

FORD OTOSAN



Bilateral Trade Session
'Private Sector: Making Policy Work'

30TH ANNUAL CONFERENCE
ON U.S.-TURKISH RELATIONS

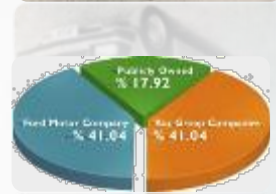
OCTOBER 30 - NOVEMBER 2, 2011
THE RITZ-CARLTON HOTEL, WASHINGTON, DC

Nuri OTAY General Manager

November 1, 2011

Brief History

- 1928 – Vehbi Koc assigned as Ankara Ford dealer
- **1959 – Otosan founded as Ford assembler in Turkey**
- 1966 – First Turkish Brand car Anadol production
- 1982 – Inonu Truck & Engine Plant launched
- **1997 – Ford assumes 41% equity in ‘Ford Otosan’**
- 2001 – Kocaeli Global CV Plant Opening
- 2002 – Transit Connect launched
- 2003 – New Ford Cargo Heavy Truck launched
- 2003 – Transit Connect Europe ‘Van of the Year Award’
- 2007 – Gebze Engineering Center Opening
- **2007 – Transit Europe ‘International Van of the Year Award’**
- 2009 – Transit Connect ‘NA - Truck of the Year Award’
- 2010 – Ford Otosan celebrated its 50th Year Anniversary
- **2011 – Transit Connect NYC Taxi launched**



Company Profile & Capacity

Total Employment	10,000+
Blue Collar Employees (September 2011)	7,900+
White Collar Employees (September 2011)	2,100+ (1542 engineers)
Current Capacity	330,000 (Kocaeli 320,000 + İnönü 10,000)
Planned Capacity (2014)	415,000 (Kocaeli 400,000 + İnönü 15,000)
2011 9M Net Sales	4.55 billion \$
2011 9M Export Revenue	2.59 billion \$
2011 Dividend Payment	323.7 million \$
Market Cap. (as of Sep. 30, 2011)	2.5 billion \$

Ownership (JV)



2011 Highlights

	<u>2010FY</u>	<u>2011FY F'cast</u>	<u>Change vs. 2010FY (%)</u>
Turkish Automotive Industry	792K	857K * Record	8%
Retail Sales	124K	132K * Record	6%
Export Sales	177K	214K	21%
Production	242K	291K * Record	20%
Wholesale Volume	303K	349K * Record	15%
Headcount	8,400	10,000 * Record	19%

- 10 Consecutive Years Market Leader (since 2002) with 15.3% market share
- Export Leadership in Turkish Automotive
- Record wholesale volume with 257K in 2011 9M
- Number of Total employees exceeded 10,000
- Number of R&D Engineers exceeded 1,000
- One Billion \$ investment – New Transit + LCV capacity increase to 400K

Products



All New High Technology Car Range



Transit Connect NYC Taxi – New Launch



New Ford Cargo Models



8x4 Transmixer (Mechanic)



4136M

6x4 Transmixer



3536M

Locations of Plants & Facilities



Kartal Parts Distribution Center - 1998

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



Kocaeli Plant - 2001

- Transit & Transit Connect production
- 1.600.000m² total area, 340.000m² covered area
- 320,000 units annual production capacity



Gebze Engineering Center - 2007

- Engineering services for Ford Otosan & Ford of Europe's Product Development Centers
- 660+ Engineers



Inönü Plant - 1981

- 1.100.000m² total area, 76.000m² covered area
- Annual capacity; 10,000 units truck, 66,000 units engine, 140,000 units rear axles.

Engineering Centers

- ❑ R&D Activities for Ford Otosan Products
- ❑ Engineering Services for Ford of Europe & Ford America

Kocaeli

- ❑ Located in Gölcük plant
- ❑ 340+ R&D engineers
- ❑ Engine testing, design studio and development workshops are located at this site



