

2023  
FINANCIAL RESULTS

Otokar



With the Capital Markets Board of Turkey's Bulletin dated 28.12.2023 numbered 2023/81, CMB announced that issuers and capital market institutions shall prepare their annual financial statements ending on 31.12.2023 or later, in accordance with IAS 29 inflationary accounting provisions.

Accordingly, this presentation on 2023 year-end financial results contain the Company's audited financial information prepared according to Turkish Accounting / Financial Reporting Standards by application of IAS 29 inflation accounting provisions, in accordance with CMB's decision dated 28.12.2023. In addition to these, given that the guidance information and the 2023 interim financial results announced so far were presented without the application of inflation accounting, in order to enable investors and analysts to conduct a full-fledged analysis, supplementary historical information for selected key performance indicators used in prior periods' investor presentations were provided. Such supplementary information is made available only for this period, and contains unaudited financial information prepared for management reporting purposes.

Neither Otokar nor any of its directors, managers, or employees nor any other person shall have any liability whatsoever for any loss arising from the use of this presentation.

Turkey's **100% domestically** owned leading automotive and defense industry company

A **global company**, intellectual property rights belong to itself and its products are in use on 5 continents as well as in more than 75 countries

For the 15th time, **market leader** in the total bus segments in which it operates

## **Vision**

Otokar's vision is to preserve the local and national identity of its products by developing technologies in-house, also to provide continued satisfaction for its clients, employees, and shareholders with total excellence philosophy.

## **Mission**

Otokar's primary mission is to design, manufacture and market commercial vehicles and various defense industry products with global competitive strength, all developed to meet customer expectations.



1963

- Establishment
- Production of buses under the license of Magirus-Deutz



1970s

- Turkey's first intercity bus
- The first Turkish Armored Vehicle production
- Partnering with Koç Group



1980s

- Production of 4x4 tactical vehicle under the license of Land Rover



1990s

- Military armored vehicles by own desing
- Turkey's first export of tactical armored vehicle
- Sakarya plant/factory



2000s

- Merge with the İstanbul Fruehauf A.Ş.
- Production of small and mid-size buses
- Production of Turkey's first hybrid bus
- The prime contractor of ALTAY Project



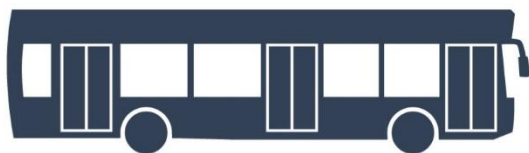
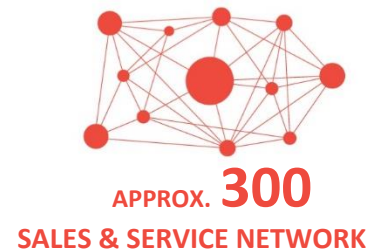
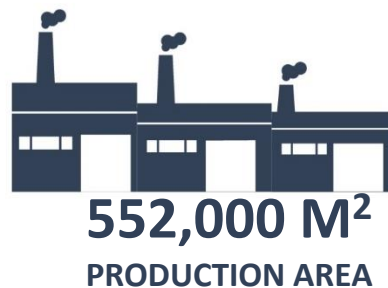
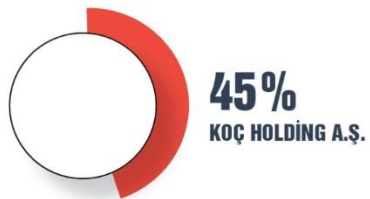
2010s

- Establishment of Otokar Europe SAS in France
- Production of 12 meters municipal buses
- Turkey's first electric bus
- Addition of Multi-wheeled and tracked armored tactical vehicles to the product family
- Production of Atlas Truck
- Establishment of Otokar Land Systems in U.A.E
- Establishment of Otokar Europe Filiala Bucuresti SRL in Romania
- Turkey's first electric armored vehicle, AKREP Ile
- Establishment of Otokar Central Asia Limited in Kazakhstan
- Introduction to BIST Sustainability index.
- 8x8 armored vehicle export agreement with UAE



2020s

- Production agreement signed between Otokar and Iveco Bus
- Commissioning of the Cataphoresis Facility
- Turkey's Best Employer Award
- Electric bus family from 6 meters to 18 meters
- Winning the tender for 120 metrobuses for Istanbul
- Turkey's unmanned heavy class ground vehicle, autonomous bus and hydrogen fueled bus
- Acquisition of Mauri Bus System S.R.L. in Italy.

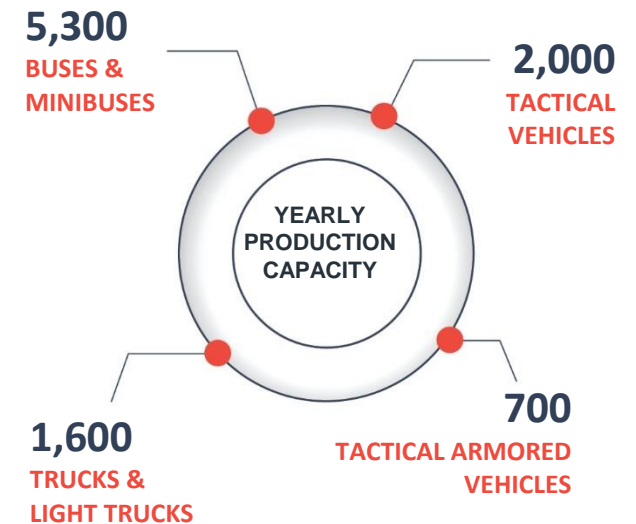


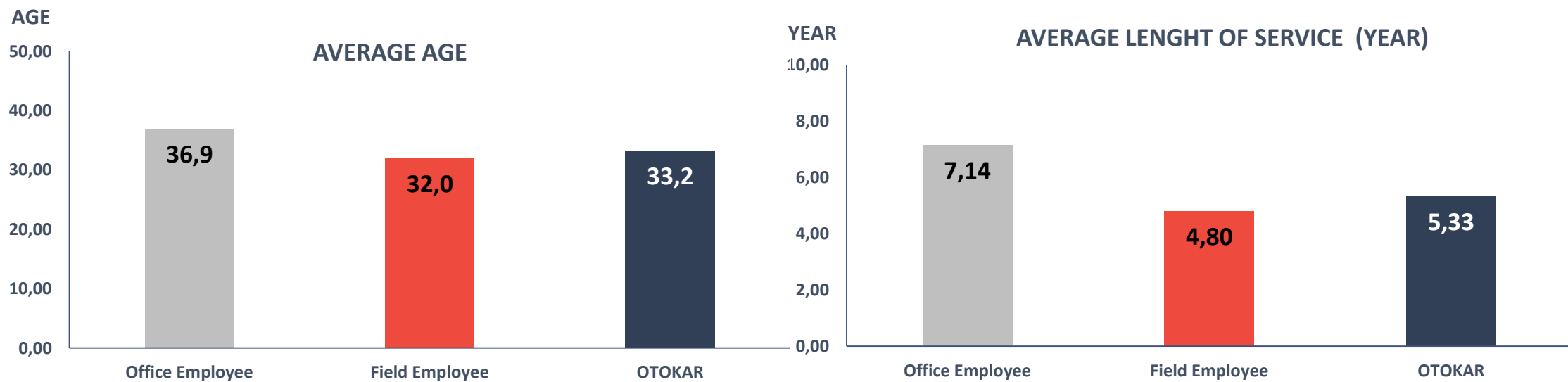
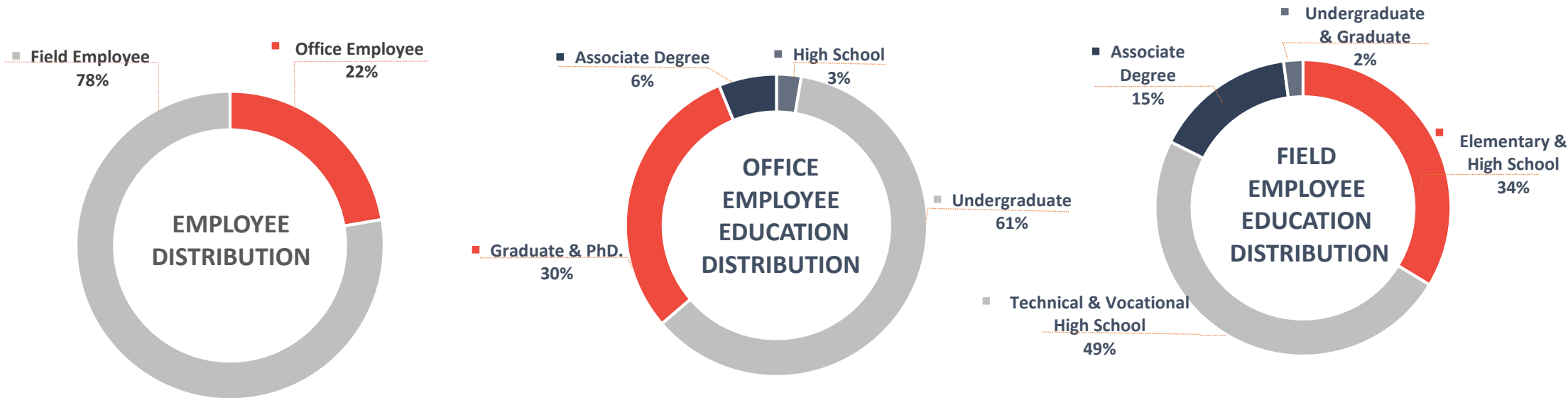
APPROXIMATELY 1 OUT OF EVERY 3 BUSES SOLD  
IN TURKEY IN 2023 IS OTOKAR

