



INVESTOR PRESENTATION

December 2010

Agenda

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

Investor Presentation

December 2010

FORD OTOSAN OVERVIEW



Feel the difference



Company Overview

Mfg. & Assy. Facilities

Kocaeli Assembly
Inonu Powertrain and Cargo Assembly

Parts Distribution

Kartal

Engineering Facility

Gebze

Blue Collar Employees

6,660+

White Collar Employees

1,730+

Ownership

41% Ford Motor Company

41% Koc Holding

18% Publicly-owned

2009 Net Sales

\$ 3.7 Billion

Market Cap (as of Nov. 30, 2010)

\$ 3.1 Billion



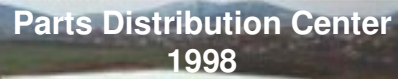
A Brief History

- 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 export launch
- 2006 – New Transit launch
- 2007 – Gebze Engineering Centre opened
- 2010 – Ford Otosan celebrates its 50th Year Anniversary

➤ Achievements

- ✓ 2nd biggest Turkish exporter company in 2009
- ✓ Domestic Market Leader for the 8th consecutive year
- ✓ As of year-end, market share improvement in all segments
- ✓ “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)
- ✓ “Tübitak VIII. Technology” Award (Hybrid Transit, 2009)
- ✓ “President Health&Safety” Award in 3 Categories (Ford Motor Co.)

A map of Turkey with a green circle highlighting the Istanbul region.



• Plants

Kocaeli Plant

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



ISO
9001



ISO
14001

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

İnönü Plant

Best Ford Powerplant Plant Worldwide (*) since 2005



ISO
9001



ISO
14001

- Heavy truck, engine and powertrain production
- Annual capacity
 - 10,000 trucks
 - 55,000 powertrains

(*) Ford Production System Ratings

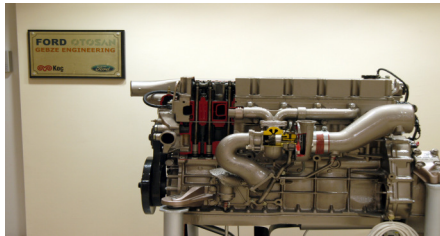
• Facilities

Kartal Parts Distribution Centre



- 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
- 460+ Engineers Capacity
- Located in a Technopark Area and Free Zone near Istanbul

■ Transit

- ✓ Domestic Market Leader in 2009: 36.3% market share
- ✓ 72K units exported in 2009
- ✓ International Van of the Year 2007 Award



■ Transit Connect

- ✓ Domestic Market Share in 2009: 22.8%
- ✓ 57K units exported in 2009
- ✓ Exports to North America



North America - Truck Of The Year



■ Cargo

- ✓ Domestic Market Share in 2009: 17.3%
- ✓ Exported to various markets



■ A Full Line of Cars

✓ 3rd in the Domestic Market in 2009: 9.0% market share



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TURKISH AUTOMOTIVE INDUSTRY OVERVIEW

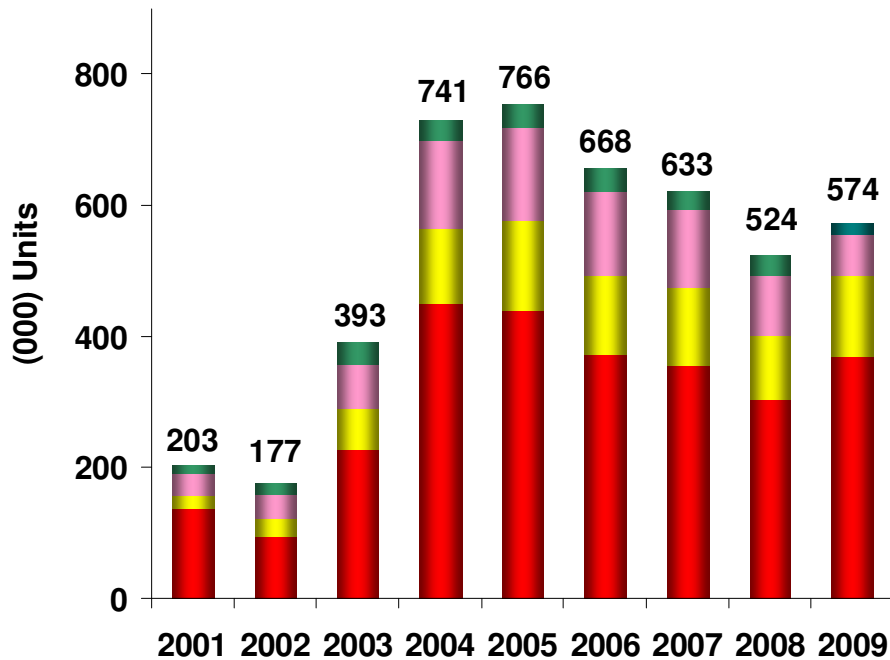


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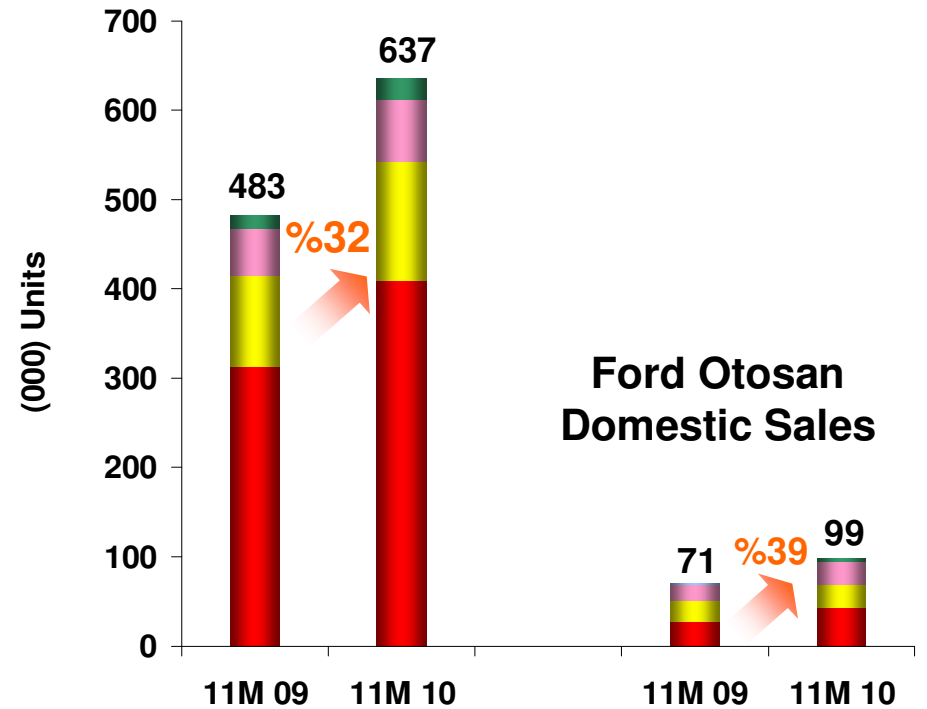
Domestic Automotive Industry

Automotive Industry



11M 2009 / 11M 2010

Automotive Industry



**Ford Otosan
Domestic Sales**

■ Car ■ Light Commercial Vehicle
■ Medium Commercial Vehicle ■ Heavy Commercial Vehicle

