

2021 FINANCIAL RESULTS

Otokar



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 60 countries

For the 13th 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 armored tactical vehicles to the product family
- Production of Atlas Truck
- Introduced new armored tactical wheeled vehicle URAL
- Tracked Armoured Vehicle TULPAR
- 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

FOUNDED IN **1963**



LOCAL CAPITAL



KOÇ
HOLDING A.Ş.



ÜNVER
HOLDING A.Ş.



OTHER



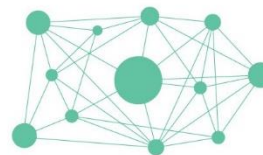
2,230

EMPLOYEES



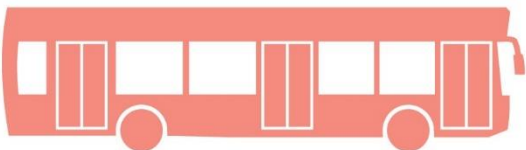
552,000 M²

PRODUCTION AREA



APPROX. **300**

SALES & SERVICE NETWORK



APPROXIMATELY 1 OUT OF EVERY 2 BUSES SOLD
IN TURKEY IN 2021 IS OTOKAR

USD 345 MILLION
EXPORT REVENUES IN 2021

TL 4,509 MILLION
TURNOVER IN 2021

TL 1,6 BILLION
10 YEAR R&D EXPENDITURES

5,300

BUSES & MINIBUSES

2,000

TACTICAL
VEHICLES

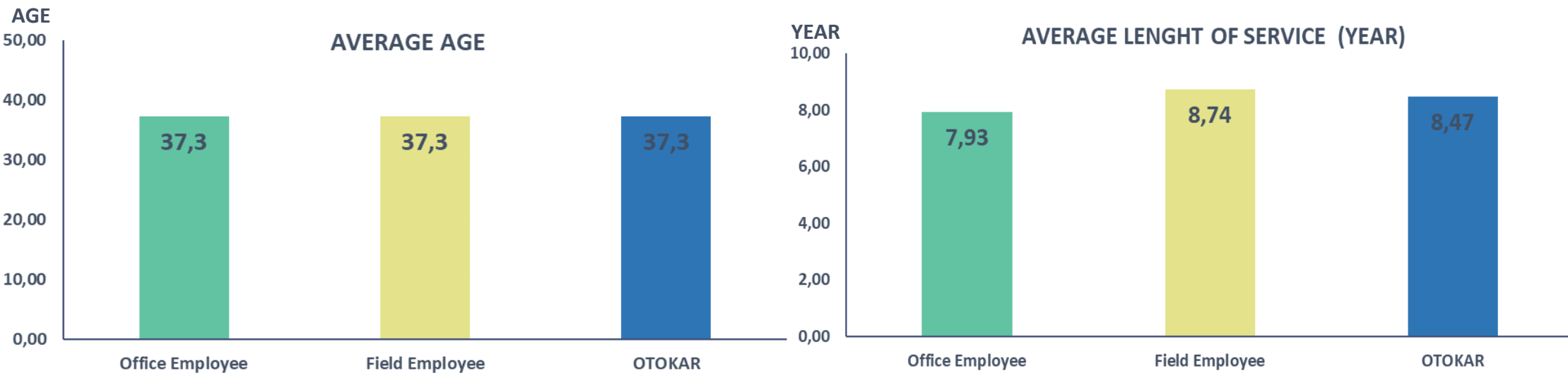
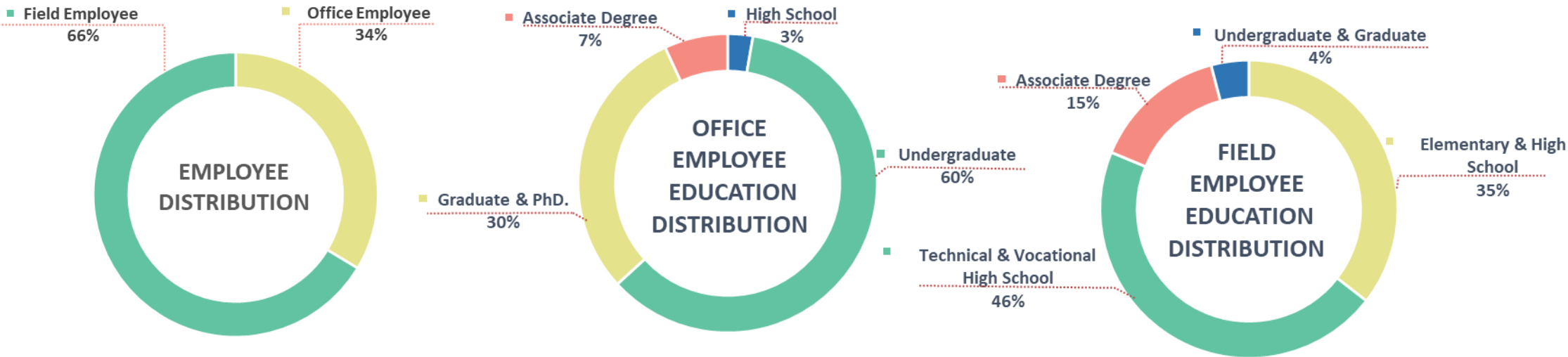
**YEARLY
PRODUCTION
CAPACITY**

1,600

TRUCKS & LIGHT TRUCKS

625

TACTICAL ARMORED
VEHICLES





- 552.000m² factory with an annual production capacity of 9,800 units and more than 2,200 employees in Arifiye/Sakarya

OTOKAR CENTRAL ASIA
LIMITED (KAZAKHSTAN)

OTOKAR
EUROPE FILIALA
BUCURESTI S.R.L.
(ROMANIA)