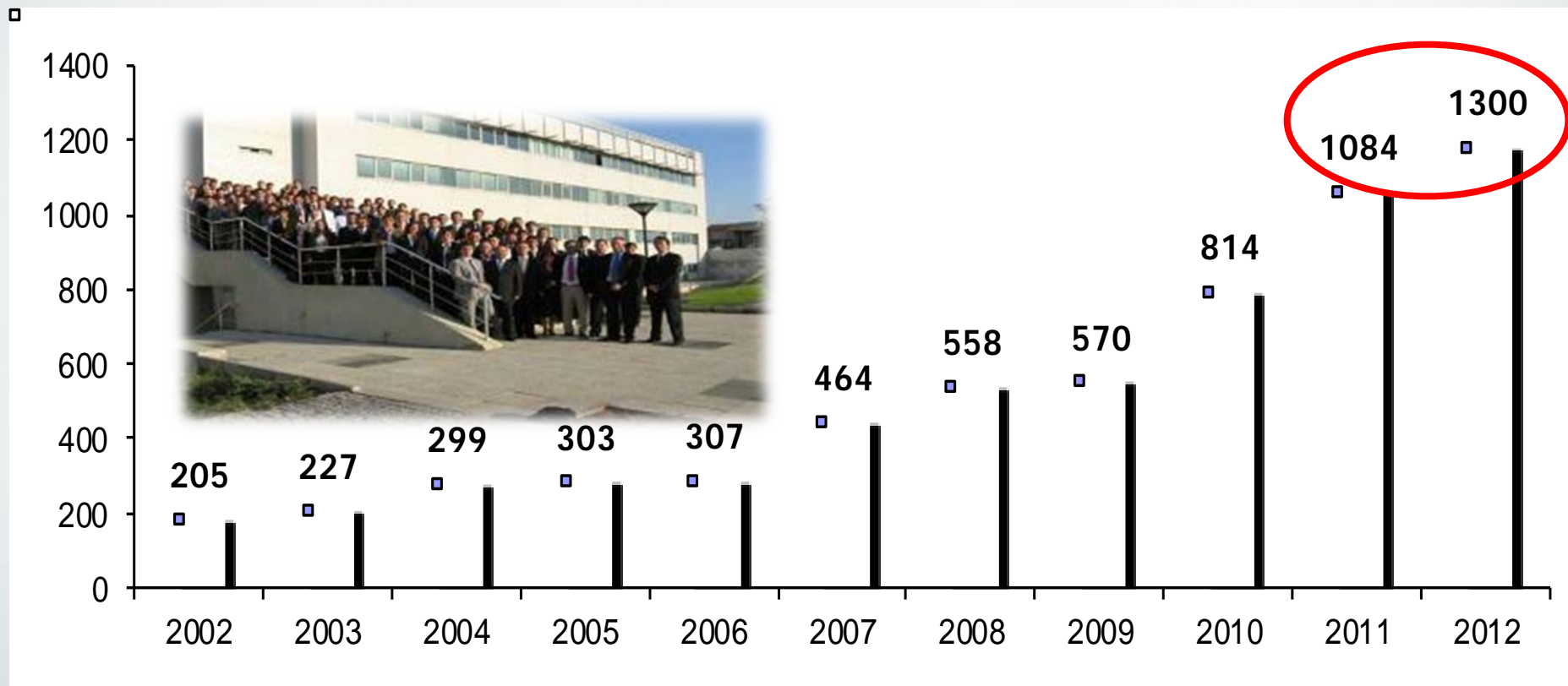
Gebze

- ❑ Located in TÜBİTAK MAM Technology Free Zone, Gebze
- ❑ 660+ R&D engineers
- ❑ Global Center of Excellence for small diesel engines
- ❑ R&D center for Global Cargo

