

FORD OTOSAN

INVESTOR PRESENTATION

OCTOBER 2011

Agenda

- **Ford Otosan Overview**
- **Turkish Automotive Industry Overview**
- **Competitive Advantages**
- **Key Operating Data**
- **ISE Performance**

Investor Presentation

October 2011

FORD OTOSAN OVERVIEW

Company Overview

Mfg. & Assy. Facilities

Kocaeli Assembly

Inonu Powertrain and Cargo Assembly

Parts Distribution

Kartal

Engineering Facility

Gebze

Blue Collar Employees

7,875+

White Collar Employees

2,100+ (1000 R&D Engineers at PD)

Ownership



2010 Net Sales

\$ 4.9 Billion

Market Cap (as of Sep. 30, 2011)

\$ 2.5 Billion

A Brief History

- 1928 – Vehbi Koc assigned as Ankara Ford dealer
- **1959 – Otosan founded as Ford assembler in Turkey**
- **1966 – First passenger car (Anadol) production in Turkey**
- 1967 – Production of Transit minibus launched
- 1975 – Transit van and pick-up added to range
- **1977 – License agreement with Ford signed**
- 1982 – İnönü plant launched truck and engines
- **1983 – Ford assumes 11% ownership in Otosan**
- 1987 – Ford increases ownership to 30%
- 1994 – Ford Escort production launch
- **1997 – Ford assumes 41% equity in “Ford Otosan”**
- **2001 – Kocaeli plant launched with Transit production**
- 2002 – Transit Connect production launched
- 2003 – New Heavy Truck introduced
- 2004 – Transit Connect ‘Van of the Year Award’
- 2004 – Transit export launch
- 2006 – New Transit launch
- 2007 – Gebze Engineering Centre opened
- 2007 – Transit ‘International Van of the Year Award’
- **2009 – Transit Connect Export to North America**
- 2009 – North America Transit Connect ‘Truck of the Year Award’
- **2010 – Ford Otosan celebrated its 50th Year Anniversary**
- 2011 – Ford Otosan produced Six-Millionth Ford Transit
- 2011 – Transit Connect NY Taxi production launched



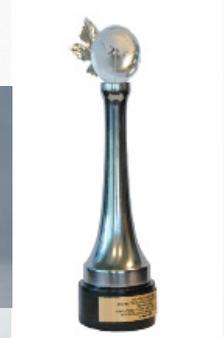
Feel the difference

Achievements



- ✓ 3rd biggest Turkish exporter company in 2010
- ✓ Domestic Market Leader for the 9th consecutive year
- ✓ As of year-end, market share improvement in domestic industry
- ✓ “Truck of the Year” Award in North America
- ✓ One of the most profitable and highest dividend paying companies in İstanbul Stock Exchange

- ✓ “Şehabettin Bilgisu Environment” Award (Kocaeli Chamber of Industry, 2010)
- ✓ Chairman’s Leadership Award for Diversity, 2010 (“Let’s Remove Barriers” project)
- ✓ “Environmental Leadership” Award (Ford - 2010) (Sludge drying unit at wastewater treatment plant)

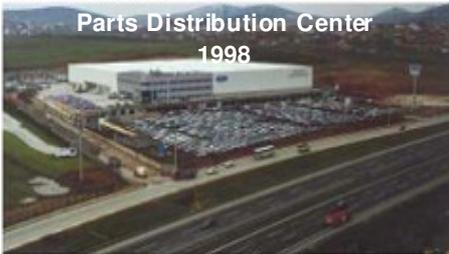


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Plant Locations



Inönü Plant - 1981



Parts Distribution Center
1998



Kocaeli Plant - 2001



• Plants

Kocaeli Plant

Best Ford Brand Assembly Plant in Europe (*) since 2002



- Transit & Transit Connect production
- Sea front location, integrated pier/terminal covering exports & BU imports
- 320,000 units annual production capacity



İnönü Plant

Best Ford Powertrain Plant Worldwide (*) since 2005



- Heavy truck, engine and powertrain production
- Annual capacity
 - 10,000 trucks
 - 66,000 powertrains



(*) Ford Production System Ratings

• Facilities

Kartal Parts Distribution Centre



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

Gebze Engineering Facility



- Engineering services for Ford Otosan and Ford of Europe's Product Development Centres
- 650+ Engineers
- Located in a Technopark Area and Free Zone near İstanbul

Products

■ Transit

- ✓ Domestic Market Leader in 2010: 36.9% market share
- ✓ 123K units exported in 2010
- ✓ International Van of the Year 2007 Award



Products

▪ Transit Connect

- ✓ Domestic Market Share in 2010: 19.5%
- ✓ 2010 N. America Truck of the Year
- ✓ 52K units exported in 2010



Products

- NY Taxi of Today



Products

▪ Cargo

- ✓ Domestic Market Share in 2010: 18.3%
- ✓ Exported to various markets



Products

▪ A Full Line of Cars

✓ 2nd in the Domestic Market in 2010: 10.8% market share



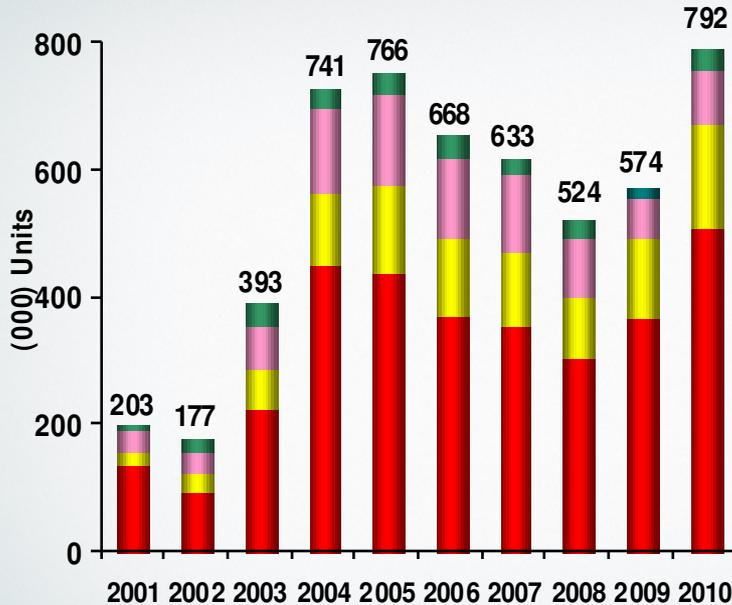
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September 2011