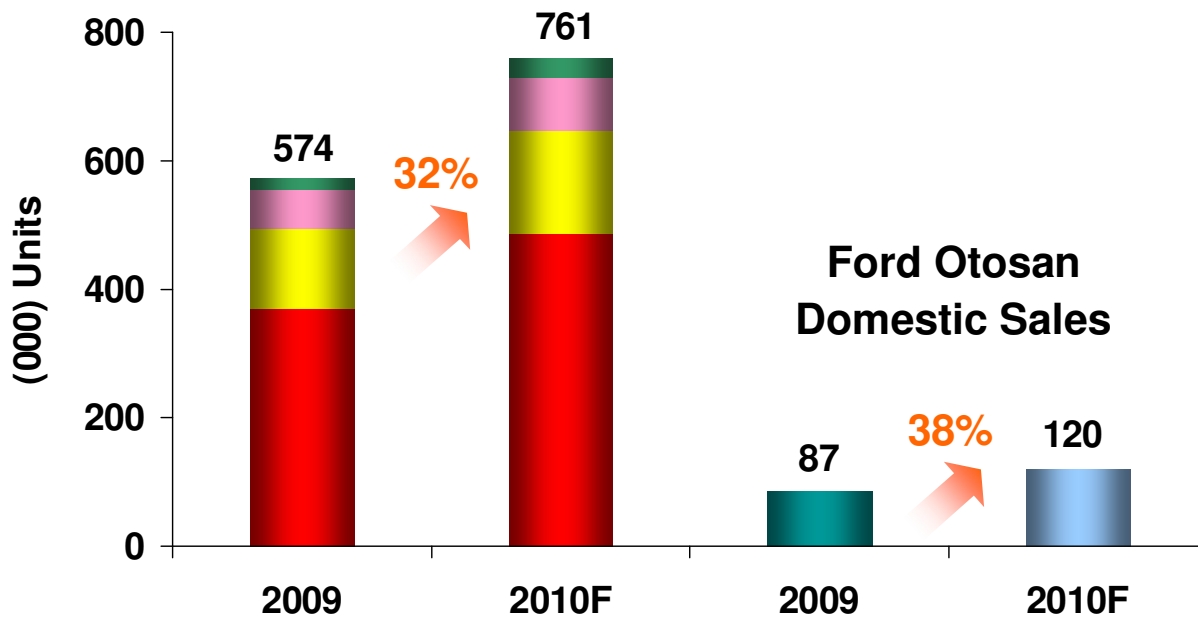


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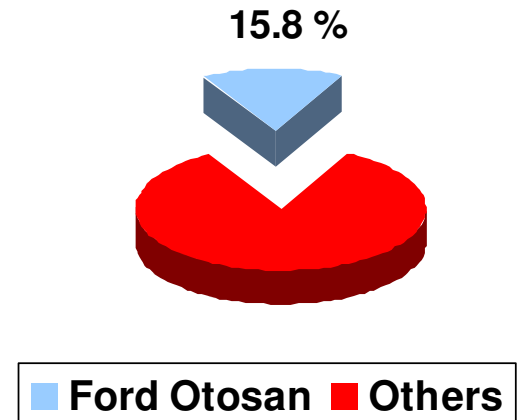
2010 Outlook

2010 Market Outlook

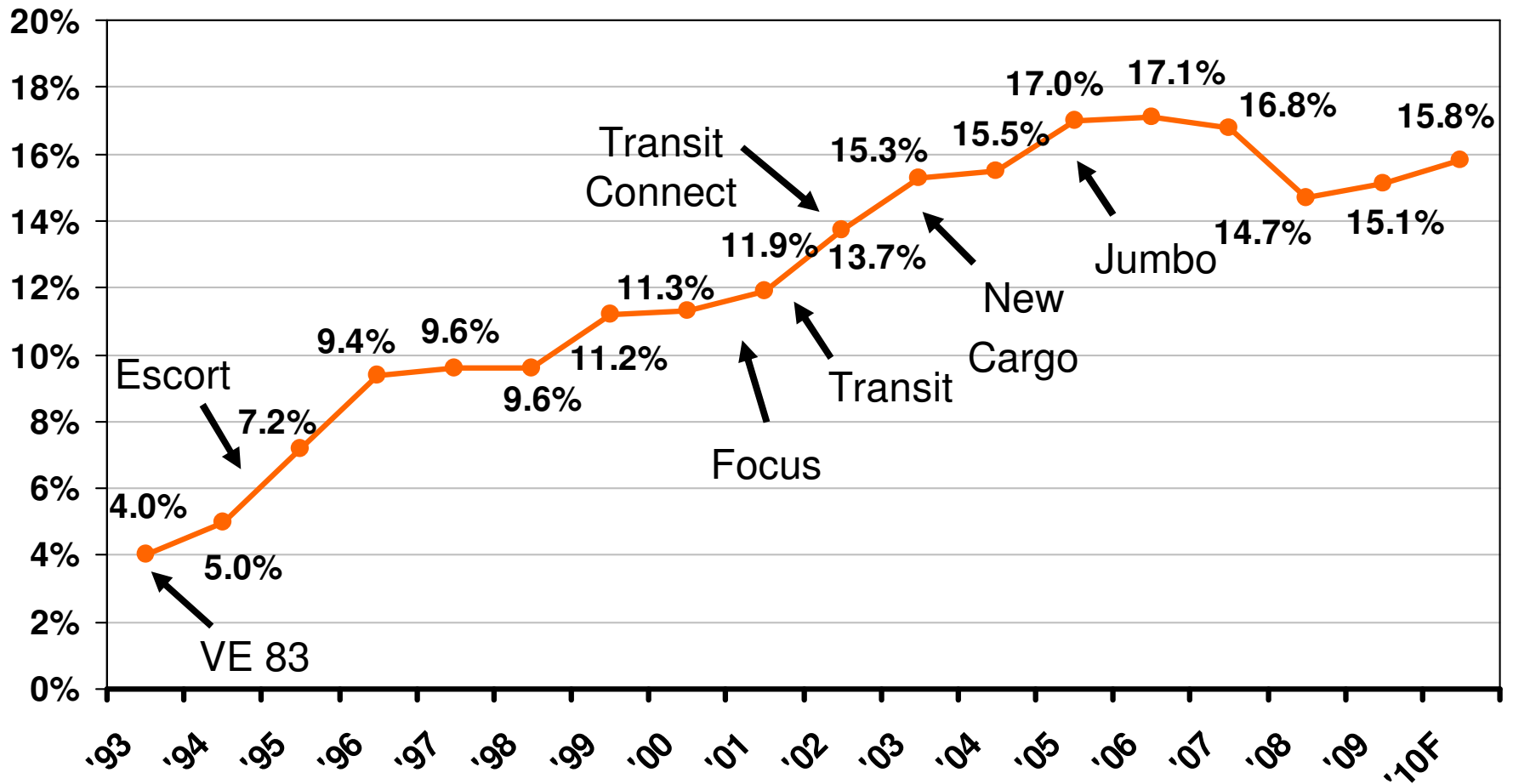


■ Car
■ Medium Commercial Vehicle
■ Light Commercial Vehicle
■ Heavy Commercial Vehicle

Market Share Forecast for 2010 FY



Ford Otosan Market Share

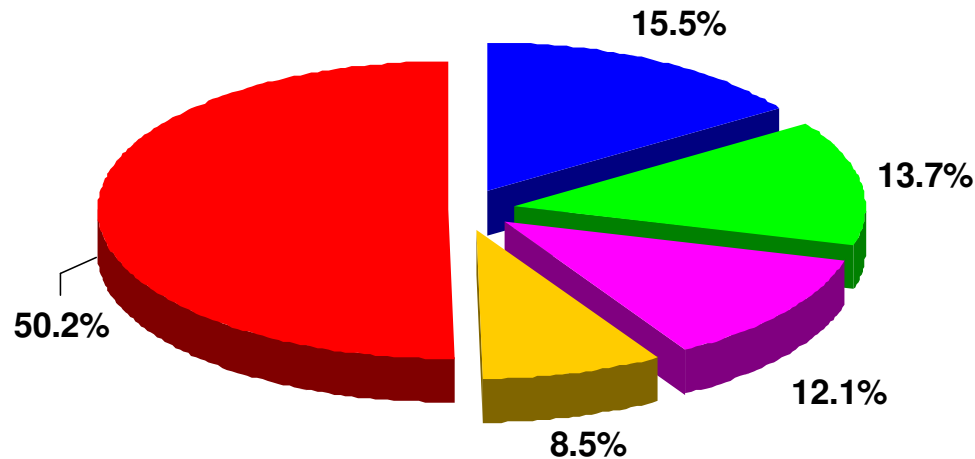


Market Shares

	November YTD 2010		2009 FY	
	Market Share	Rank	Market Share	Rank
Total Automotive Industry	15.5%	1	15.1%	1
Passenger Car	10.7%	2	9.0%	3
LCV	19.4%	2	22.8%	2
MCV	36.6%	1	36.3%	1
Heavy Truck	17.9%	2	17.3%	2

