

# FORD OTOSAN



## Investor Presentation

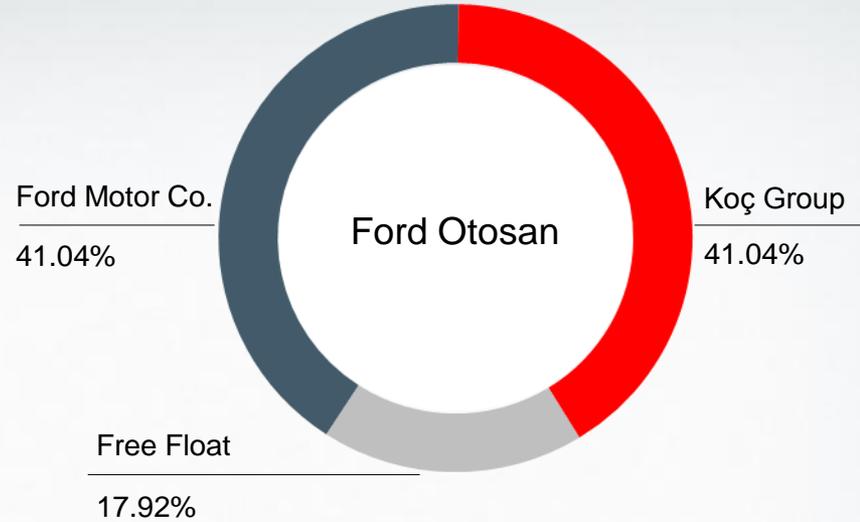
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# About Ford Otosan

# Company Profile

Key Performance Indicators, 2013	
Revenues	\$6.0 billion
Export Revenues	\$3.8 billion
EBITDA	\$450 million
Profit Before Tax	\$237 million
Net Profit*	\$337 million
ROE	28.7%
EBITDA margin	7.5%
Annual Production Capacity **	415,000
	Gölcük 290,000
	Yeniköy 110,000
	İnönü 15,000
Total Employees	9,444
	Blue Collar 6,926
	White Collar 2,518



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.

\*\* As of 2014-end, following the completion of investments.

# Ford Otosan at a Glance

## Pioneer of Turkish automotive

- **First** Turkish passenger car Anadolu (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

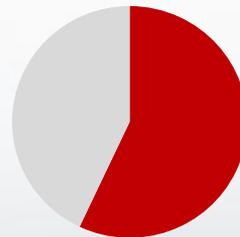
- **Export leader** in Turkish automotive; 2<sup>nd</sup> largest exporter overall
- Turkey's **2<sup>nd</sup> largest** industrial enterprise
- **Highest** installed production capacity and employment in Turkish automotive

## Leadership and scale

- 12 consecutive years of **industry leadership** (2001-2013)
- **Widest** product range in Turkish automotive



**25%** of Turkey's total automotive production



**57%** of Turkey's total commercial vehicle production



**61%** 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

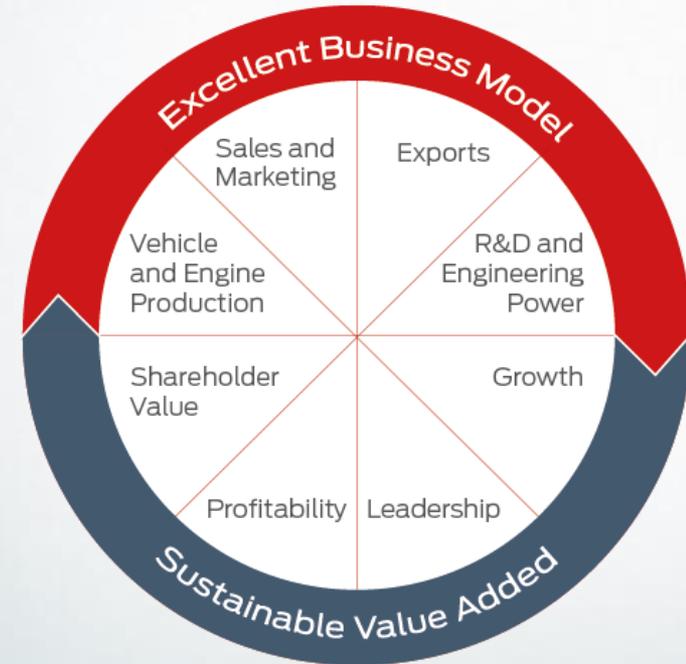
- **Global engineering lead** for Cargo heavy trucks and related powertrains
- **Global support** for diesel powertrain engineering
- **Global support** for light commercial vehicle development
- Listed among the **world's top 1500 companies** by R&D investment

(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 17<sup>th</sup> largest auto manufacturing hub in the world and 7<sup>th</sup> 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 50<sup>th</sup> 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 12<sup>th</sup> year of market leadership

**2013 & 2014- JMC 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: 1<sup>st</sup> commercial vehicle with 5-star rating in Euro NCAP, Ford Transit Custom

2012: Truck of the Year, 3<sup>rd</sup> 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

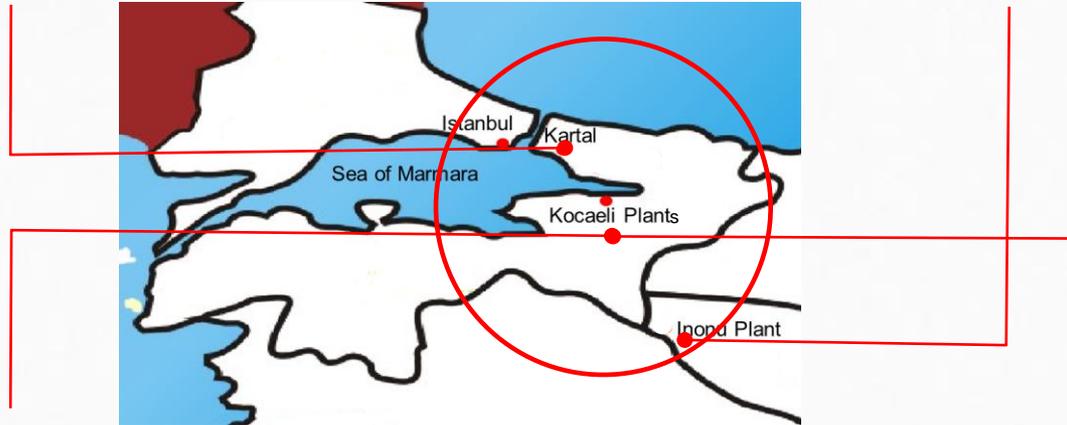
Sancaktepe Parts Distribution Center (1998)



Sancaktepe R&D 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 m<sup>2</sup> total area; 340,000 m<sup>2</sup> 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 m<sup>2</sup> covered area
- Production of Ford Courier started in March 2014.
- Official opening ceremony took place on May 22<sup>nd</sup>, 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 m<sup>2</sup> covered area

# Sancaktepe Parts Distribution Center - 96% Fill rate



- Opened in 1998
- 25,000 m<sup>2</sup> warehouse: Largest of its kind in Turkey
- 4<sup>th</sup> 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



- The largest R&D center in Turkey with 1,200 R&D personnel
- 'R&D Center' certificate granted by the Ministry of Science, Industry and Technology in December 2014
- Center of Excellence for heavy trucks and heavy duty diesel powertrain for large trucks
- Global engineering lead for 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
- New generation Transit launched in March 2014



# 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 commercial vehicle to receive 5-star rating in Euro NCAP



# Ford Courier

- Ford Otosan is the single global source of Ford Courier
- Production started in March 2014; launched in May 2014
- 110k units annual production capacity



# Ford Cargo

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



# A Full Line of Cars



FORD FOCUS



FORD B-MAX



FORD RANGER



FORD FIESTA



FORD C-MAX



FORD KUGA



FORD S-MAX



FORD MONDEO



FORD GALAXY

# Major Product Acceleration

2014



Focus



Courier



Connect



Transit

2015



EcoSport



Mondeo



Galaxy



C-Max



Mustang

2016



Edge

# Investment Case

# Ford Otosan's Value Proposition

## Scale, growth & visibility

- Domestic industry leader for 12 consecutive years (2001-2013)
- 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

# Turkish Industry Leader for 12 Consecutive Years - 2013



# 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)	18%	45%*	<b>71%</b>	<3000cc	Transit Van	18%	4%	<b>23%</b>
	Fiesta					Transit Minibus (16+1) (17+1)			
	B-Max					Transit Chassis Cab			
Focus	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)	18%	90%**	<b>124%</b>		Transit Minibus (11+1) (14+1)			
	S-Max (2.0)								
	Kuga (2.0)								
	Galaxy								
>2000		18%	145%***	<b>189%</b>	Transit Combi	18%	15%****	<b>36%</b>	
					Transit Custom Combi				
					Transit Custom Combi Van				
					Tourneo Custom				
					Transit Courier Combi Van				
					Tourneo Courier				
					Connect Combi				
					Cargo	18%	4%	<b>23%</b>	