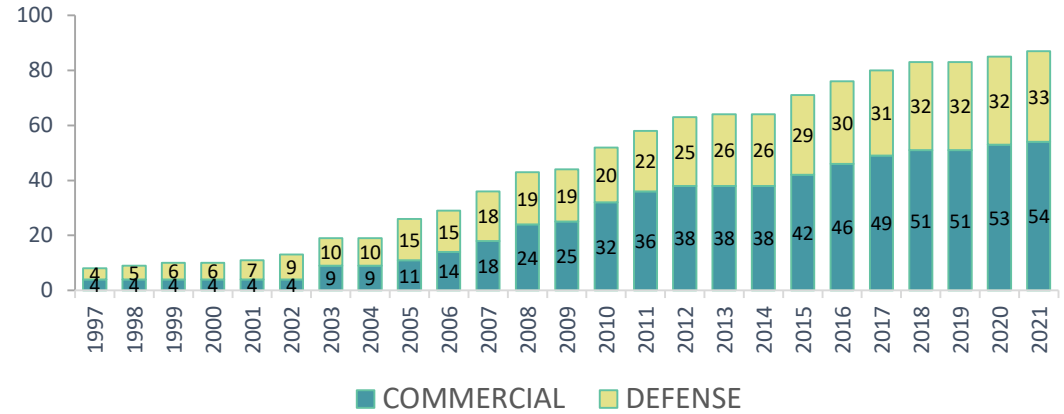
OTOKAR EUROPE SAS
(FRANCE)



OTOKAR LAND SYSTEMS LLC
(UNITED ARAB EMIRATES)

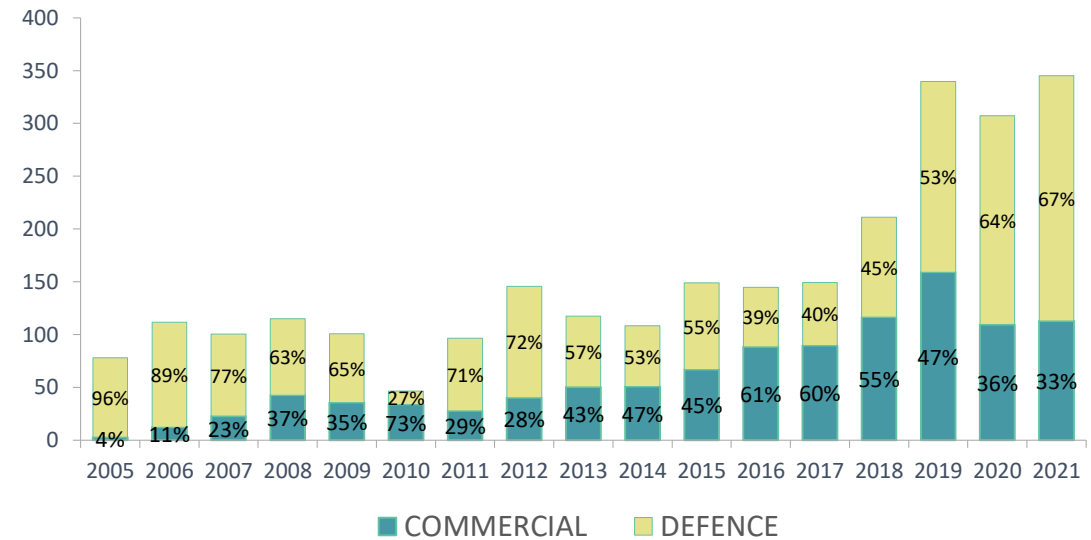
GROWTH IN EXPORT MARKETS

NUMBER OF COUNTRIES



SEGMENT BASED EXPORT

MILLION \$





PASSENGER TRANSPORTATION



CARGO TRANSPORTATION



TACTICAL WHEELED & TRACKED ARMORED VEHICLES



SPARE PART/OTHERS

2021

Total revenue :	1,782 mn TL	149 mn TL	2,011 mn TL	567 mn TL
Rev. Contribution :	40%	3%	45%	13%
Domestic :	808 mn TL	149 mn TL	21 mn TL	261 mn TL
Export :	974 mn TL	-	1,990 mn TL	306 mn TL
Export share* :	55% (bus)	-	99% (armoured)	54% (spare part)
Export share** :	22% (total)	-	44% (total)	7% (total)

ARMORED

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

** The share of exports in total company turnover.

2020

Total revenue :	1,139 mn TL	70 mn TL	1,359 mn TL	340 mn TL
Rev. Contribution :	39%	2%	47%	12%
Domestic :	421 mn TL	70 mn TL	25 mn TL	194 mn TL
Export :	718 mn TL	-	1,335 mn TL	146 mn TL
Export share* :	63% (bus)	-	98% (armoured)	43% (spare part)
Export share** :	25% (total)	-	46% (total)	5% (total)

ARMORED

A GLOBAL
COMPANY

THE LARGEST



PIONEER



MARKET LEADER





- Widest product range in the Turkish bus segment with an offering that includes buses from **7 to 21 meters** with varying passenger capacities suitable for city, intercity and tourism transportation.
- Exporting buses to **more than 50 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.



- The leading supplier of land defense systems.
- More than 30.000 vehicles are actively used both in **Turkey and also in over 35 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.

PUBLIC TRANSPORT

POYRAZ



SULTAN / NAVIGO



DORUK / VECTIO



TERRITO



KENT



KENT ELECTRA



KENT ARTICULATED



KENT XL



LOGISTIC&CARGO TRANSPORTATION



DEFENSE INDUSTRY VEHICLES

WHEELED ARMoured



TRACKED ARMoured

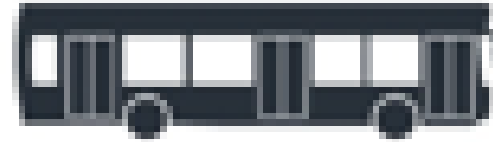


TURRET SYSTEMS

- Open Cupola
- Keskin - RCWS
- Ucok
- Basok
- Bozok
- Mızrak - RCWS

APPROXIMATELY 1 OUT OF EVERY 2 BUSES
SOLD IN TURKEY IN 2021 IS OTOKAR

In the total of segments in which it operates



Approximately **1 out of every 2** buses sold in Turkey in 2021 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 49%** compared to the last year.

Otokar increased the number of Otokar buses used in passenger transportation France **to over 2,600.**



Otokar participated in IDEX - 2021, in Abu Dhabi, and showcased its 5 vehicles.



Within the scope of "Kincentric Best Employers 2020" research, Otokar is rewarded "Turkey's Best Employer" award by the world's leading human resources and management consulting company Kincentric.



Otokar signed an agreement with EGO General Directorate after winning the contract for the procurement of 28 articulated buses as well as provision of aftersales services for two years.



Otokar has risen up 9 positions this year, in the survey of ISO 500 Top Industrial Enterprises organized by Istanbul Chamber of Industry (ISO) for 53 years. According to 2020 results of the survey where giant Turkish companies listed, Otokar took 83rd place.



Turkey's leading bus brand Otokar added Slovakia to its international bus markets. Otokar recently received an order from Bratislava Transport Company DPB for 40 Kent Articulated buses.