Market Share in Total Automotive Industry

November YTD 2010



FORD
OTOSAN

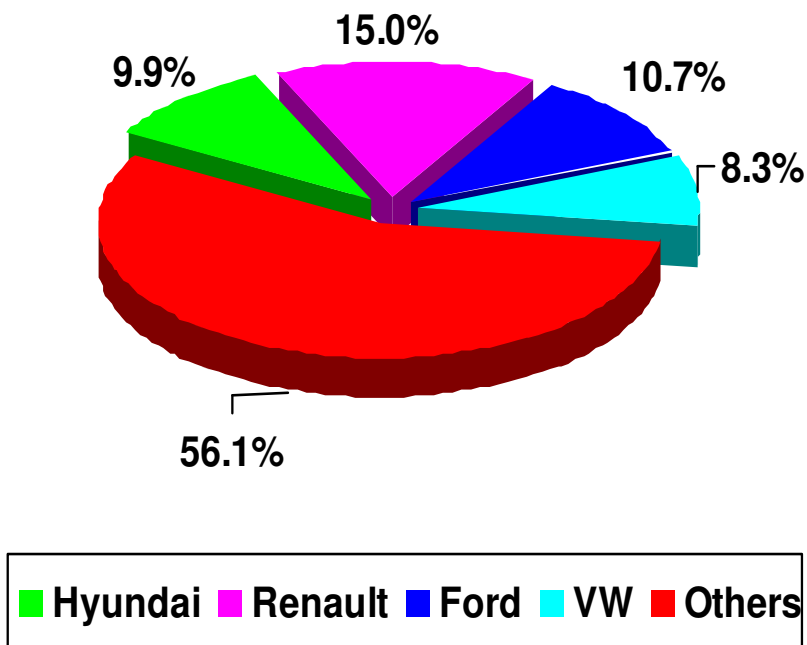
Market Share

↑ 0.8 Pts. YoY

Market Shares

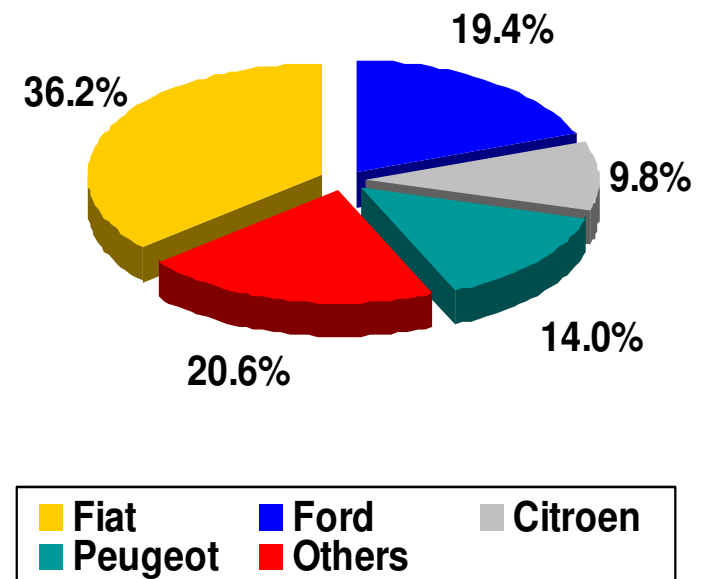
November YTD 2010

Passenger Car



↑ 1.7 Pts. YoY

Light Commercial Vehicle

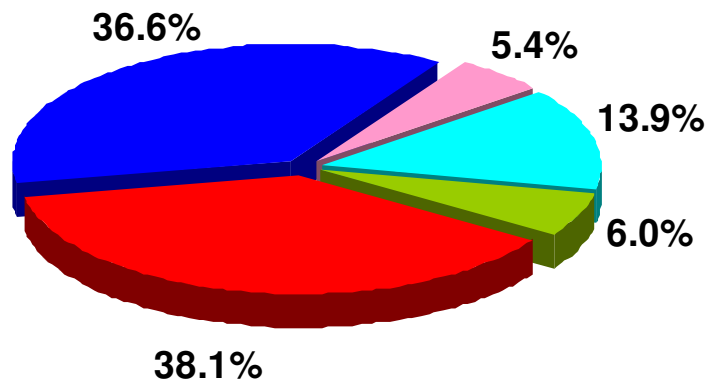


↓ 3.3 Pts. YoY

Market Shares

November YTD 2010

Medium Commercial Vehicle

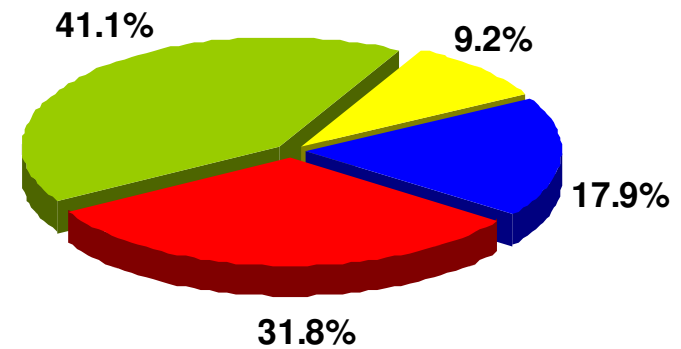


Ford Mitsubishi VW Mercedes Others



2.4 Pts. YoY

Heavy Truck



Mercedes BMC Ford Others



0.5 Pts. YoY

Taxes on Vehicles

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



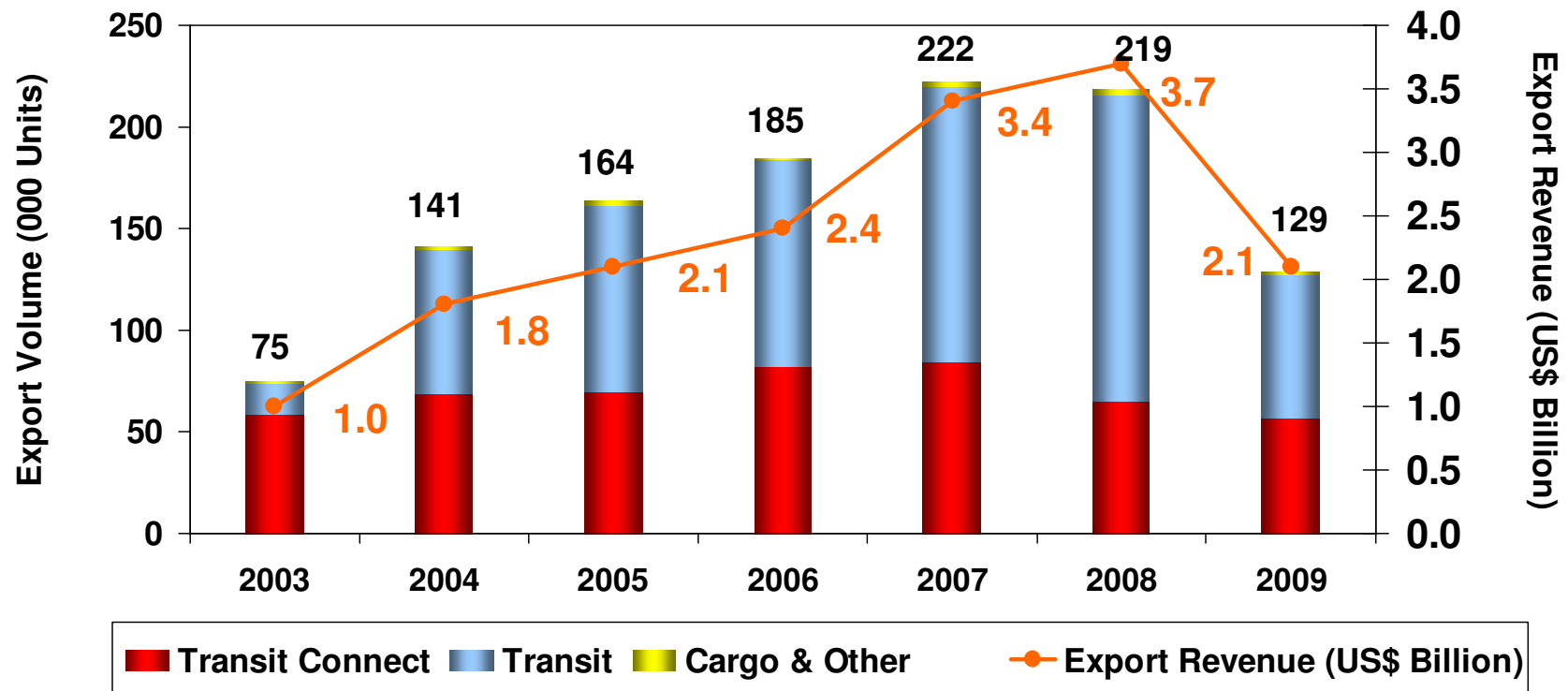
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Competitive Advantages