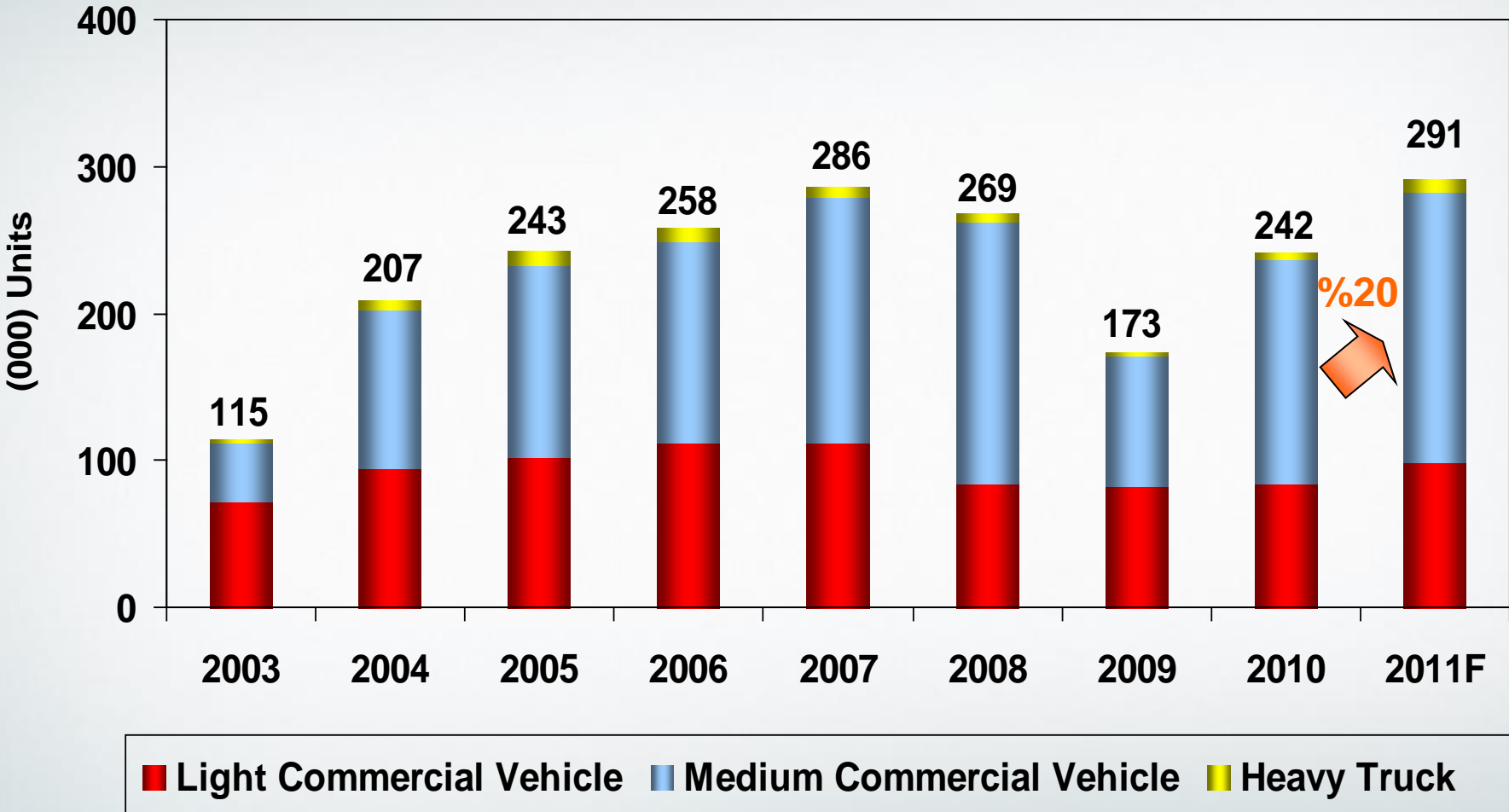


Growth & Employment Strategy of Ford Otosan R&D

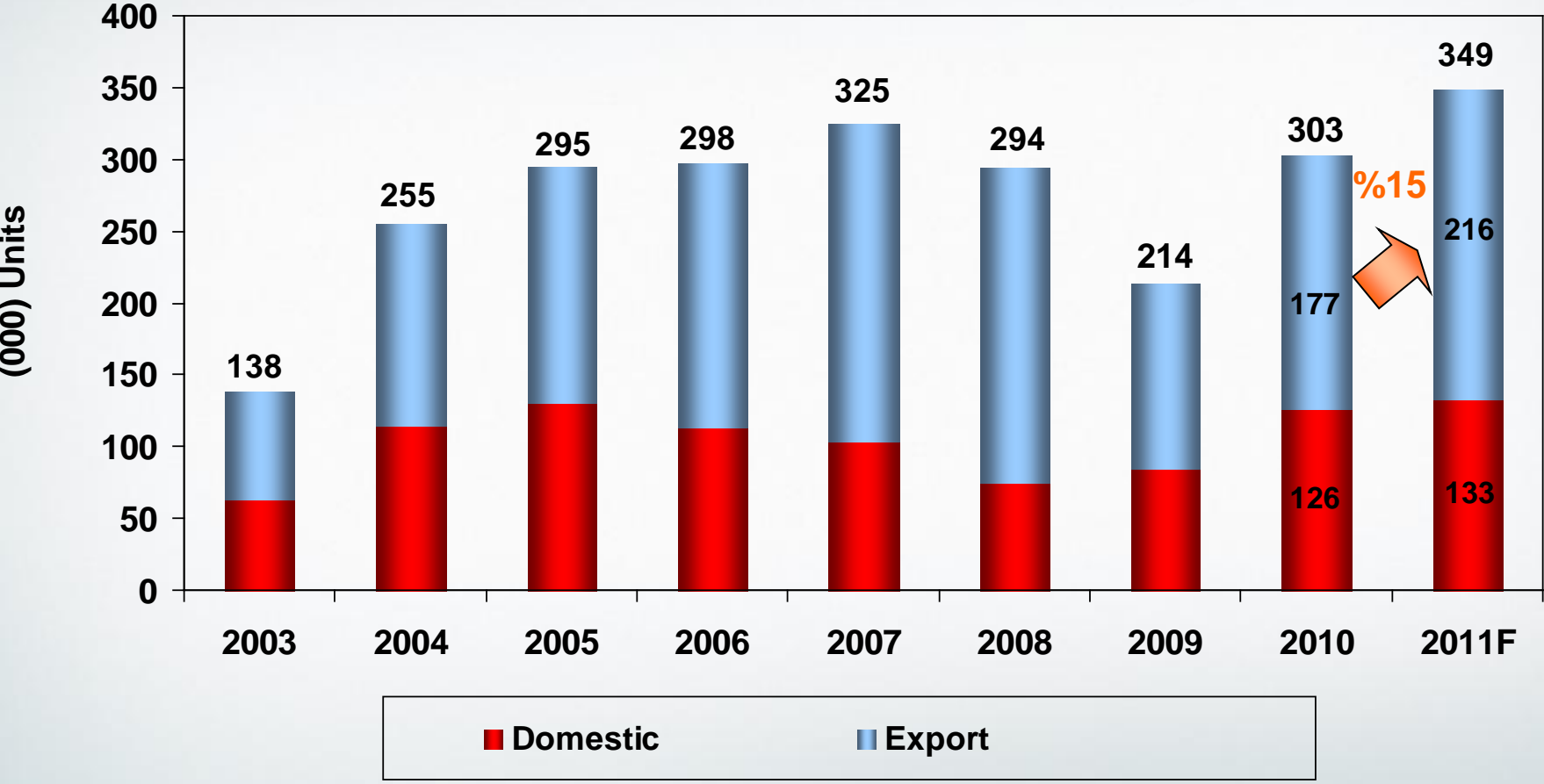
✓ The largest R&D center of Turkish Automotive Industry



Production Volume



Wholesales Volume – Domestic / Export



Export Highlights

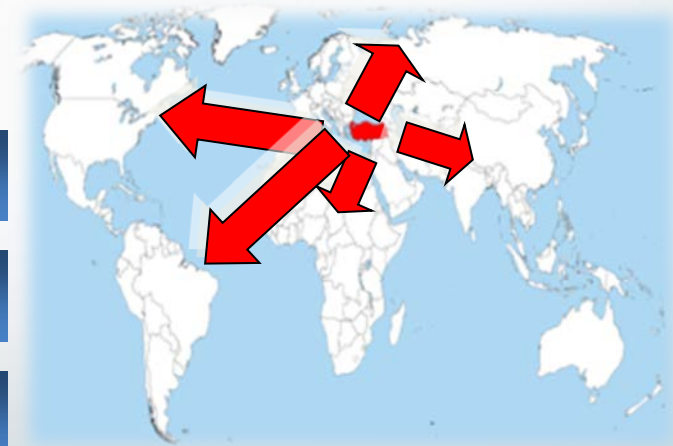


Export leader in Turkish automotive sector
(in terms of revenue)

Wide range export program
75 countries in 5 continents

➤ New Markets in 2011

- Transit Connect export to USA as NY taxi
- Transit DKD operations with Ford Sollers in Russia
- Cargo Cab export to Brazil



