Ford Otosan, CBT, Turkstat

# Debt Profile & Financial Ratios

<b>Cash Position (TL mn)</b>	<b>30.09.2022</b>	<b>31.12.2021</b>
Cash & Cash Equivalents	7,253	14,174
Total Financial Debt	-28,571	-19,056
Net Financial Debt	-21,318	-4,882
<b>Financial Ratios</b>	<b>30.09.2022</b>	<b>31.12.2021</b>
Current ratio	1.16	1.58
Liquidity ratio	0.73	1.25
Net Debt / EBITDA*	1.20	0.47
Current Assets / Total Assets	0.60	0.77
Current Liabilities / Total Liabilities	0.65	0.64
Total Liabilities / Total Liabilities and Equity	0.80	0.76
Return on Equity	88.0%	86.7%
<b>Margins</b>	<b>30.09.2022</b>	<b>30.09.2021</b>
Gross Margin	13.1%	12.9%
EBITDA Margin	11.4%	11.7%
EBITDA Margin (excl.other items)	10.8%	11.2%
Operating Margin	10.3%	10.1%
Net Margin	9.3%	10.3%

\* Capped at 3.5x. EBITDA is calculated on a rolling 4-quarter basis.

# 2022 Guidance

2022 Guidance		
	Old Guidance (w 2Q Results)	New Guidance (w 3Q Results)
Total Industry Volume	800 K - 850 K	775 K - 825 K
Ford Otosan:		
Retail Sales Volume	90 K - 100 K	80 K - 90 K
Export Volume	330 K - 340 K	410 K - 420 K
Turkey	330 K - 340 K	305 K - 310 K
Romania		105 K - 110 K
Wholesale Volume	420 K - 440 K	490 K - 510 K
Total Production Volume	410 K - 420 K	480 K - 500 K
Turkey	410 K - 420 K	380 K - 390 K
Romania		100 K - 110 K
Capex (fixed assets)	€620-670 million	€720-770 million <sup>(*)</sup>

(\*) Capex for Romania Plant is included.

- Ford Otosan provides guidance 4 times a year as part of quarterly financial statements.
- This is the last guidance issued for 2022 as part of 9M22 results in November.
- Main reasons for the downward revision in our guidance are; i) temporary slowdown in our production pace due to ongoing microchip shortage and ii) continued weak vehicle availability in the domestic market

# Q & A



**E-TRANSIT**