USD 667 MILLION  
EXPORT REVENUES IN 2023

TL 27,239 MILLION  
TURNOVER IN 2023

**%4**  
2023 R&D expenditures in turnover



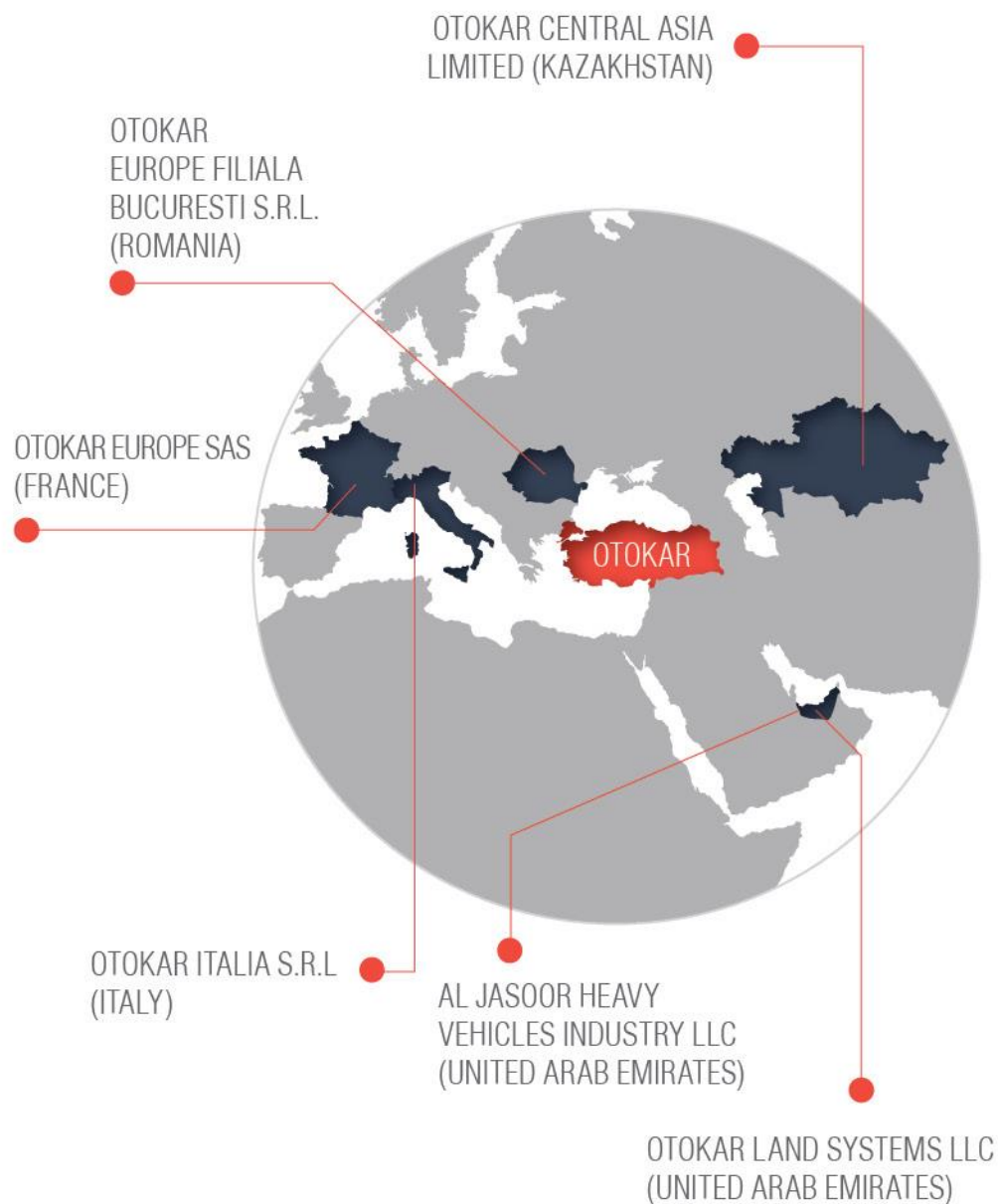




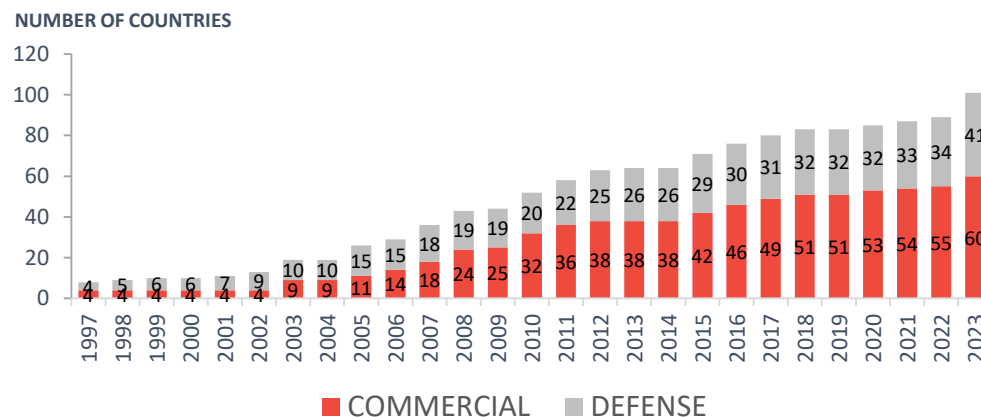


- 552.000m<sup>2</sup> factory with an annual production capacity of 9,600 units and approximately 3,600 employees in Arifiye/Sakarya

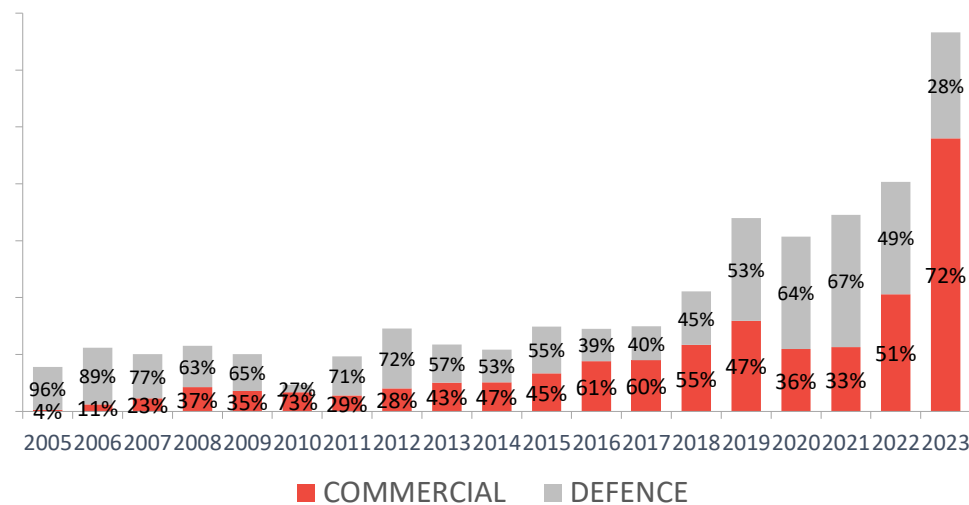




## GROWTH IN EXPORT MARKETS



## SEGMENT BASED EXPORT



PASSENGER  
TRANSPORTATION

CARGO TRANSPORTATION



TACTICAL WHEELED &amp; TRACKED ARMORED VEHICLES

SPARE PART/  
OTHERS

## 2023

Total revenue :	16,268 mn TL	1,226 mn TL	5,666 mn TL	} ARMORED	4,079 mn TL
Rev. Contribution :	60%	5%	21%		15%
Domestic :	4,808 mn TL	1.143 mn TL	151 mn TL		1,130 mn TL
Export :	11,460 mn TL	83 mn TL	5,515 mn TL		2,949 mn TL
Export share* :	70% (bus)	7%	97%		72% (spare part)
Export share** :	42% (total)	-	20%		11% (total)

\* The share of exports in the relevant segment vehicle turnover.

\*\* The share of exports in total company turnover.