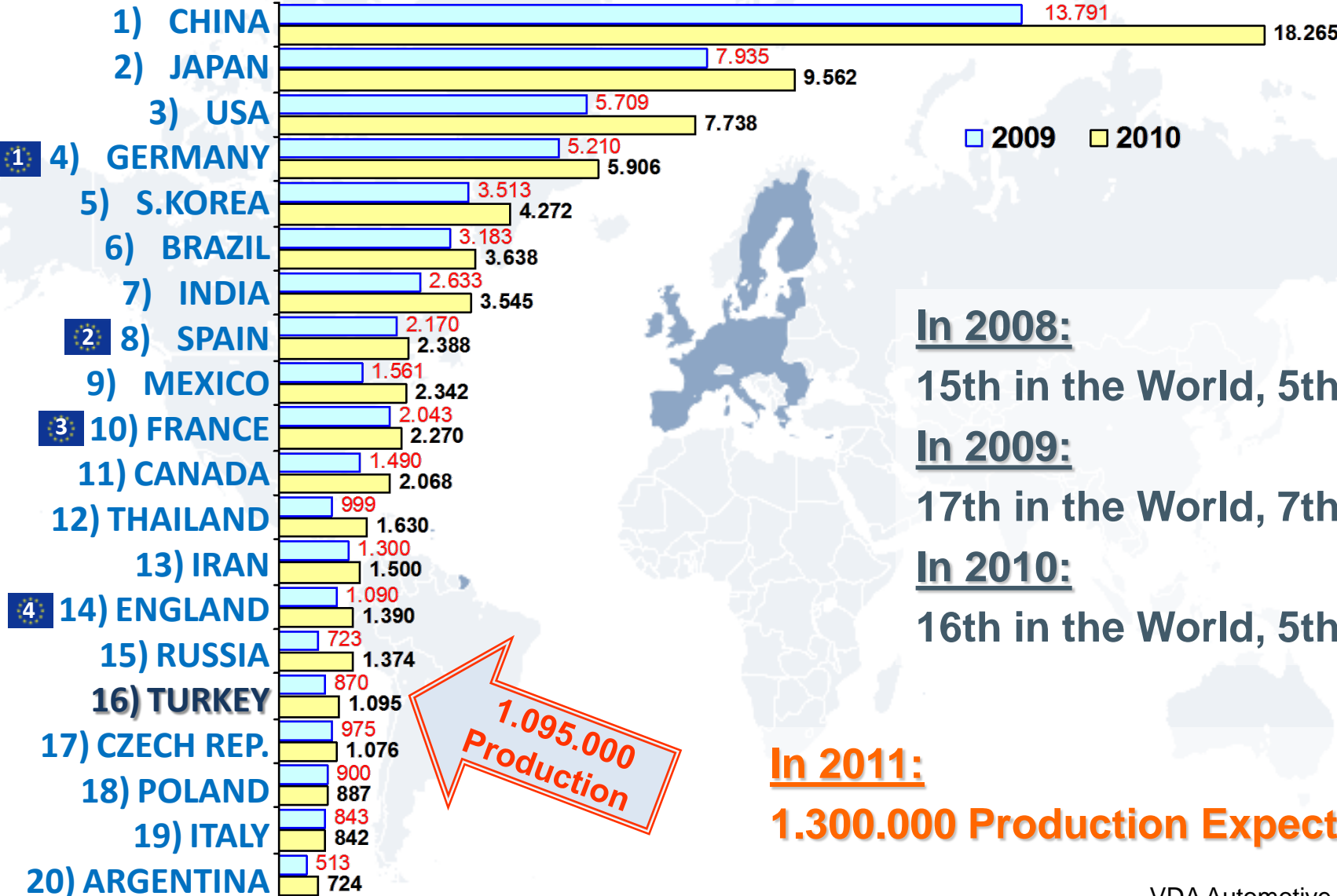
1.5 Millionth Export Vehicle



1.5 millionth export vehicle Ford Transit on its way to Brazil

AUTOMOTIVE INDUSTRY IN TURKEY

Automotive Industry in the World (x 000)



In 2008:

15th in the World, 5th in EU

In 2009:

17th in the World, 7th in EU

In 2010:

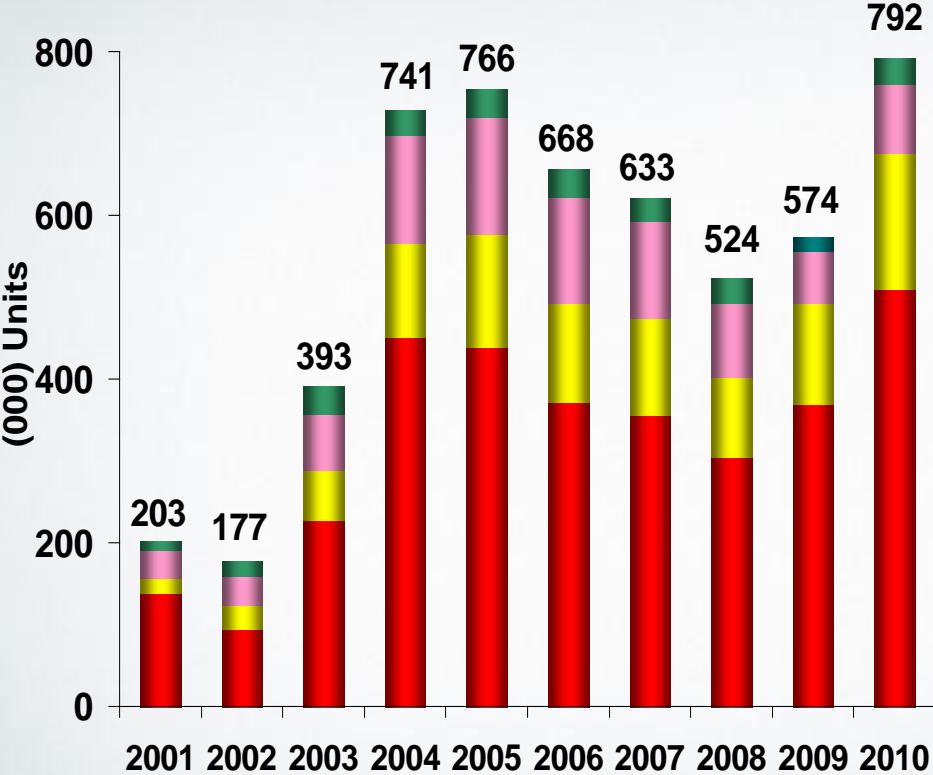
16th in the World, 5th in EU

In 2011:

1.300.000 Production Expected

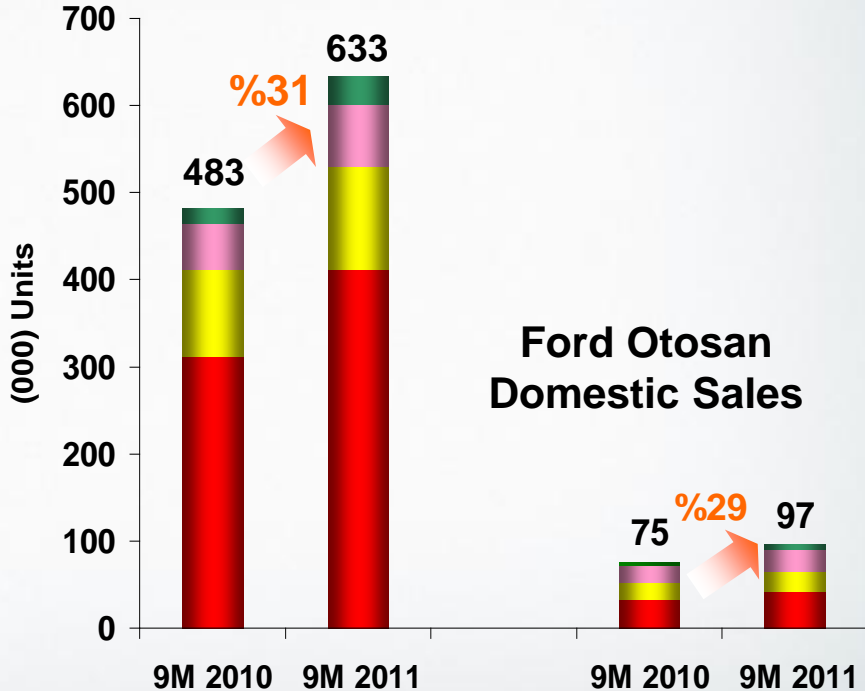
Turkish Automotive Industry

Automotive Industry



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

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

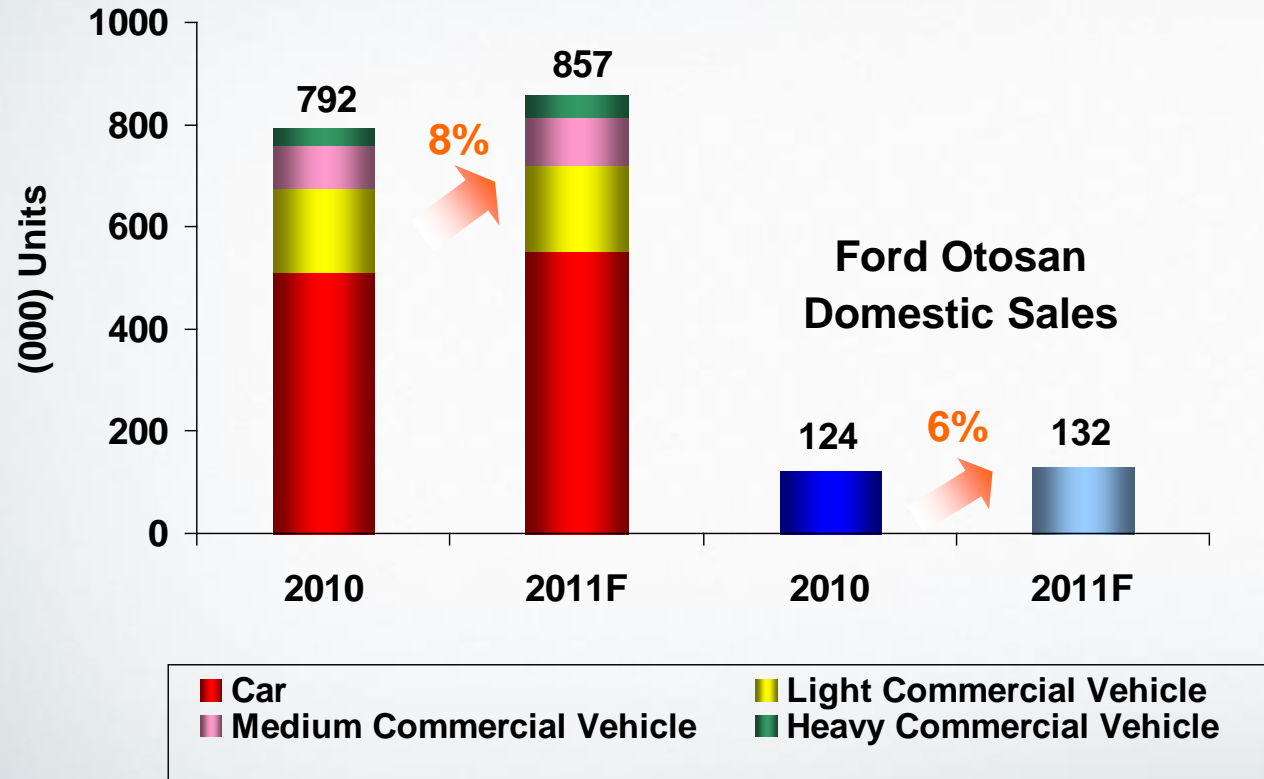


**Ford Otosan
Domestic Sales**

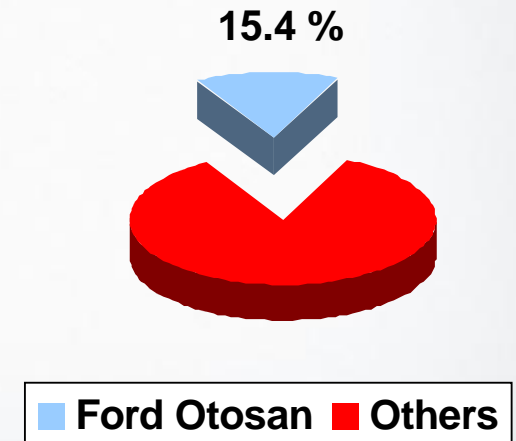
■ Car ■ Light Commercial Vehicle
■ Medium Commercial Vehicle ■ Heavy Commercial Vehicle