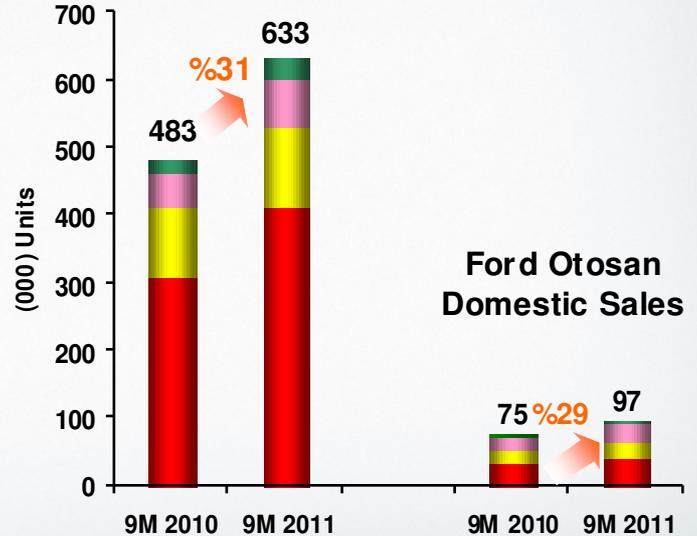
TURKISH AUTOMOTIVE INDUSTRY OVERVIEW

Turkish Automotive Industry

Automotive Industry



**9M 2010 / 9M 2011
Automotive Industry**



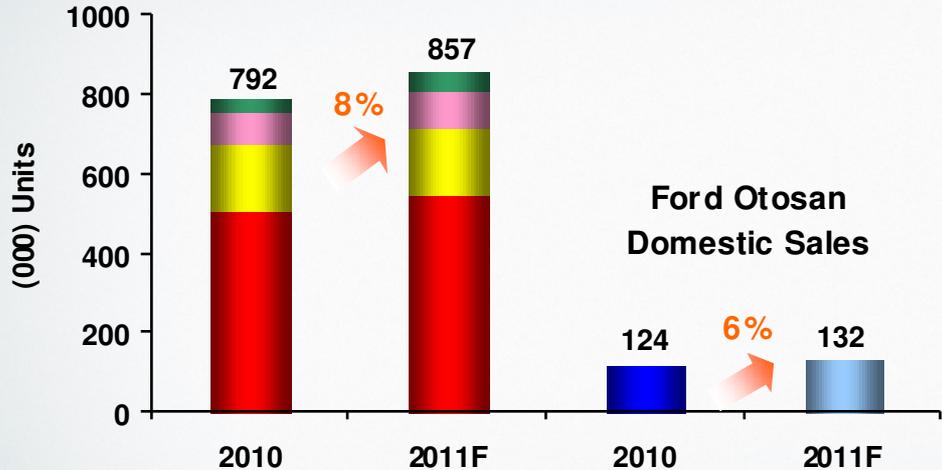
**Ford Otosan
Domestic Sales**



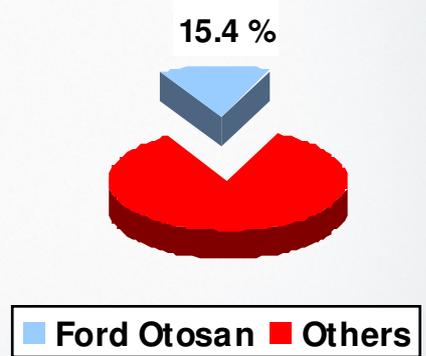
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2011 Outlook

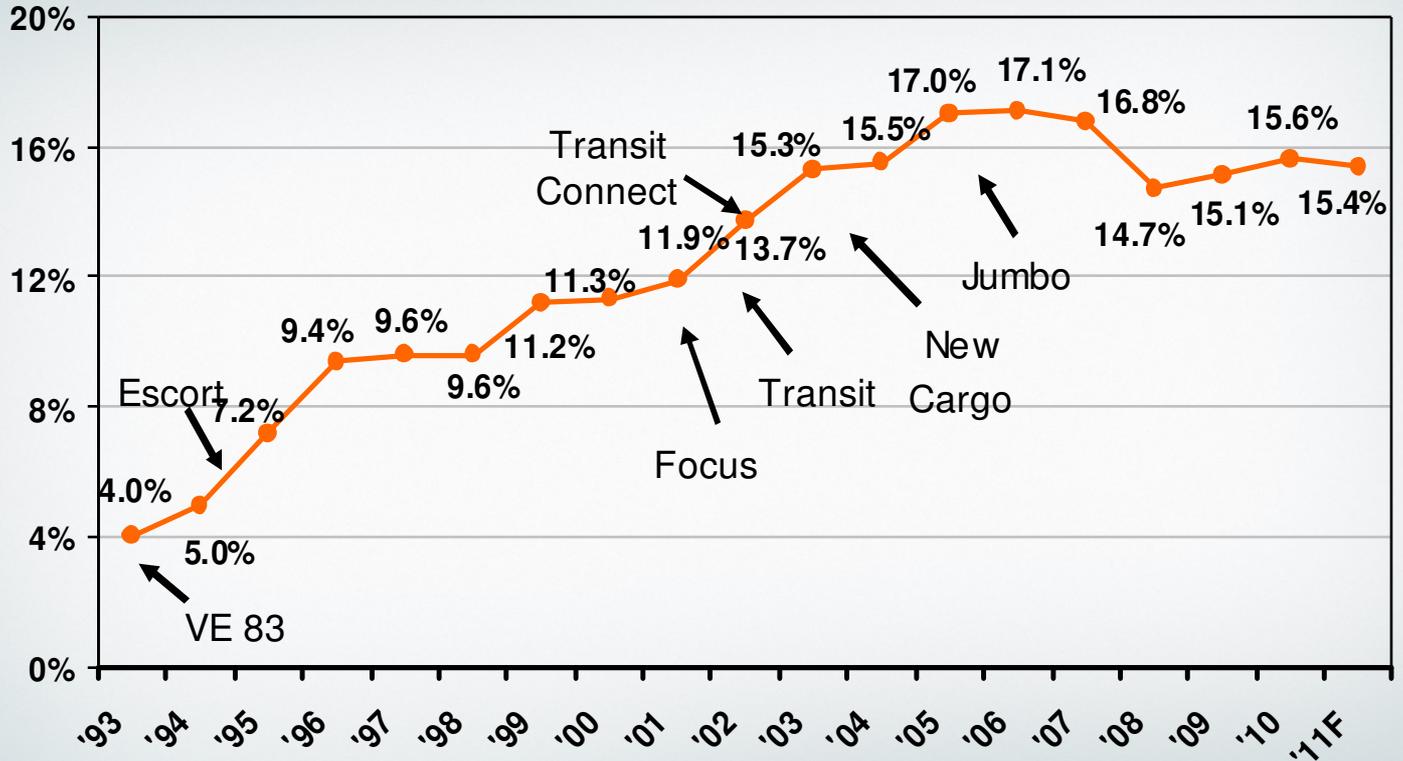
2011 Market Outlook



Market Share Forecast for 2011 FY



Ford Otosan Market Share

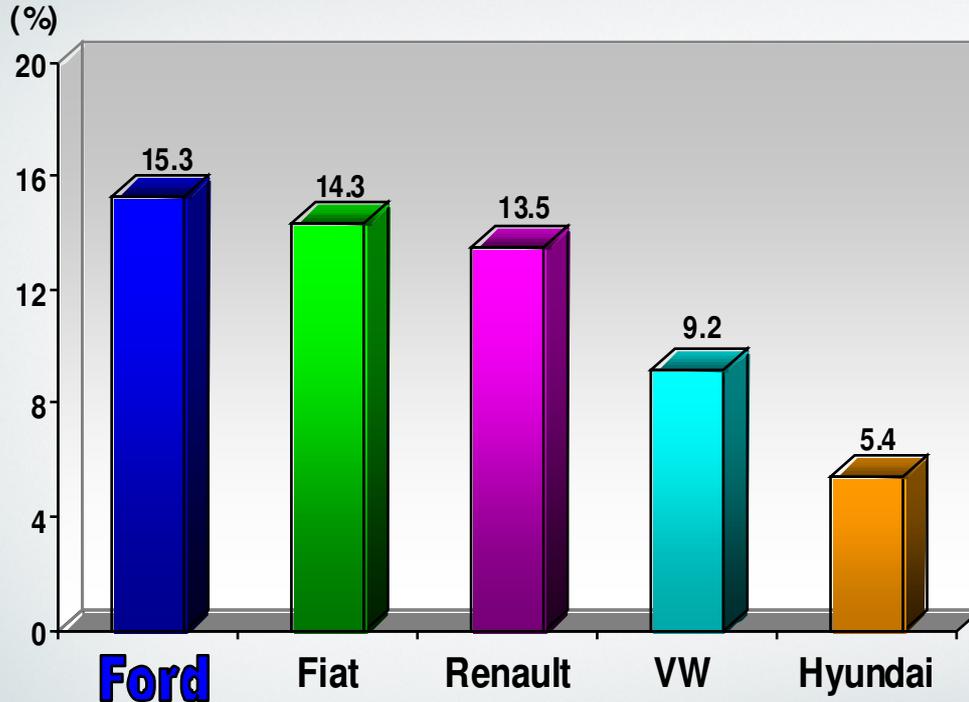


Market Shares

	September YTD 2011		2010 FY	
	Market Share	Rank	Market Share	Rank
Total Automotive Industry	15.3%	1	15.6%	1
Passenger Car	10.3%	2	10.8%	2
LCV	20.1%	2	19.5%	2
MCV	34.7%	1	36.9%	1
Heavy Truck	21.8%	2	18.3%	2