## 2022

Total revenue :	9,228 mn TL	818 mn TL	5,153 mn TL	} ARMORED	2.620 mn TL
Rev. Contribution :	52%	5%	29%		15%
Domestic :	3,076 mn TL	816 mn TL	39 mn TL		936 mn TL
Export :	6,153 mn TL	2 mn TL	5,114 mn TL		1,684 mn TL
Export share* :	67% (bus)	-	99% (armoured)		64% (spare part)
Export share** :	35% (total)	-	29% (total)		9% (total)

A GLOBAL  
COMPANY

THE LARGEST



PIONEER



MARKET LEADER





- Widest product range in the Turkish bus segment with an offering that includes buses from **6 to 21 meters** with varying passenger capacities suitable for city, intercity and tourism transportation.
- Exporting buses to **60 countries**, particularly in Europe.
- Working on alternative fuelled vehicles.



- Manufacturing light truck with 8.5-ton weight capacity in light truck segment under license since 2013. Atlas 3D, a light truck with 12-ton weight capacity was added to the product range in 2022.



- The leading supplier of land defense systems.
- More than 30.000 vehicles are actively used both in **Turkey and also in over 40 allied and friendly countries** across continents by their armed forces and security forces.
- Products are manufactured on order basis depending on intended purposes, capacity and protection levels.

## DIESEL VEHICLES

CENTRO



SULTAN



DORUK / VECTIO



KENT



TERRITO



KENT ARTICULATED



KENT XL



## ALTERNATIVE FUELLED VEHICLES

e-CENTRO



KENT CNG



e-KENT



KENT HYDROGEN



e-TERRITO



e-KENT ARTICULATED



## LOGISTICS and CARGO TRANSPORTATION

ATLAS



ATLAS 3D



Garbage Truck



Road Sweeper Truck



Hydraulic Platform



Towing Truck



Dump Truck



Firetruck



Sewage Cleaner Truck

**Otokar Atlas  
is here with multiple  
body options**



Soft Top Truck



Refrigerated Ice Cream Truck



Box Top Truck



Beverage Truck



Refrigerated Box Truck



Flatbed Truck



Cylinder Gas Carrier



# 13 DEFENSE INDUSTRY VEHICLES

## WHEELED ARMoured VEHICLES



### TURRET SYSTEMS

- Open Cupola
- Üçok / Başok
- Open Anti-tank turret

## TRACKED ARMoured



## ROBOTIC AND UNMANNED GROUND

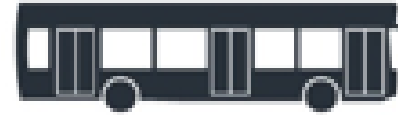


## ELECTRICAL ARMoured





APPROXIMATELY 1 OUT OF EVERY 3 BUSES  
SOLD IN TURKEY IN 2023 IS OTOKAR



In the total of segments in which it operates

Approximately **1 out of every 3** buses sold in Turkey in 2023 is Otokar

The total of the segments in which it operates as a market leader, **was the best-selling brand in Turkey.**

Otokar accelerated its export activities, **increased its exports by 54%** compared to the same term last year



Otokar announced ARMA II, the new member of the world-renowned ARMA vehicle family. The ARMA II armored combat vehicle will offer the highest level of protection and the highest firepower in its class.



Otokar exhibited 6 vehicles from its extensive armored vehicle family at the IDEX International Defense Industry Fair held in Abu Dhabi, the capital of the United Arab Emirates, on February 20-24, 2023.



Otokar continues the deliveries of CENTRO microbus, the new favorite of public transportation. Designed specifically for municipalities and public bus cooperatives, 56 centro microbus was delivered to Bursa.



Otokar participated in ElekBu 2023, which was held in Berlin, the capital of Germany, between 27-28 June with its e-Centro vehicle.



Otokar participated in LAAD 2023, one of the leading defense and security fairs of South America, held in Rio de Janeiro, Brazil, between 11-14 April. During the fair, Otokar introduced its wide product range in armored vehicles as well as its superior capabilities in land systems.



Otokar participated in the International Defense and Security FEINDEF fair held in Madrid, the capital of Spain, between 17-19 May. Otokar introduced its tracked armored vehicle Tulpar.



Otokar participated in SITDEF 2023, which was held in Lima, Peru, between 18-21 May. Otokar introduced its wide range of armored military vehicles as well as turret systems during the fair. Otokar also gave information about its technology transfer expertise and its capabilities that make a difference in land systems.



Otokar added the ALPAR Heavy Class Tracked Unmanned and Robotic Ground Vehicle, ARMA II 8x8 Vehicle and AKREP II R Reconnaissance-Surveillance Vehicle to its armored product family in the defense industry.



Otokar participated in the IDEF 2023 International Defense Industry Fair, that was held for the 16th time on July 25-28, with its military vehicles and turret systems designed which manufactured in Turkey.





Otokar, the leader of the Turkish bus market, announced the acquisition of Mauri Bus System S.R.L. to drive its expansion in Europe. The new subsidiary will also support Otokar's ambitions for the Italian market.



Otokar exhibited 7 buses of its wide range of city, interurban and tourism buses at Busworld Europe, Europe's largest bus event held in Brussels between October 7 and 12, 2023.



Aiming to provide a green transport for a sustainable future, Otokar combines the new technologies and power solutions to its KENT city buses, widely serving on the roads. Following the wide range of CNG and electric buses, Otokar has recently launched its first fuel cell electric bus KENT Hydrogen at Busworld.



The Estonian Centre for Defence Investment (ECDI) has awarded Otokar, the global land systems manufacturer of Türkiye, a contract for the supply of ARMA 6x6 Armored Personnel Carriers, at a value of around EUR-130 Million.



Otokar participated in EDEX 2023, the 3rd Egypt Defence Expo, on December 04-07, in Cairo, Egypt. Otokar will exhibit its world-renowned tracked armored vehicle TULPAR with its 30mm turret system MIZRAK.



Otokar participated in Expodefensa 2023, the headline Latin American defense and security exhibition, between December 05-07, in Bogota, Colombia. Otokar showcased its own design and production of armored military vehicles along with its turret systems. Visitors were also informed about Otokar's distinctive capabilities in land systems such as expertise in technology transfer and local manufacturing.





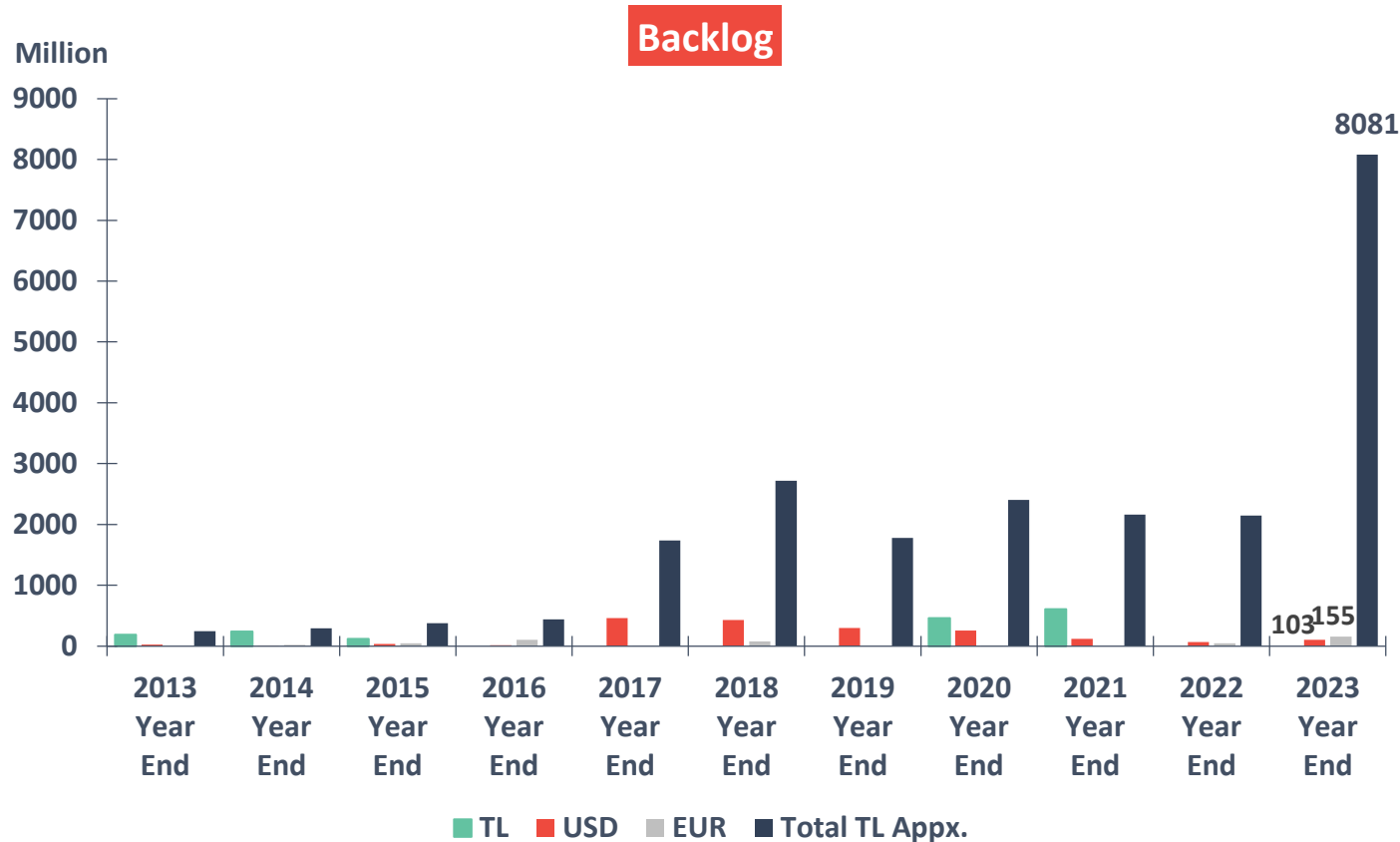
Otokar, received an export order for its 4x4 tactical wheeled armored vehicles worth around USD 136 million, including spare parts, maintenance equipment, and training services. The deliveries are planned to be initiated in 2023 and completed within a year.