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

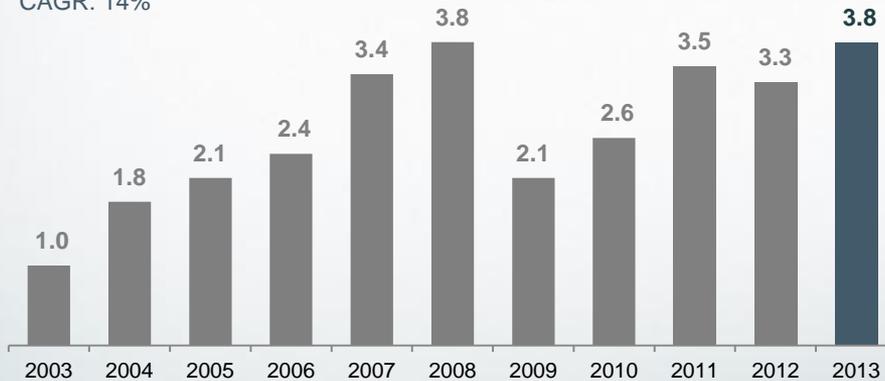
## Exports (000 units)

CAGR: 12%



## Export Revenues (US\$ Bn)

CAGR: 14%



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

Turkey's **export leader** in automotive

**Net exporter** in the last five years with  
US\$ 1.9 billion (2009-2013)

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

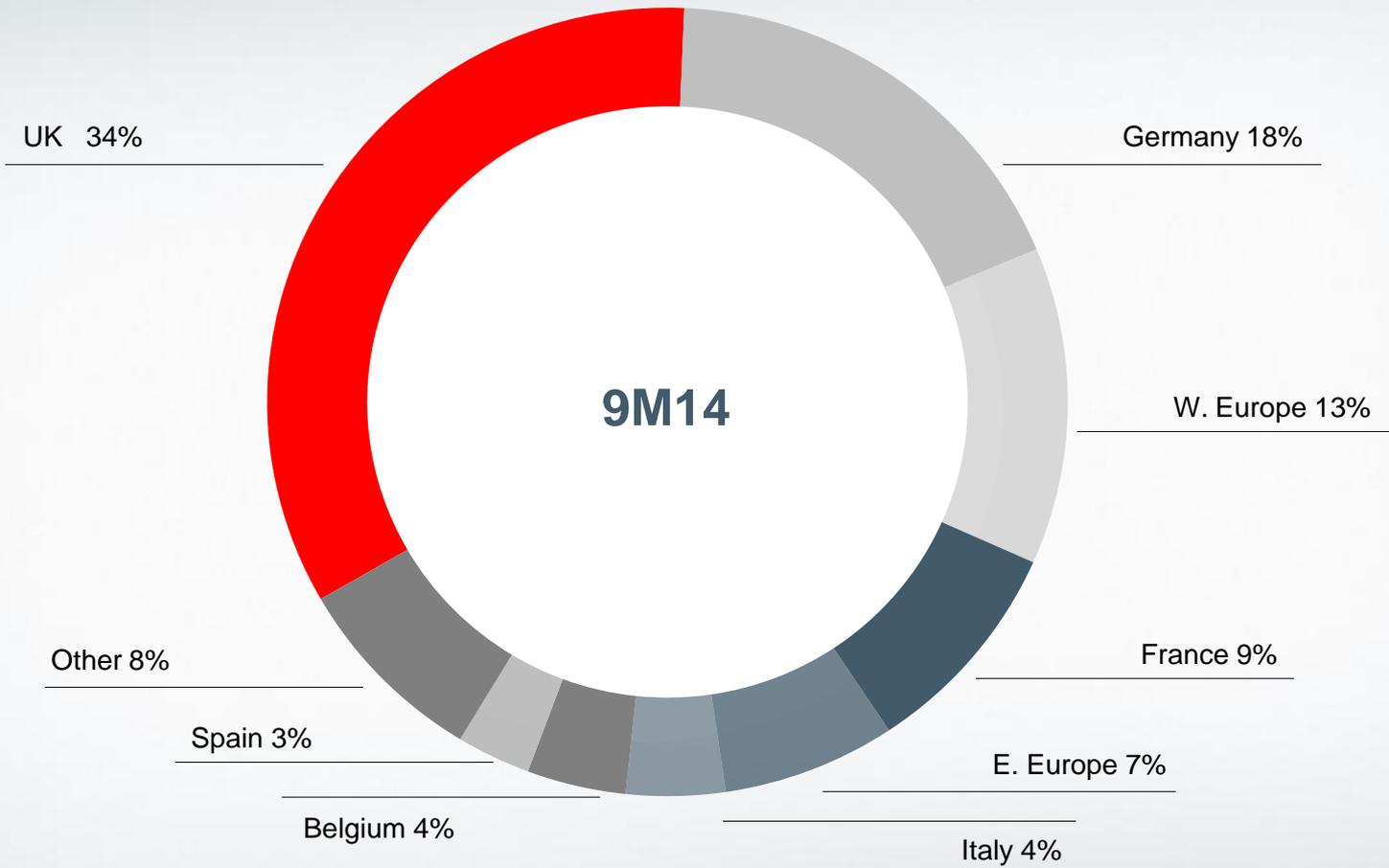
**61% of Turkey's total commercial vehicle exports** is done by Ford Otosan

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

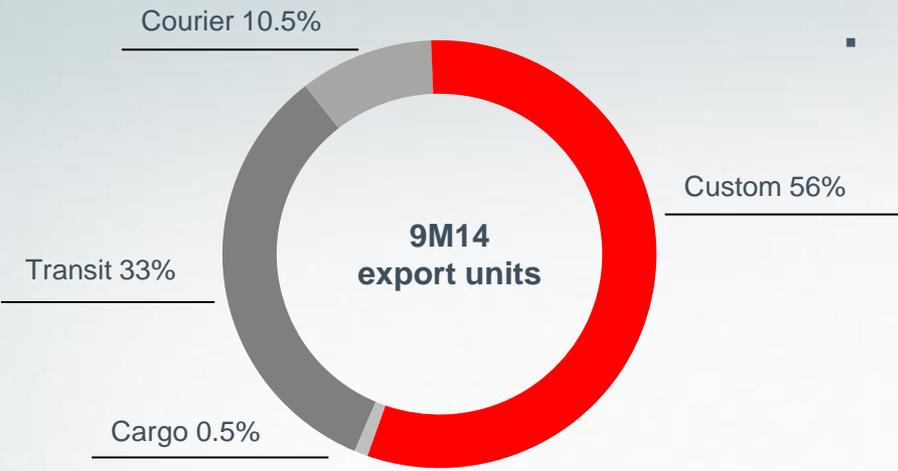
**Export receivables** from Ford Motor Company  
and its subsidiaries are collected within **14 days**

# Best Proxy to European Recovery

Export breakdown by units

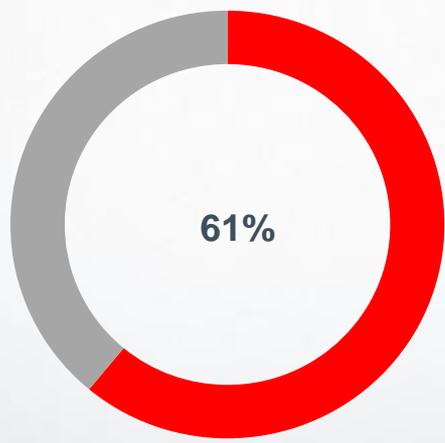


# Export Performance



- In November, the EU market for new commercial vehicles expanded for the 15<sup>th</sup> consecutive month. Registration of **LCVs up to 3.5t increased by 4.8% in November and 10.9% year-to-date.** ([www.acea.be](http://www.acea.be))

	September	October	November	Nov-YTD
<b>UK</b>	14.1%	18.2%	17.1%	18.0%
<b>Germany</b>	12.0%	10.9%	-8.6%	6.6%
<b>Italy</b>	36.3%	18.6%	8.3%	18.0%
<b>Spain</b>	23.9%	40.2%	14.6%	32.7%
<b>France</b>	14.3%	-4.4%	-0.9%	0.9%
<b>Total</b>	16.2%	10.3%	4.8%	10.9%



Ford Otosan's share in Turkey's CV exports, 9M14

- Ford commercial vehicle sales **in November** improved **26%** year-on-year. Year-to-date CV sales were **up 19%** at **207,000 units**.
- In November, Ford recorded its highest CV market share since almost two decades.** Ford's CV share was up 2.6 percentage points to **12.4% in November** and up 1.2 percentage points to **11.5% year-to-date.**
- Ford's Transit family (Transit, Transit Custom, Transit Connect and Transit Courier) had its highest November since 2007.**

# 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 in June 2014, immediately following its launch.



# 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-end)

160,000



New Transit

130,000



Custom

110,000



Courier

15,000



Cargo

# Technology Licensing 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

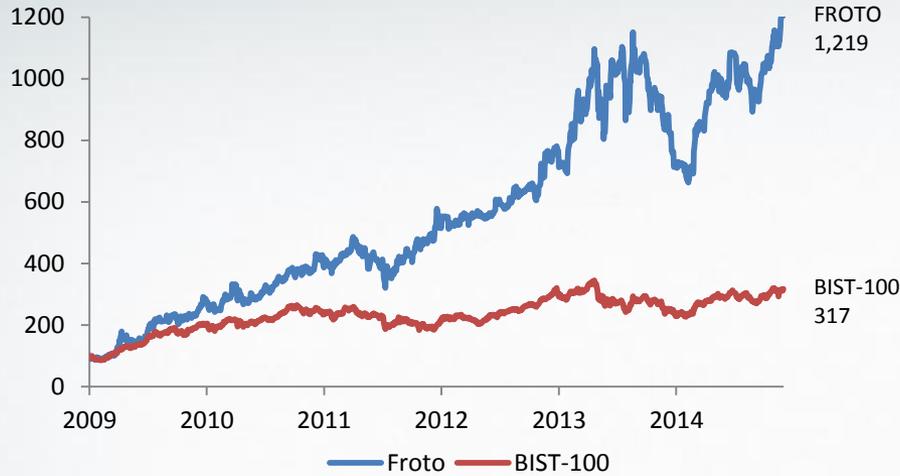
- Signed on April 24<sup>th</sup>, 2013 between Ford Otosan and Jiangling Motors Corporation Ltd. of China and JMC Heavy Duty Vehicle Co.Ltd.
- JMC branded vehicles manufactured in China using these engines and the licensed products will be sold in China and the export markets as agreed by the parties.
- 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 25<sup>th</sup>, 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