Otokar delivered 364 buses to ESHOT, an Izmir Metropolitan Municipality company, completing the delivery of one of the biggest bus purchasing contracts in Turkey's recent history in as short as one year.



Otokar received an order for 50 CNG buses from Azerbaijan to serve in Baku's public transportation. Otokar will produce 48 units of 12mt KENT CNG and two 18.75mt KENT Articulated CNG buses to meet the public transportation needs of Baku. The company plans to start delivering the order this year and complete it in the first quarter of 2022.



Otokar won the contract that IETT opened to procure 100 articulated buses and their after-sales services for three years for TL 606 million.



Vinnytsia has been named one of the most livable cities of Ukraine six times. Otokar Kent CNG is now a new favorite of public transportation in the city. The ten CNG-powered Otokar Kent buses that the Vinnytsia Transport Company purchased were delivered with a ceremony.



Turkey's land systems manufacturer Otokar and the European leading robotics and autonomous systems developer Milrem Robotics signed a teaming agreement during the DSEI 2021 exhibition in London to merge know-how and resources for autonomy development and application for unmanned and robotic operations of military vehicles.



Otokar will manufacture and export 136 buses, including 100 Vectio models and 36 Kent models for the transportation needs of the Greater Amman Municipality (GAM).



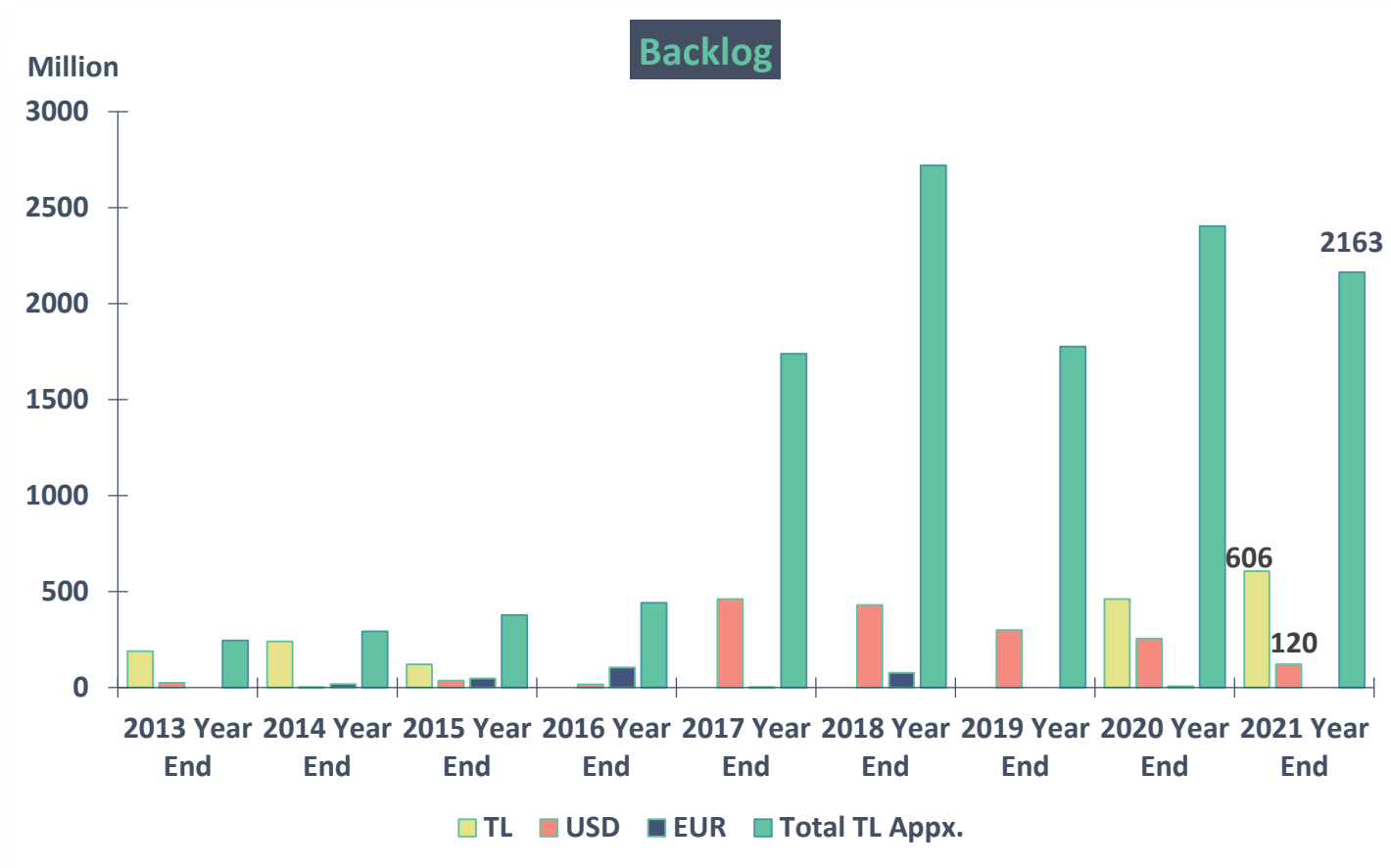
Otokar won the tender opened by the Ramnicu Valcea Municipality in Romania. Sixteen 12mt natural gas-powered Otokar Kent C CNG buses will be delivered to the city to serve the people of Romania in 2022.



Otokar promoted its broad armored vehicle product range in Expodefensa 2021, on 29 November-1 December, in Bogota, Colombia.



Otokar continued to be the choice of public transportation, personnel and tourism transportation operators and fleets. Despite another year marked by the challenges of the coronavirus pandemic, Otokar maintained its market leadership for the 13th time.



- 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 8x8 and 4x4 armored vehicles, and commercial vehicle order.
- Backlog amount to USD 120 million and 606 million TL.



Leader

Market leader across its respective bus segments in Turkey for the last 13 years.



Strong export performance and a global company

In addition to its strong export performance, export revenues have increased by an annual average of 29% in the last 10 years.



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 97%. The number of patents and industrial design applications reached to 393.



Sustainable growth and profitability

Total turnover increased by 17% in the last 15 years, Net profit increased by 25% in the last 15 years, with the annual compound growth rate.



Consistent dividend distribution

Dividend distribution within the framework of profit distribution policy.



