

FORD OTOSAN



Investor Presentation

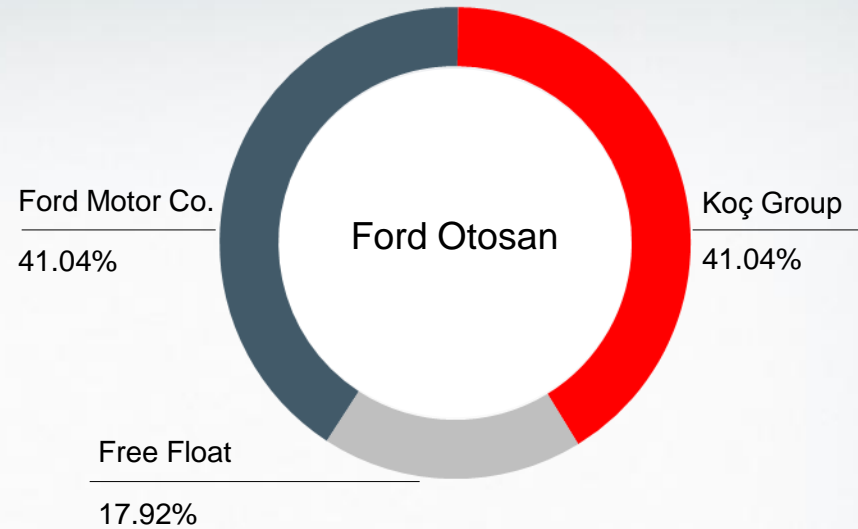
Contents

▪ About Ford Otosan	3
▪ Plants and Facilities	10
▪ Products	17
▪ Investment Case	24
▪ Operating and Financial Performance	44
▪ 2015 Guidance	59
▪ Contacts	60

About Ford Otosan

Company Profile

Key Performance Indicators, 2014		
Revenues		\$5.5 billion
Export Revenues		\$3.5 billion
EBITDA		\$387 million
Profit Before Tax		\$179 million
Net Profit*		\$272 million
ROE		21.6%
EBITDA margin		7.1%
Annual Production Capacity		415,000
	Gölcük	290,000
	Yeniköy	110,000
	İnönü	15,000
Total Employees		9,762
	Blue Collar	7,192
	White Collar	2,570



Paid-in Capital: TL 350,910,000

Traded on Borsa Istanbul since 13 January 1986

Ticker: FROTO.IS

* Net profit is higher than profit before tax due to the establishment of a deferred tax asset in line with the investment incentives granted by the government.

Ford Otosan at a Glance

Pioneer of Turkish automotive

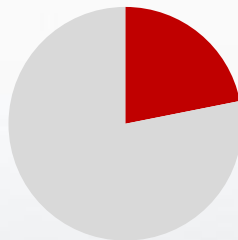
- **First** Turkish passenger car Anadol (1966)
- Turkey's **first** domestic diesel engine Erk (1986)
- Turkey's **first** private R&D center in automotive (1961)
- **First** export of Turkish automotive to the US (2009)

Strong value contribution

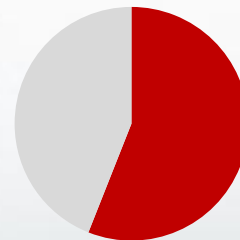
- **Export leader** in Turkish automotive; 2nd largest exporter overall
- Turkey's **2nd largest** industrial enterprise
- **Highest** installed production capacity and employment in Turkish automotive

Leadership and scale

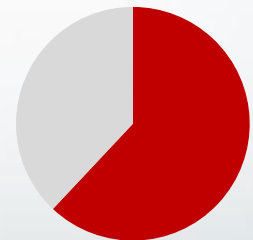
- 12 consecutive years of **industry leadership** (2002-2013)
- **Widest** product range in Turkish automotive



21% of Turkey's total automotive production



56% of Turkey's total commercial vehicle production



62% of Turkey's total commercial vehicle exports

Key Player in Ford Motor Company Universe

Robust sales performance

- **Highest** commercial vehicle market share of Ford in Europe (2013)
 - **Second highest** Ford market share in Europe (2013)
-

Leading manufacturing hub

- **Lead** manufacturing plant of Ford Transit globally
 - **Single** source of Ford Transit Custom & Tourneo Custom
 - **Single** source of Ford Transit Courier & Tourneo Courier
 - **One of the two** production centers globally for Ford Cargo heavy trucks
-

Engineering and R&D power

- **Global engineering lead** for Cargo heavy trucks and related powertrains
- **Global support** for diesel powertrain engineering
- **Global support** for light commercial vehicle development
- Listed among the **world's top 1500 companies** by R&D investment
(EU R&D Investment Scoreboard)

Vision, Mission and Strategy

Vision

To become Turkey's customer-focused, leader company in automotive products and services.



Mission

To be Turkey's leading automotive company with optimal automotive products and services to fit customer needs and expectations and to be the commercial vehicle center of Ford of Europe.

Strategy

- Achieving sustainable growth
- Creating brand and customer value
- Achieving quality, cost and process improvements
- Creating a leading team
- Demonstrating strong corporate citizenship
- Generating superior shareholder returns

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 17th largest auto manufacturing hub in the world and 7th largest among EU countries.



First Years

1980s

1990s

2000-2010

2010+

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 – Gölcük Plant opens

2002 – Transit Connect launches

2003 – New Cargo launches

2003 – Transit Connect 'International Van of the Year'

2007 – Gebze Engineering Center opens

2007 – Transit 'International Van of the Year'

2009 – First vehicle export to NA

2010 – Ford Otosan's 50th Anniversary

2010 – Transit Connect 'N.A. Truck of the Year'

2011 – Transit Connect NYC Taxi launches

2012- Launch of Ford Custom

2013 – Ford Otosan's 12th year of market leadership

2013 & 2014- JMC Engine & Truck Technology Licensing Agreement

2014 – Yeniköy Plant opens

2014 – Launch of new Ford Transit and Ford Courier

Awards & Achievements

Vehicle Awards:

2013: International Van of the Year, Ford Transit Custom

2012: 1st commercial vehicle with 5-star rating in Euro NCAP, Ford Transit Custom

2012: Truck of the Year, 3rd place, Ford Cargo

2010: North American Truck of the Year, Ford Transit Connect

2007: International Van of the Year, Ford Transit

2003: International Van of the Year, Ford Transit Connect

2001: International Van of the Year, Ford Transit



Plant Awards:

2013: President Health & Safety Award – Five categories

2013: Engine Test Facility of the Year Award - Automotive Testing Technology International Magazine

2012: Rio +20 United Nations Conference on Sustainable Development, one of Turkey's best sustainability examples

2012: President Health & Safety Award - Six categories including Global Winner - Excellence in Safety Culture and Standards

2011: Chairman's Leadership Award for Diversity - First woman dent repair technician

2011: Şehabettin Bilgisu Environment Award, Kocaeli Chamber of Industry - İnönü Plant

2010: Şehabettin Bilgisu Environment Award, Kocaeli Chamber of Industry - Gölcük Plant

2010: Chairman's Leadership Award for Diversity - "Let's Remove Barriers" project

2008: Şehabettin Bilgisu Environment Award, Kocaeli Chamber of Industry – İnönü Plant

2007 :Şehabettin Bilgisu Environment Award, Kocaeli Chamber of Industry - Gölcük Plant

2004: Şehabettin Bilgisu Environment Award, Kocaeli Chamber of Industry - Gölcük Plant



Plants and Facilities

Locations

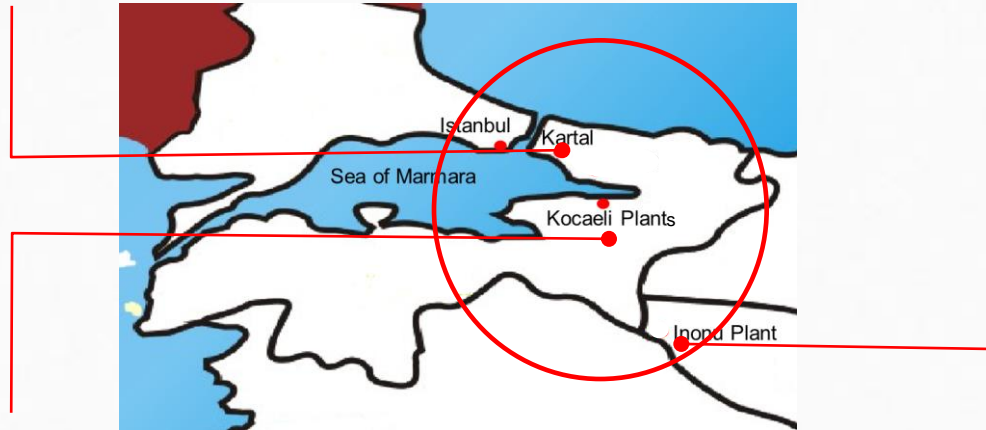
Sancaktepe Parts Distribution Center (1998)



Sancaktepe Engineering Center (2015)



İnönü Plant (1982)



Kocaeli Plants: Gölcük Plant: Transit (2001), Custom (2012)



Yeniköy Plant: Courier (2014)



Gölcük Plant - Lead manufacturing plant of the new generation Transit



- Opened in 2001
- Ford Transit and Ford Custom production
- 1,600,000 m² total area; 340,000 m² covered area
- 290k units annual production capacity (160k Transit & 130k Custom)



Yeniköy Plant - The single production center of Ford Courier in the world



- New production facility at Gölcük plant site for Ford Courier
- 110k annual production capacity; 70,000 m² covered area
- Production of Ford Courier started in March 2014.
- Official opening ceremony took place on May 22nd, 2014
- Environment and disabled-friendly plant

İnönü Plant - One of the two global production centers for Ford Cargo



- Opened in 1982
- Cargo heavy truck, powertrain and engine production:
 - 7.3L / 9.0L I6 Diesel engines for Cargo heavy truck
 - 2.2L 4-cyl. Duratorq TDCI engines for Transit
- 15k units truck (2014-end), 66k units engine, 140k units powertrain production capacity; 79,000 m² covered area

Sancaktepe Parts Distribution Center - 96% Fill rate



- Opened in 1998
- 25,000 m² warehouse: Largest of its kind in Turkey
- 4th largest warehouse capacity among Ford's parts distribution centers in Europe
- Home to the Company's spare parts, marketing, sales and after sales operations

Sancaktepe Engineering Center – Turkey's largest R&D Center



- Center of Excellence for heavy trucks and heavy duty diesel powertrain for large trucks
- Global engineering lead for Ford Cargo heavy trucks and related powertrains
- Global support for diesel powertrain engineering
- Global support for light commercial vehicle development (B- & C-car derived Integrated Style Vans)

Products

Ford Transit

- Longest-running model in Ford of Europe's product range
- Over 7 million units produced globally since its launch in 1965
- Manufactured by Ford Otosan since 1967
- Ford Otosan is the lead manufacturing plant of Transit globally
- 160k units annual production capacity
- All-New Transit launched in March 2014
- 450 different model variants



Chassis Cab

Van

Minibus



Loading Capacity:
3.3 tons – 4.7 tons

Loading Capacity:
9.5m³ - 15.1 m³

Seating Capacity:
11+1 / 17+1

Market share details available on page 48

Ford Custom

- Ford Otosan is the single global source of Ford Custom
- Launched in October 2012
- 130k units annual production capacity
- "International Van of the Year" 2013
- First vehicle in its segment to achieve a maximum five-star Euro NCAP rating



Tourneo Custom (People Mover)



Long and Short Chassis
8+1 Seating Capacity
4.97m – 5.34 m

Transit Custom (Commercial)