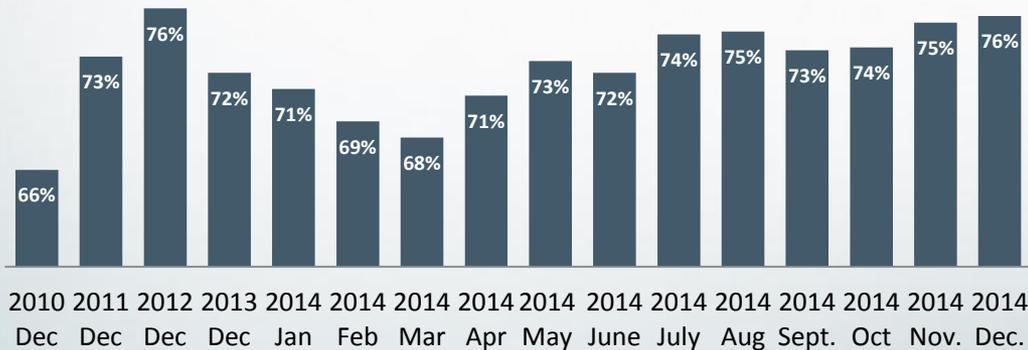
## Strong relative share performance



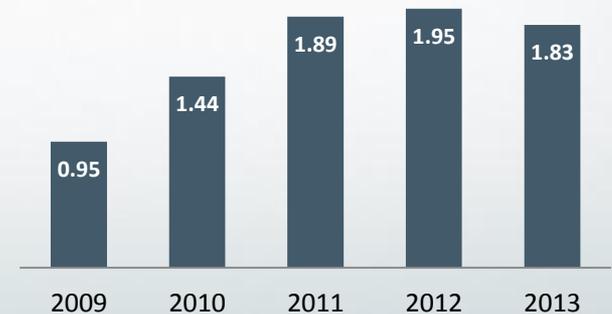
## Commitment to corporate governance

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

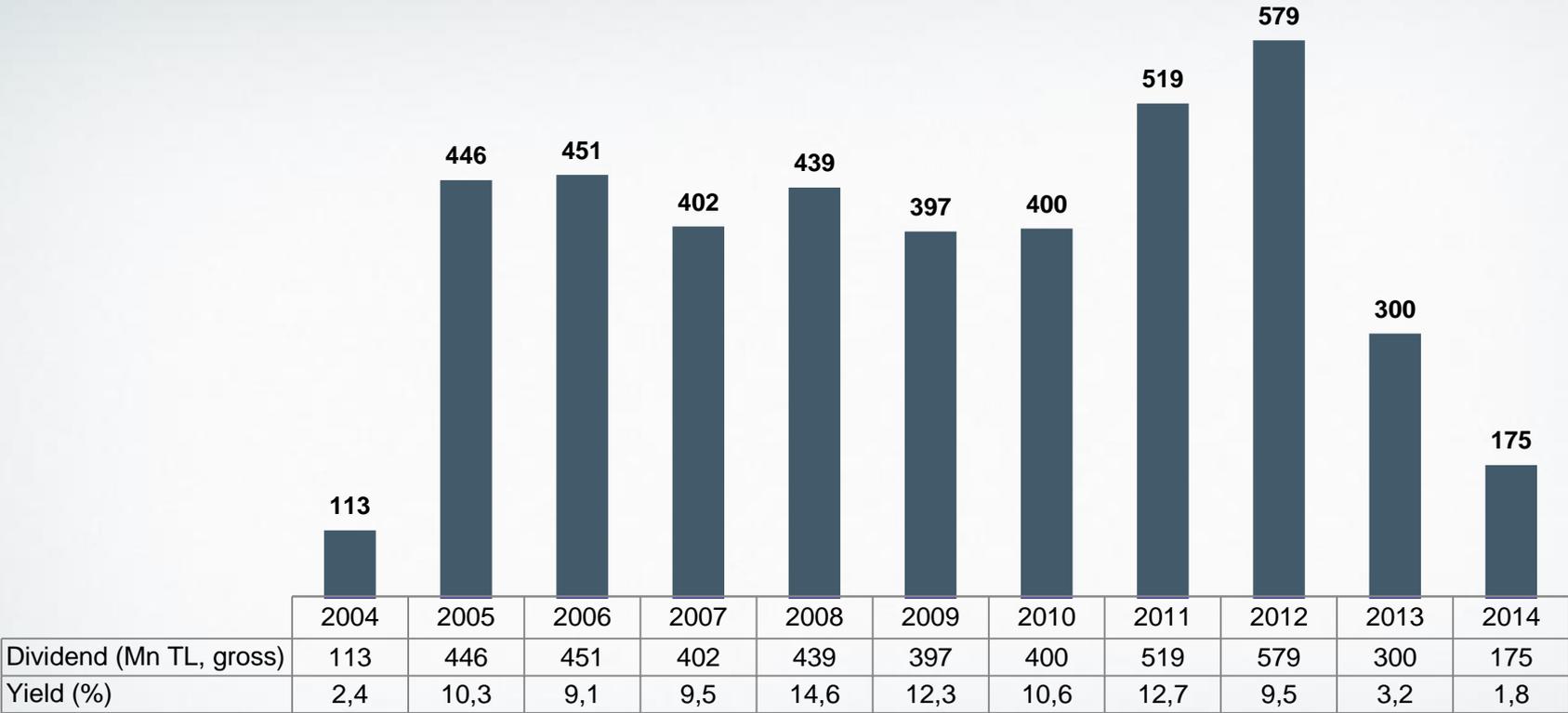
## Foreign ownership in free float



## 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

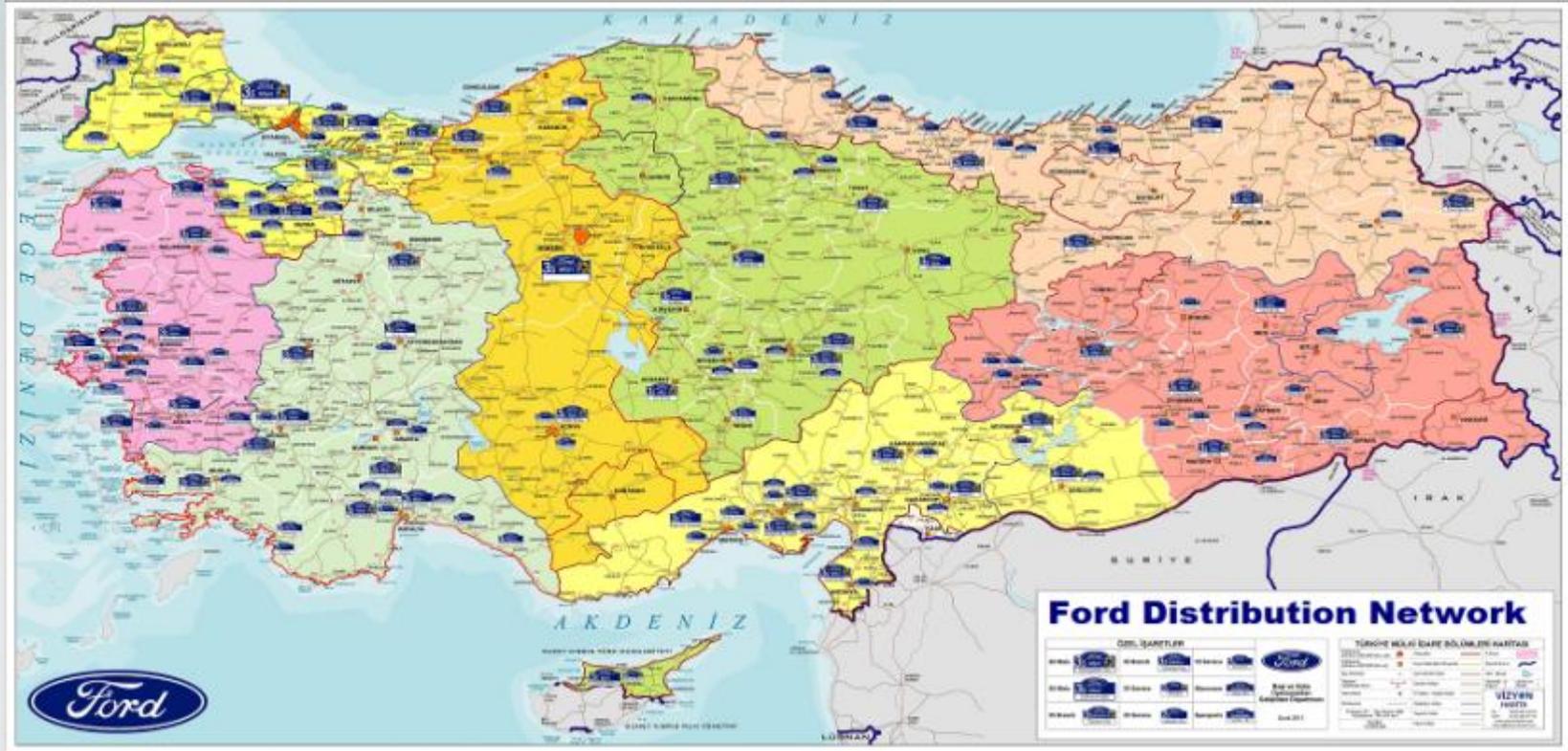


- Turkey's largest industrial and services group in terms of revenues, exports, employees and market capitalization on the Borsa İstanbul.
- Following an average annual growth rate of 18% in consolidated profit in US\$ terms between 2003-2013, Koç Holding ranks among the world's top 250 companies in 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: 116  
After-Sales: 158  
Total Dealers: 205