- 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

➤ Strong Distribution Network



Sales: 117

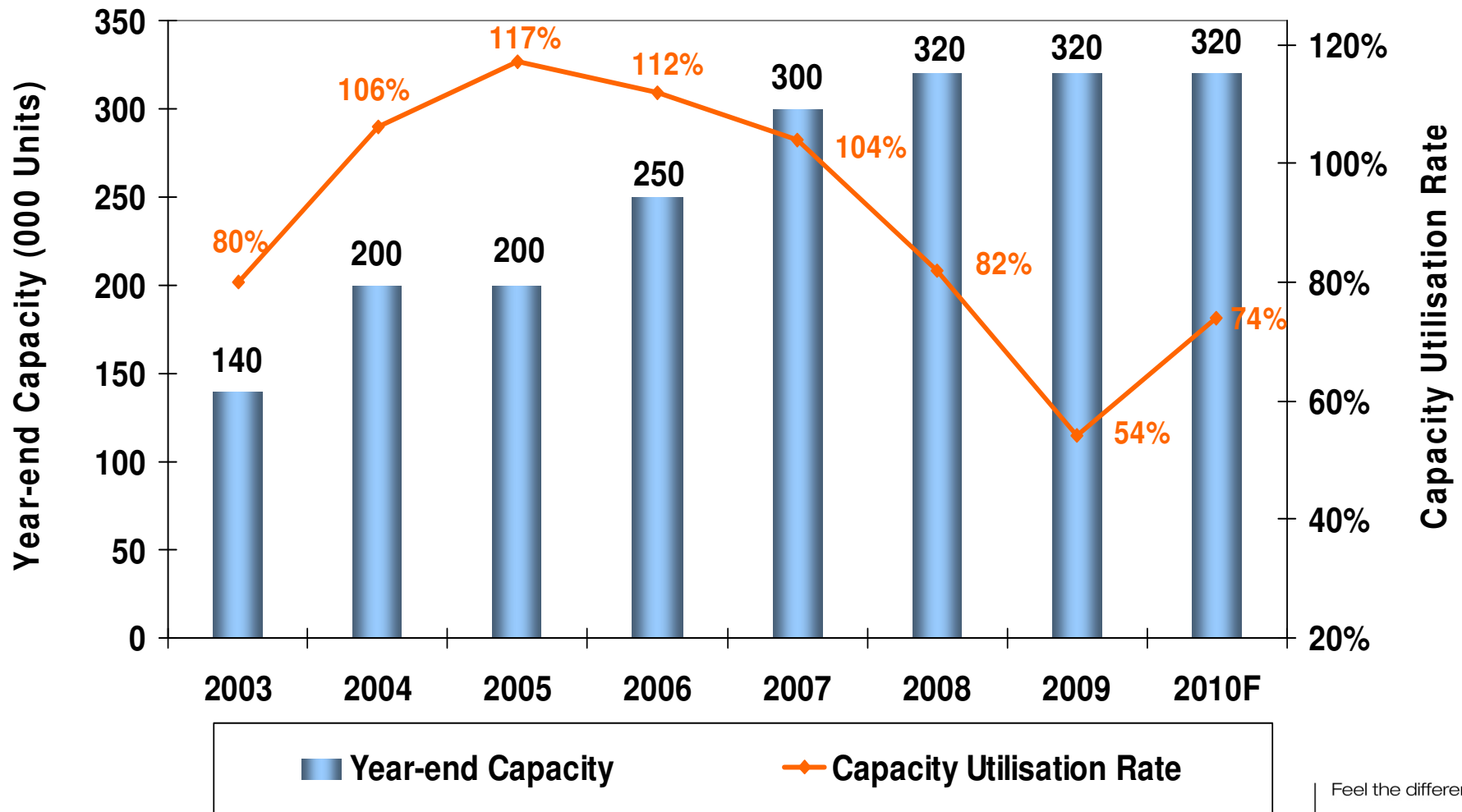
After-Sales: 193

Total Dealer: 211

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➤ Kocaeli Plant Capacity Utilisation Rate

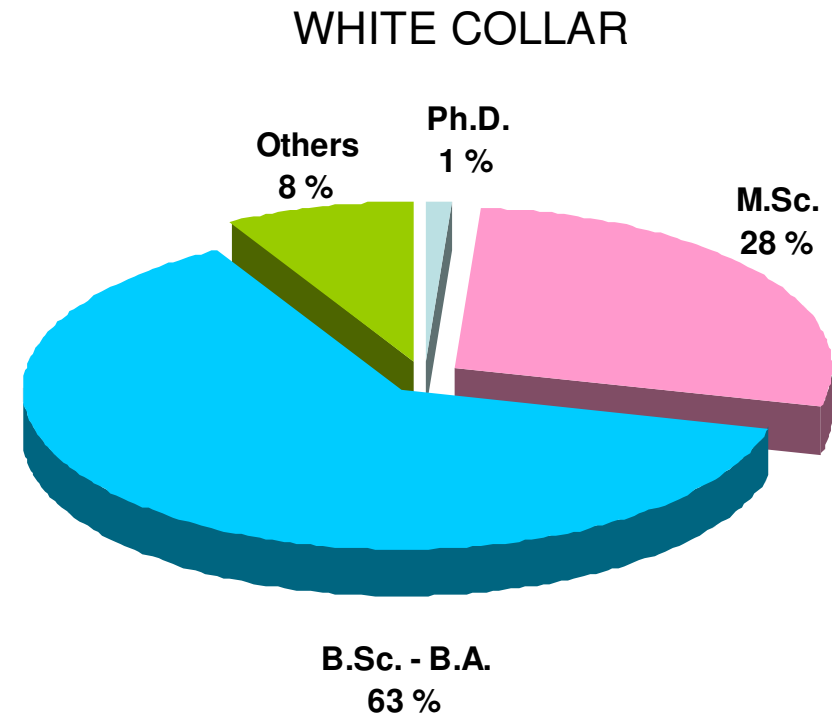
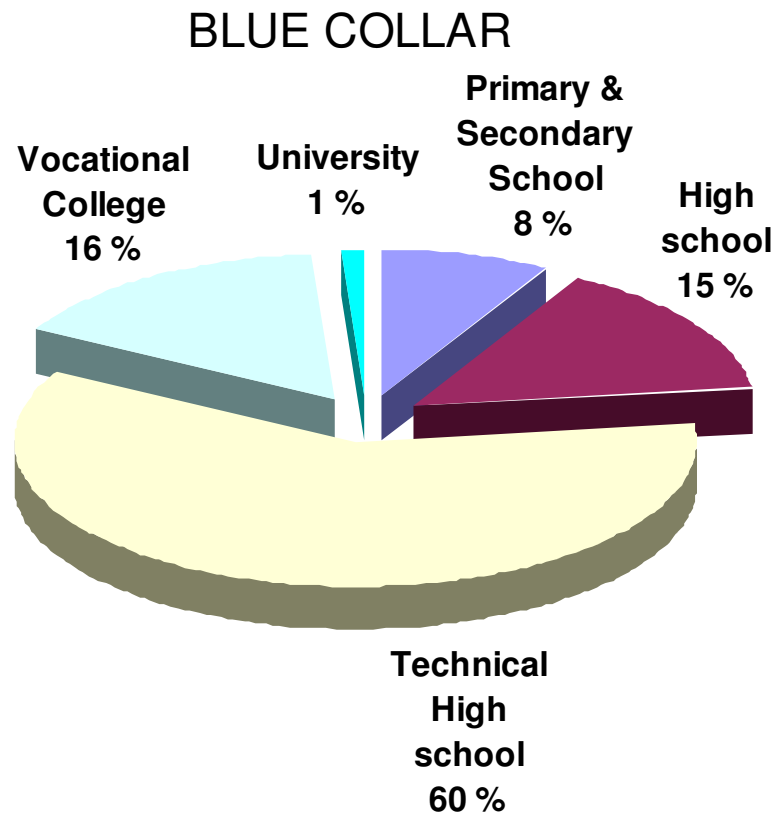