2011 Outlook

2011 Market Outlook

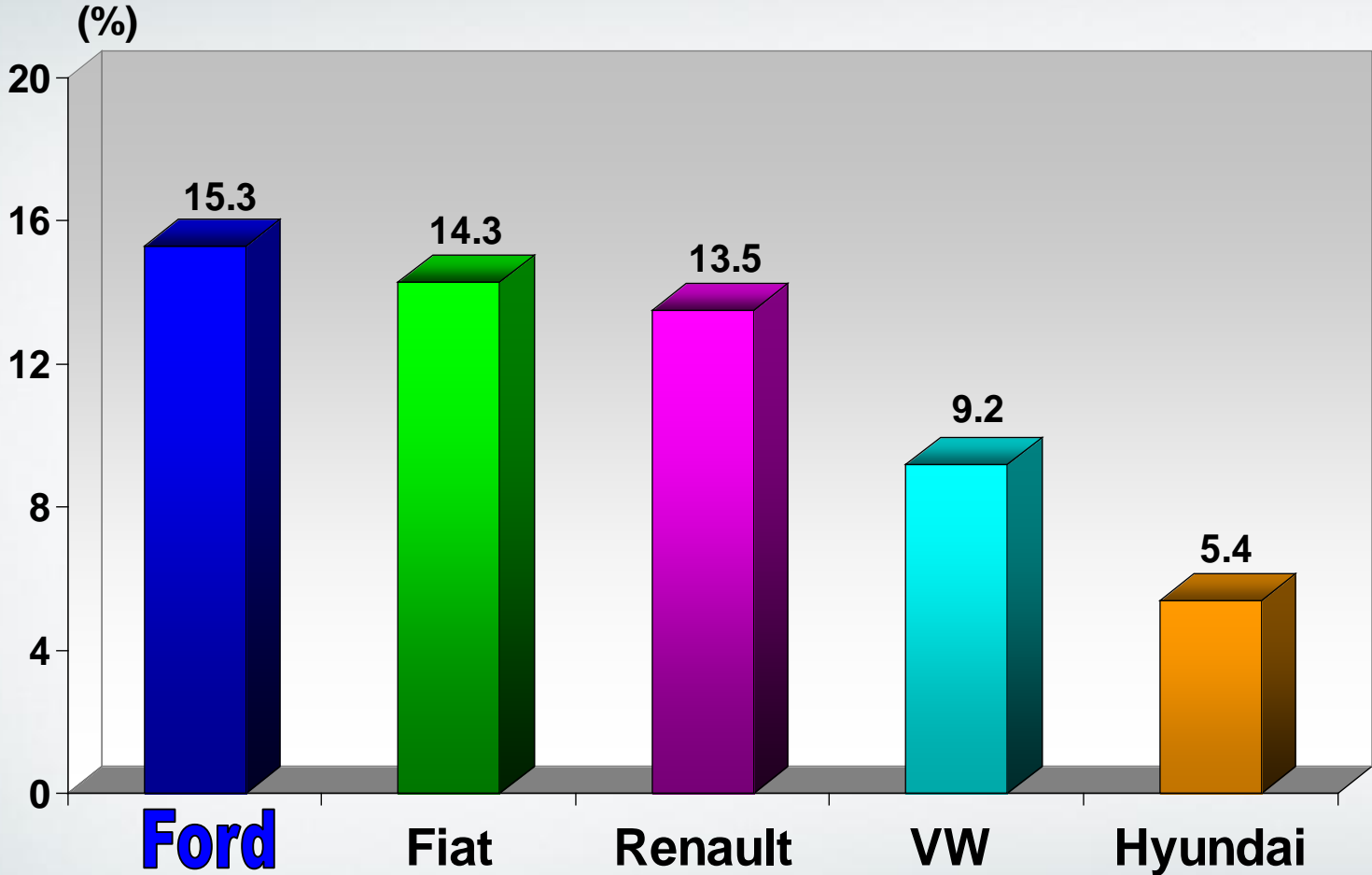


Market Share Forecast for 2011 FY



Market Share Total Automotive Industry - Turkey

September YTD 2011

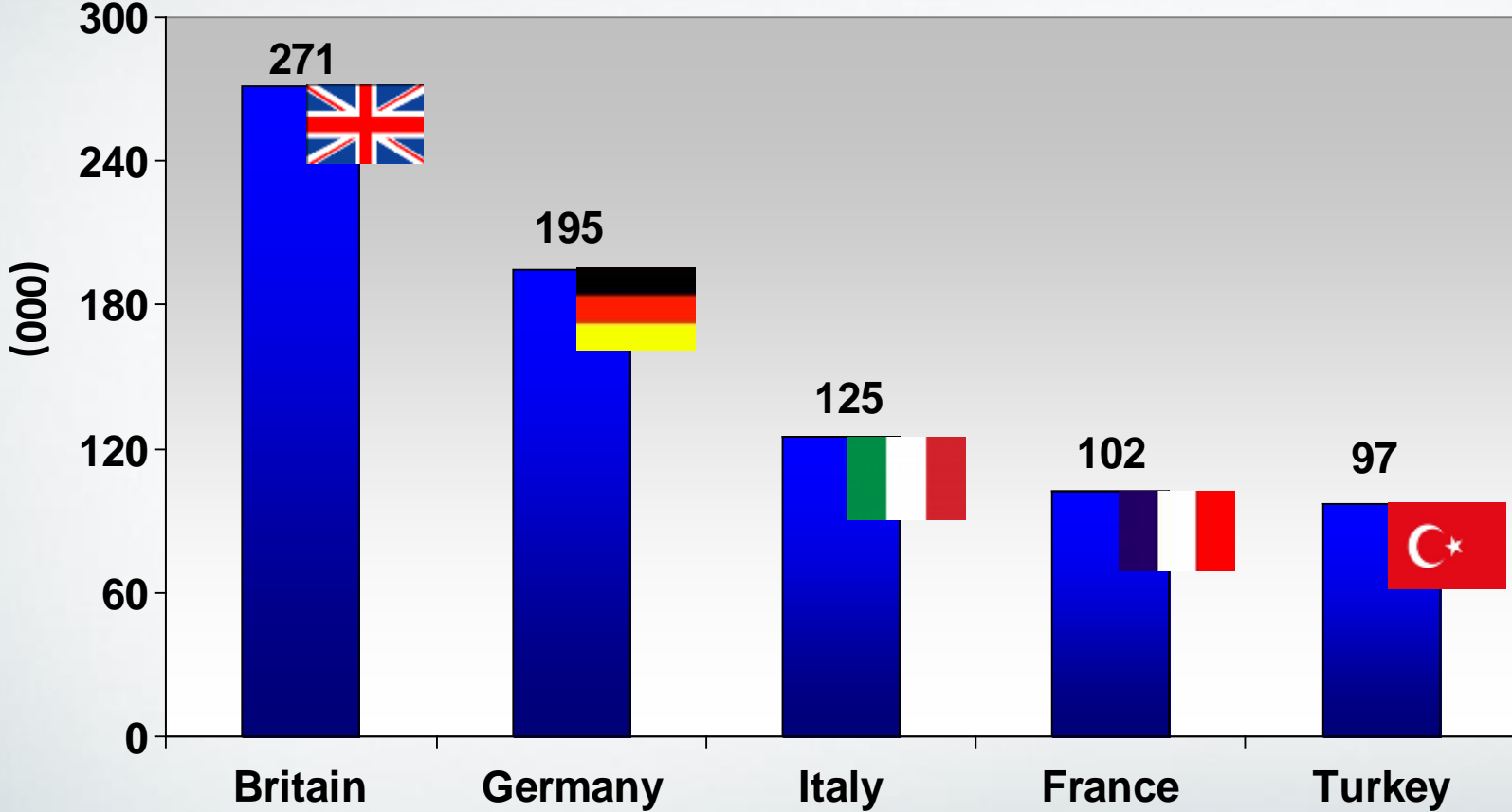


Market Shares 2011 September YTD

	2011 September YTD		2010 September YTD	