# Efficient Production Hub – CUR above Industry Average

## Ford Otosan Gölcük Plant



\*Source: Automotive Manufacturers' Association ([www.osd.org.tr](http://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

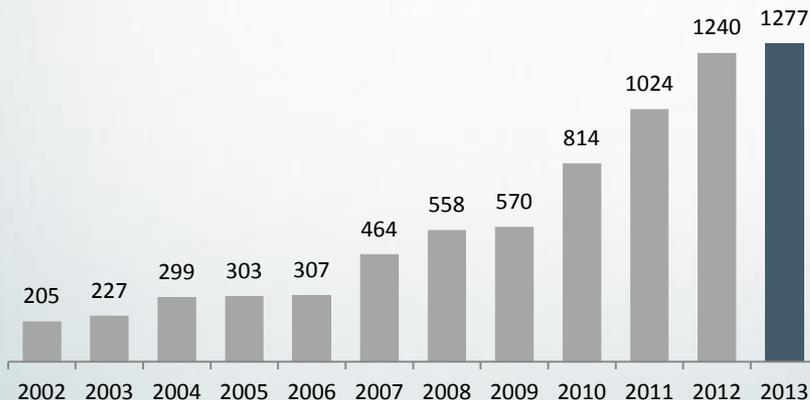
## Sancaktepe R&D Center

- 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

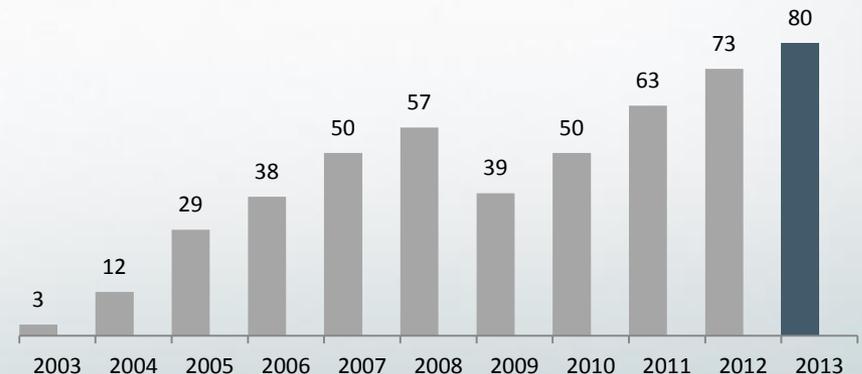
## İnönü PD

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

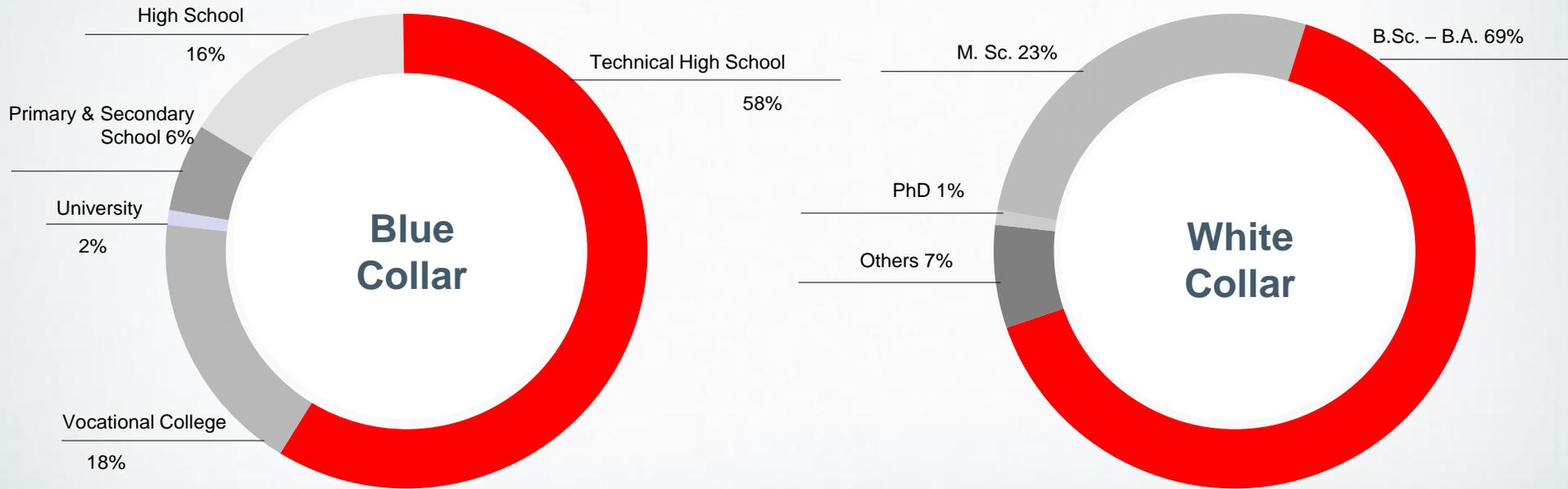