Loading Capacity:
5.9 m³ - 7.2 m³



Loading Capacity:
6.8 m³ - 8.3 m³



Market share details available on page 48

Ford Courier

- Based on Ford's global B-segment platform, Courier is Ford's first vehicle in the compact van segment.
- Courier is the smallest member of the all-new Transit range with an overall length of 4.16 metres.
- Ford Otosan is the single global source of Ford Courier
- Production started in March 2014
- Launched in May 2014
- 110k units annual production capacity



**Tourneo Courier
(People mover)**

**Transit Courier Combi Van
(Commercial)**

**Transit Courier Van
(Commercial)**

Market share details available on page 48

Ford Trucks



- Manufactured at Ford Otosan's İnönü Plant since 1983
- Trailer, construction and truck series
- Cargo 1846T – 2013 International Truck of the Year 3rd place

CARGO



Ford Trucks
Road Trucks - Trailer – Construction Series



Market share details available on page 48

A Full Line of Cars



Major Product Acceleration

2014



Focus



Courier



Connect



Transit

2015



Mondeo



Galaxy



C-Max



Mustang

2016



EcoSport



Edge

Investment Case

Ford Otosan's Value Proposition

Scale, growth & visibility

- Domestic industry leader for 12 consecutive years (2002-2013)
- Largest manufacturer and exporter of commercial vehicles in Turkey
- Increased capacity and fully revamped products to grow volumes and profitability
- Best proxy to European recovery
- Technology licensing agreements delivering royalty fees with strong growth potential

Resilience & efficiency

- Large-scale export program with diversified export markets
- High capacity utilization: Above European and Turkish industry average
- Efficient, flexible and low-cost manufacturing and engineering competency

Strong balance sheet & prudent risk management

- Strong cash generation capacity
- Solid financial performance
- Natural hedge of fx-payables due to fx-denominated export revenues

Shareholder value creation

- Sustainable dividend policy
- Strong relative share performance
- Commitment to good corporate governance

Relatively Favorable Taxes on Commercial Vehicles

Passenger Cars					Commercial Vehicles				
Engine Size	Model	VAT	SCT	Total	Engine Size	Model	VAT	SCT	Total
<1600 cc	Courier (PC)				<3000cc	Transit Van	18%	4%	23%
	Fiesta					Transit Minibus (16+1) (17+1)			
	B-Max					Transit Chassis Cab			
	Focus	18%	45%*	71%		Transit Custom Van			
	C-Max					Transit Courier Van			
	Kuga (1.6)					Connect Van			
	Mondeo (1.6)					Ranger			
	S-Max (1.6)								
1601-2000	Mondeo (2.0)					Transit Minibus (11+1) (14+1)	18%	9%	29%
	S-Max (2.0)	18%	90%**	124%					
	Kuga (2.0)								
	Galaxy								
>2000		18%	145%***	189%		Transit Combi	18%	15%****	36%
						Transit Custom Combi			
						Transit Custom Combi Van			
						Tourneo Custom			
						Transit Courier Combi Van			
						Tourneo Courier			
						Connect Combi			
						Cargo	18%	4%	23%

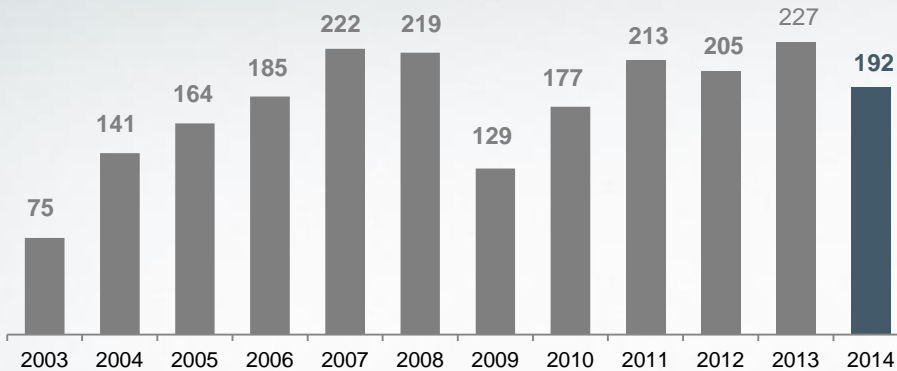
Tax rate increases:

- * 37% to 40% (Sept 22, 2012), 40% to 45% (Jan 1, 2014)
- ** 60% to 80% (Oct 12, 2011), 80% to 90% (Jan 1, 2014)
- *** 84% to 130% (Oct 12, 2011), 130% to 145% (Jan 1, 2014)
- **** 10% to 15% (Oct 12, 2011)

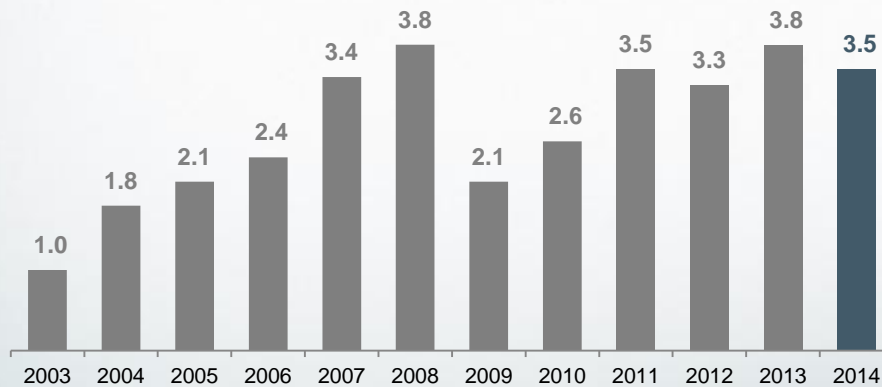
VAT: Value added tax
SCT: Special consumption tax

Large-Scale Export Program

Exports (000 units)



Export Revenues (US\$ Bn)



US\$ 3.5 billion export revenues in 2014

Turkey's **export leader** in automotive for 4 consecutive years

US\$ 2.0 billion **net exporter** in the last five years (2010-2014)

Vehicles and spare parts exported to **73 countries in 5 continents**

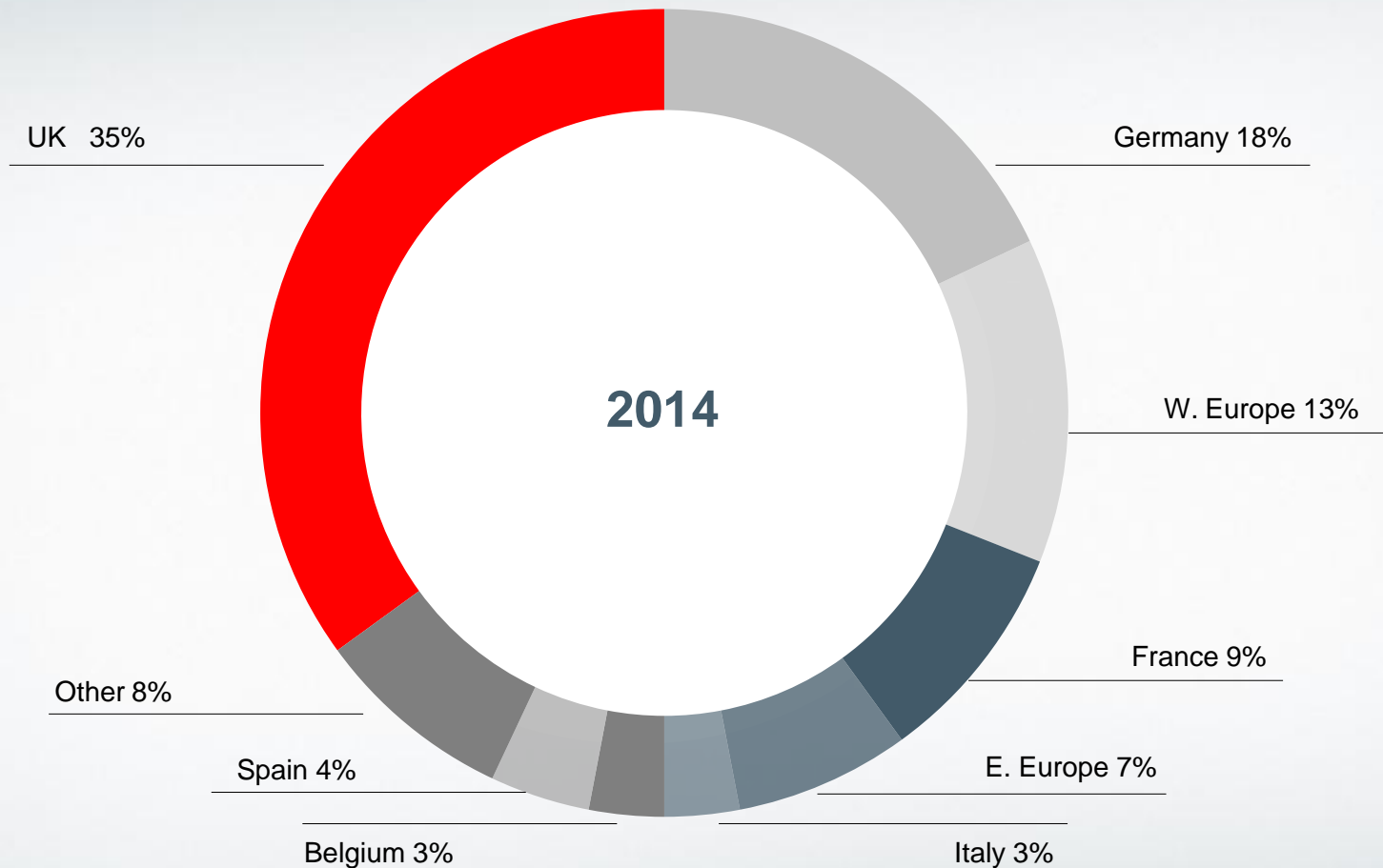
62% of Turkey's total commercial vehicle exports is done by Ford Otosan

Export receivables are easy to manage as Ford of Europe is the **single counterparty**

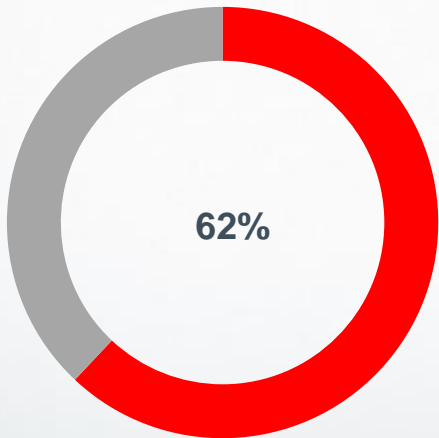
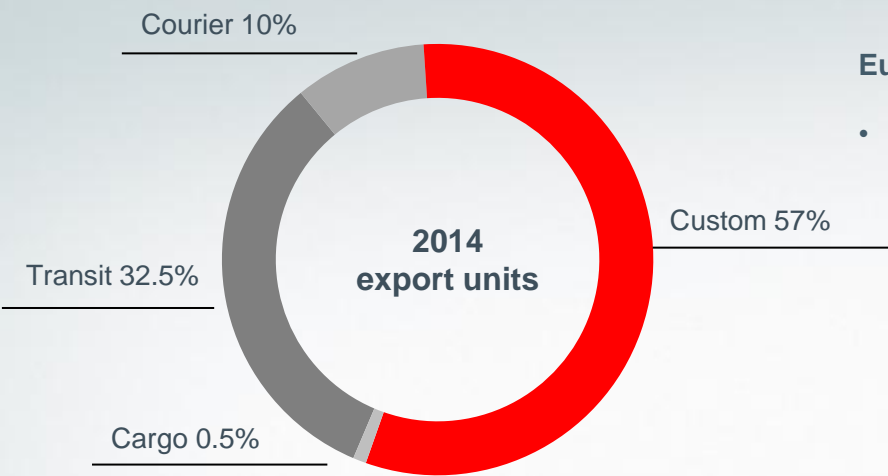
Export receivables from Ford Motor Company and its subsidiaries are collected within average **14 days**

Best Proxy to European Recovery

Export breakdown by units



Export Performance



Ford Otosan's share in Turkey's CV exports, 2014

European Commercial Vehicle Market (Up to 3.5 tons)

- In December, the European market grew for the **16th consecutive** month. Van segment grew by **10.7%** yoy in 2014. (www.acea.be)

	October	November	December	2014 FY
UK	18.2%	17.1%	26.6%	18.7%
Germany	10.9%	-8.6%	15%	7.3%
Italy	18.6%	8.3%	3.2%	16.4%
Spain	40.2%	14.6%	37.9%	33.2%
France	-4.4%	-0.9%	7.2%	1.5%
Total	10.3%	4.8%	13.4%	10.7%

Ford's European Commercial Vehicle Performance

- Ford commercial vehicle sales increased **33% in January**.
- Ford was **Europe's No. 2** commercial vehicle brand in January with market share up **2.5 ppt** to **13.2%**, the highest January since 1995.
- The Transit family achieved their highest January sales of the Transit nameplate since 2008.