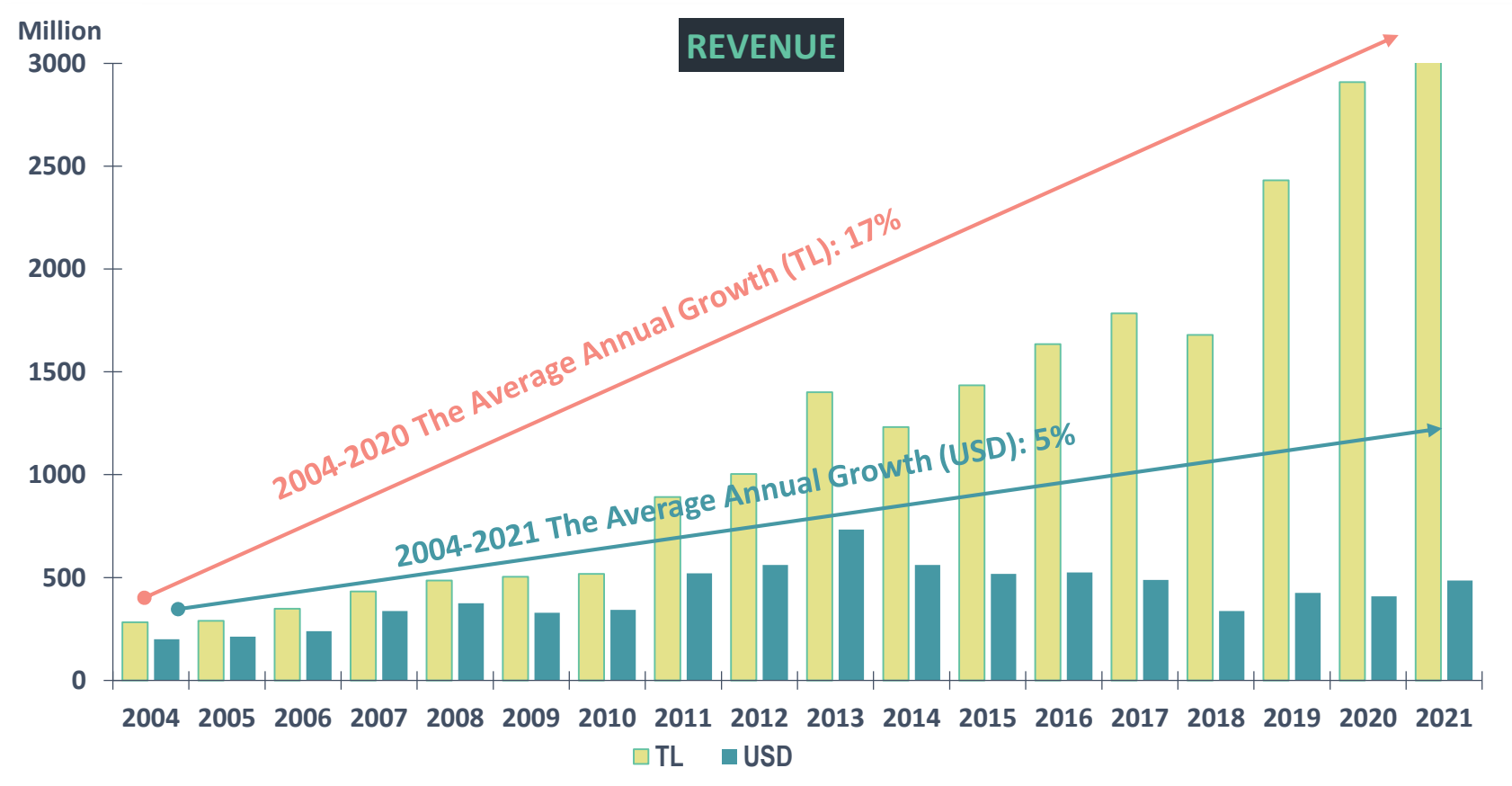
Significant compliance to corporate governance principles

Increased Corporate Governance Rating to 94.89 (9.49 out of 10) as a sign that it has achieved significant compliance with corporate governance principles

Balance Sheet (000 TL)		31.12.2021	
Current Assets	3.960.425	S.T. Liabilities	2.852.334
Fixed Assets	2.029.101	L.T. Liabilities	1.640.657
		Shareholders Equity	1.496.535
Total Assets	5.989.526	Total Liabilities	5.989.526

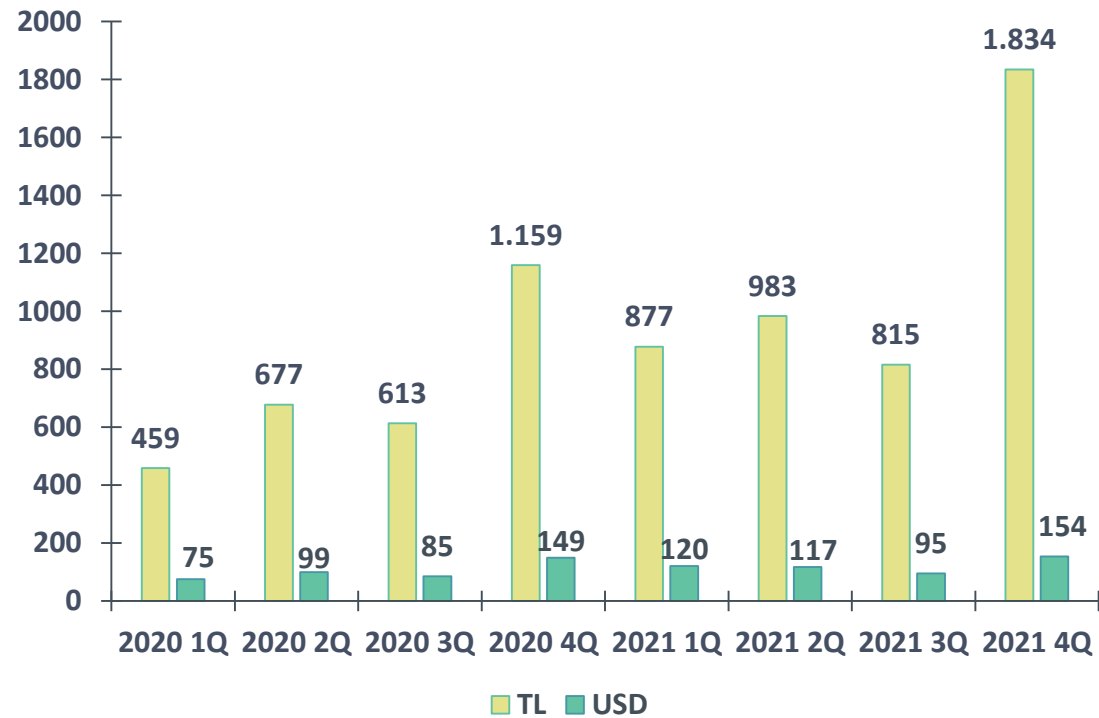
Income St. (000 TL)	2021	2020	Change (%)
Net Sales	4.508.874	2.908.711	%55
Gross Profit	1.716.685	1.194.144	%44
Operating Profit	1.075.538	635.990	%69
Profit Before Tax	904.546	625.186	%45
Net Profit	1.041.524	618.268	%69

- 55% increase in total turnover compared to last year's same period.