➤ Commercial Vehicle Product Development and Engineering Capabilities

➤ 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

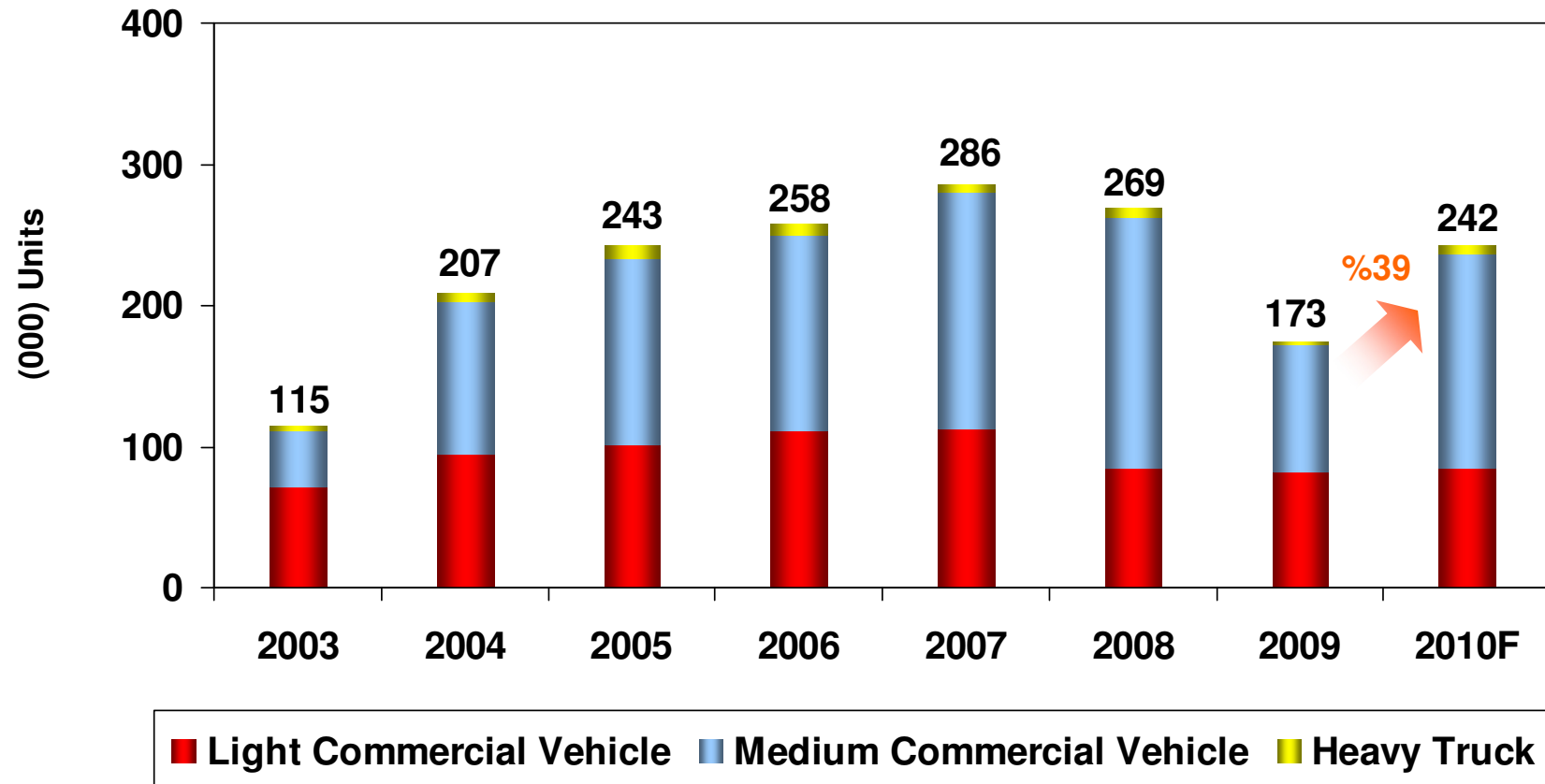
- ✓ Transparent Investor Relations
- ✓ Sarbanes-Oxley Compliant
- ✓ Meets Capital Market Board Governance Rules
- ✓ Corporate Disclosure Policy
- ✓ Executive and Audit Committees

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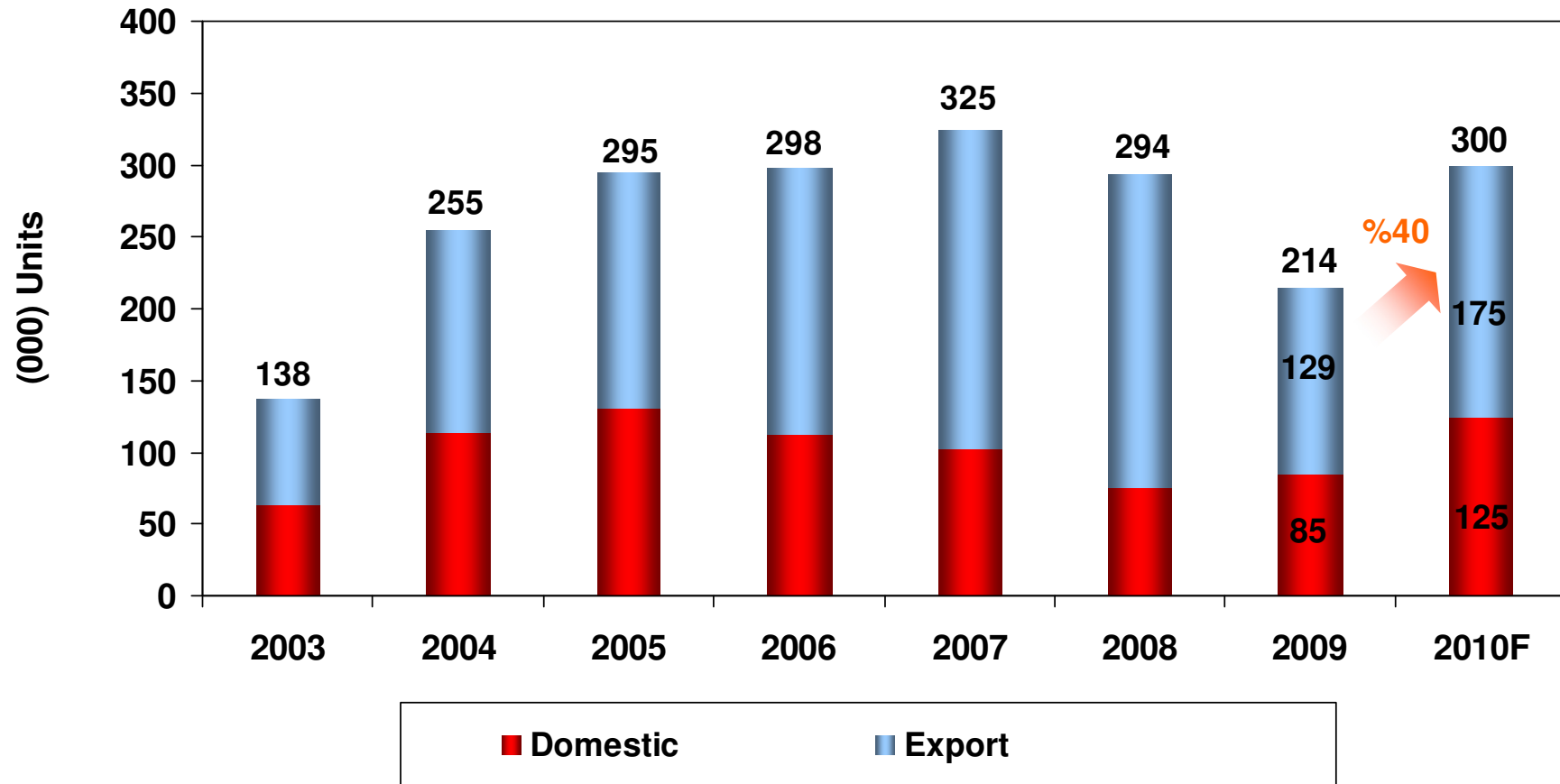
December 2010