Large Scale Investment Program >US\$1 Billion (2010-2014)

1. New generation Transit family

- Largest investment in a specific product in Turkish automotive: US\$850 million

i. Transit Custom & Tourneo Custom

Production started in July 2012.

Introduced to the market in October 2012.



ii. Next generation Transit

Production started in January 2014.

First phase introduced to the market in March 2014.

All phases completed as of 2H2014.



Large Scale Investment Program >US\$1 Billion (2010-2014)

2. New LCV – Transit Courier & Tourneo Courier

- €370 million total investment
- Production started in March 2014
- Launched in May 2014
- Best selling model in the domestic LCV market from June 2014 onwards



Large Scale Investment Program >US\$1 Billion (2010-2014)

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
- Manufactured in Ford Otosan's İnönü plant and Ford's Brazilian division
- 1846T model was launched in January 2013



Favorable Financing Terms

- €150 million loan agreement signed with EBRD in 2010
5-year loan with 2-years grace period
Euribor + 2.75%
- €190 million loan agreement signed with EIB in 2012
8-year loan with 2-years grace period
€100 million in Q3 at 2.06%
€90 million in Q4 at 1.47%
- €100 million loan agreement signed with a consortium of foreign banks in July 2014
(HSBC, Societe Generale and The Bank of Tokyo-Mitsubishi UFJ, Ltd.)
4-year loan with 2-years grace period
Euribor + 2.30%
- €140 million loan agreement signed with EBRD and a consortium of foreign banks in July 2014
€70 million loan funded by EBRD, €70 million funded as syndicated loan
(HSBC, Societe Generale, The Bank of Tokyo-Mitsubishi UFJ, Ltd. and Credit Agricole)
5-year loan with 2-years grace period
Euribor + 2.25%

Increasing Capacity

Old: 330,000 (pre-investments)

210,000



Transit

110,000



Connect

10,000



Cargo

New: 415,000 (2014)

160,000



New Transit

130,000



Custom

110,000



Courier

15,000



Cargo

Technology Licensing & Engineering Agreements

- The agreements have a 12-year term, starting with 2016 model year, to be extended every 3-years.
- Ford Otosan will be generating royalty fees with strong long-term growth potential.

Ecotorq engines

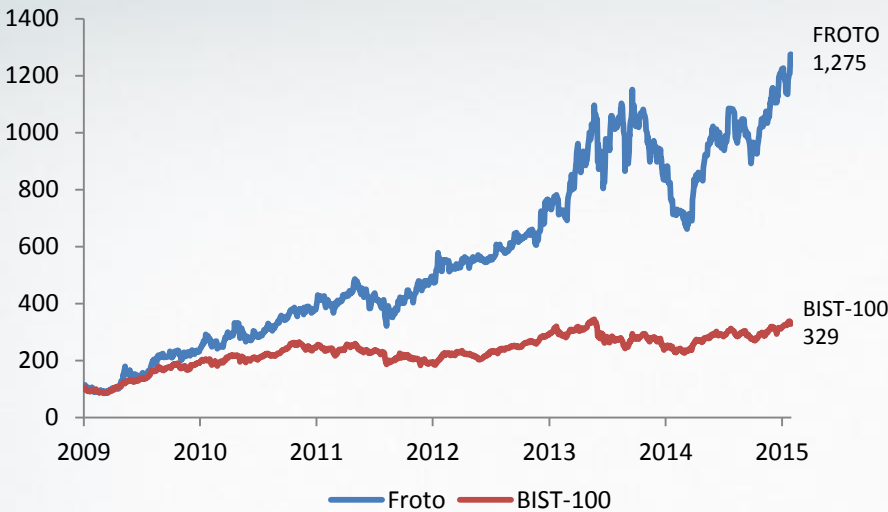
- Signed on April 24th, 2013 between Ford Otosan and Jiangling Motors Corporation Ltd. of China and JMC Heavy Duty Vehicle Co.Ltd.
- JMC branded vehicles manufactured in China using these engines and the licensed products will be sold in China and the export markets as agreed by the parties.
- A license fee of €150 - €190 will be charged per product. €1 million license fee was collected as advance payment in 2013.

Chassis, cab and components of Ford heavy trucks

- Signed on July 25th, 2014 between Ford Otosan, Ford Motor Company and Ford Global Technologies LLC and Jiangling Motors Corporation Ltd. of China and JMC Heavy Duty Vehicle Co.Ltd.
- The products and JMC branded vehicles containing these products will be sold in China.
- Ford Otosan will receive an advance license fee of €8 million. An average license fee of €390 per Chassis and €39 per cab will be charged.

Focus on Shareholder Value

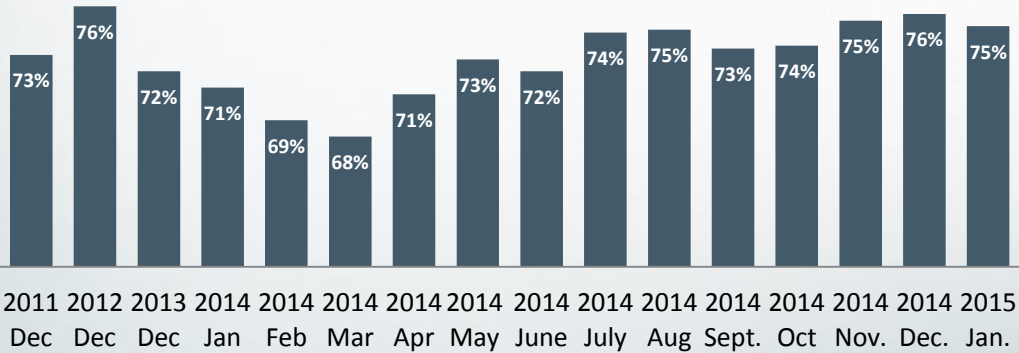
Strong relative share performance



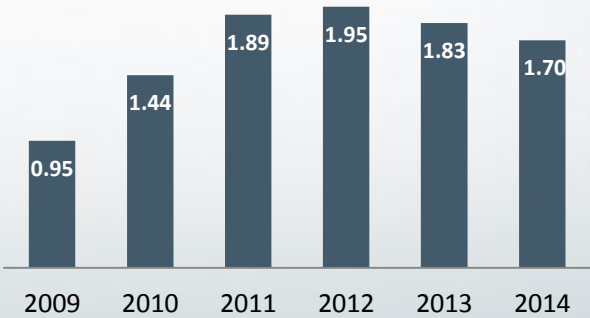
Commitment to corporate governance

- Separate CEO and Chairman roles
- Independent BoD members
- Audit Committee
- Corporate Governance Committee
- Early Determination and Management of Risk Committee
- Remuneration Committee

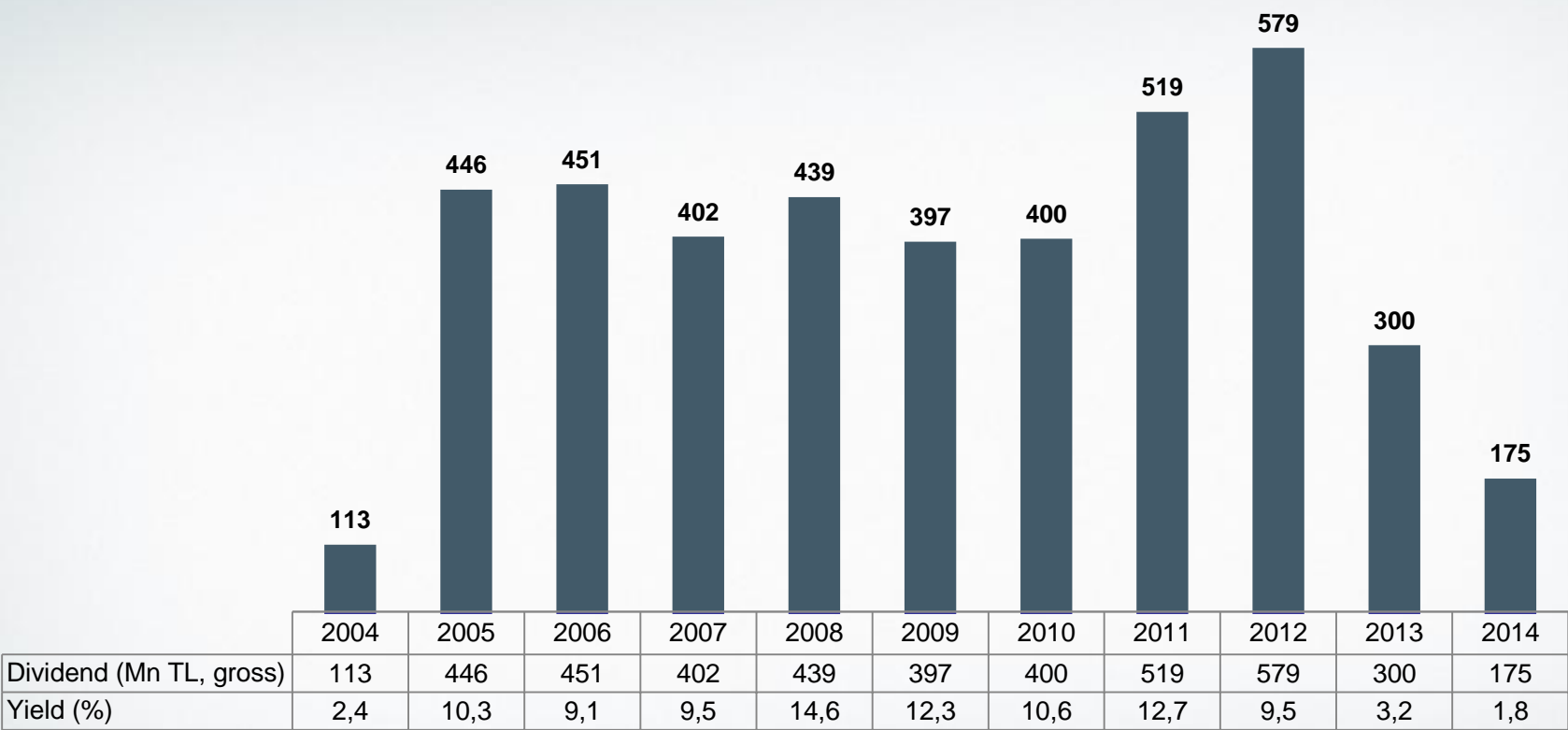
Foreign ownership in free float



Earnings per share (TL)



Dividend History



TL 4.2 billion (US\$2.8 billion) dividend was distributed by Ford Otosan between 2004-2014.