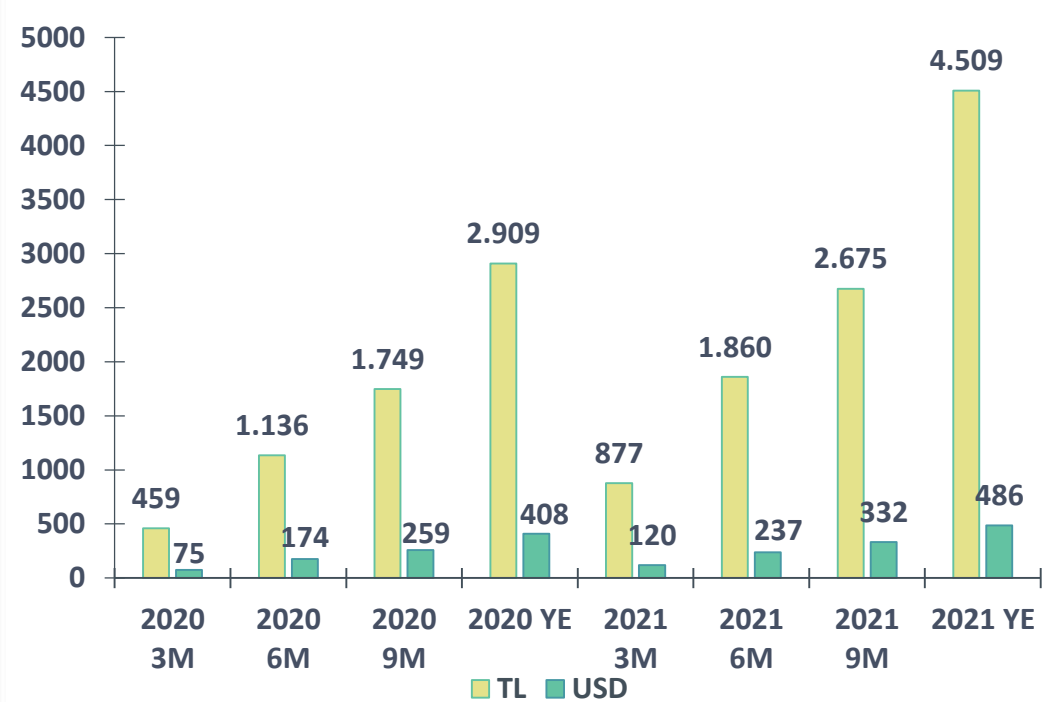
Revenue (Quarterly)

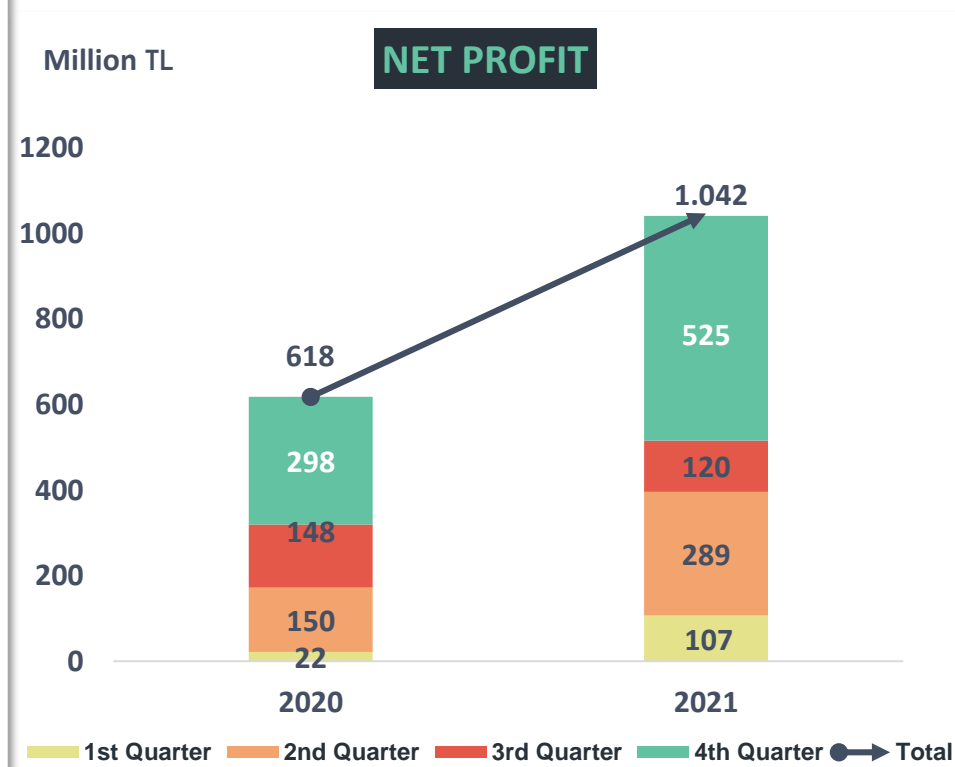
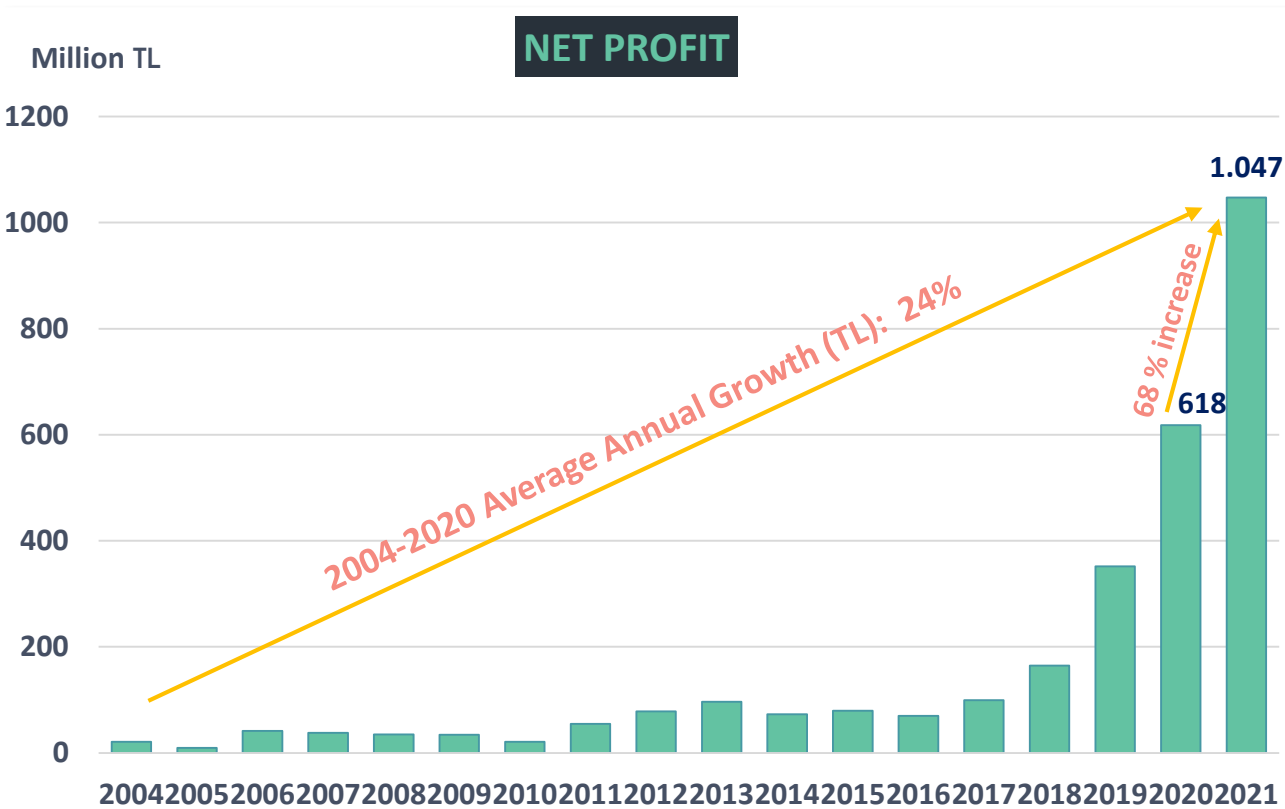
Million