Market Share in Total Automotive Industry

September YTD 2011



FORD
OTOSAN

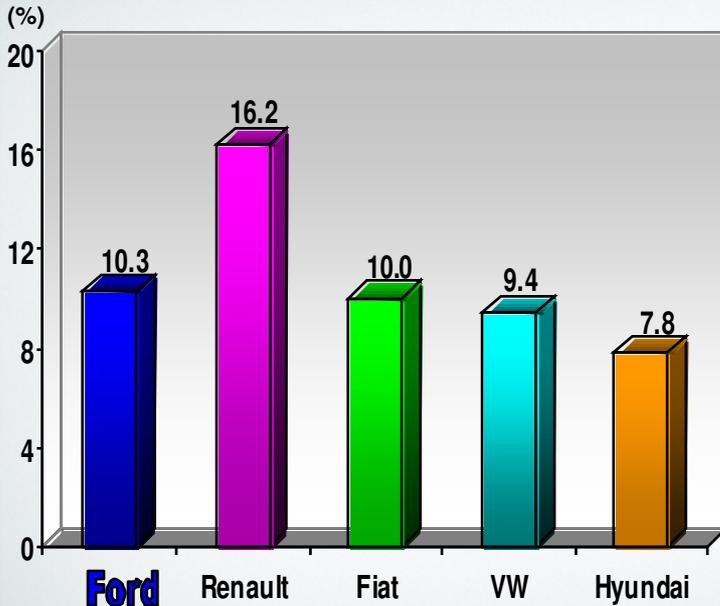
Market Share

↓ 0.2 YoY

Market Shares

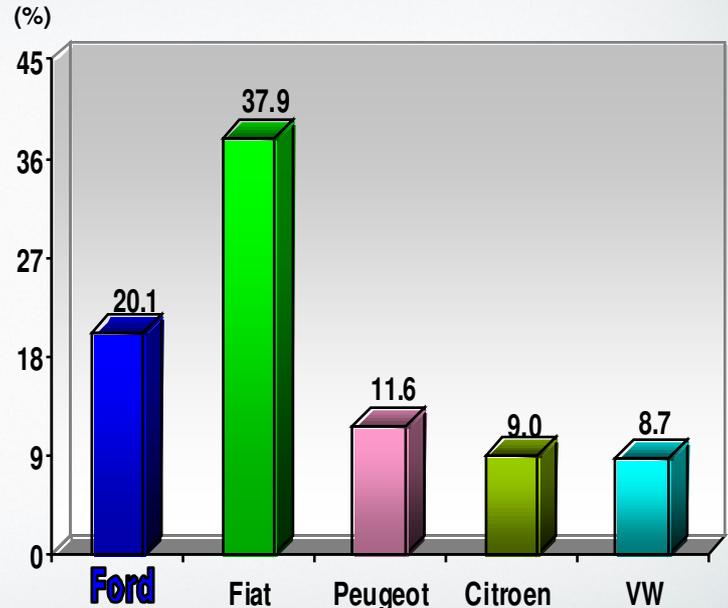
September YTD 2011

Passenger Car



↓ 0.4 Pts. YoY

Light Commercial Vehicle



↑ 0.2 Pts. YoY

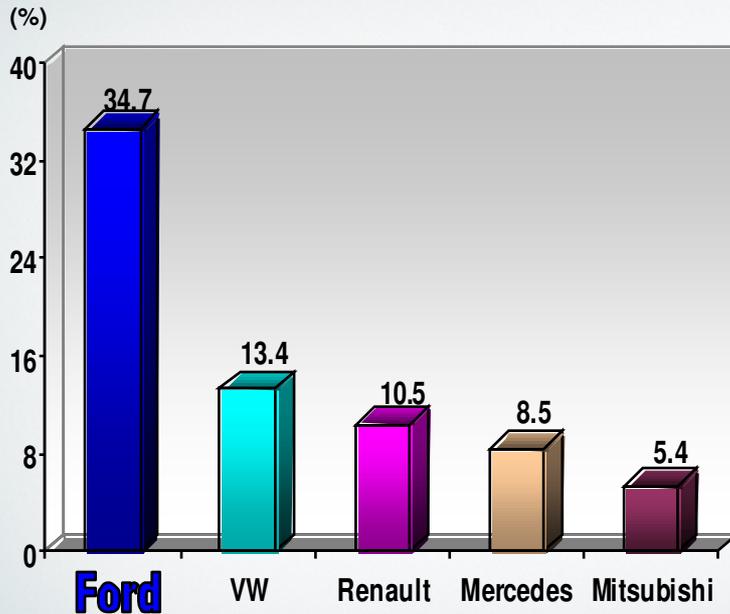


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Market Shares

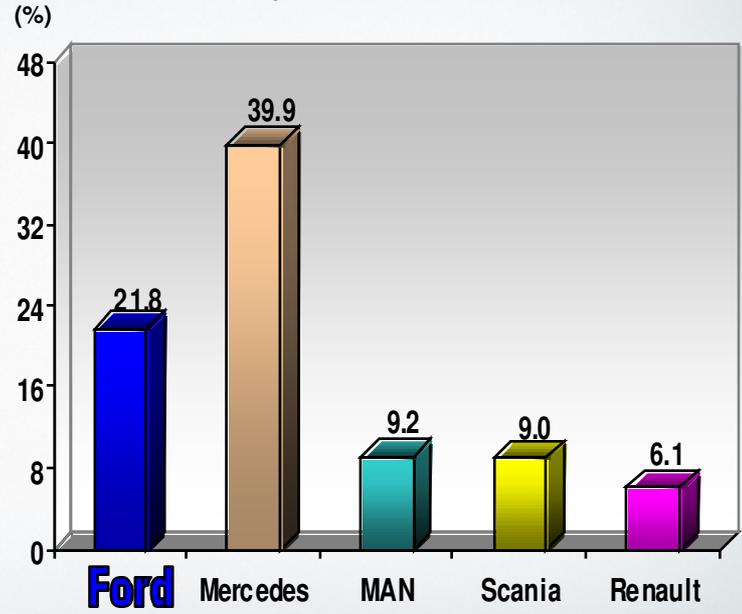
September YTD 2011

Medium Commercial Vehicle



↓ 1.7 Pts. YoY

Heavy Commercial Vehicle



↑ 5.7 Pts. YoY



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Taxes on Vehicle

Passenger Cars					Commercial Vehicles				
Engine Size	Model	VAT*	SCT**	TOTAL	Engine Size	Model	VAT*	SCT**	TOTAL
<1600 cm ³	Fiesta				<3000 cm ³	Transit Van			
	Fusion					Connect Van	18%	4%	23%
	Focus	18%	37%	62%		Ranger			
	C-Max Mondeo(1.6) S-Max(1.6)					Minibus	18%	9%	29%
1601- 2000	Mondeo(2.0)	18%	60%	89%	Transit Combi				
	S-Max(2.0)				Connect Combi	18%	10%	30%	
	Kuga Galaxy								
>2000		18%	84%	117%	Truck				
					Cargo		18%	4%	23%