Dividend Policy

Our Company conducts a dividend policy within the framework of the provisions of the Turkish Commercial Code, Capital Markets Legislation, Tax Regulations and other relevant legislation as well as the provisions of the Articles of Association governing the distribution of profits. In distribution of profit, a consistent and balanced policy is followed between shareholders and Company requirements in line with Corporate Governance Principles.

In principle, subject to be covered by the resources existing in legal records, and subject to the decision of the Ordinary or Extraordinary General Assembly Meeting, excluding periods of large investment or severe economic downturn, by taking into consideration other legislation, financial and market conditions, long-term strategy, investment and financing policies, profitability and cash position, minimum 50% of the distributable profit for the period calculated within the framework of the Capital Markets Legislation is distributed in the form of cash or stock.

The dividend distribution date is determined by General Assembly and targeted to be within one month after General or Extraordinary Assembly Meeting date. General Assembly, or if authorized Board of Directors, could decide to pay dividend in installments within the framework of Capital Markets Legislation.

According to Company's Articles of Association, Board of Directors can distribute advance dividend with the condition of being authorized and compliant with Capital Markets Legislation.

Strong & Committed JV Partner Support



- Turkey's largest industrial and services group in terms of revenues, exports, employees and market capitalization on the Borsa İstanbul.
- Following an average annual growth rate of 18% in consolidated profit in US\$ terms between 2003-2013, Koç Holding ranks among the world's top 250 companies in Fortune 500.
- Has leading positions with strong competitive advantages in various sectors, such as energy, automotive, consumer durables and finance, which offer strong long-term growth potential.



- Global automotive industry leader based in Dearborn, Michigan, that manufactures and distributes automobiles across six continents.
- Automotive brands include Ford and Lincoln.
- 189,000 employees and 65 plants worldwide.
- Provides financial services through Ford Motor Credit Company.

Large Distribution Network

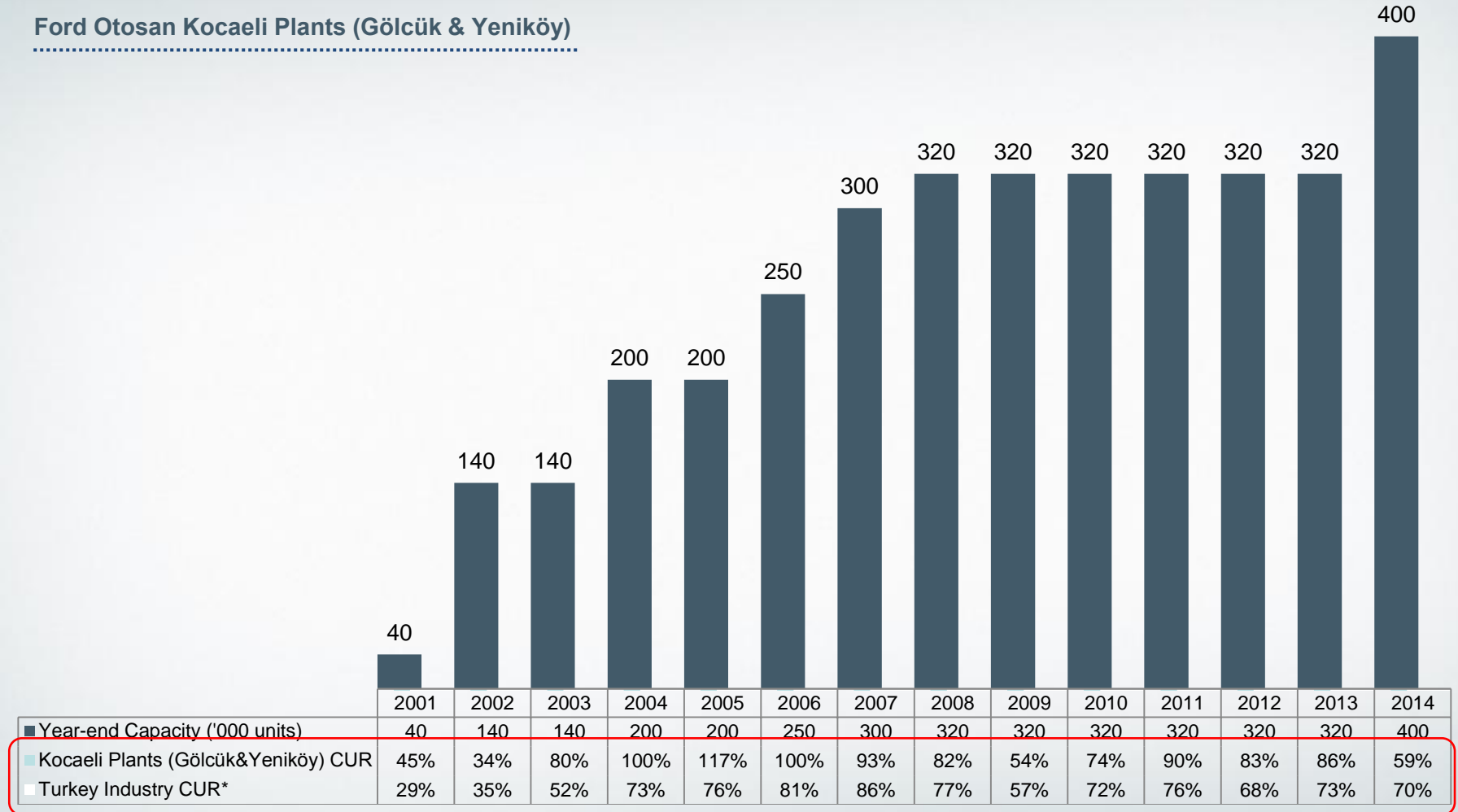


Ford Otosan provides maintenance, servicing and repairs through its customer-focused and innovative sales and after-sales network that spans the whole country.

Sales: 140
After-Sales: 153
Total Dealers: 194

Efficient Production Hub

Ford Otosan Kocaeli Plants (Gölcük & Yeniköy)



*Source: Automotive Manufacturers' Association (www.osd.org.tr)

R&D Focused on Excellence

- The largest R&D center in Turkey
- Capability and infrastructure to design, develop and test a complete vehicle end-to-end, including its engine and engine systems

Gölcük R&D Center

- Located in Gölcük
- 140 R&D engineers
- Engine testing, vehicle testing and development workshops

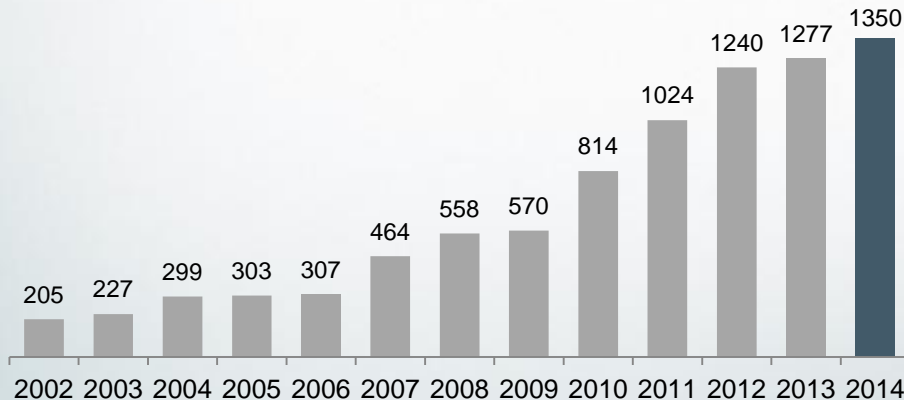
Sancaktepe R&D Center

- 1,153 R&D engineers
- Center of Excellence for heavy trucks and heavy duty diesel powertrains for large trucks
- Design studio, CAVE lab, vehicle and engine HIL labs

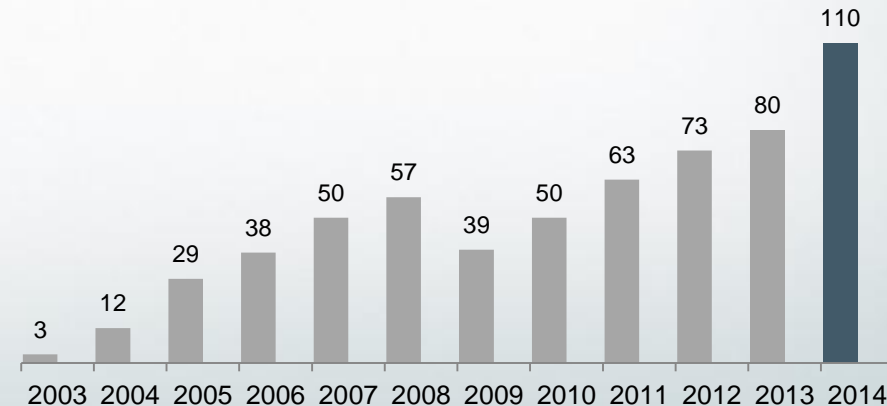
İnönü PD

- 57 R&D engineers
- Prototype engine manufacturing and testing
- The only facility to test extra heavy engines over 13L in Turkey