KEY OPERATING DATA

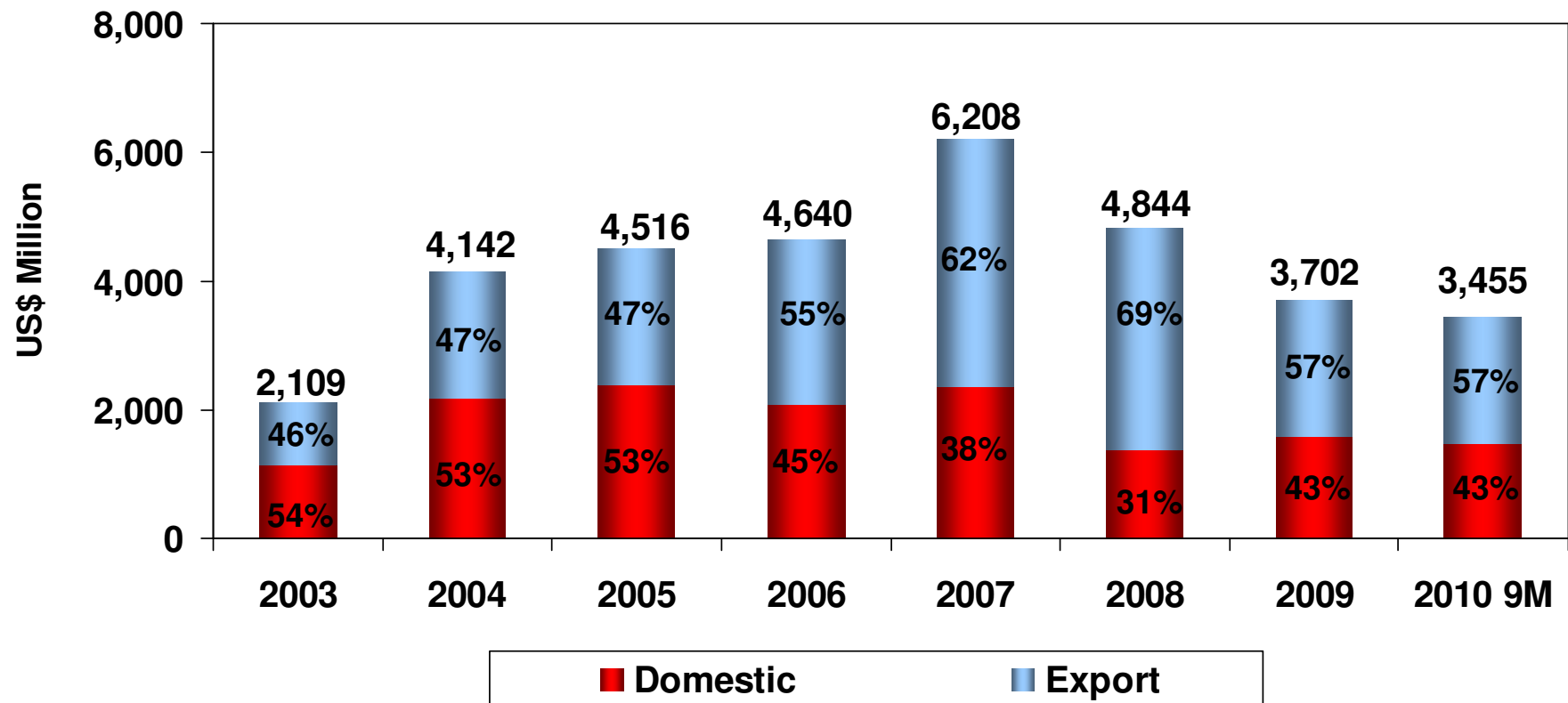
Production Volume



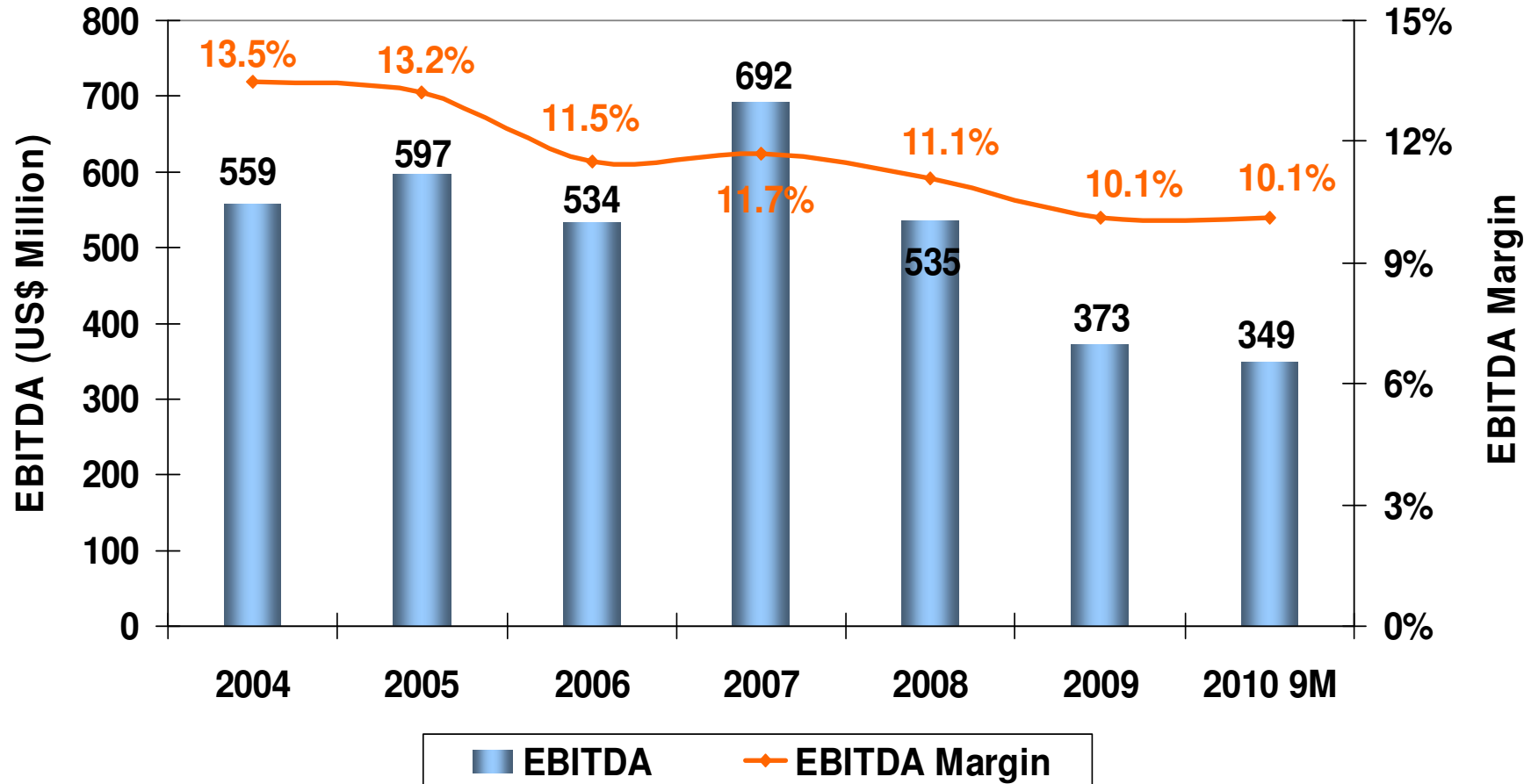
Wholesales Volume – Domestic / Export



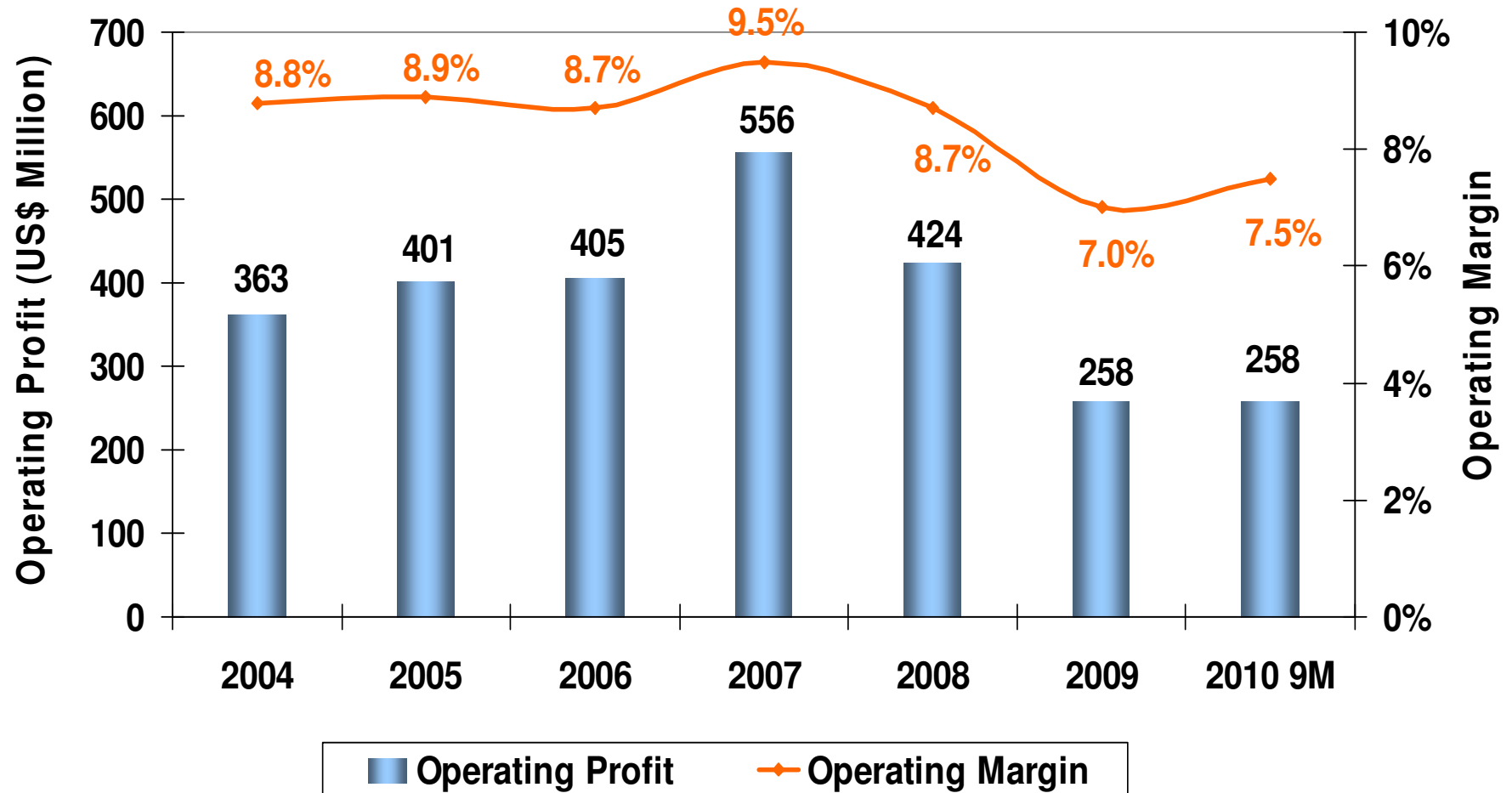
Revenue – Domestic / Export



EBITDA and EBITDA Margin

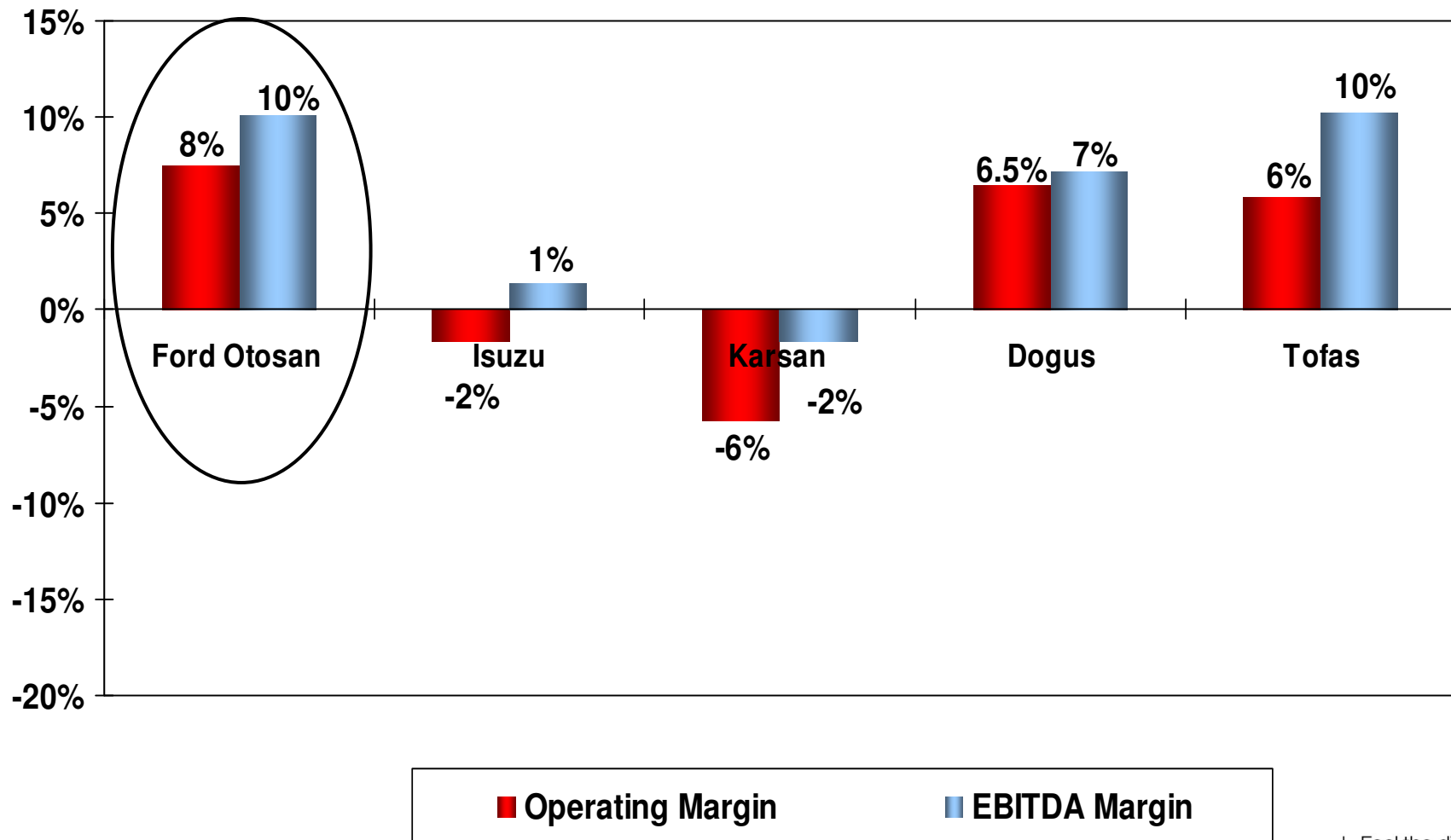


Operating Profit and Operating Margin

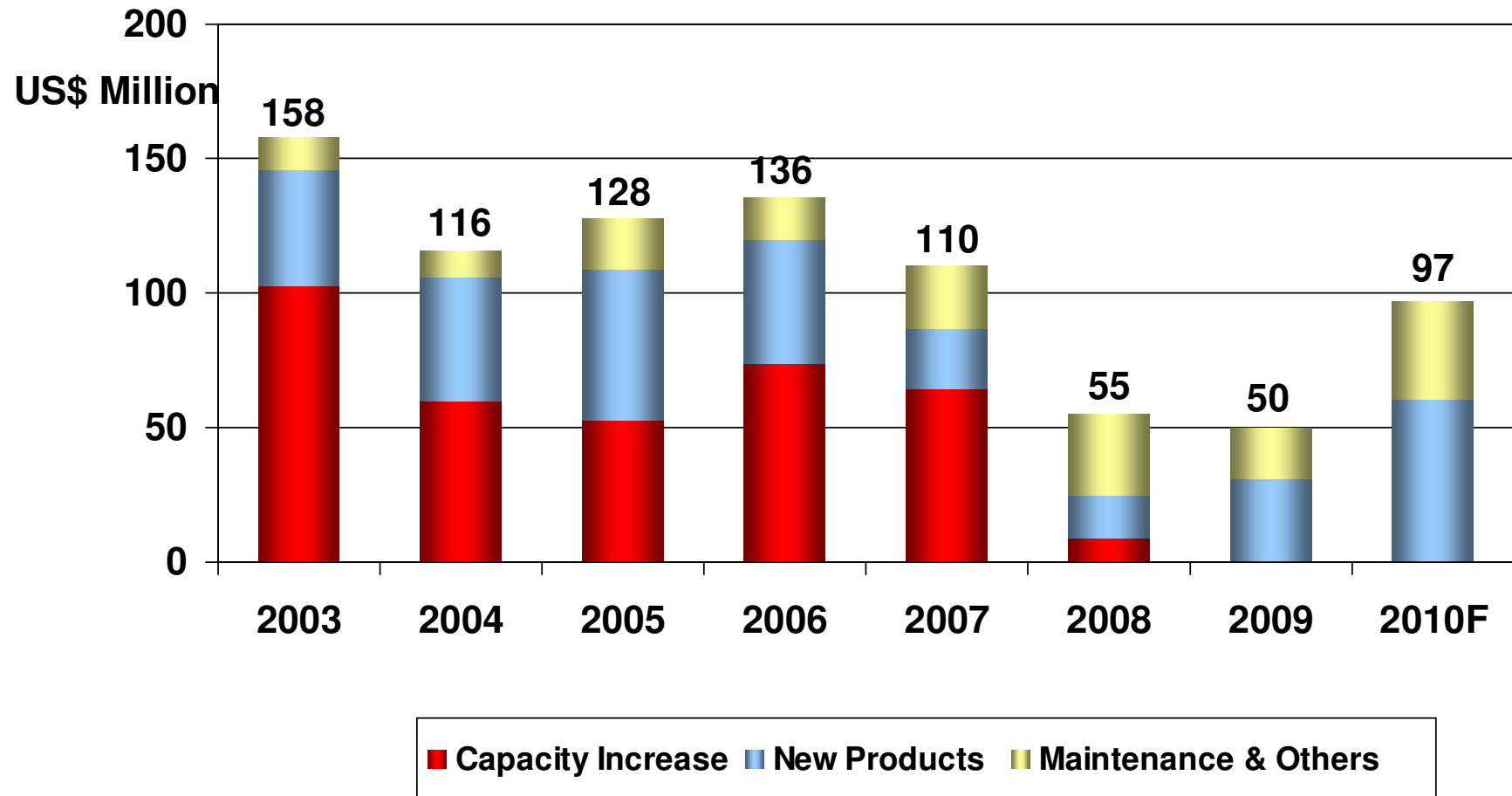