## R&D Engineers



## Patent Applications

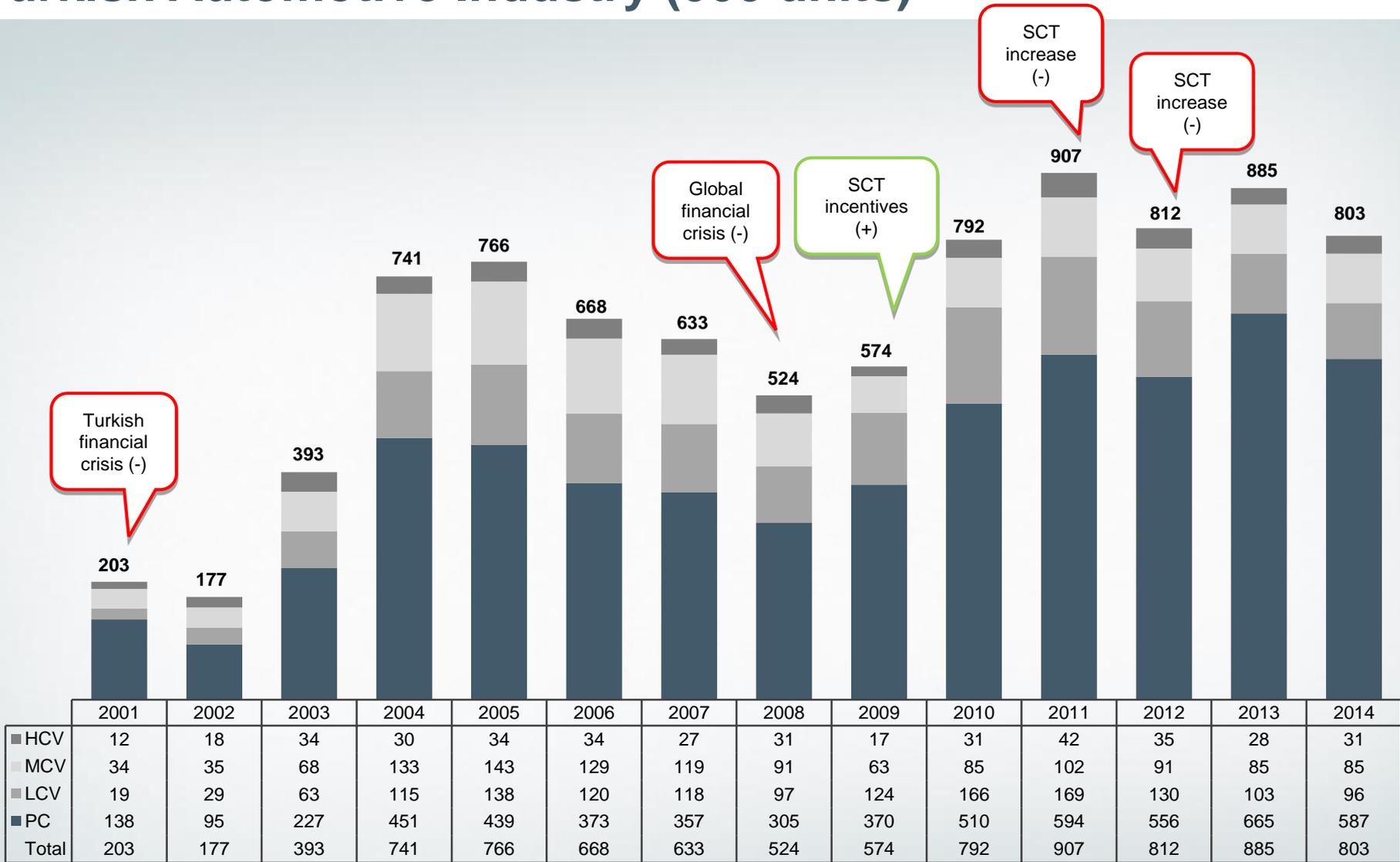


# Experienced and Skilled Workforce



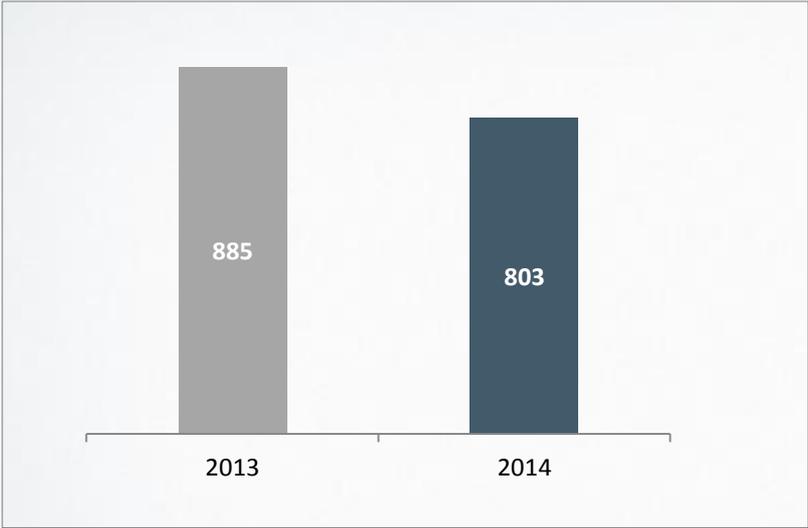
# Operating & Financial Performance

# Turkish Automotive Industry (000 units)

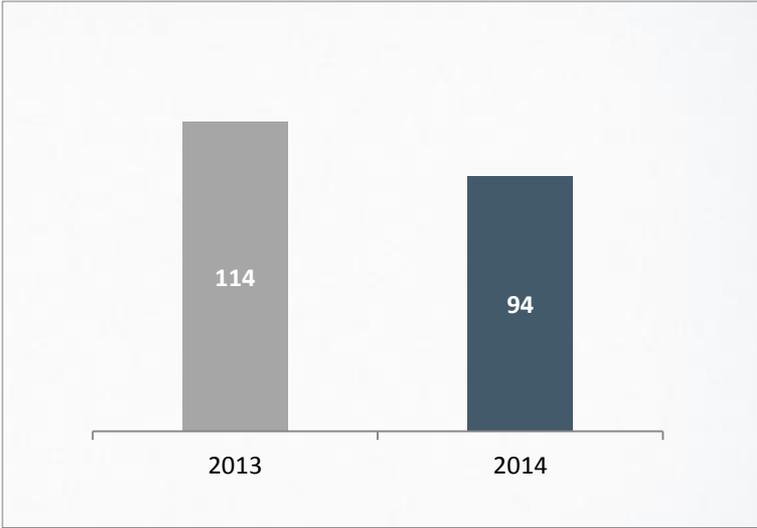


# Domestic Market (000 units)

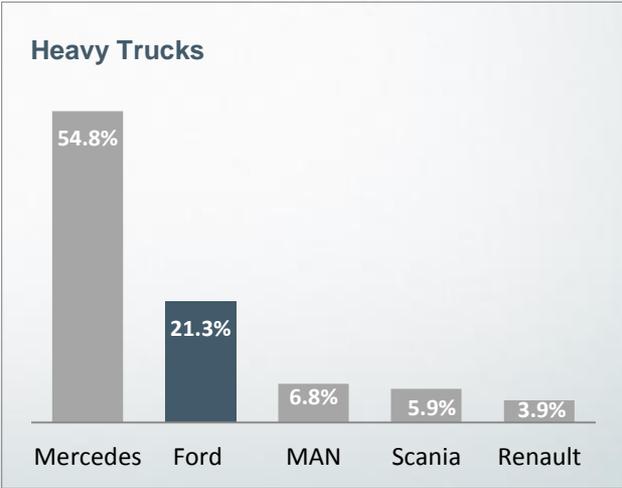
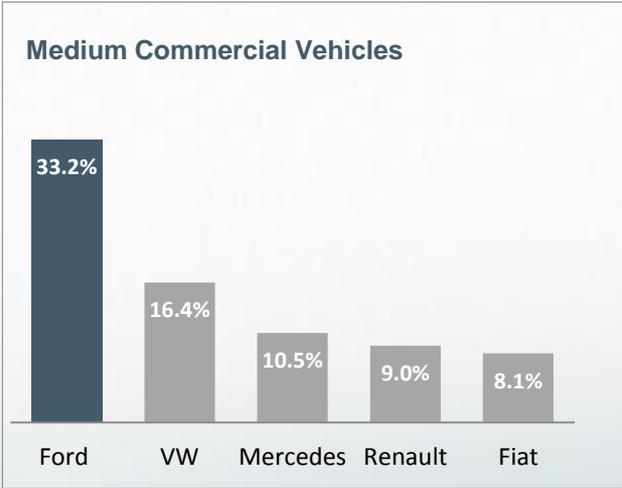
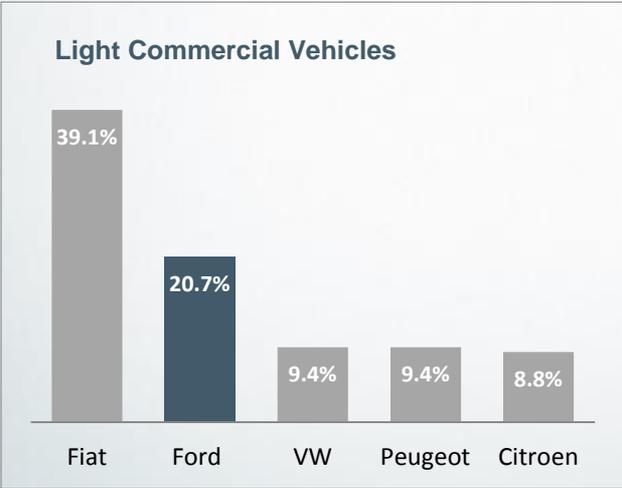
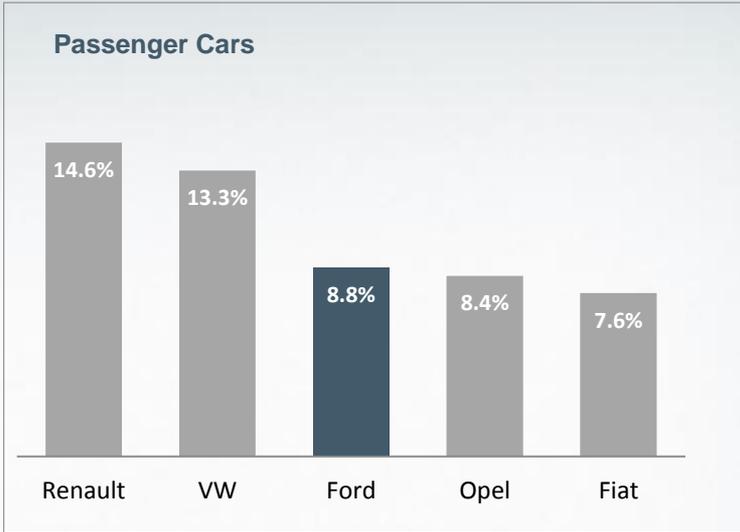
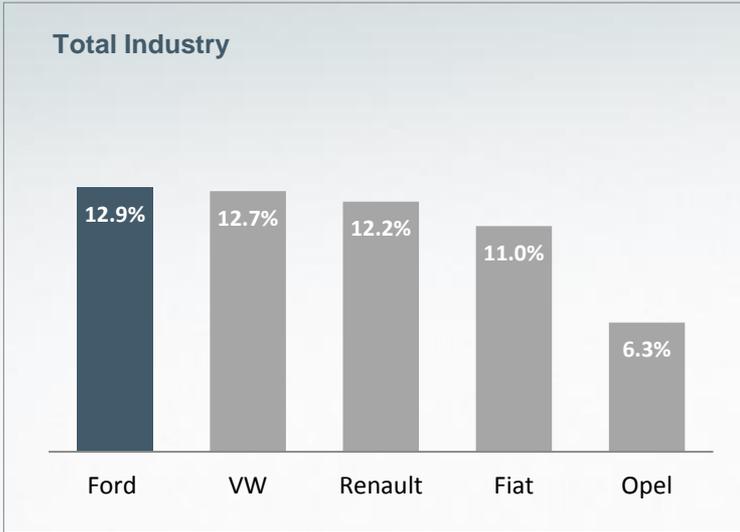
Total Industry Sales