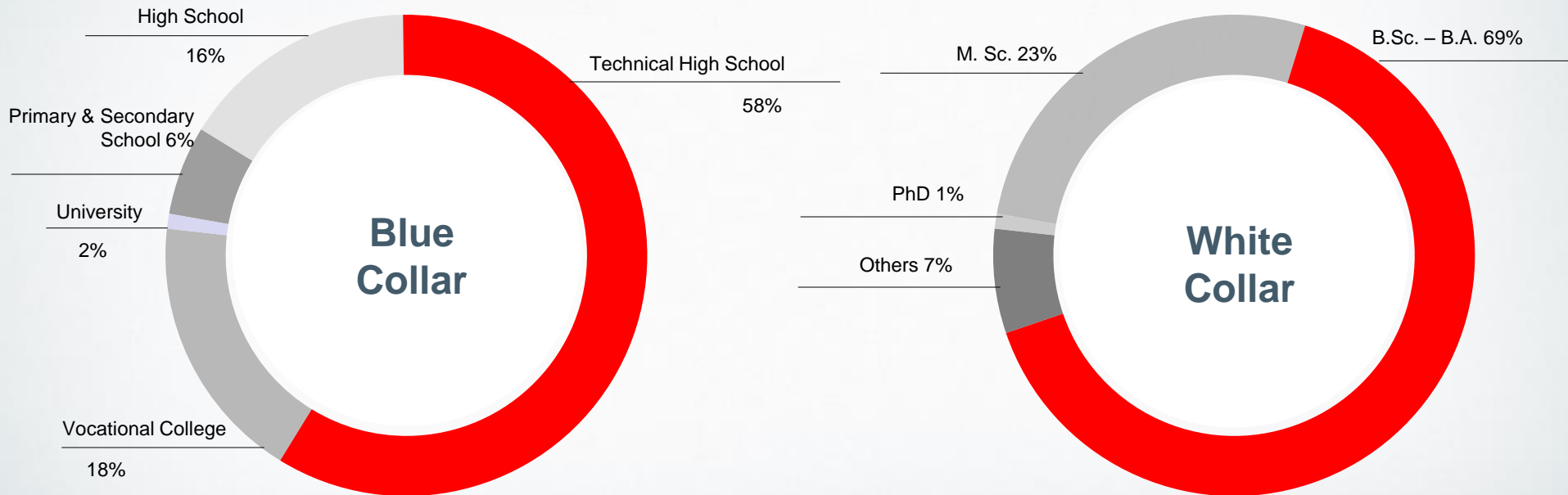
R&D Engineers



Patent Applications

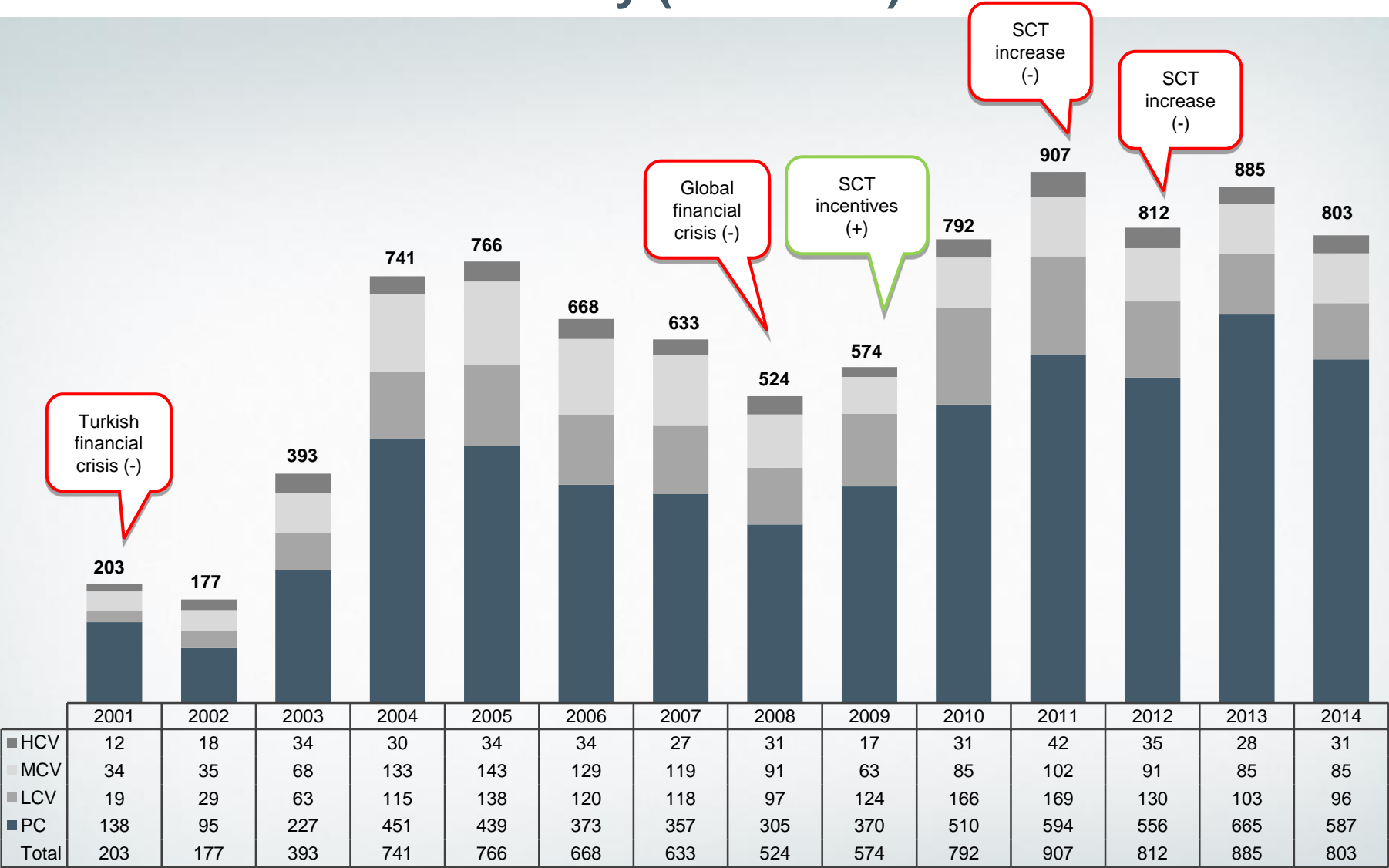


Experienced and Skilled Workforce



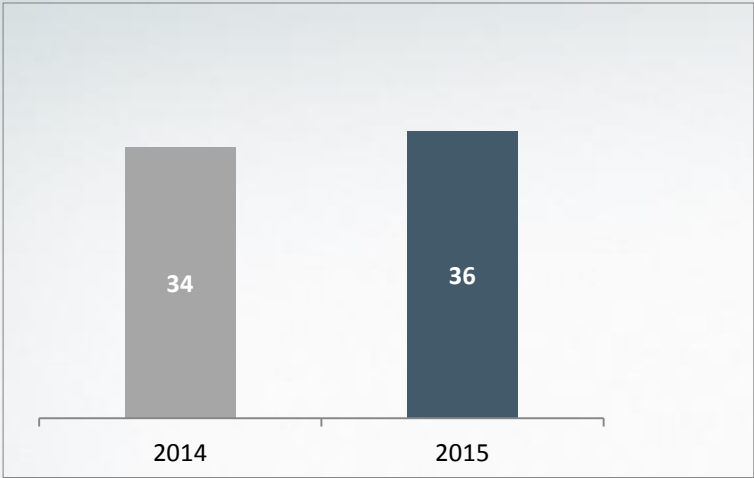
Operating & Financial Performance

Turkish Automotive Industry (000 units)

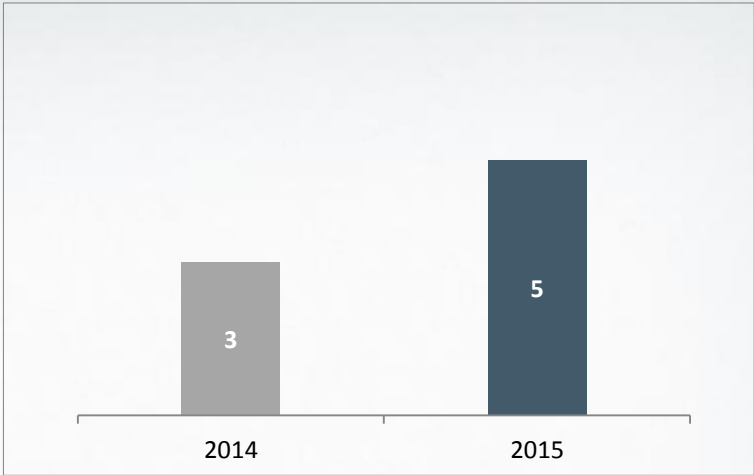


Domestic Market (000 units)