Margin Comparison with Peers at ISE

2010 9M



CAPEX



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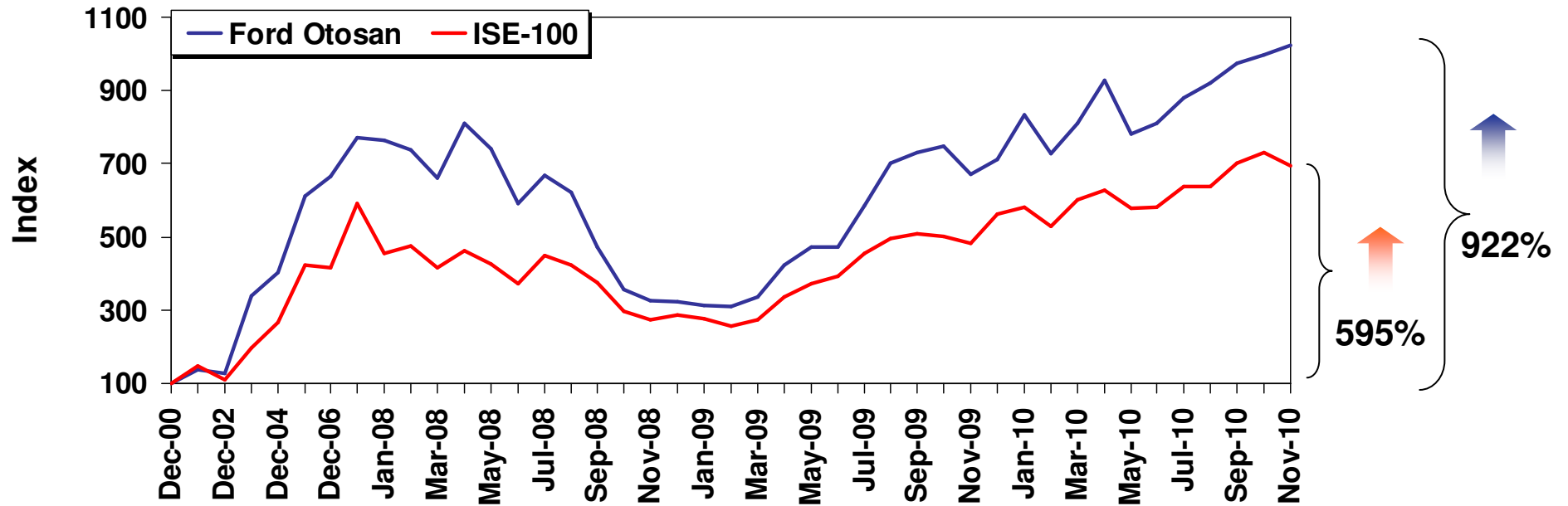
ISTANBUL STOCK EXCHANGE PERFORMANCE



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ISE & FROTO Index



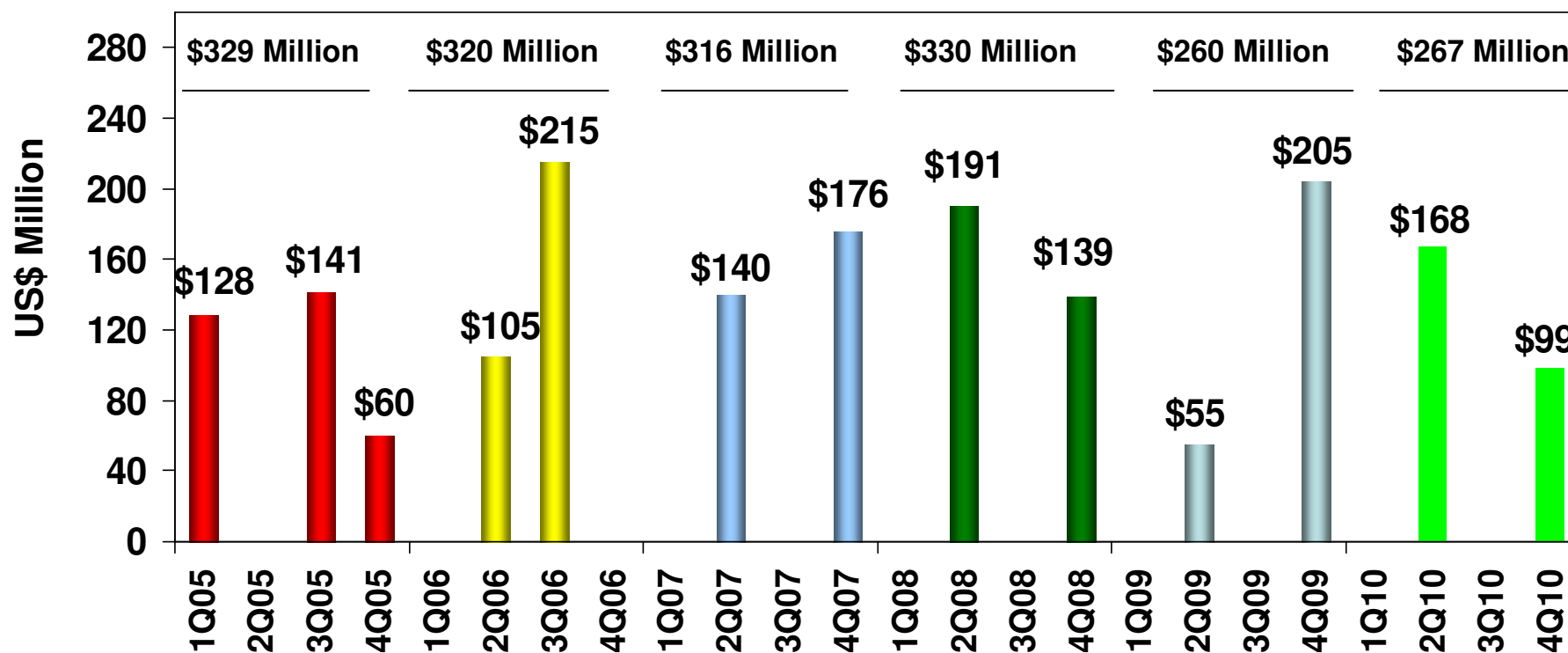
	2002	2003	2004	2005	2006	2007	2008	2009	30 Nov. 2010
FROTO Cumulative Change(%)	%26	%241	%303	%510	%564	%671	%223	%611	%922
ISE-100 Cumulative Change(%)	%10	%97	%165	%323	%316	%490	%186	%462	%595

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High Dividend in the Last Years

2009 Dividend Yield: 12.3%
2008 Dividend Yield: 32.6%



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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