Ford Otosan Retail Sales

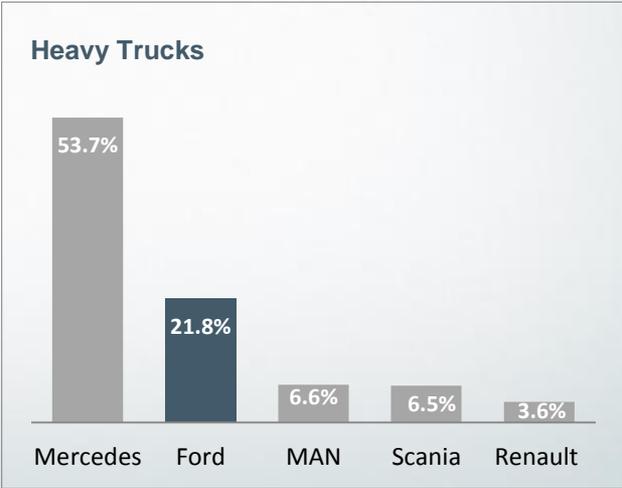
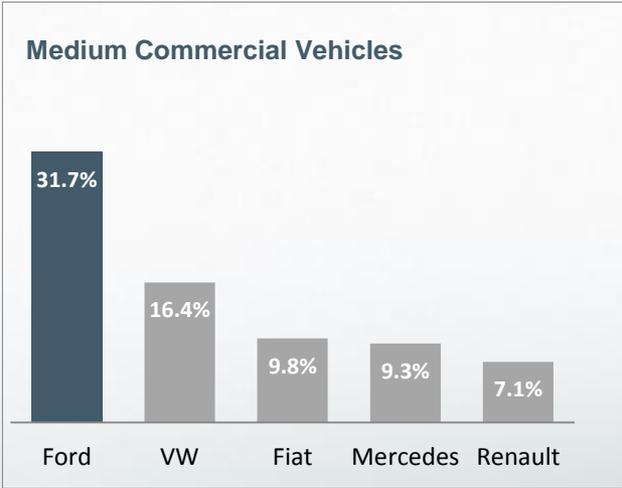
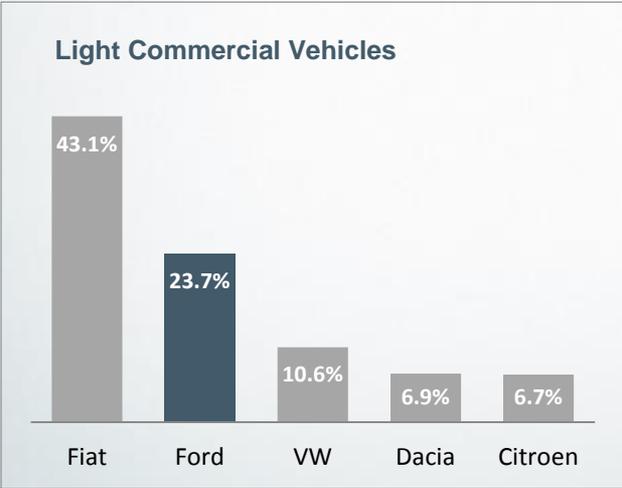
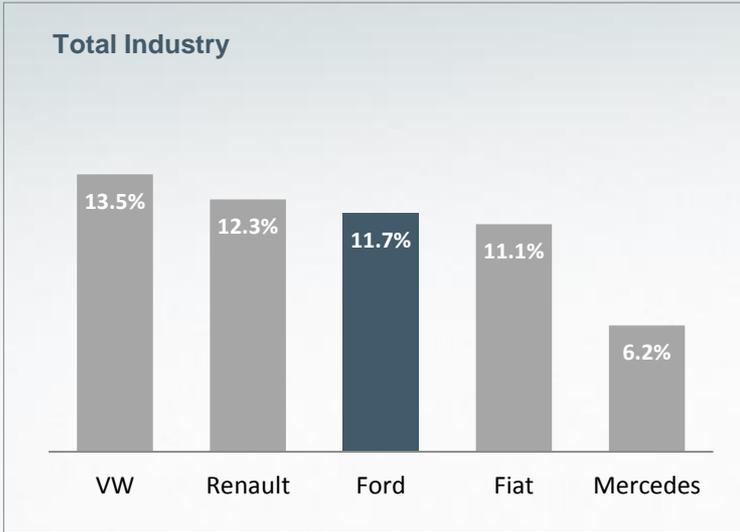


# Turkish Market Shares (2013)



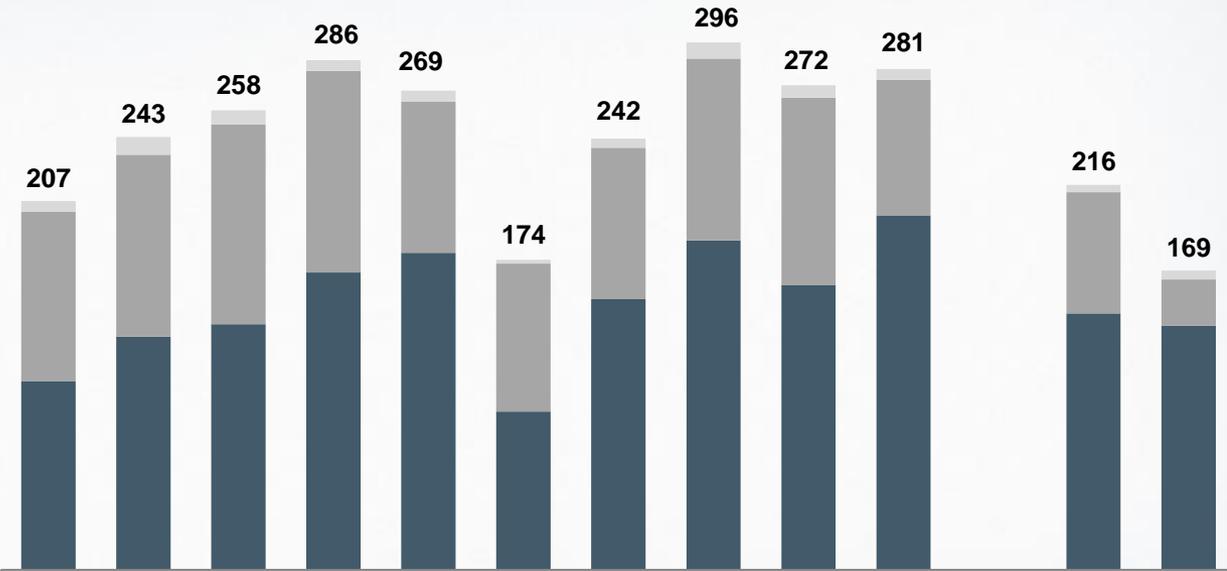
Source: ODD and TAID

# Turkish Market Shares (2014)



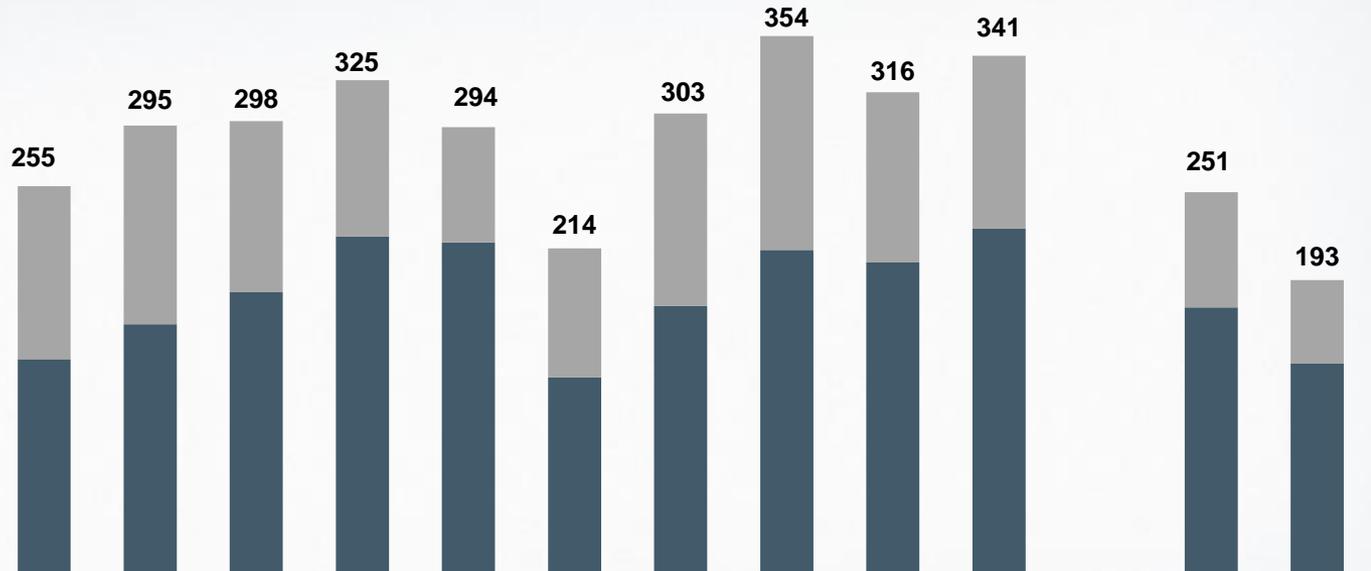
Source: ODD and TAID

# Production Volume by Segment (000 units)



	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	9M13	9M14
■ Heavy Truck	6	10	8	6	6	2	5	9	7	6	4	5
■ Light Commercial Vehicle	95	102	112	113	85	83	85	102	105	76	68	26
■ Medium Commercial Vehicle	106	131	138	167	178	89	152	185	160	199	144	137

# Wholesale Volume – Domestic & Export (000 units)



	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	9M13	9M14
■ Domestic	114	131	113	103	76	85	127	141	112	114	76	55
■ Export	141	164	185	222	218	129	176	213	205	227	175	138
Share of Exports	55%	56%	62%	68%	74%	60%	58%	60%	65%	67%	70%	72%