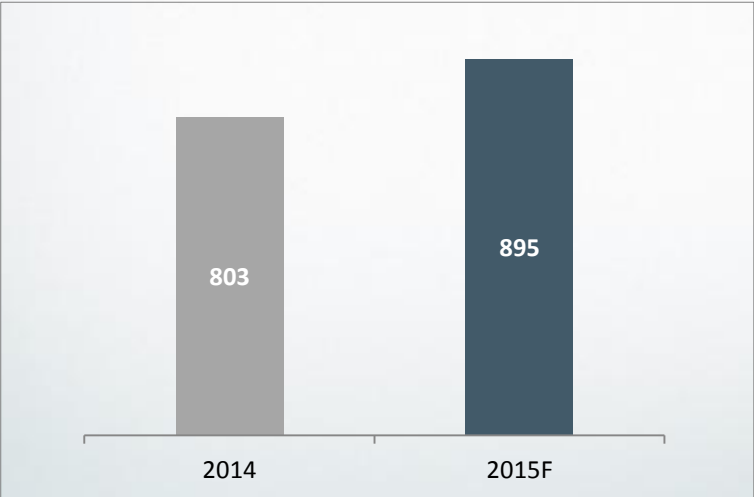
Total Industry, January 2015



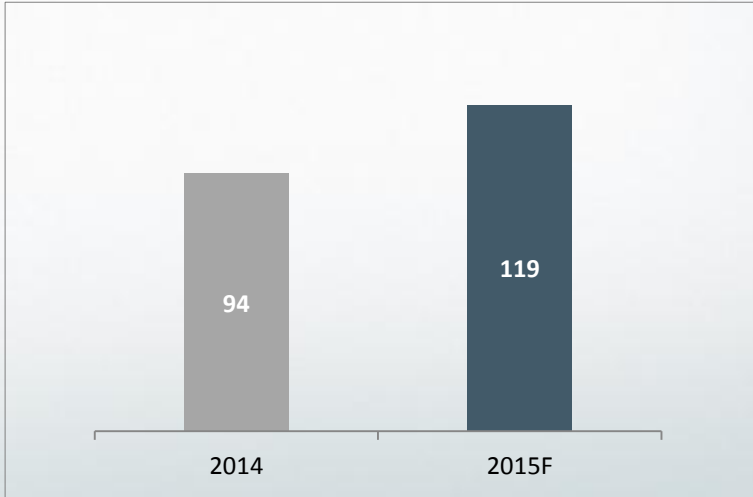
Ford Otosan, January 2015



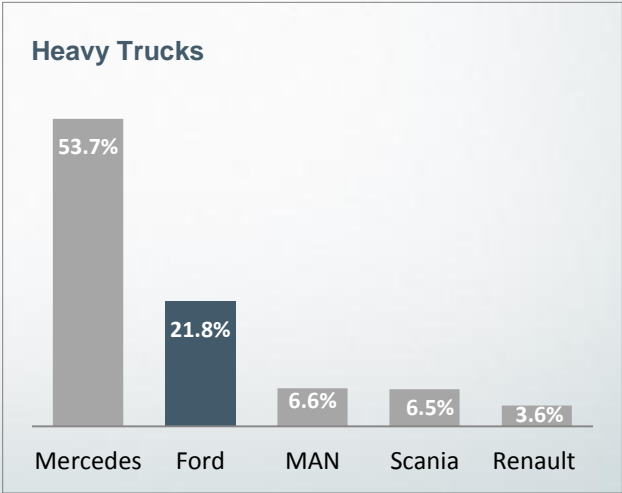
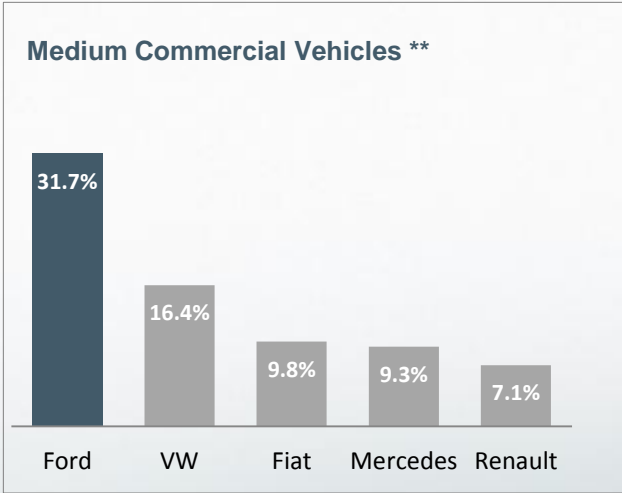
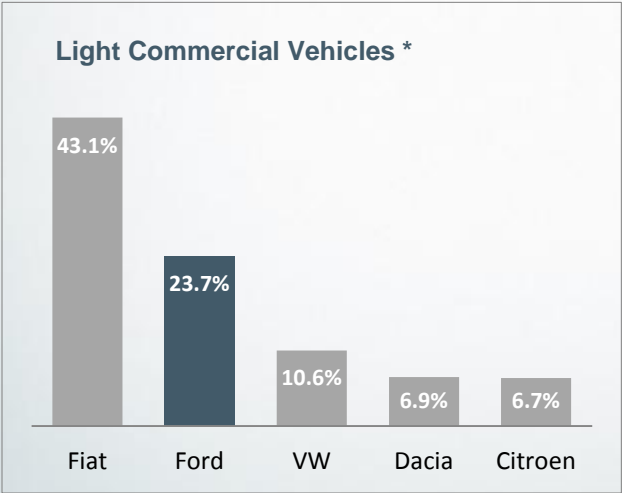
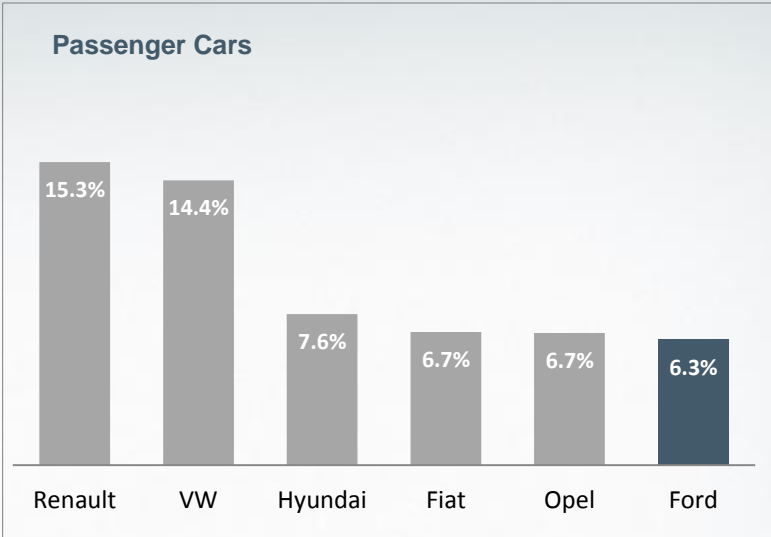
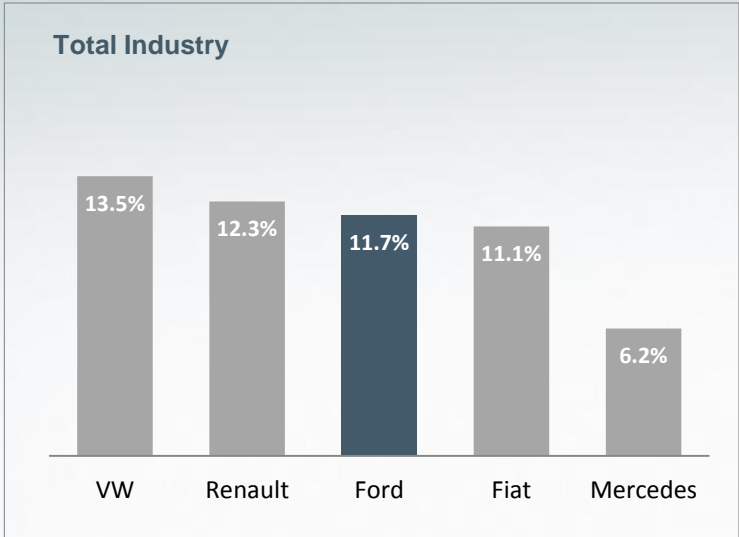
Total Industry Sales



Ford Otosan Retail Sales



Turkish Market Shares (2014)

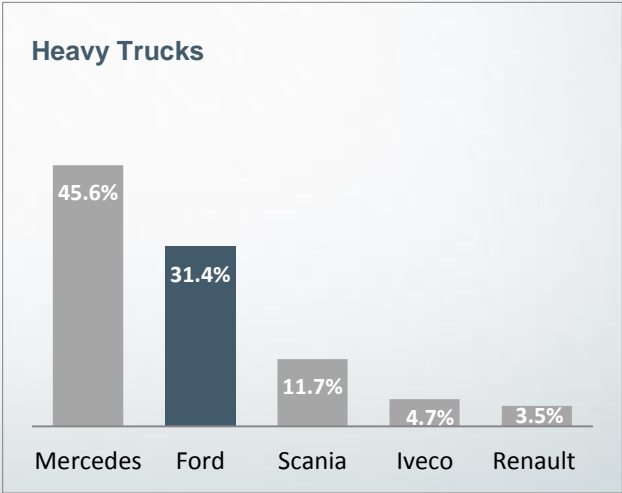
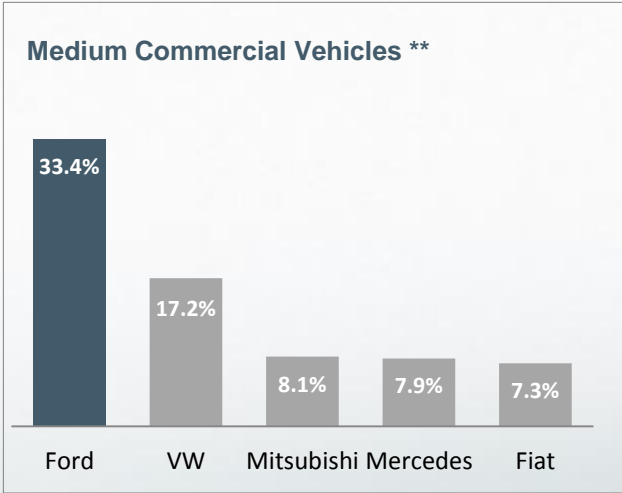
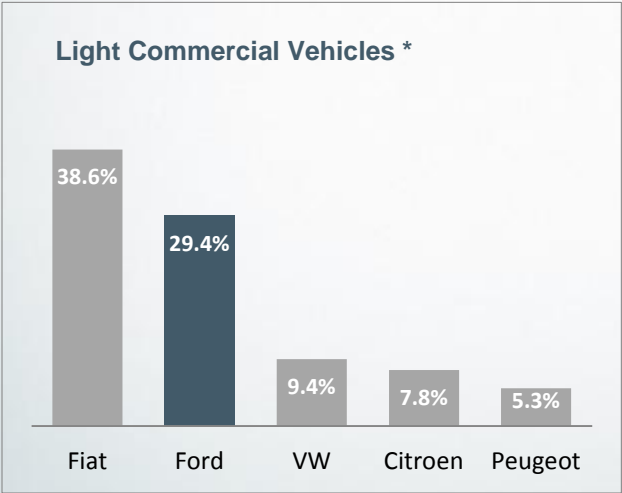
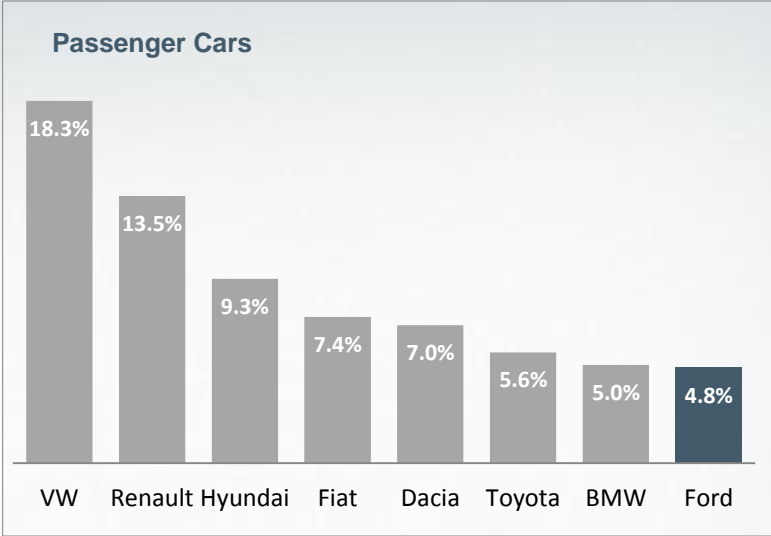
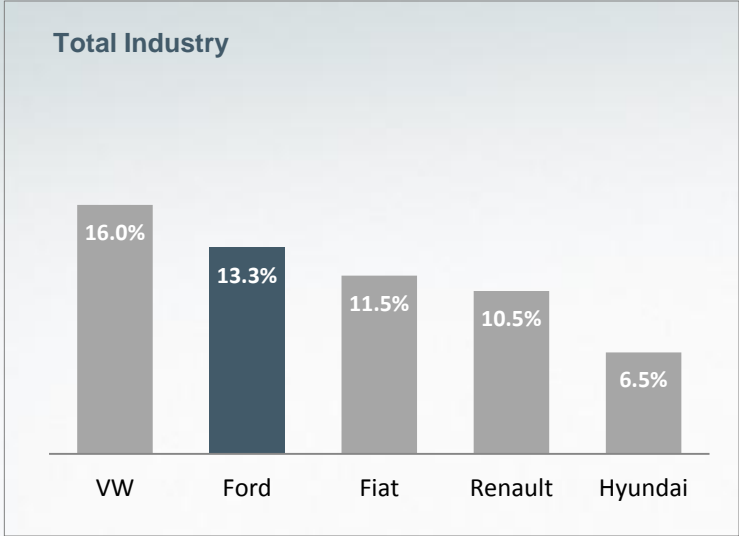


* Courier and Connect

** Transit and Custom

Source: ODD and TAID

Turkish Market Shares (January'15)