Otokar participated in the World Defense Show (WDS) in Riyadh, the capital of Saudi Arabia, between 4-8 February 2024, and displayed its broad range of armored platforms and capabilities.



Otokar continued its success in the bus and midibus markets in 2023. With its total sales in these segments, Otokar became Turkey's leading brand for the 15th time in a row.



- The above backlog amounts and deliveries will be held directly by Otokar Otomotiv ve Savunma Sanayi A.Ş., is related to important projects.
- Backlog consists of the 4x4,6x6 armored vehicles, commercial vehicles and spare parts orders.
- Backlog amount to USD 103 million and EUR 155 million.



**Leader**  
Market leader  
across its respective  
bus segments in Turkey  
for the last 15 years.



**Strong export performance and a global company**  
Export revenues have increased  
by 54% with its strong export  
performance.



**R&D capabilities and flexible production capability**  
New product development and  
speed of delivery to market.  
Ability to develop products  
according to market needs.



**Products that are intellectual property rights Otokar**  
The share of Otokar design  
vehicle sales in turnover is  
95%. The number of patents  
and industrial design  
applications reached to 403.



**Sustainable growth and profitability**  
Total turnover increased by  
53% in 2023.



**Consistent dividend distribution**  
Dividend distribution  
within the framework of  
profit distribution policy.

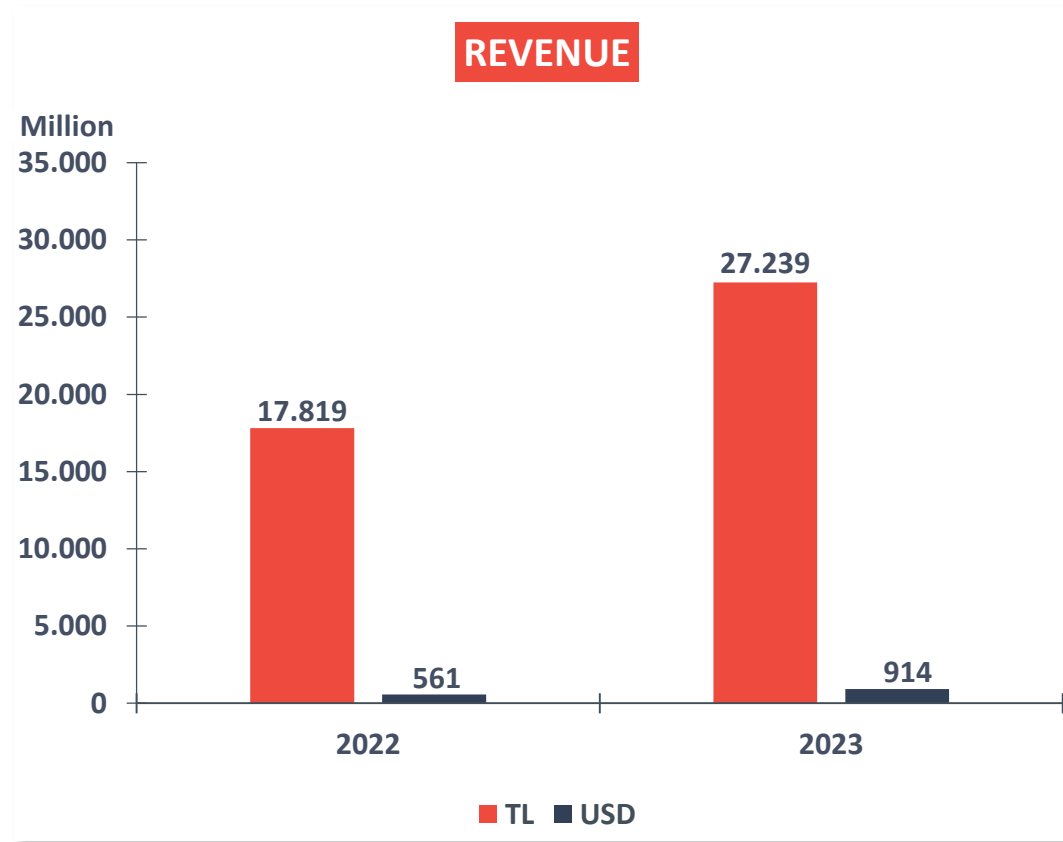


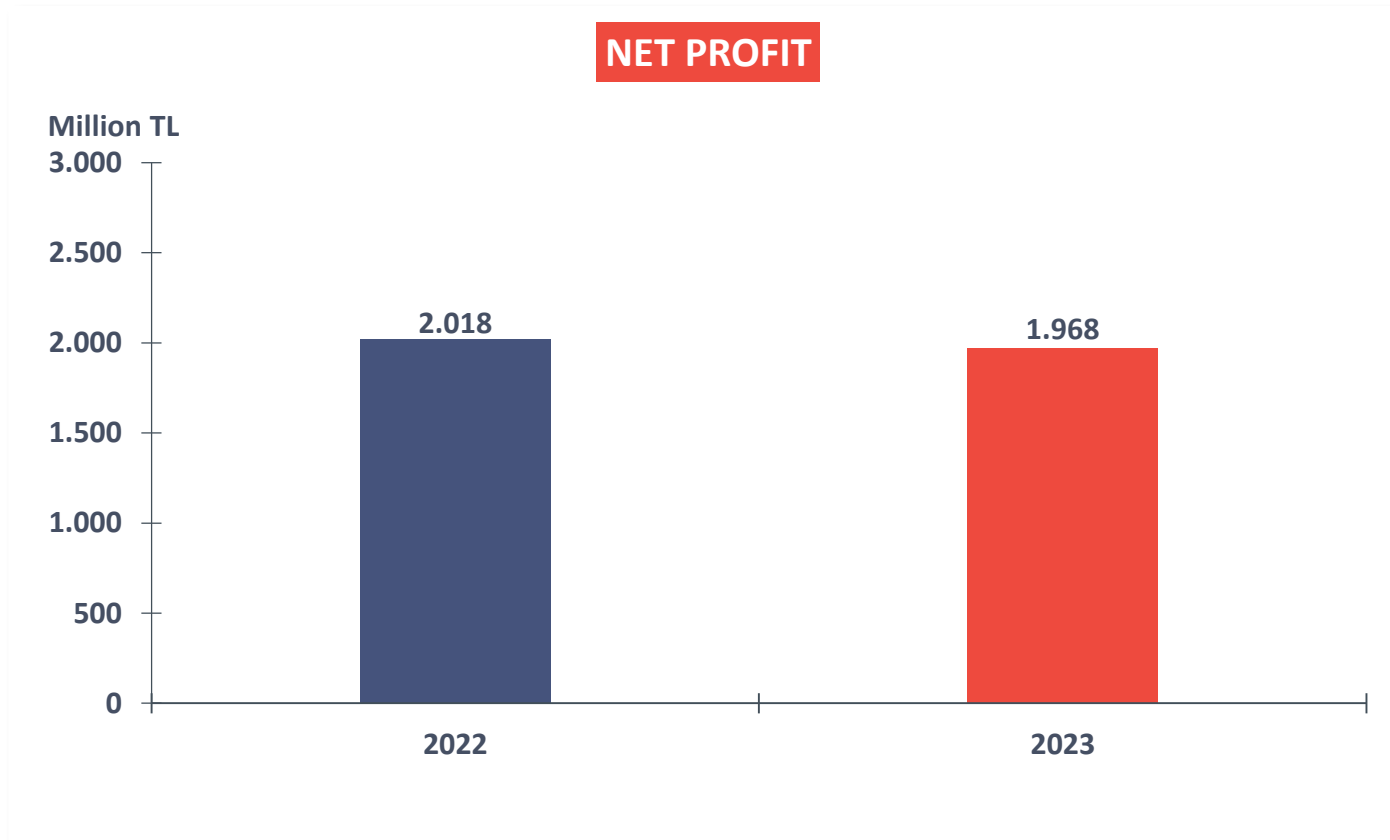
**Significant compliance to corporate governance principles**  
Increased Corporate Governance  
Rating to 95.60 (9.56 out of 10) as a  
sign that it has achieved significant  
compliance with corporate  
governance principles