* VAT: Value Added Tax

** SCT: Special Consumption Tax

Commercial Vehicles are Taxed Lower than Cars

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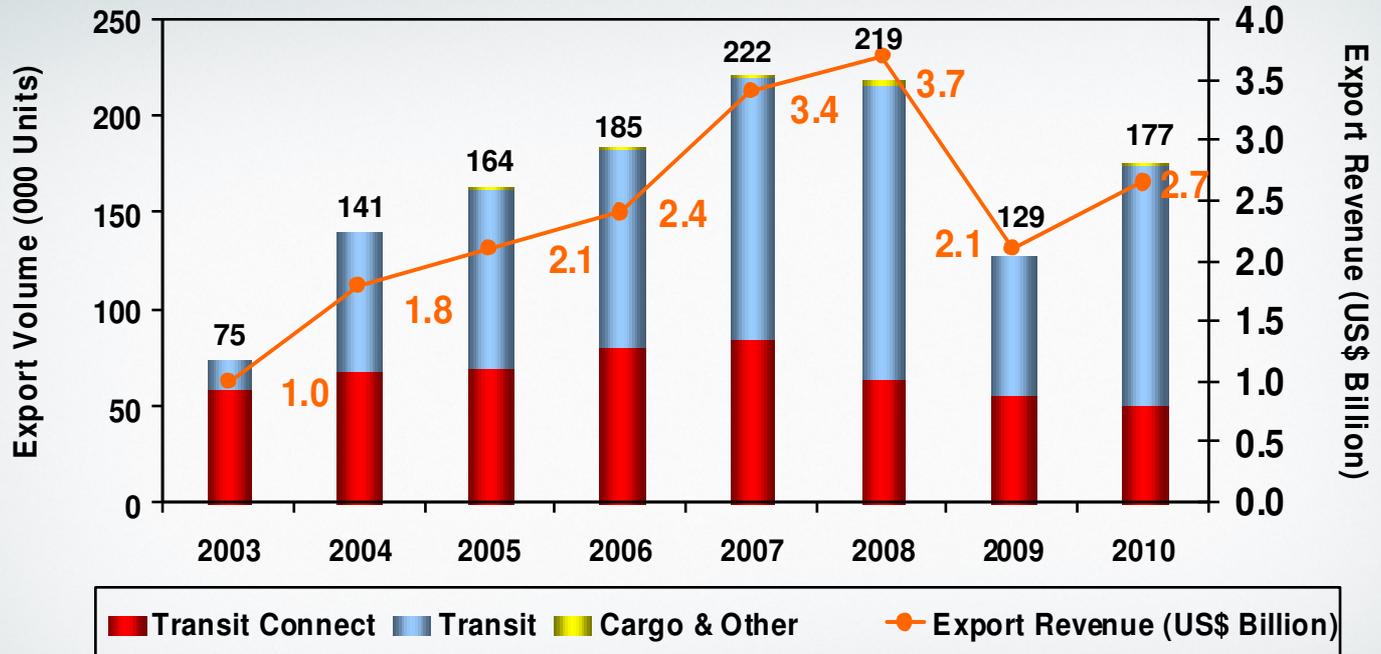
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COMPETITIVE ADVANTAGES

➤ Competitive Advantages

- Large - Scale Export Program
- Strong & Committed JV Partner Support
- Strong Distribution Network
- Low Cost, Flexible Manufacturing
- Commercial Vehicle Product Development and Engineering Capabilities
- Experienced and Skilled Workforce
- Strong Corporate Governance Activities