# Sales Volume by Model

	3Q14	2Q14	QoQ %	3Q13	YoY %	9M14	9M13	YoY %
<b>Domestic</b>	<b>25.145</b>	<b>20.288</b>	<b>24%</b>	<b>26.029</b>	<b>-3%</b>	<b>54.770</b>	<b>76.231</b>	<b>-28%</b>
PC	10.323	9.179	12%	13.722	-25%	22.527	37.678	-40%
Transit Connect	1	735		4.507		2.690	15.073	-82%
New Transit Connect	57	-		-		57	-	
Transit Courier	6.699	3.610	86%	-		10.309	-	
Total LCV	6.757	4.345	56%	4.507	50%	13.056	15.073	-13%
Transit	5.187	3.967	31%	5.783	-10%	11.996	16.592	-28%
Transit Custom	1.244	975	28%	928	34%	2.723	2.503	9%
Ranger	67	59	14%	45	49%	197	509	-61%
Total MCV	6.498	5.001	30%	6.756	-4%	14.916	19.604	-24%
Cargo	1.567	1.763	-11%	1.044	50%	4.271	3.876	10%
<b>Exports</b>	<b>44.131</b>	<b>57.358</b>	<b>-23%</b>	<b>49.052</b>	<b>-10%</b>	<b>137.920</b>	<b>174.990</b>	<b>-21%</b>
Transit	14.110	19.183	-26%	28.159	-50%	45.241	91.580	-51%
Transit Custom	24.607	28.550	-14%	11.589	112%	77.361	30.975	150%
Transit Connect	-	-		9.049		-	51.780	
Transit Courier	5.171	9.277	-44%	-		14.500	-	
Cargo	165	244	-32%	192	-14%	601	398	51%
Other	78	104	-25%	63	24%	217	257	-16%
<b>Total Wholesale Volume</b>	<b>69.276</b>	<b>77.646</b>	<b>-11%</b>	<b>75.081</b>	<b>-8%</b>	<b>192.690</b>	<b>251.221</b>	<b>-23%</b>

Domestic sales continued to rise QoQ in 3Q14 with completion of the product launches.

9M14 sales were down 28% YoY despite the strong quarterly 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 were slow in 3Q14 due to the summer months and ongoing launch of new products in Europe.

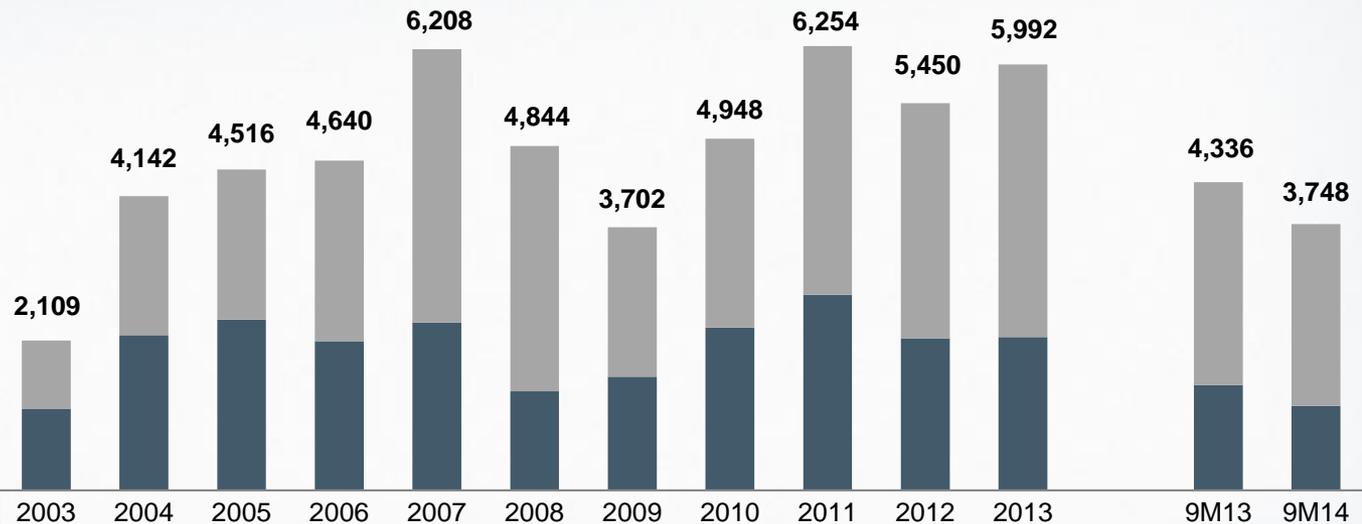
9M14 export volumes were down 21% YoY due to the product transitions and ramp-up.

Custom's strong sales performance continued, more than doubling YoY.

# Main Financial Indicators

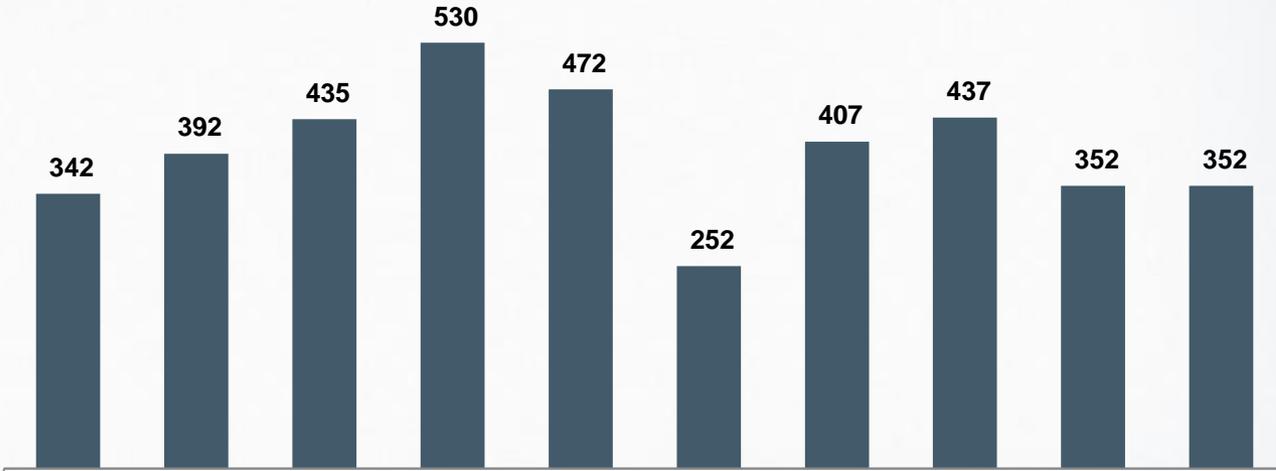
Million TL	3Q14	2Q14	QoQ %	3Q13	YoY %	9M14	9M13	YoY %
Total Revenues	2.889	3.168	-9%	2.595	11%	8.103	8.077	0%
Export	1.755	2.227	-21%	953	84%	5.537	5.318	4%
Domestic	1.134	941	21%	1.642	-31%	2.566	2.759	-7%
Gross Profit	312	269	16%	268	16%	787	814	-3%
Operating Profit	152	91	67%	154	-1%	362	495	-27%
EBITDA	236	170	39%	202	17%	578	632	-9%
Profit Before Tax	107	82	30%	65	65%	250	372	-33%
Net Income	122	151	-19%	81	52%	476	516	-8%
<b>Other Financial Data</b>								
Depreciation & Amortization	83	79	5%	48	74%	216	137	57%
Financial Income / (Expense)	-41	-10	310%	-90	-54%	-107	-123	-13%
Capex	192	244	-21%	317	-39%	662	948	-30%

# Revenues - Domestic & Export



	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	9M13	9M14
■ Export (US\$ bn)	965	1.957	2.114	2.543	3.846	3.450	2.101	2.655	3.505	3.312	3.835	2.855	2.561
■ Domestic (US\$ bn)	1.144	2.185	2.402	2.097	2.362	1.394	1.601	2.293	2.749	2.138	2.157	1.481	1.187
Total (US\$ bn)	2.109	4.142	4.516	4.640	6.208	4.844	3.702	4.948	6.254	5.450	5.992	4.336	3.748
Total (TL bn)	3.352	5.559	6.059	6.521	7.231	7.007	5.574	7.649	10.445	9.768	11.405	8.077	8.103
Share of Exports	46%	47%	47%	55%	62%	71%	57%	54%	56%	61%	64%	66%	68%

# Operating Profit and Margin (2004-2013)

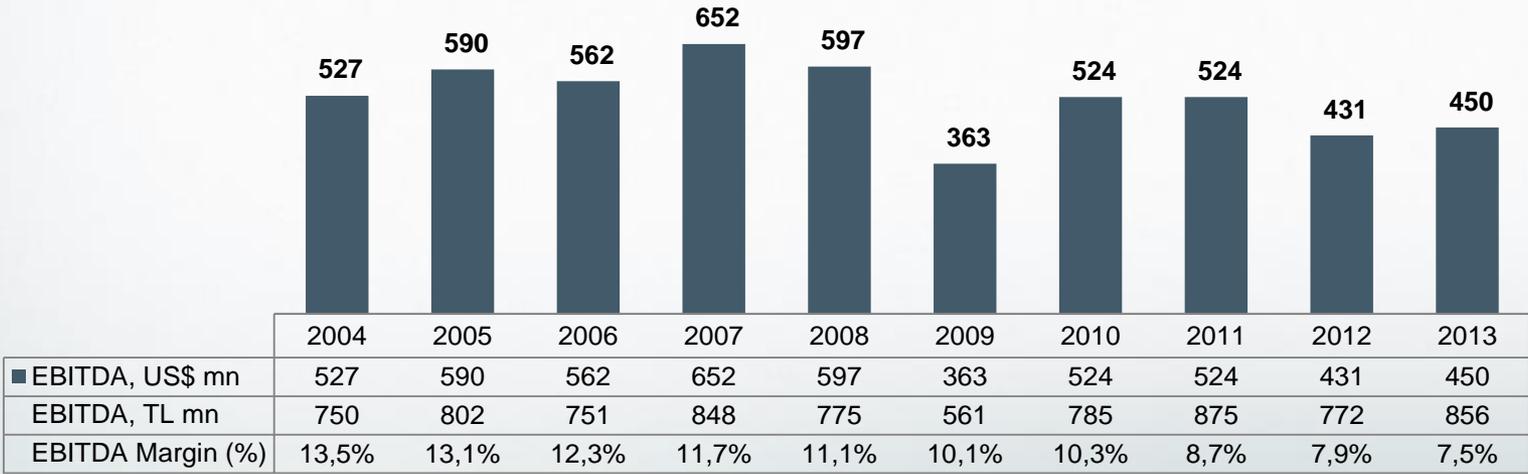


	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
■ Operating Profit, US\$ mn	342	392	435	530	472	252	407	437	352	352
Operating Profit, TL mn	487	538	569	690	613	389	610	729	631	670
Operating Margin (%)	8,8%	8,7%	9,5%	9,5%	8,8%	7,0%	8,0%	7,3%	6,5%	5,9%