Revenue (Cumulative)

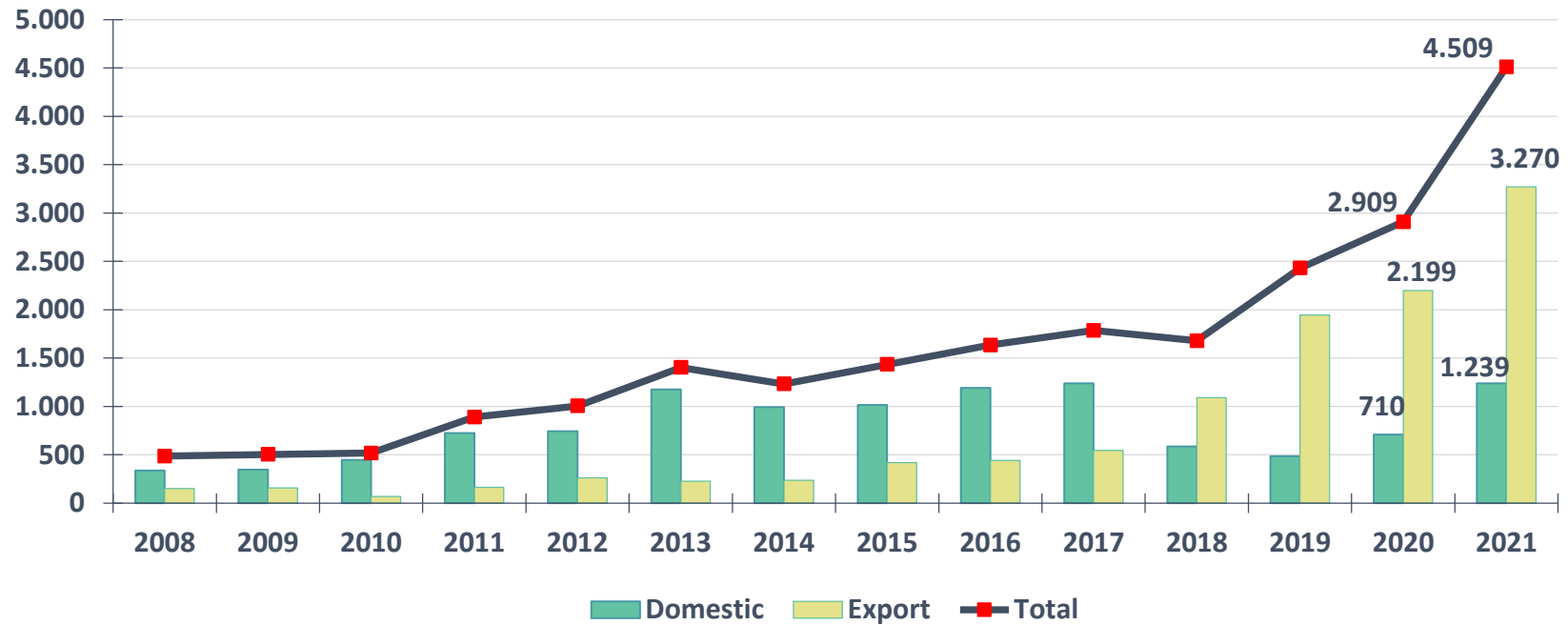
Million





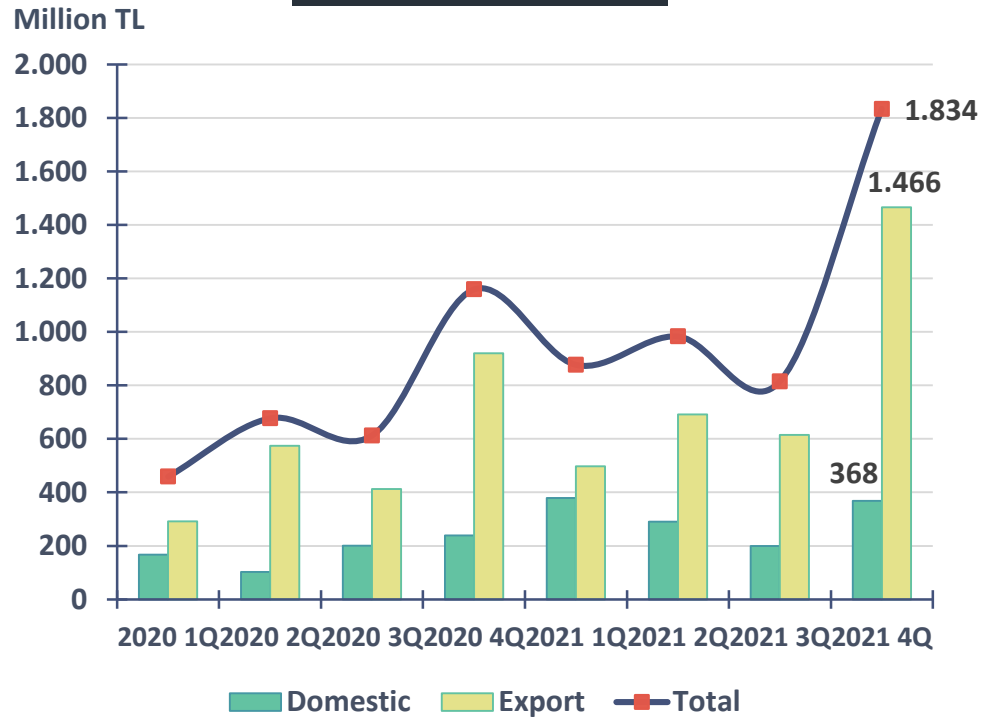
SALES

Million TL

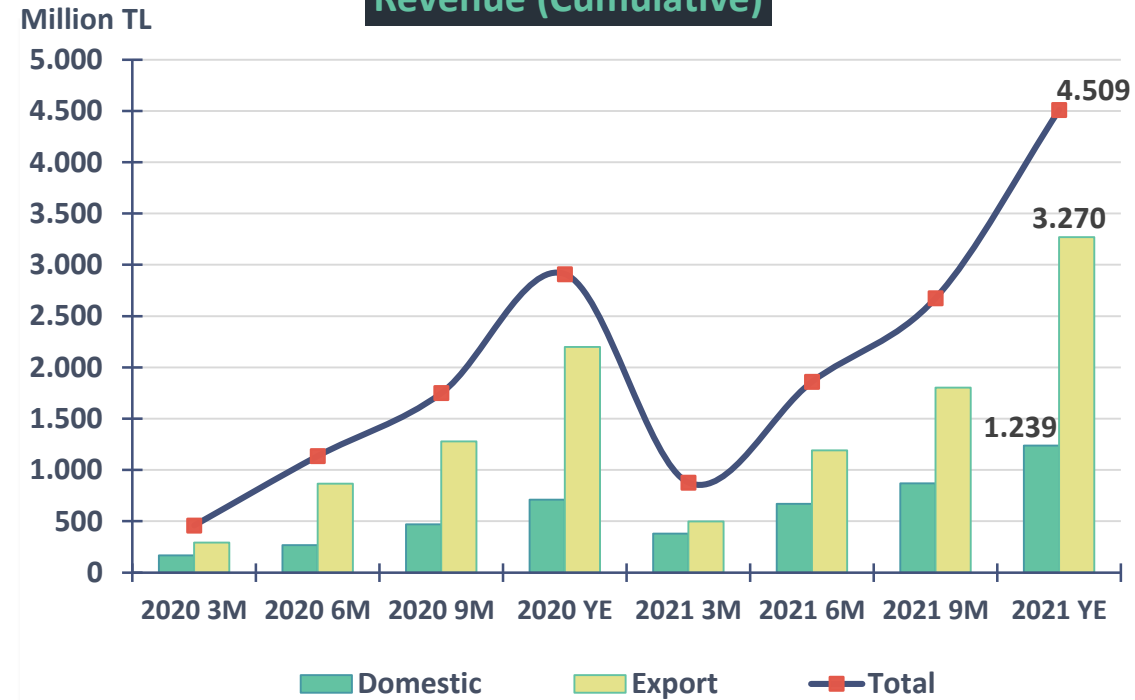