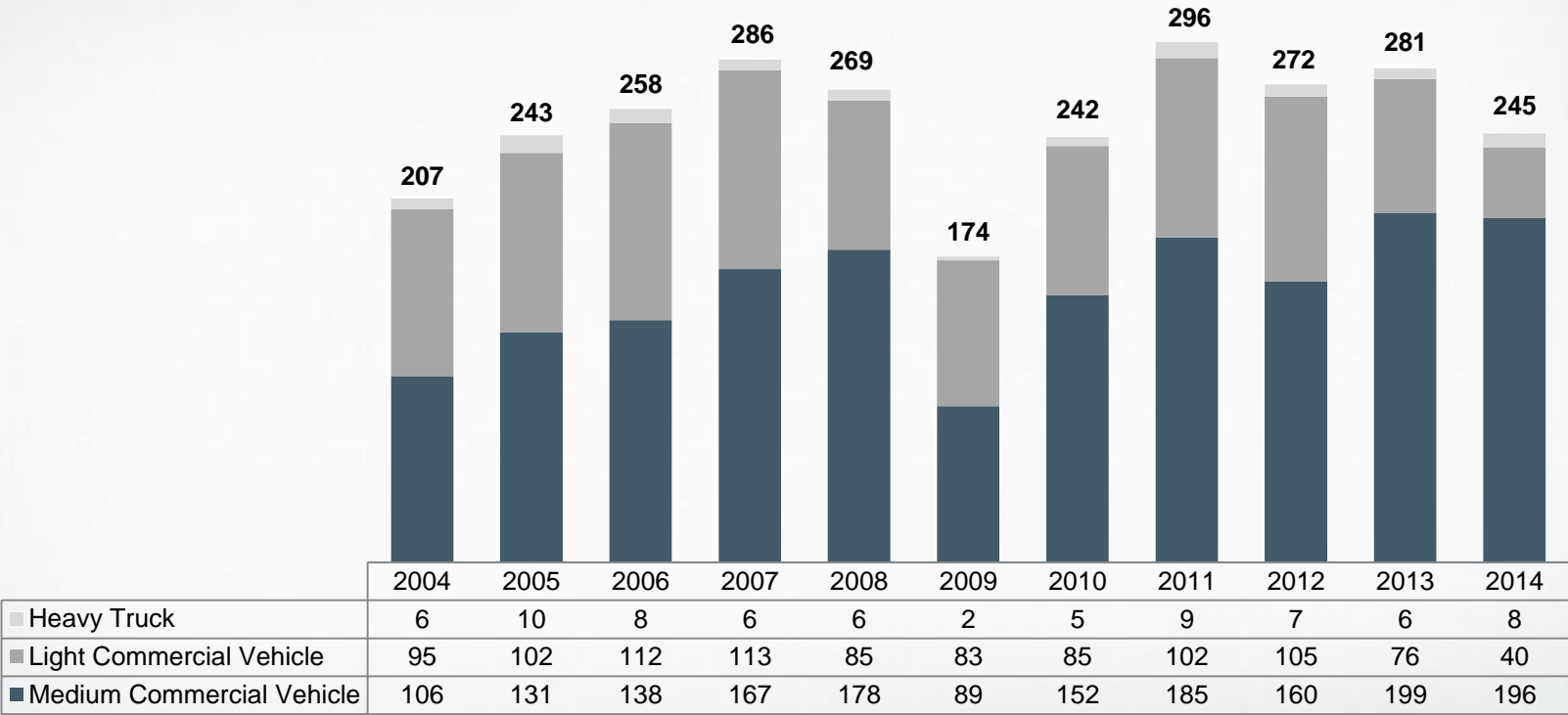


* Courier and Connect

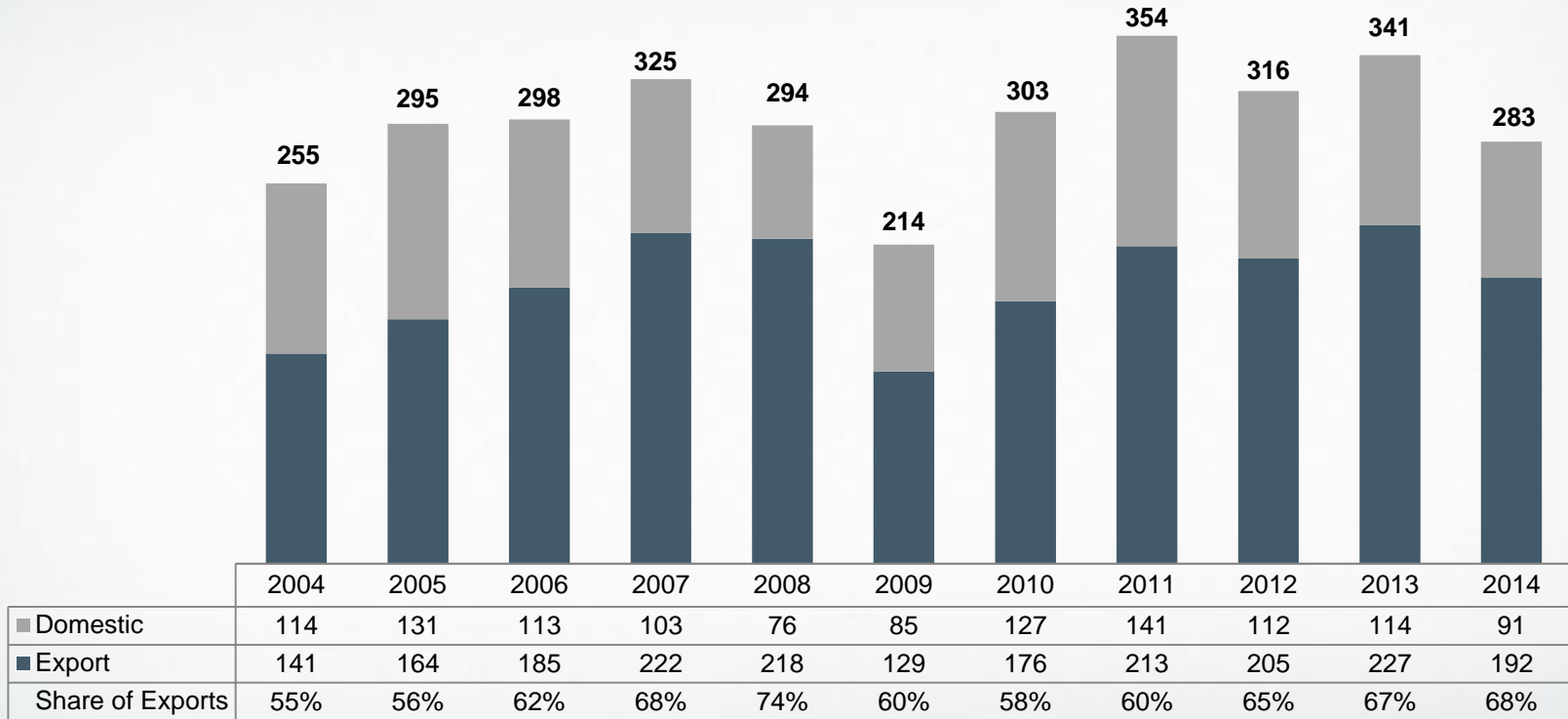
** Transit and Custom

Source: ODD and TAID

Production Volume by Segment (000 units)



Wholesale Volume – Domestic & Export (000 units)



Sales Volume by Model

	4Q14	3Q14	QoQ %	4Q13	YoY %	2014	2013	YoY %
Domestic	36.268	25.145	44%	37.740	-4%	91.038	113.971	-20%
PC	11.123	10.323	8%	20.940	-47%	33.650	58.618	-43%
Transit Connect	0	1		6.638		2.690	21.711	-88%
New Transit Connect	299	57	425%	-	-	356	-	-
Transit Courier	10.527	6.699	57%	-	-	20.836	-	-
Total LCV	10.826	6.757	60%	6.638	63%	23.882	21.711	10%
Transit	9.691	5.187	87%	7.196	35%	21.687	23.788	-9%
Transit Custom	1.813	1.244	46%	896	102%	4.536	3.399	33%
Ranger	233	67	248%	10	2230%	430	519	-17%
Total MCV	11.737	6.498	81%	8.102	45%	26.653	27.706	-4%
Cargo	2582	1.567	65%	2.060	25%	6.853	5.936	15%
Exports	54.036	44.131	22%	51.681	5%	191.956	226.671	-15%
Transit	16.948	14.110	20%	28.923	-41%	62.189	120.503	-48%
Transit Custom	31.913	24.607	30%	22.078	45%	109.274	53.053	106%
Transit Connect	-	-	-	16	-	-	51.796	-
Transit Courier	4.729	5.171	-9%	-	-	19.229	-	-
Cargo	362	165	119%	604	-40%	963	1.002	-4%
Other	84	78	8%	60	40%	301	317	-5%
Total Wholesale Volume	90.304	69.276	30%	89.421	1%	282.994	340.642	-17%

Domestic sales continued to rise QoQ in 4Q14 following the completion of product launches and ramp-up.

2014 sales were down 20% YoY despite the strong 4Q performance due to 1Q14 dynamics:

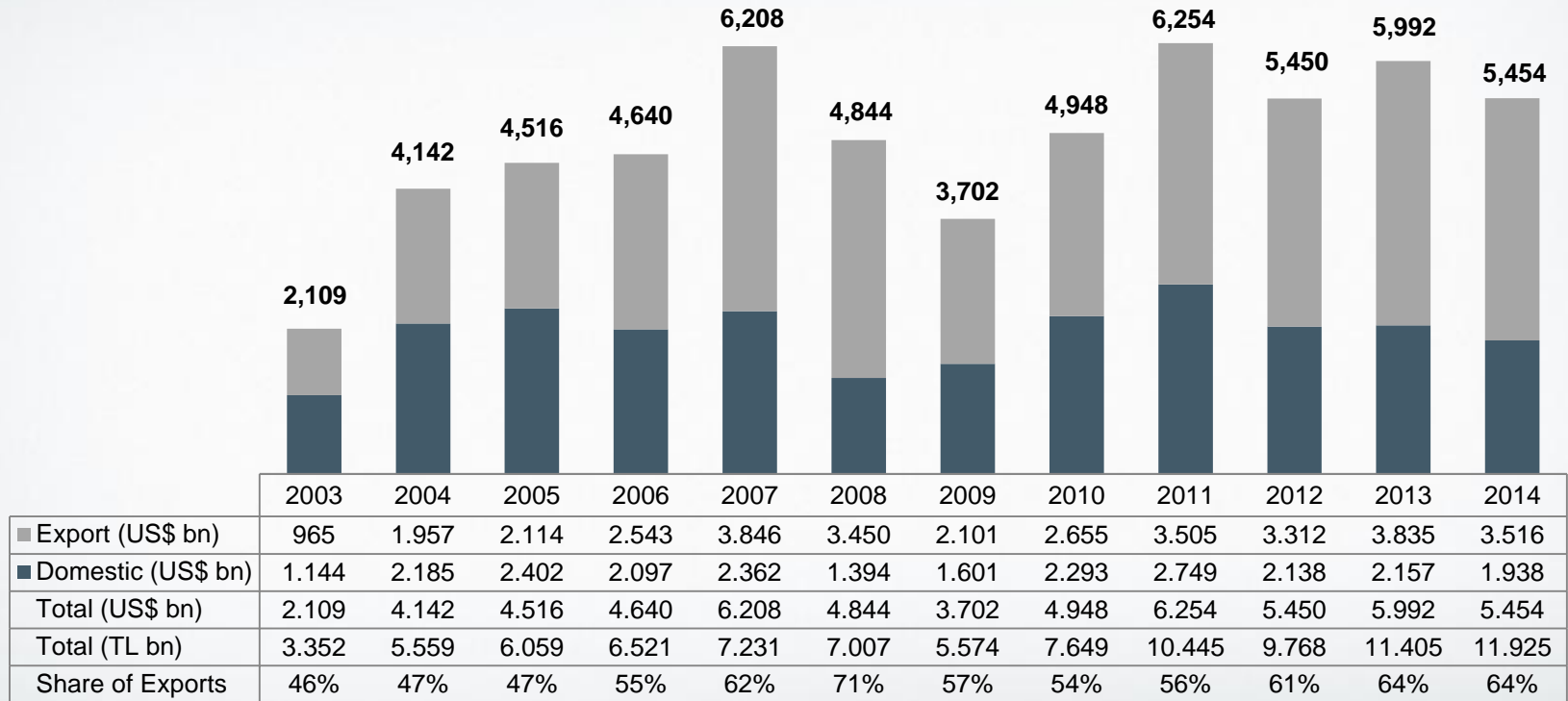
- 1) The temporary impact of the product transitions and ramp-up period in commercial vehicles
- 2) The rising retail prices for PCs in 1Q14 which pressured sales amid intense market competition.

Exports also strengthened in 4Q14 and increased 22% QoQ and 5% YoY.