Balance Sheet (000 TL)		31.12.2023	
Current Assets	24.092.387	S.T. Liabilities	20.908.042
Fixed Assets	8.392.290	L.T. Liabilities	3.273.492
		Shareholders Equity	8.303.143
<b>Total Assets</b>	<b>32.484.677</b>	<b>Total Liabilities</b>	<b>32.484.677</b>

Income St. (000 TL)	2023	2022	Change (%)
Net Sales	27.238.881	17.818.972	53%
Gross Profit	6.306.847	4.046.161	56%
Operating Profit	2.492.045	1.281.688	94%
Profit Before Tax	1.458.019	2.171.586	-33%
Net Profit	1.967.962	2.018.080	-2%

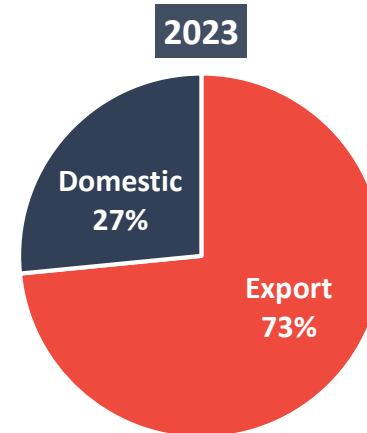
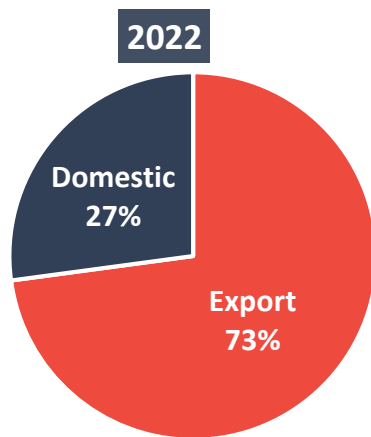
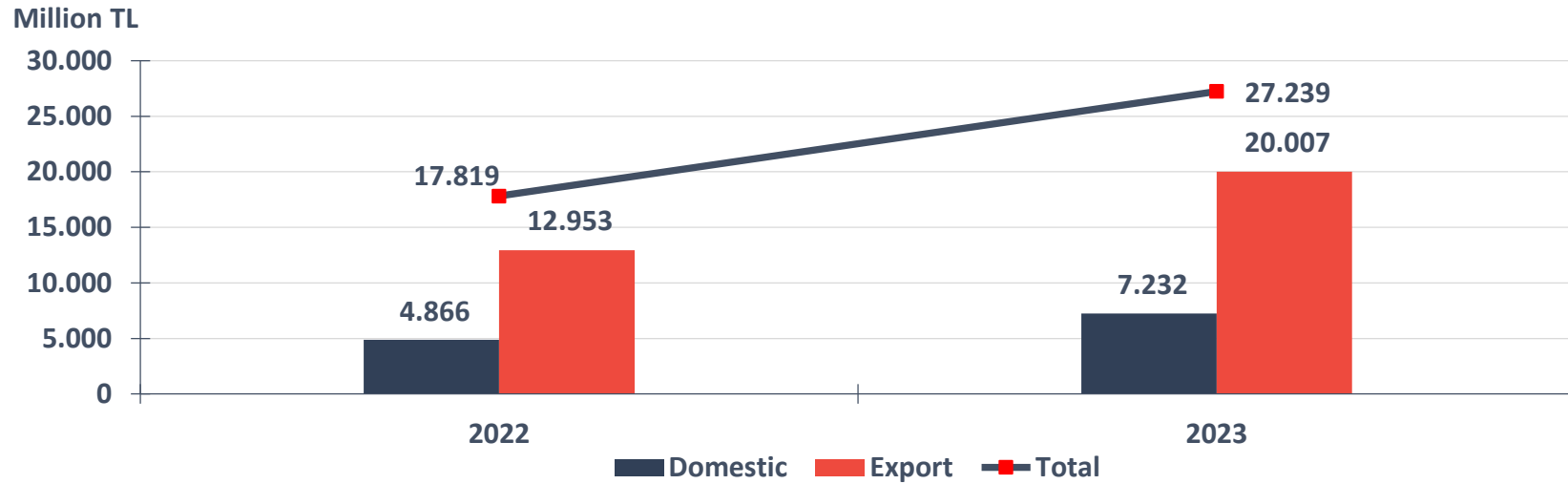
- 53 % increase in total turnover compared to last year's same period.



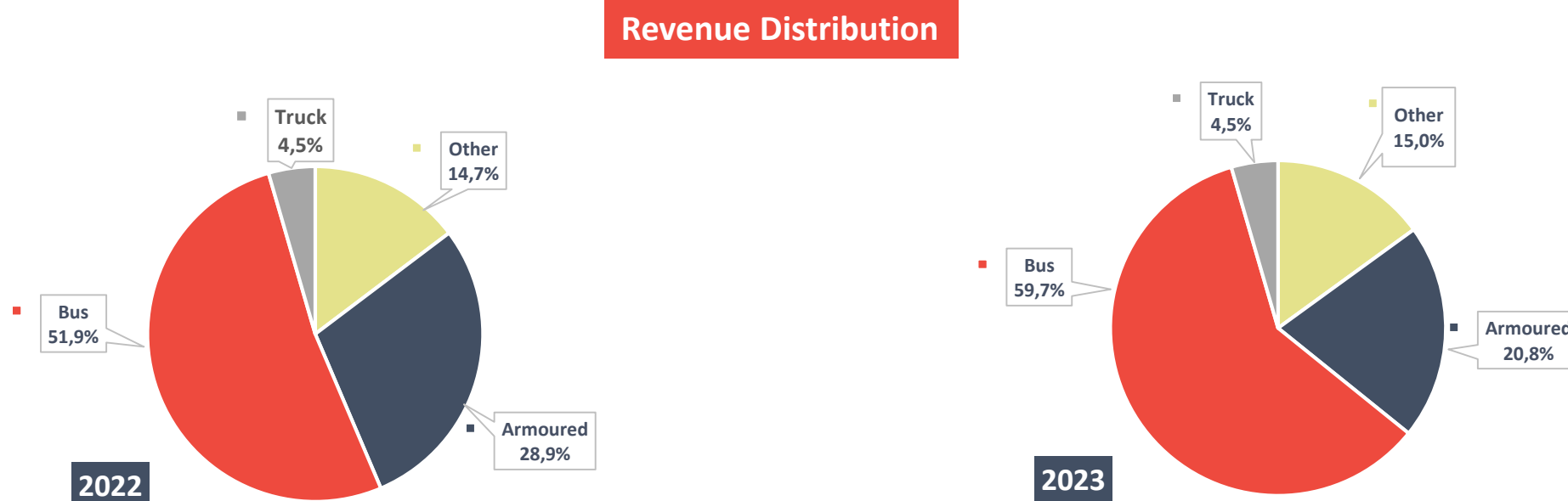
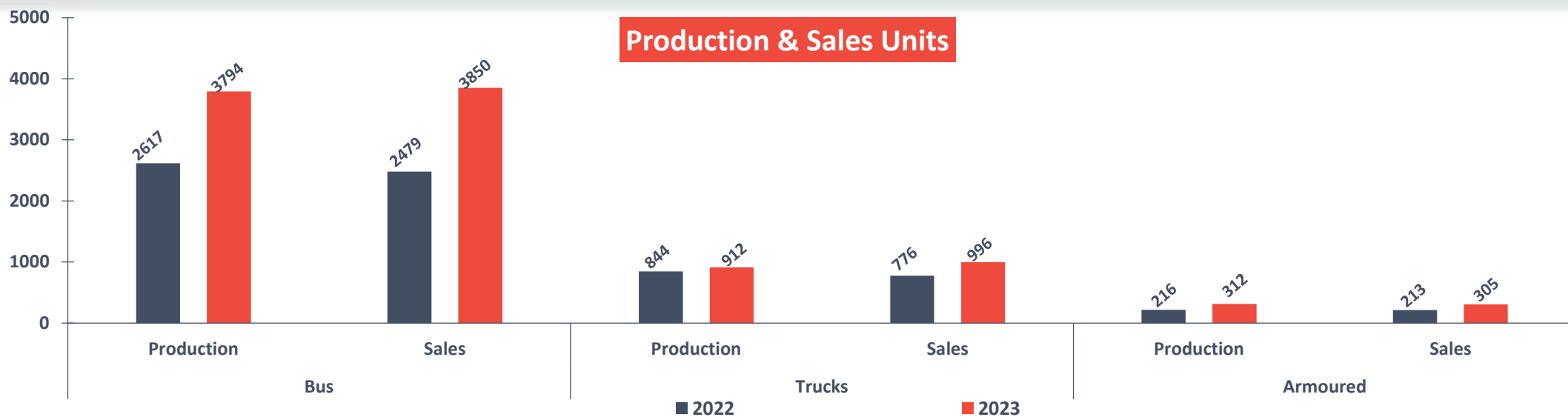