➤ Large-Scale Export Program



Less Dependent on Domestic Market

Economies of Scale

➤ Strong & Committed JV Partner Support



Technological capability



Strong and widespread position in the local market

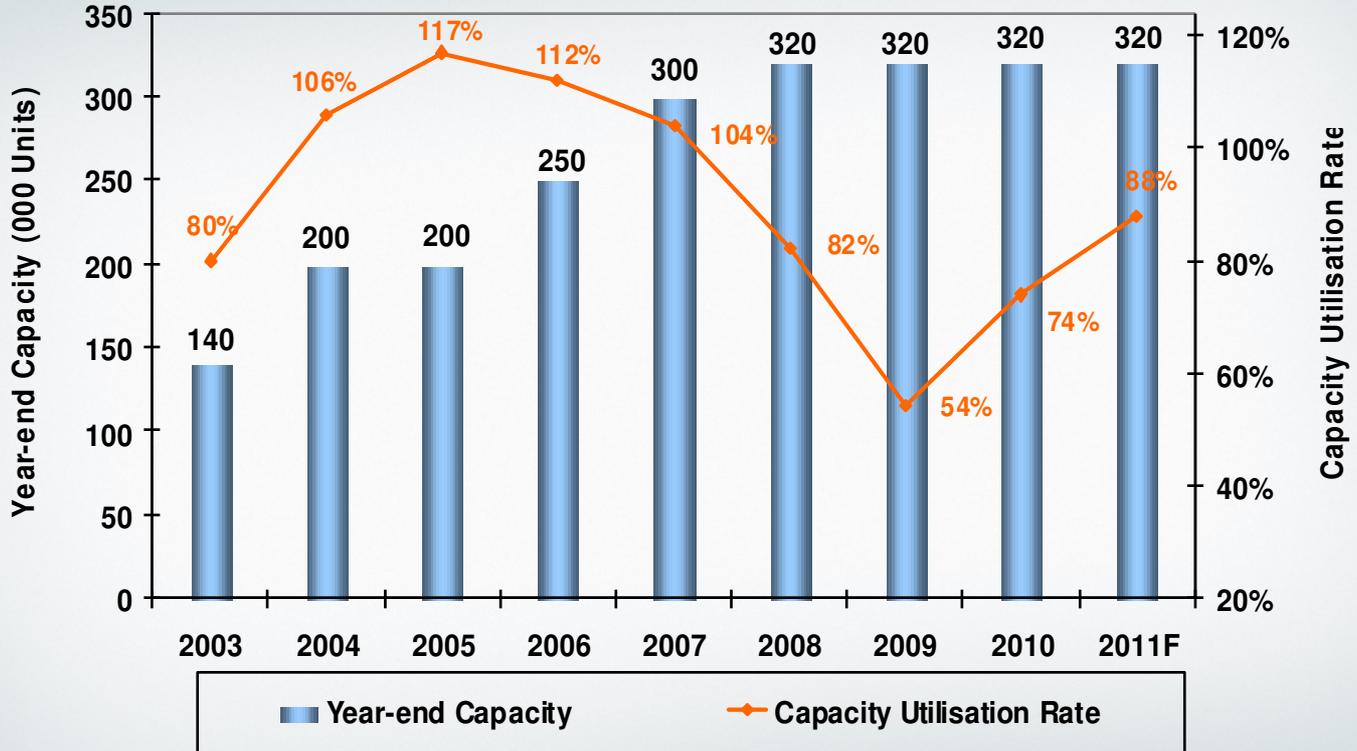


Know-How



Turkey's largest and most reputable group

➤ Kocaeli Plant Capacity Utilisation Rate

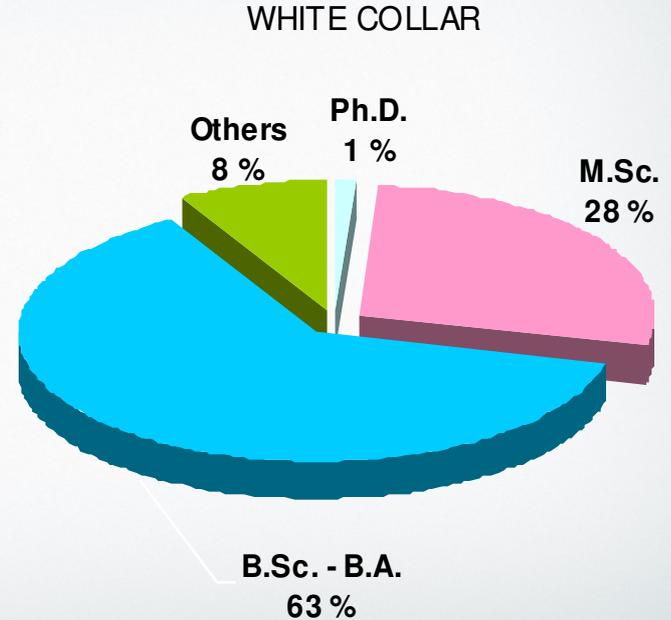
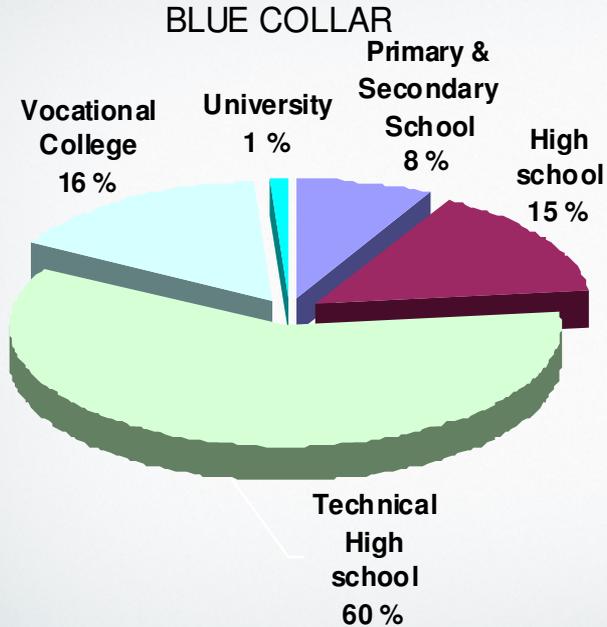


➤ Commercial Vehicle Product Development and Engineering Capabilities

➤ Gebze Engineering Facility in Turkey

- Ford Otosan is integrated into Ford's global PD organisation
- This facility underlines Ford's commitment to Turkey as an excellent environment for business and a rich source of well-educated engineering talent
- Ford Otosan's PD operations have further planned expansion

➤ Experienced and Skilled Workforce



➤ Strong Corporate Governance

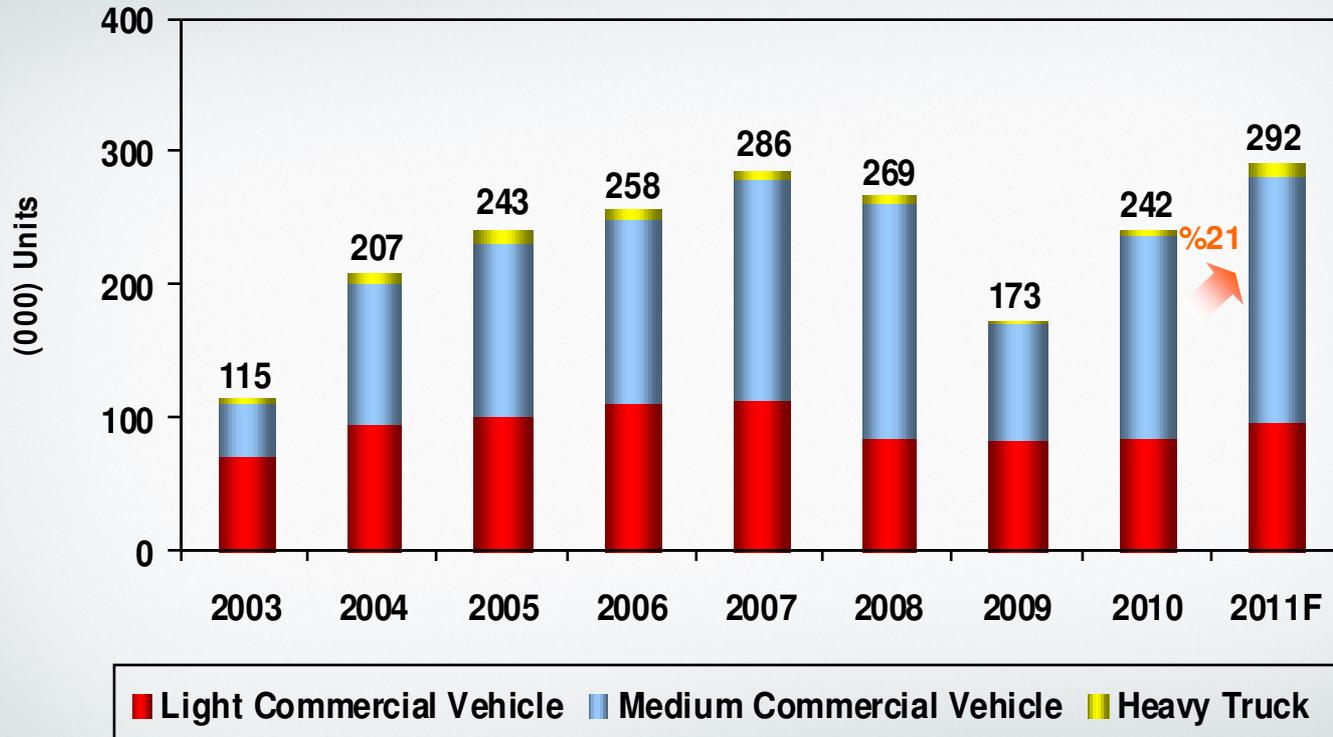
- ✓ **Transparent Investor Relations**
- ✓ **Meets Capital Market Board Governance Rules**
- ✓ **Corporate Disclosure Policy**
- ✓ **Executive and Audit Committees**

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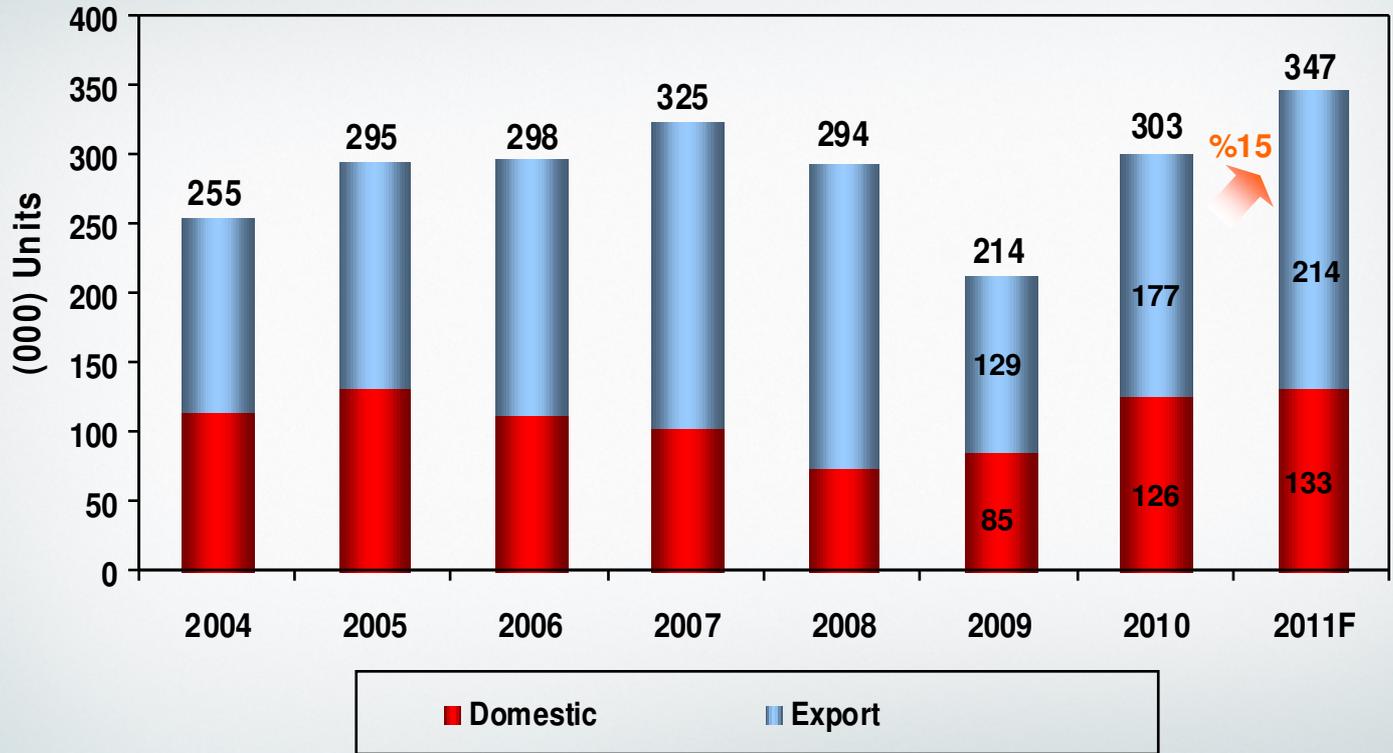
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KEY OPERATING DATA