- Export revenues amounted to 3.270 million TL, **increased 49%** compared to last year.

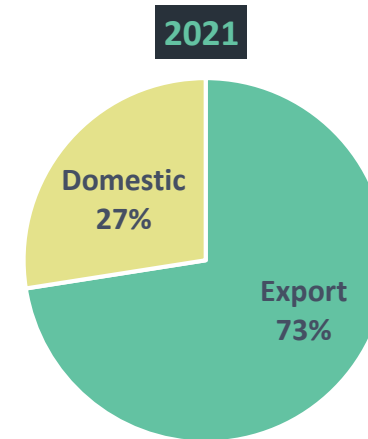
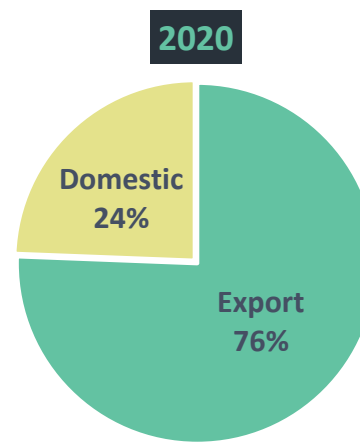
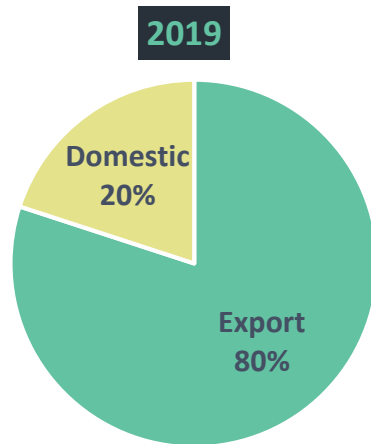
Revenue (Quarterly)