	Market Share	Rank	Market Share	Rank
Total Automotive Industry	15.3%	1	15.5%	1
Passenger Car	10.3%	2	10.7%	2
LCV	20.1%	2	19.9%	2
MCV	34.7%	1	36.4%	1
Heavy Truck	21.8%	2	16.1%	2

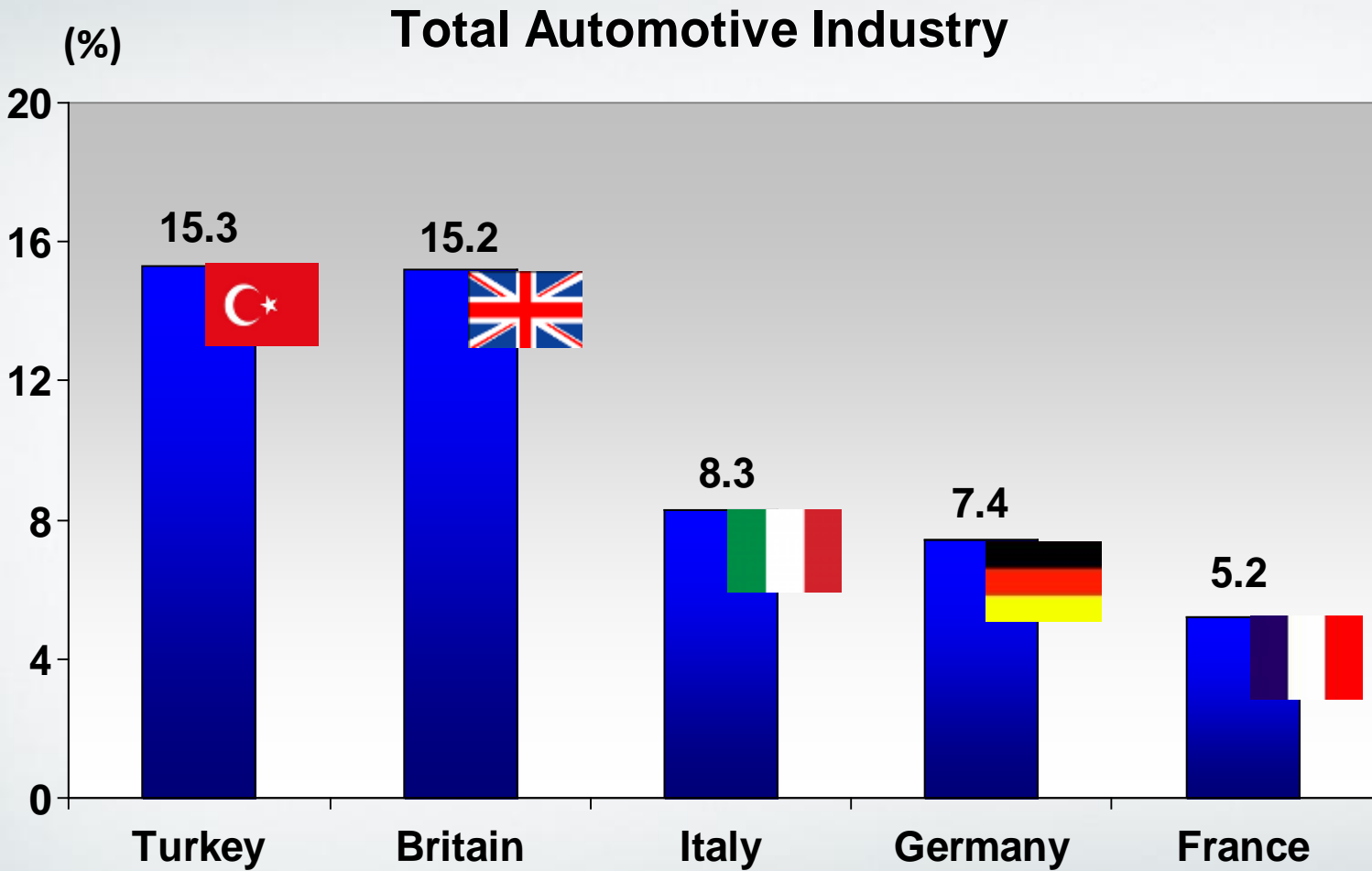
Top 5 Ford Markets by Sales Volume in Europe