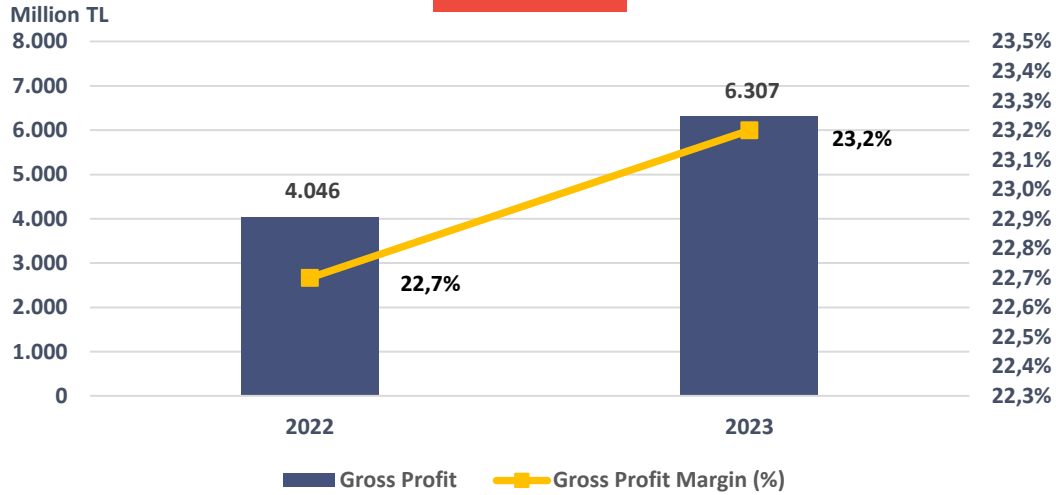
## SALES



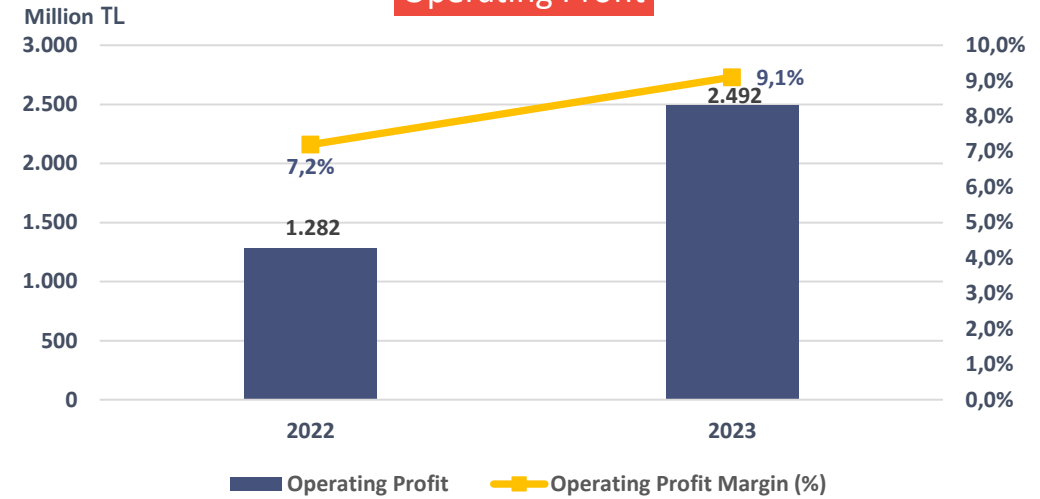
- Export revenues amounted to **20.007** million TL, **increased 54%** compared to last year.