Production Volume

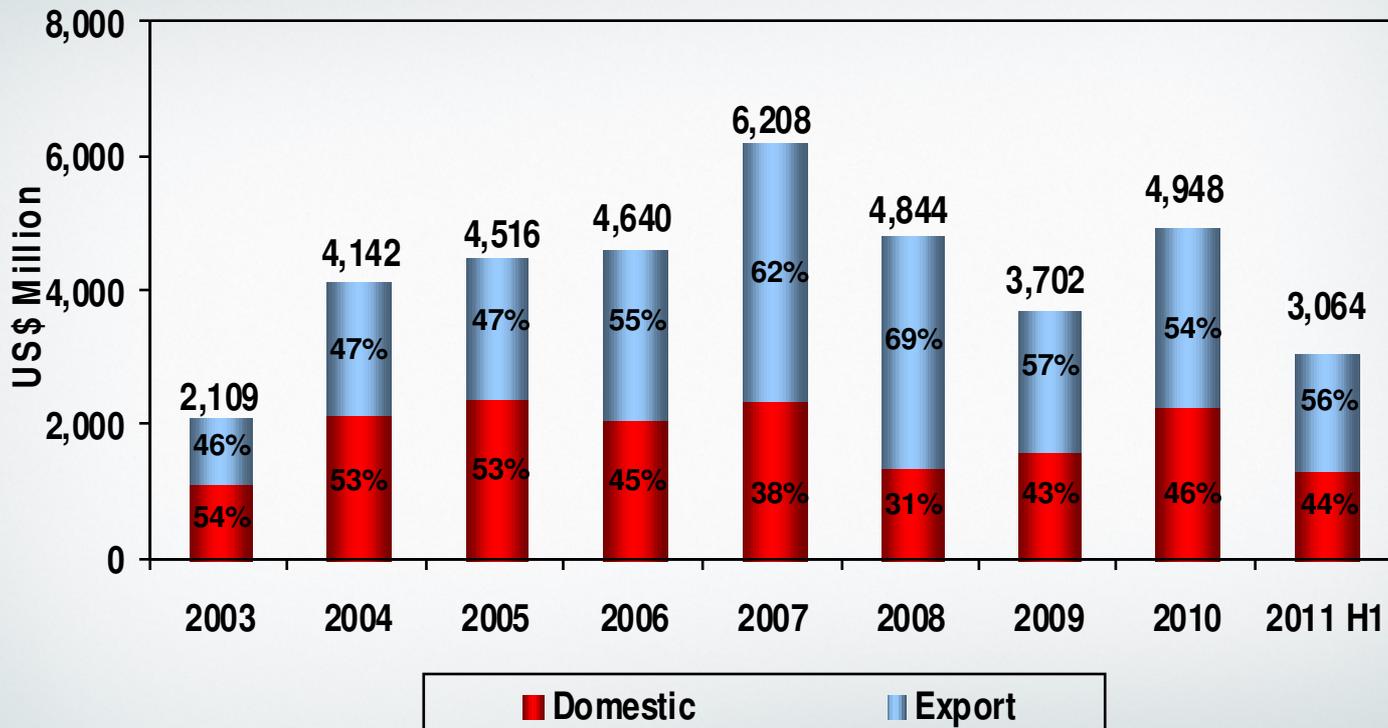


Wholesales Volume – Domestic / Export



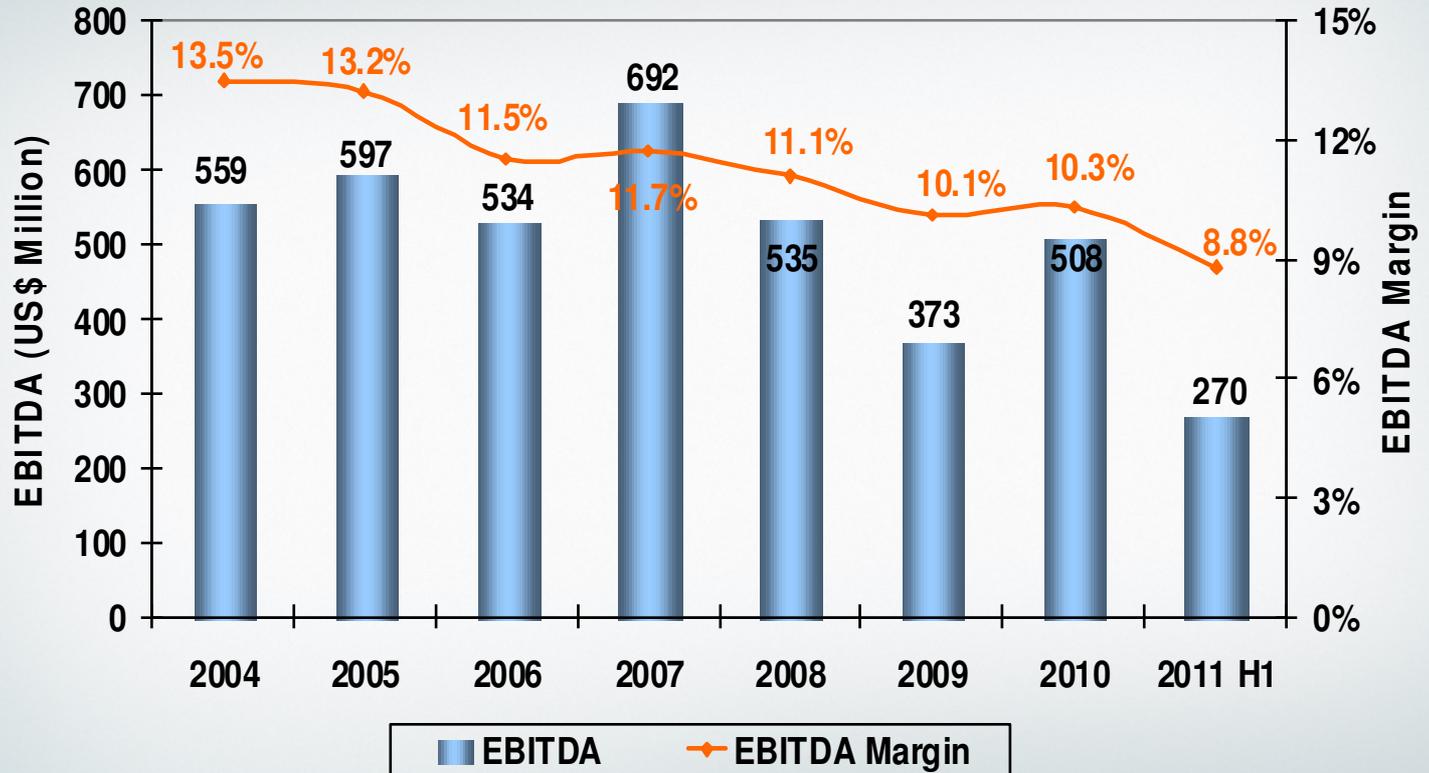
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Revenue - Domestic / Export