September YTD 2011



Ford Market Shares in Top 5 European Markets

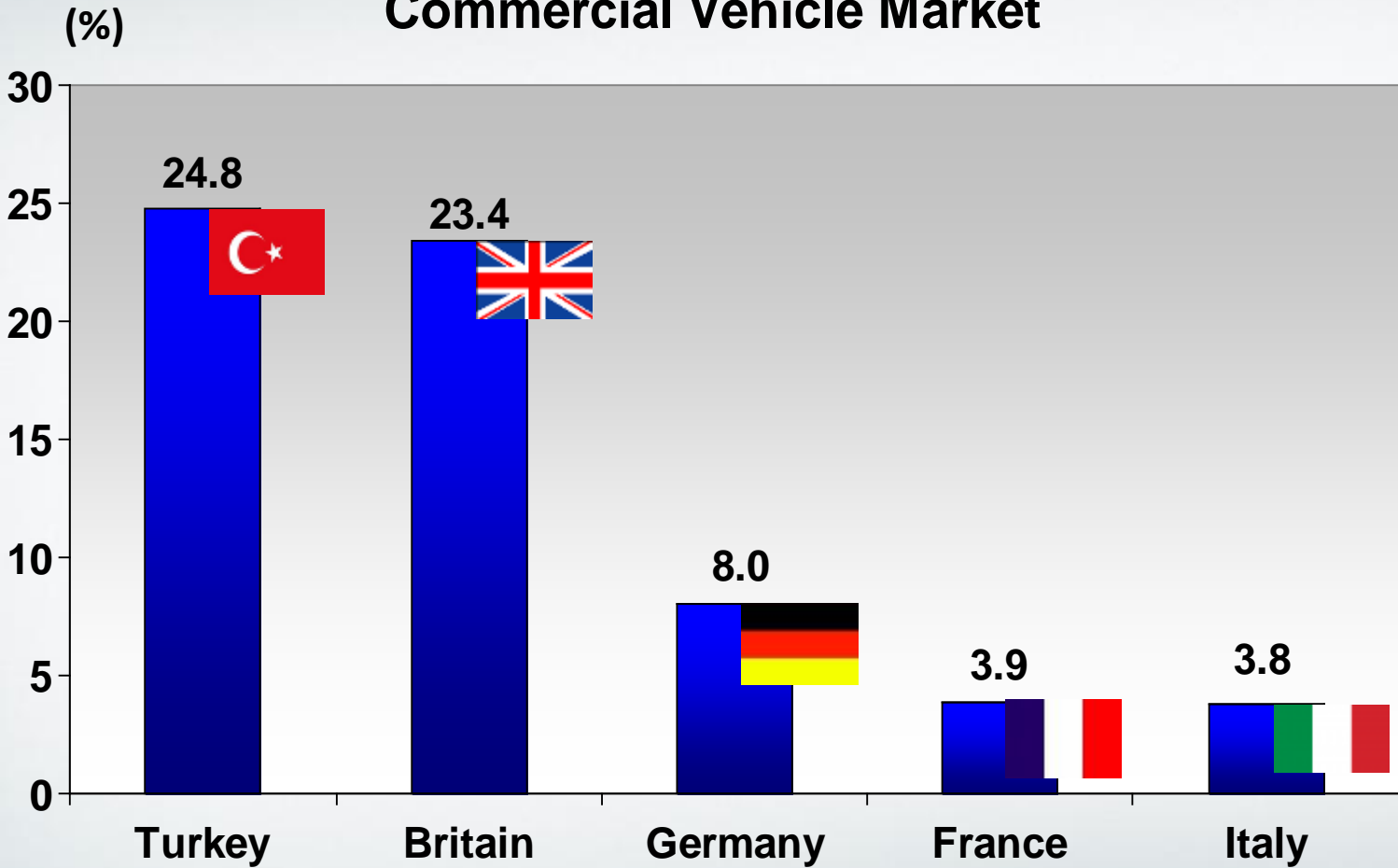
September YTD 2011



Ford Market Shares in Top 5 European Markets

September YTD 2011

Commercial Vehicle Market





THANK YOU

Q & A