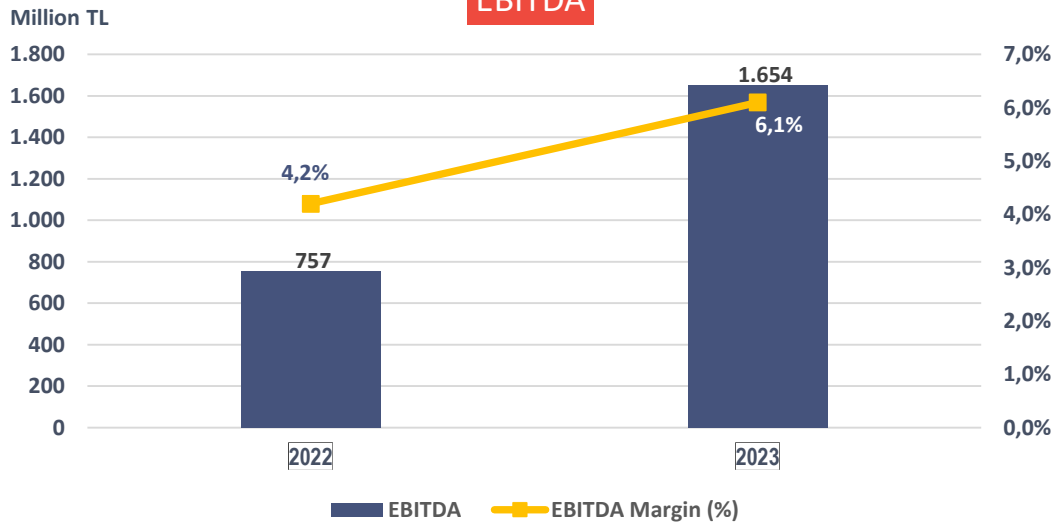
## Gross Profit



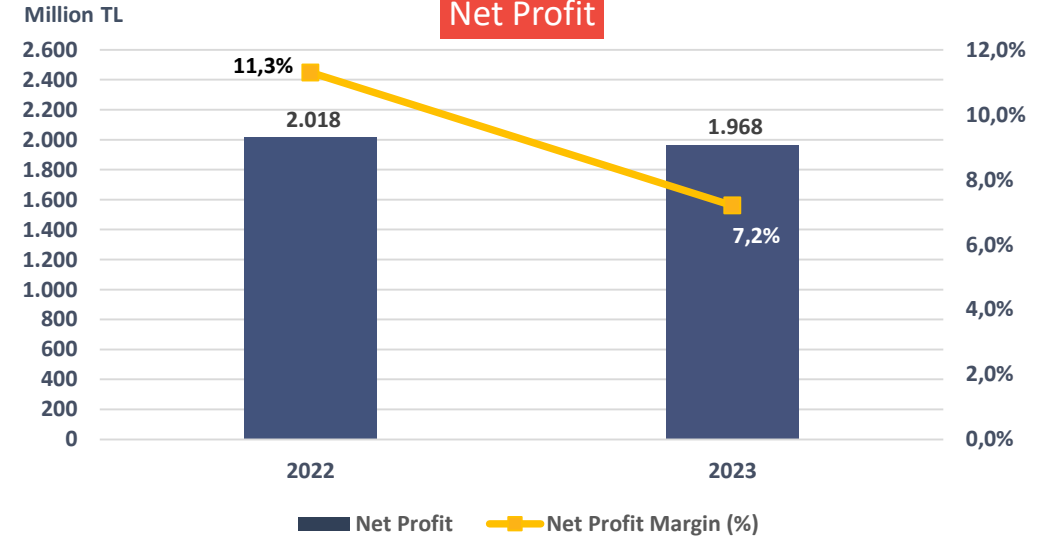
## Operating Profit



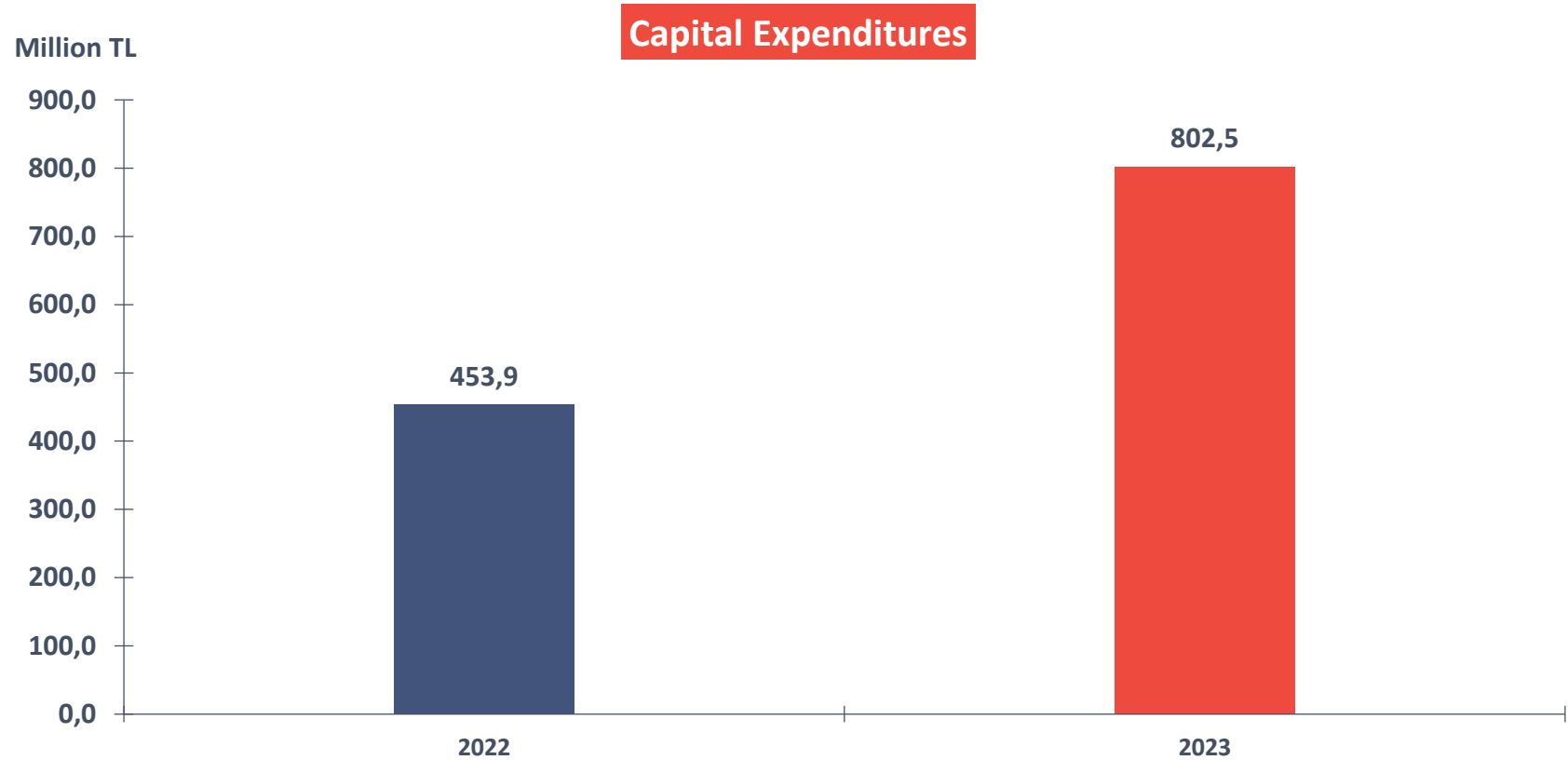
## EBITDA

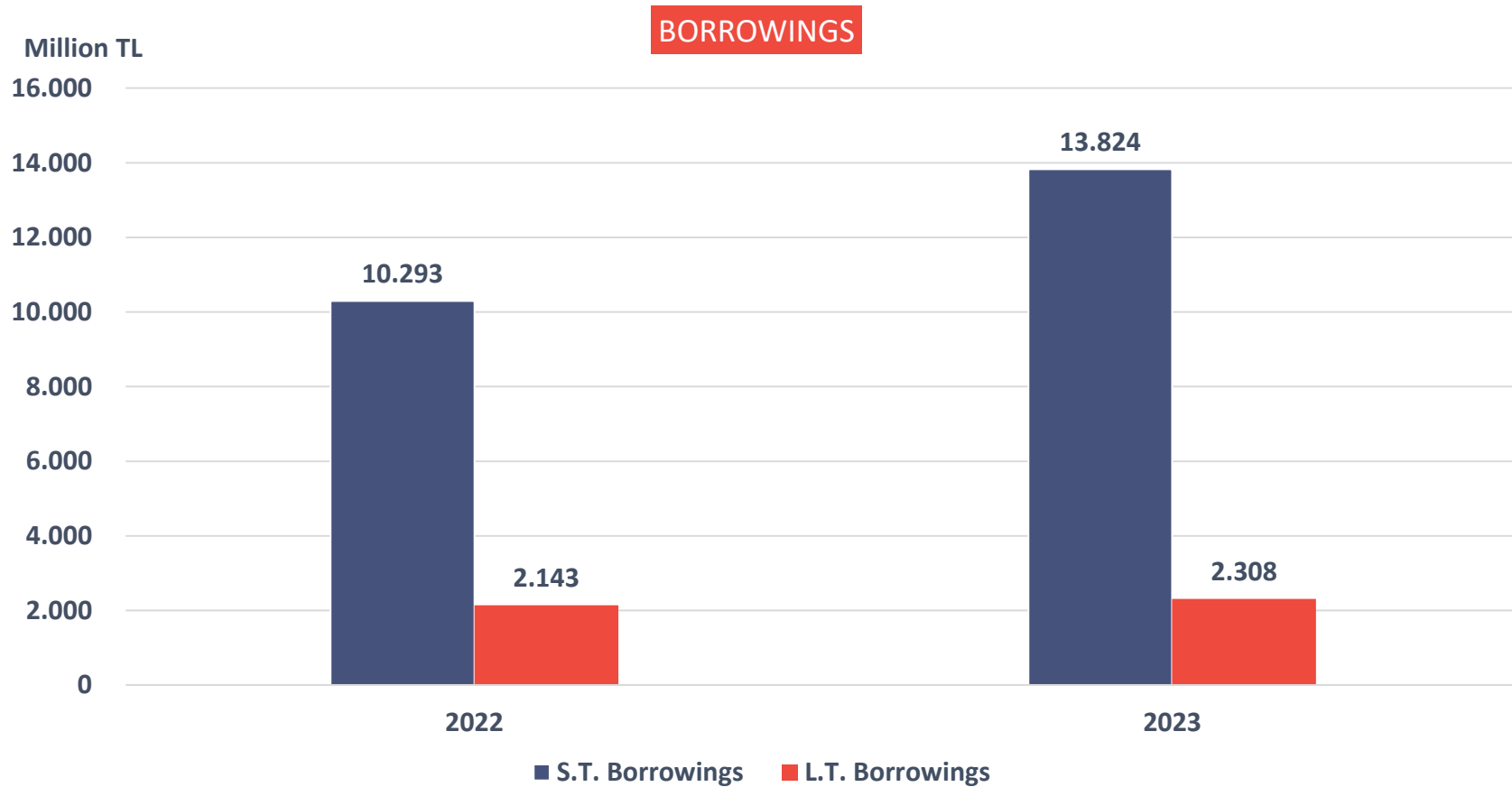


## Net Profit



Ratios	2022	2023
ROE	%30,9	%23,7
EBITDA Margin	%4,2	%6,1
Net Margin	%11,3	%7,2
Net Debt/Equity	1,48	1,12
ST. Borrowing/Total Borrowings	0,62	0,64
Equity/Total Assets	0,25	0,26
Current Ratio	1,1	1,2

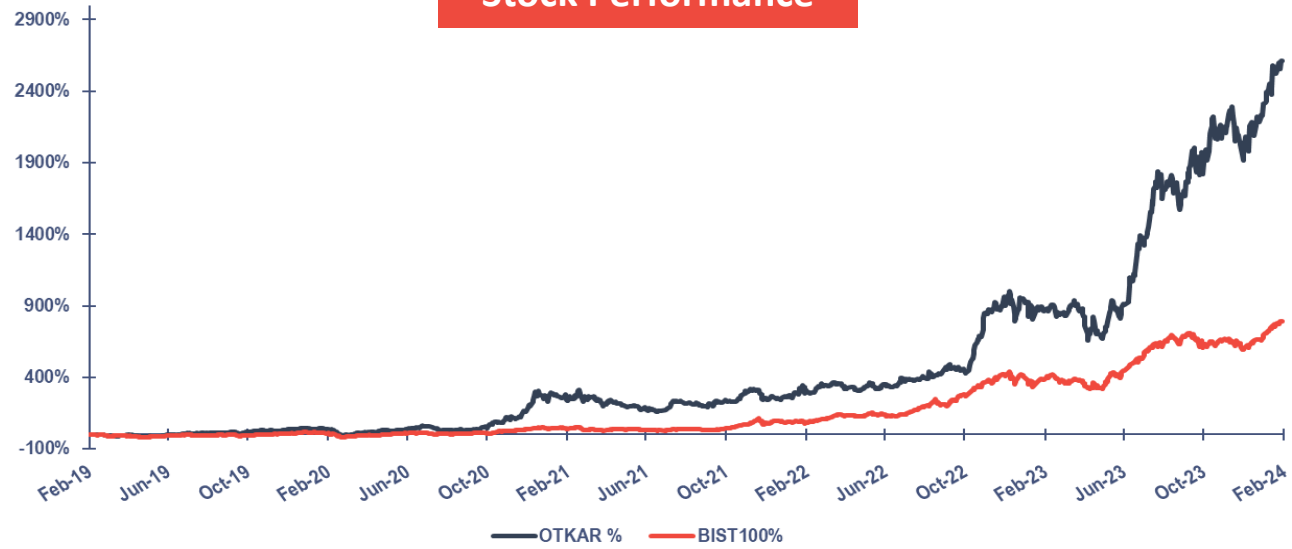




- Exchange rate risk and liquidity are monitored actively and the maturity of the borrowings and the currency type is determined by taking into consideration of the foreign currency position and liquidity risk.



## Stock Performance



## Market Capitalization



| 403

The number of patents applications since establishment

| % 4

Share of R&D expenditures in turnover in 2023

| 691

R&D employee

Industrial product designs prepared with modern technological facilities in line with market needs

Computer-aided analysis and simulation software that shortens product development times and reduces costs

Test and accreditation centers, which are among the world's leading centers in the automotive and defense industry sectors



Climatic Test Chamber with Dynamometer, the one and only of its kind in Turkey, and among the top few in Europe.