# EBITDA and EBITDA Margin (2004-2013)

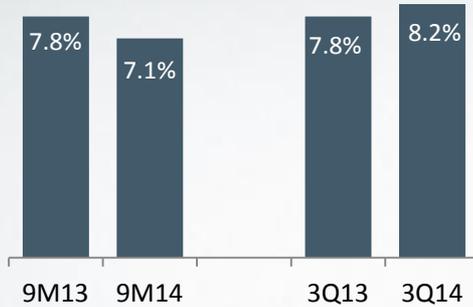
## Changing business mix, industry trends and macro drivers leading to declining margins:

- 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

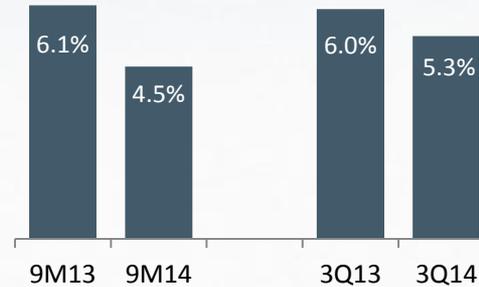


# Margins in 9M14

## EBITDA Margin



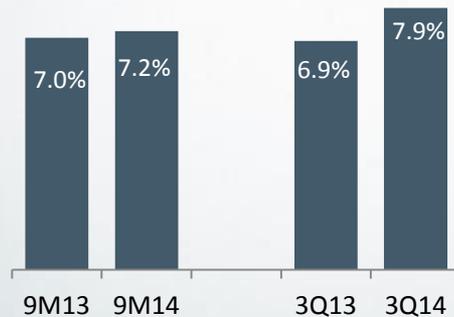
## Operating Margin



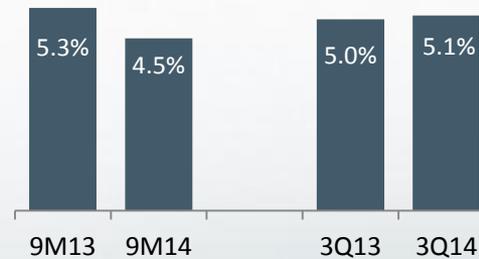
Despite the rise in vehicles prices and cost reduction actions, margins remained under pressure due to:

- TL depreciation
- Lower unit sales
- Other operating expense in 9M14, driven by fx losses, as opposed to other operating income in 9M13
- 57% YoY rise in depreciation & amortization

## EBITDA Margin (excl. Other items)



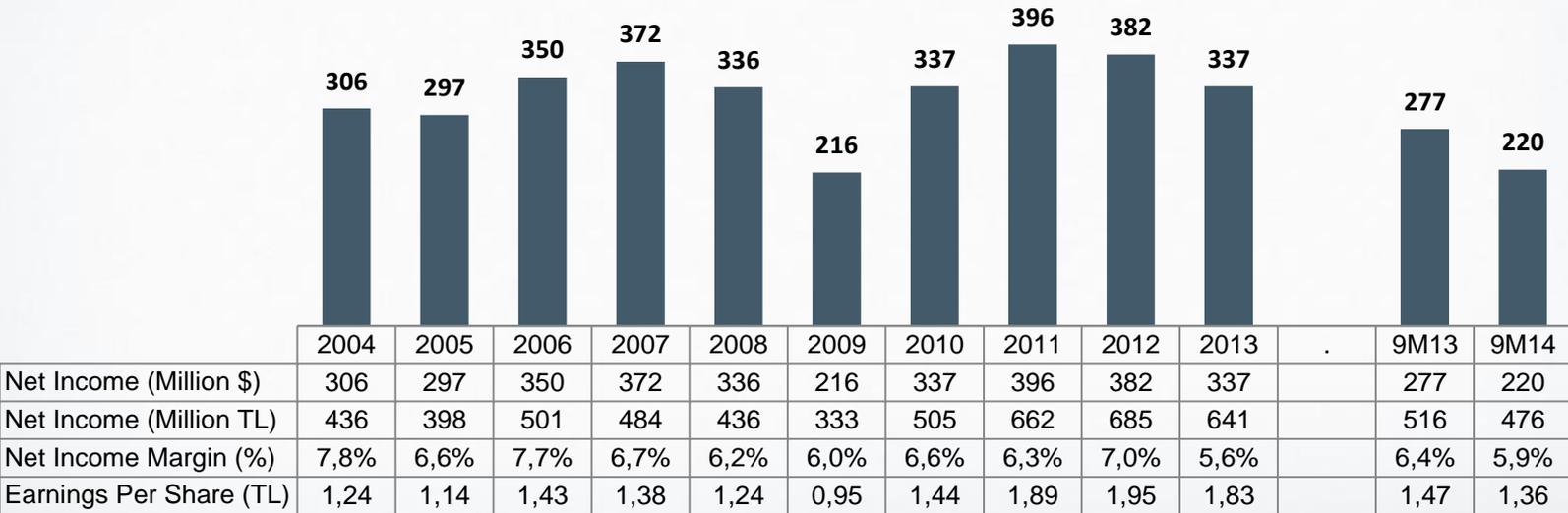
## Operating Margin (excl. Other items)



Profitability improved QoQ with 10.8% gross margin, 5.3% operating margin and 8.2% EBITDA margin in Q3 versus Q2 with:

- Relatively more stable TL
- More favorable sales mix

# 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 9M14 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: 68% of revenues
- Ford Otosan is a net exporter: US\$ 1.9 billion in the last 5 years (2009-2013)

## 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

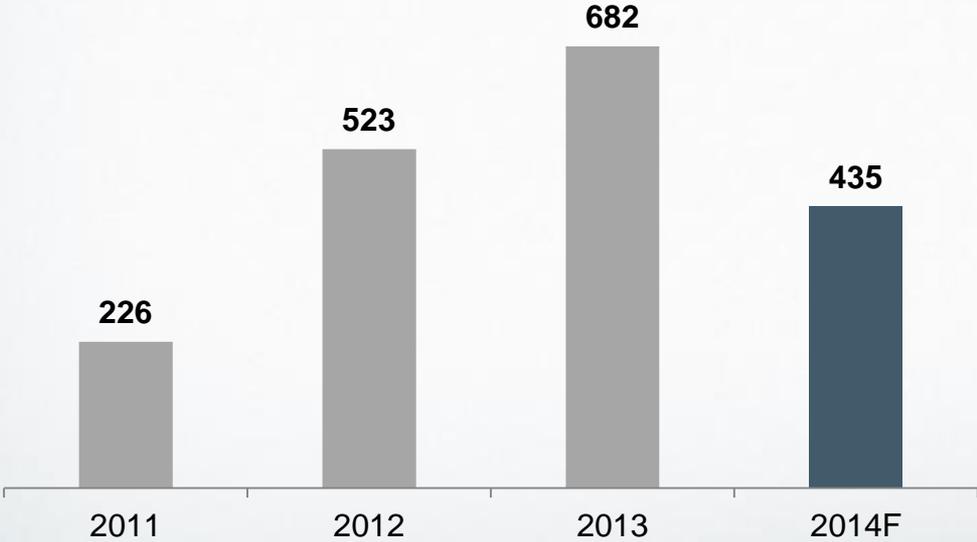
# Debt Profile & Financial Ratios

<b>Cash Position (TL mn)</b>	<b>30.09.2014</b>	<b>31.12.2013</b>
Cash & Cash Equivalents	160	238
Total Financial Debt	(2,302)	(2,291)
Net financial debt	(2,142)	(2,053)
<b>Financial Ratios</b>	<b>30.09.2014</b>	<b>31.12.2013</b>
Current ratio	0.98	1.02
Liquidity ratio	0.59	0.71
Net Financial Debt / Tangible Net Worth	0.95	1.13
Current Assets / Total Assets	0.39	0.41
Current Liabilities / Total Liabilities	0.67	0.64
Total Liabilities / Total Liabilities and Equity	0.60	0.63
Return on Equity	22.9%	28.7%
<b>Margins</b>	<b>30.09.2014</b>	<b>30.09.2013</b>
Gross Margin	9.7%	10.1%
EBITDA Margin	7.1%	7.8%
Operating Margin	4.5%	6.1%
Net Income Margin	5.9%	6.4%

# CAPEX (US\$ million)

Total capital expenditures include:

- 1. New projects – tangible fixed asset procurement
- 2. Intangible fixed asset procurement
- 3. Maintenance/modernization/renovation
- 4. FX gain/(loss)



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