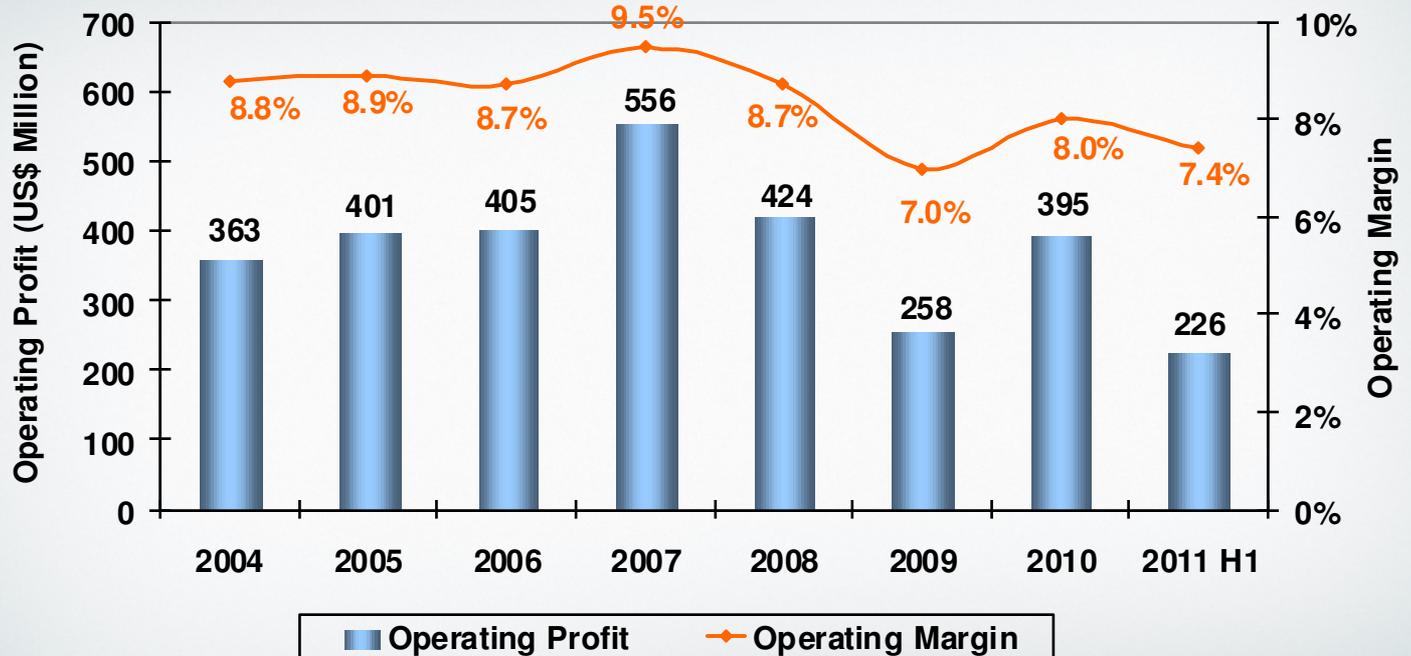


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EBITDA AND EBITDA Margin

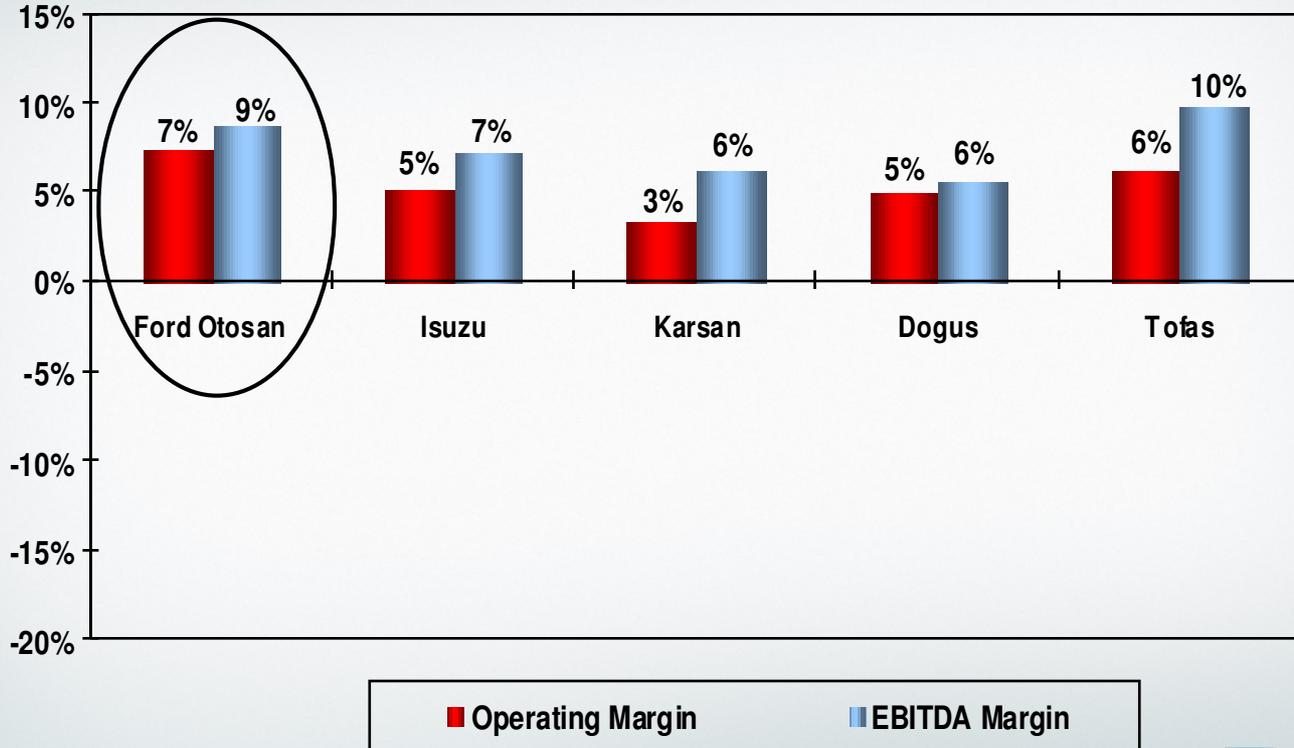


Operating Profit and Operating Margin

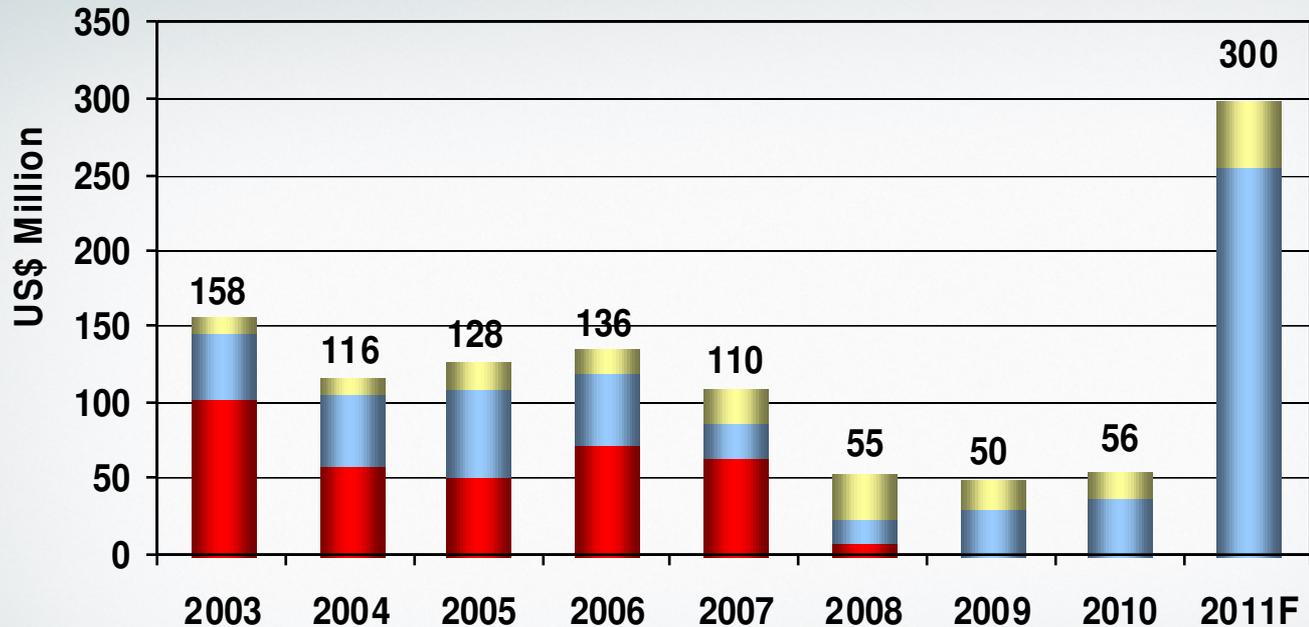


Margin Comparison with Peers at ISE

2011 H1



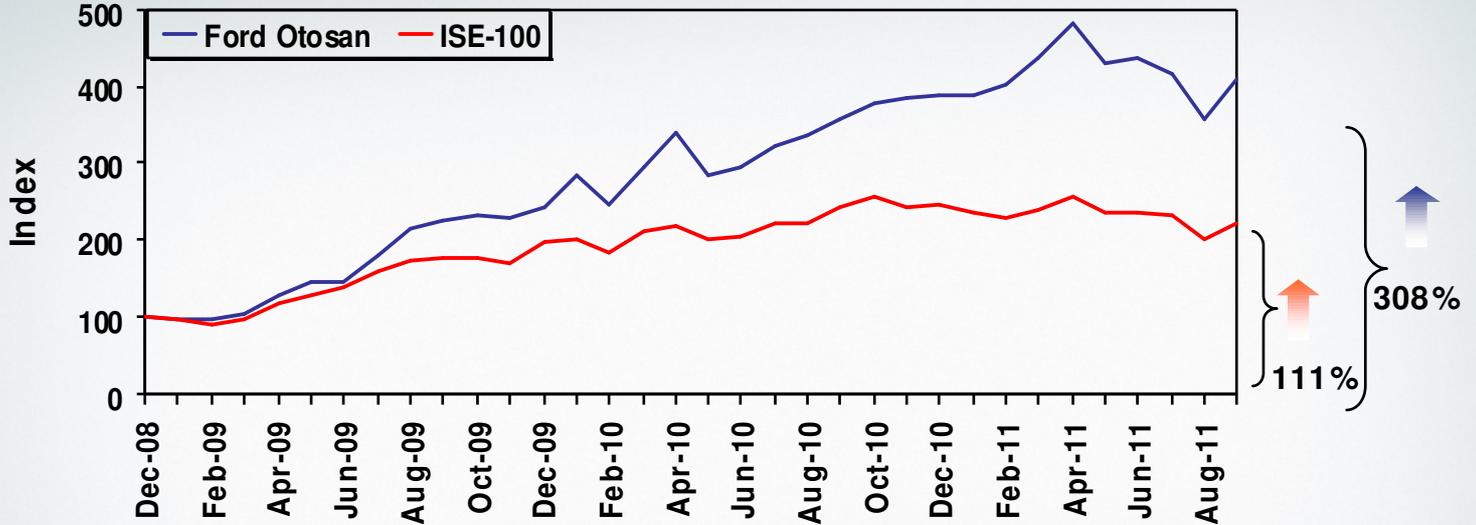
CAPEX



■ Capacity Increase ■ New Products ■ Maintenance & Others

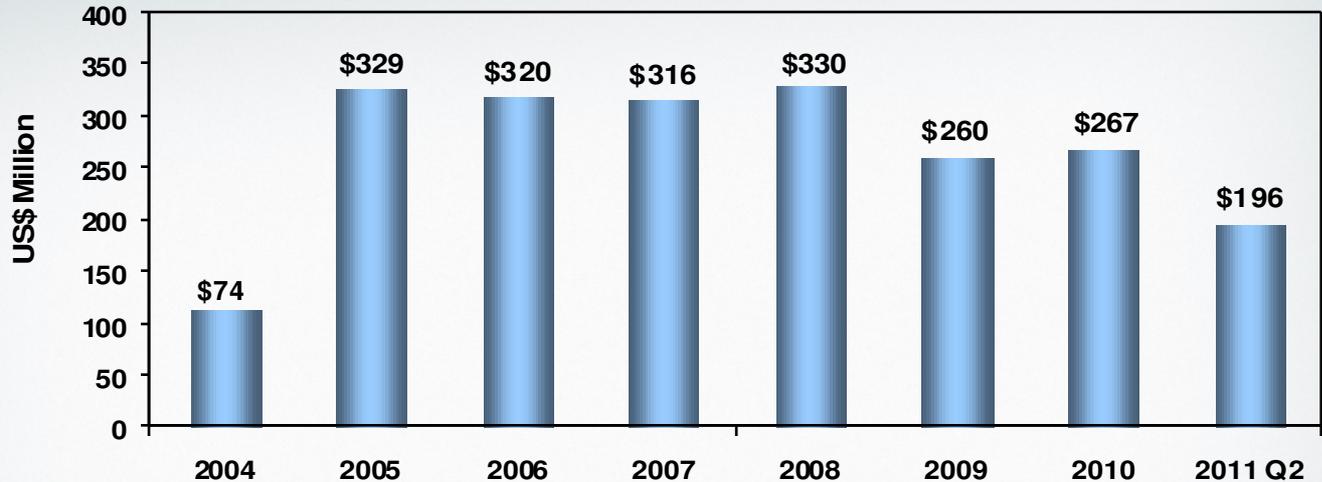
ISTANBUL STOCK EXCHANGE PERFORMANCE

ISE & FROTO Index



	Q1 09	Q2 09	Q3 09	Q4 09	Q1 10	Q2 10	Q3 10	Q4 10	30 Sep. 2011
FROTO Cumulative Change(%)	%4	%46	%126	%143	%195	%196	%257	%287	%308
ISE-100 Cumulative Change(%)	(%4)	%38	%78	%97	%110	%104	%145	%146	%111

Dividend Payment between 2004 - 2011



Dividend Yield Rate 2.4% 10.3% 9.1% 9.5% 28.7% 12.3% 10.6%

- The total dividend payment between 2004 – 2011 reached to \$2.1 Billion
- In the last five years, Ford Otosan ranks first among the ISE listed companies with 14% dividend yield.

Disclaimer

This presentation contains forward-looking statements that reflect the Company management's current views with respect to certain future events. Although it is believed that the expectations reflected in these statements are reasonable, they may be affected by a variety of variables and changes in underlying assumptions that could cause actual results to differ materially.

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Thank you...

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