Turkey's and the world's leading modern, accredited Electromagnetic Compatibility Test Center



Turkey's hydraulic road simulator with the highest capacity



Accredited ballistic laboratory and mine testing equipment, among the most advanced and modern facilities in the world



Turkey's highest capacity six-degree-of-freedom motion simulator; Tests of performance measurements of military vehicle fire control system and stabilization algorithm

## DORUK HIBRA

Turkey's first hybrid bus



## DORUK DG

Turkey's first natural gas powered mid-sized bus



## KENT DG

12 m CNG bus



## DORUK ELECTRA

Turkey's first electric bus



## e-Kent C

12 m electric bus



## AKREP IIe

Turkey's first electric armoured vehicle



## KENT HYDROGEN

12 m hydrogen fuel cell bus



## Otokar listed in the BIST Sustainability Index for the **eighth** consecutive term

**Otokar considers its sustainability strategy**, protecting domestic capital structure and the goal of profitability, its sensitivity to the environment, human and society, its focus on universal human rights and business ethics principles, operational excellence and customer satisfaction, and the development of high-tech, value-added products.

Otokar is strictly bound to the 10 principles of the **UN Global Compact** signed by Koç Holding.

Otokar is also signatory of the **Women's Empowerment Principles (WEPs)**, a joint initiative of the United Nations Women's Unit (UN Women) and the United Nations Global Compact (UN Global Compact).

Otokar **accepts 17 Global Goals for Sustainable Development** as defined by the United Nations General Assembly and carries out its activities accordingly.



### R&D and Innovation for Continuous and Sustainable Development

- Product Quality
- Product Life Cycle
- Minimizing the Impact of Supply and Value Chains



### Sustainable and Quality Products

- Applying New Technologies
- Alternative Fuel Vehicles
- Sustainable Product Design
- Digitalization



### Innovative Solutions to Combating Climate Change

- Energy Efficiency in Production
- Zero Waste
- Shift to Low Carbon Economy



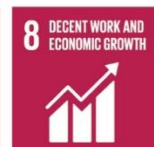
### Brand Value and Customer Satisfaction

- Accessibility
- Customer Satisfaction
- Brand Value and Reputation



### Employee Satisfaction

- Employee Loyalty
- Occupational Health and Safety
- Diversity and Human Rights
- Talent Management



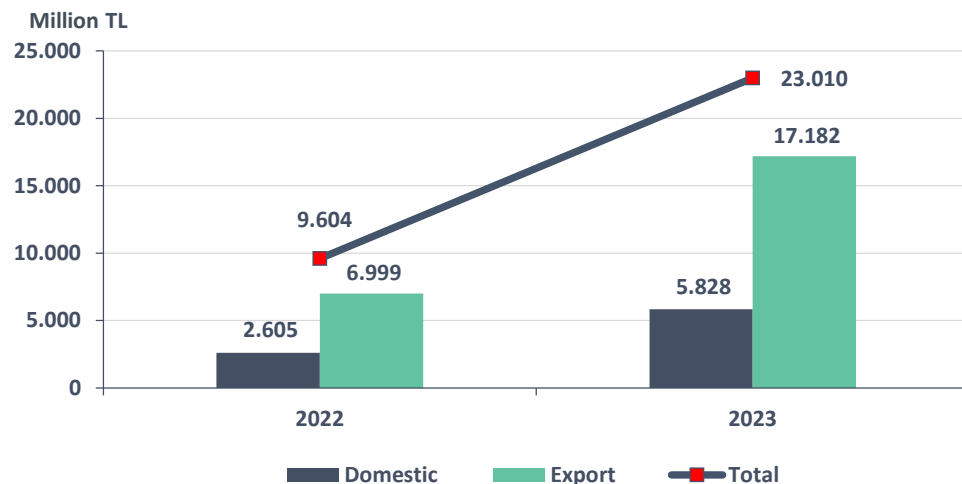


60TH ORDINARY GENERAL  
ASSEMBLY OF OTOKAR OTOMOTİV  
VE SAVUNMA SANAYİ A.Ş. HELD ON  
13.03.2023.

Otokar, as publicly disclosed with the material disclosure dated 23.03.2022, stated that SAHA Corporate Governance and Rating Services A.Ş. (SAHA) **increased its Corporate Governance Rating to 95.60 (9.56 out of 10)**

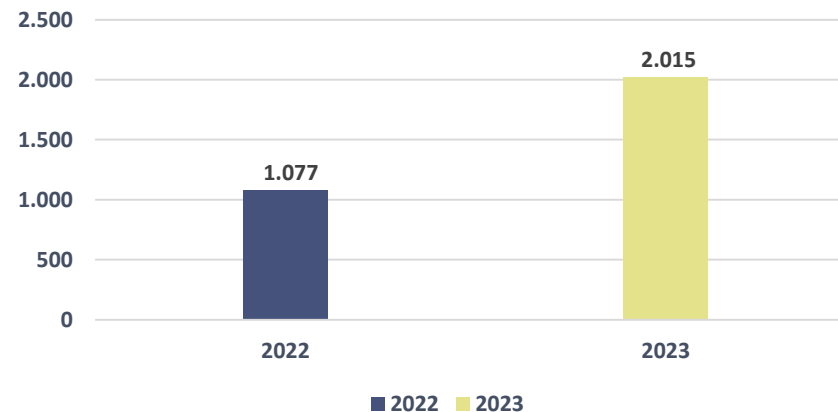
Rating of Adaptation to Corporate Governance Principles	Weight	Rating
Shareholders	25%	95,92
Public Disclosure & Treansperancy	25%	96,19
Stakeholders	15%	97,13
Board of Directors	35%	94,30
<b>Total</b>	<b>100%</b>	<b>95,60</b>

## Sales



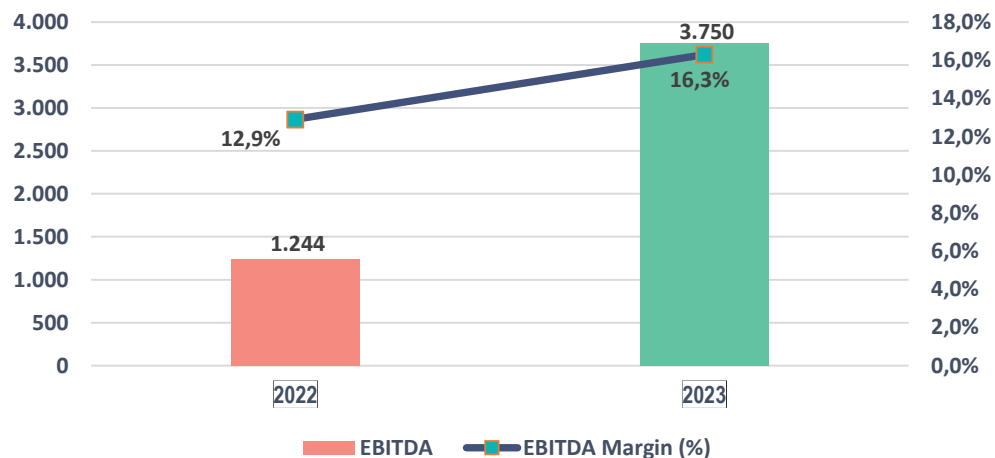
Million TL

## Profit Before Tax



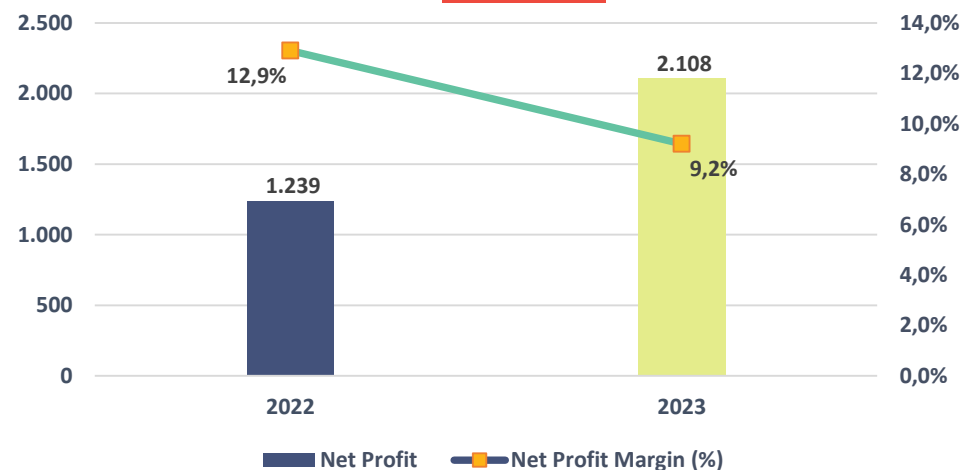
Million TL

## EBITDA



Million TL

## Net Profit







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