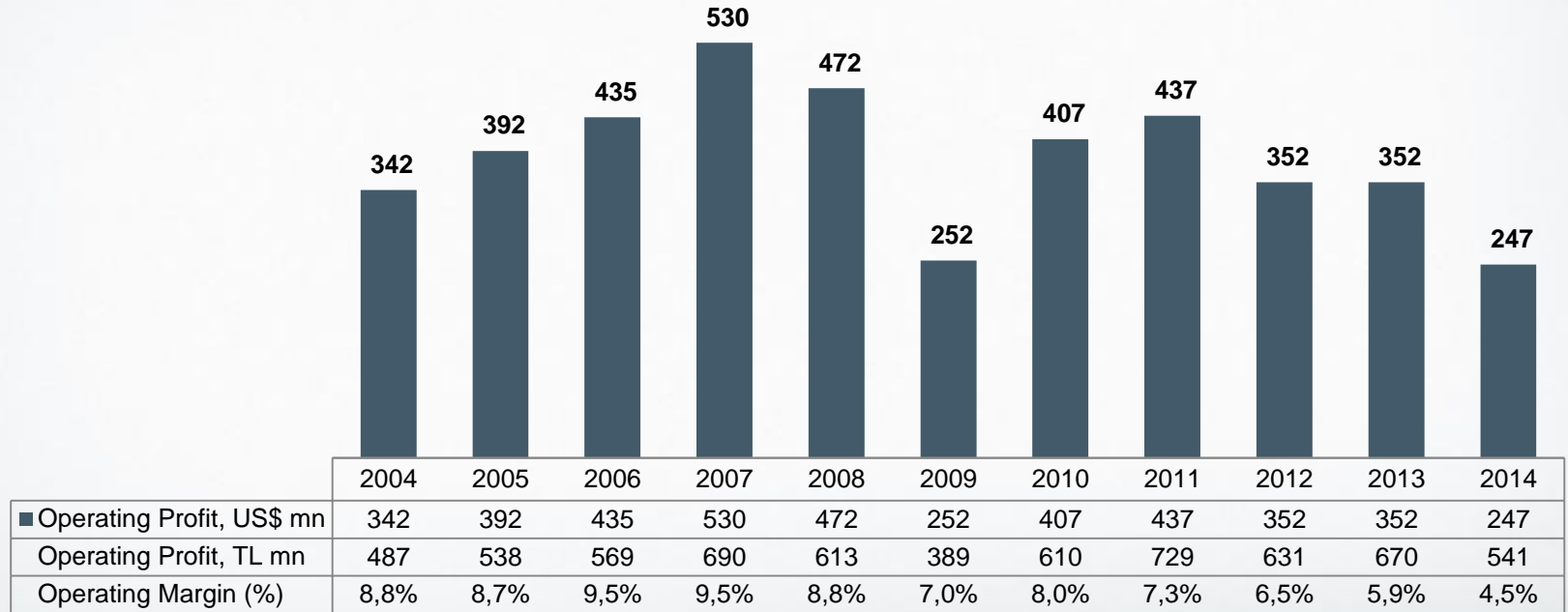
FY14 export volumes were down 15% YoY due to the product transitions and ramp-up.

Custom's strong sales performance continued, rising by 106% YoY.

Revenues - Domestic & Export



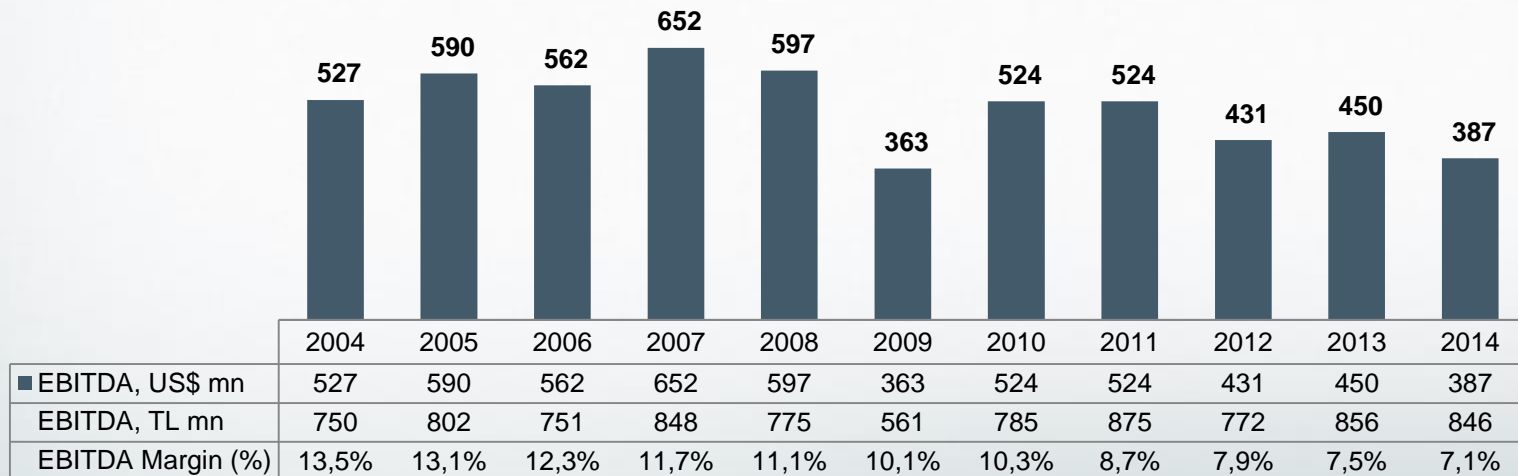
Operating Profit and Margin (2004-2014)



EBITDA and EBITDA Margin (2004-2014)

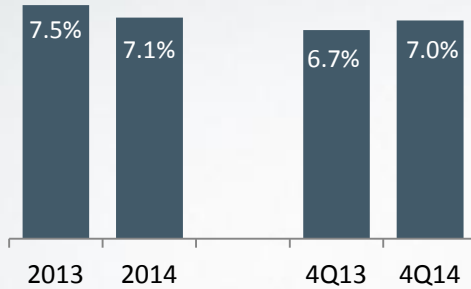
Changing business mix, industry trends and macro drivers leading to declining margins:

- Declining share of the domestic business
- Highly competitive pricing landscape in the domestic market
- Industry shift towards passenger cars leading to a less favorable sales mix for Ford Otosan
- Aged product portfolio
- Increase in import costs with the sharp decline in Turkish Lira
- Revaluation of financial loans with significant weakening of the Turkish Lira leading to higher net financial expenses

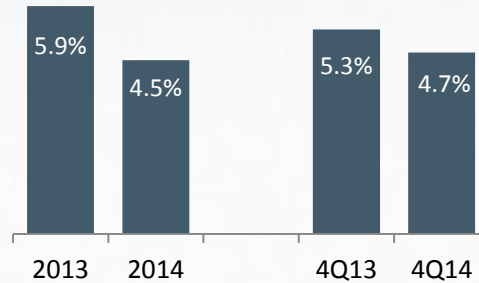


Margins in 2014

EBITDA Margin



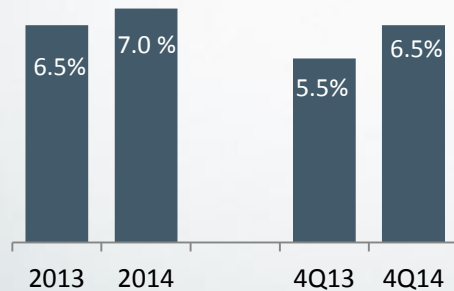
Operating Margin



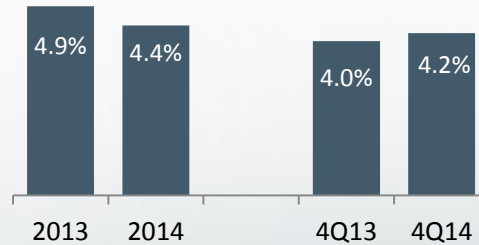
Despite the rise in vehicles prices and cost reduction actions, margins remained under pressure due to:

- TL depreciation and volatility
- Lower unit sales
- Lower other operating income
- Higher financial expenses
- 64% YoY rise in depreciation & amortization

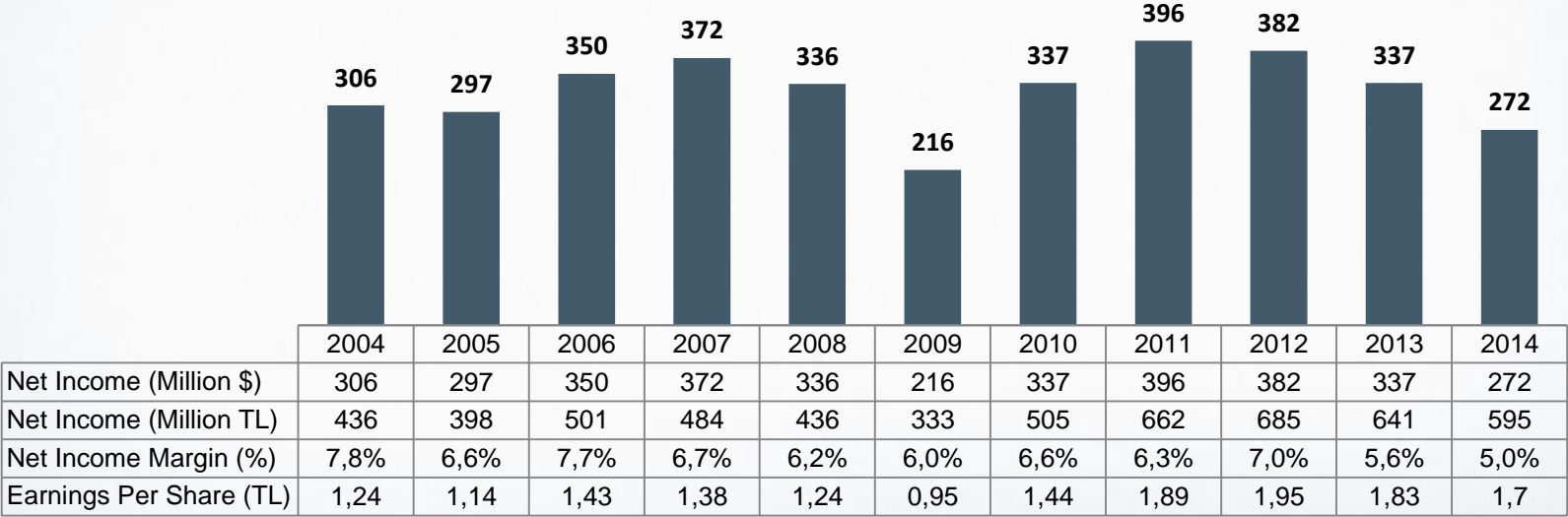
EBITDA Margin (excl. Other items)



Operating Margin (excl. Other items)



Net Income (2004-2014)



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 21 days of cash outflow
- €80 million credit commitment and €70 million factoring agreements are in place for potential needs
- Net debt as of 2014 is TL2.1 billion.

FX Risk

- Excess cash is invested in hard currencies to minimize fx exposure
- Natural hedge against volatility due to fx-denominated export revenues: 64% of revenues
- Ford Otosan is a net exporter: US\$ 2.0 billion in the last 5 years (2010-2014)

Capital Risk

- Net financial debt / tangible net worth ratio is monitored as a management criteria and the aim is to keep it below 1.25

Main Financial Indicators

Cash Position (TL mn)	31.12.2014	31.12.2013
Cash & Cash Equivalents	577	238
Total Financial Debt	(2.350)	(2.291)
Net financial debt	(1.773)	(2.053)
Financial Ratios	31.12.2014	31.12.2013
Current ratio	1.00	1.02
Liquidity ratio	0.74	0.71
Net Financial Debt / Tangible Net Worth	0.79	1.13
Current Assets / Total Assets	0.41	0.41
Current Liabilities / Total Liabilities	0.66	0.64
Total Liabilities / Total Liabilities and Equity	0.62	0.63
Return on Equity	21.6%	28.7%
Margins	31.12.2014	31.12.2013
Gross Margin	9.5%	9.9%
EBITDA Margin	7.1%	7.5%
Operating Margin	4.5%	5.9%
Net Income Margin	5.0%	5.6%

2015 Guidance

Turkish Industry Volume	895K
Ford Otosan Retail Sales Volume	119K
Exports	232K
Wholesale Volume	351K
Production Volume	305K
Capex (fixed assets)	US\$230 mn

Guidance updated in February 2015. According to the Capital Markets Board, companies are allowed to provide guidance 4 times a year. Our next update will be announced as part of 1Q15 financial results..

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