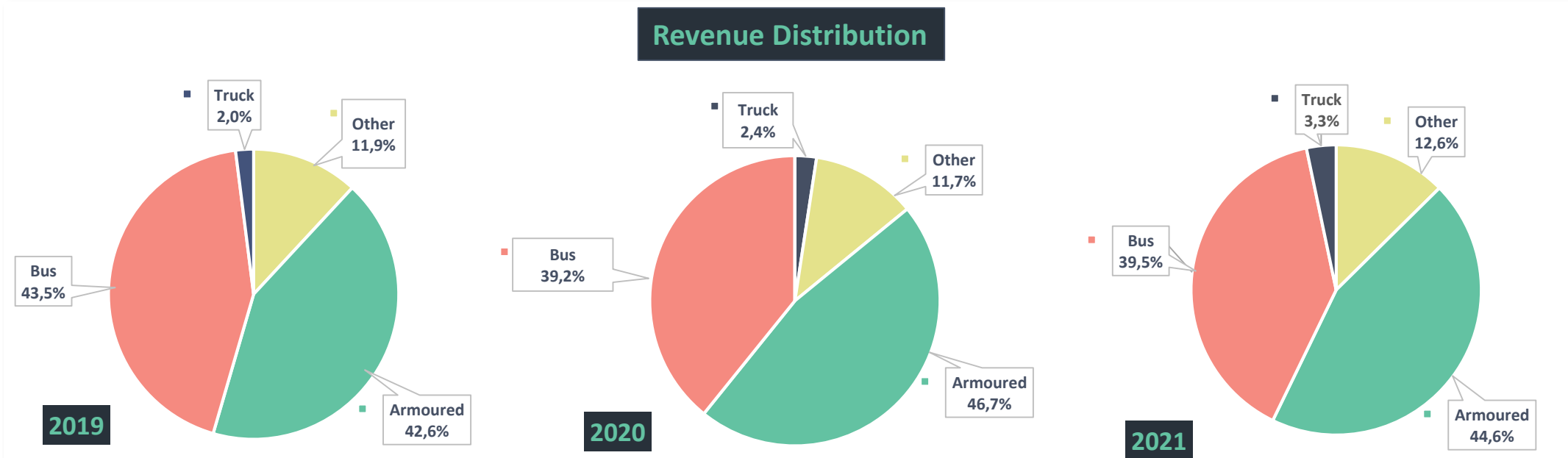
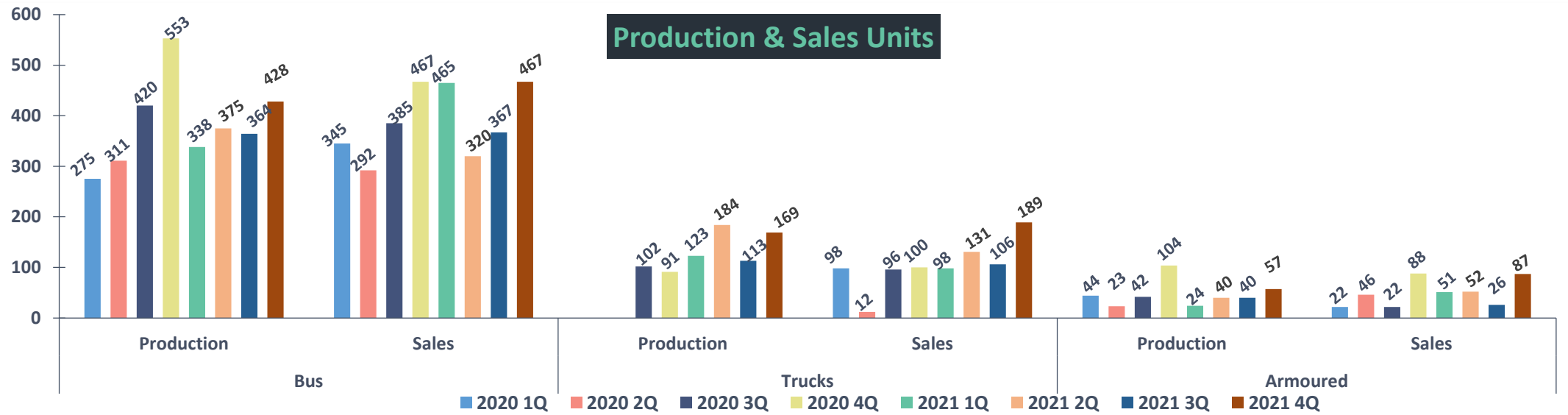
Revenue (Cumulative)



Sales (000 TL)	2021	2020	Change (%)	
Domestic	1.238.911	709.402	75%	▲
Export	3.269.963	2.199.309	49%	▲
Total	4.508.874	2.908.711	55%	▲



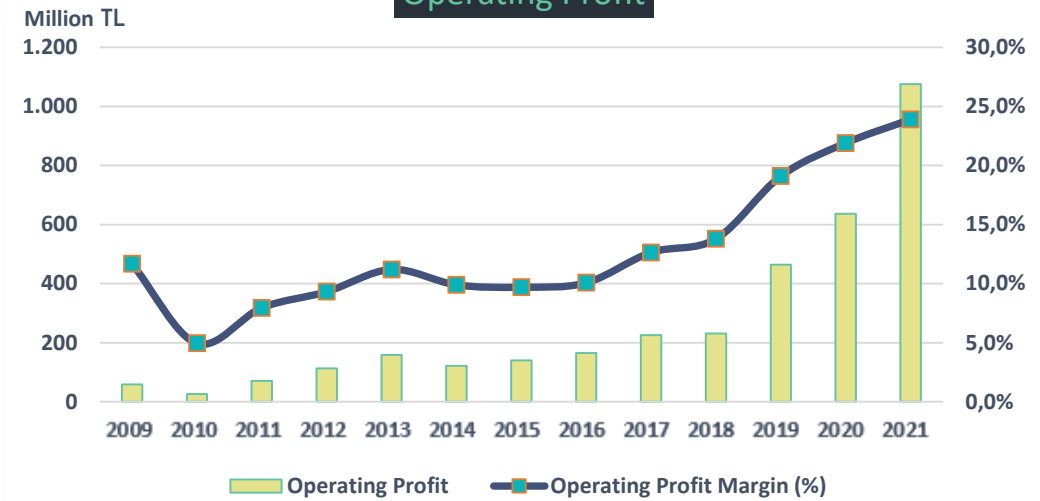
- Otokar domestic sales 75% and export sales 49% higher compared to last year.
- The share of exports in turnover is **73%** in 2021.



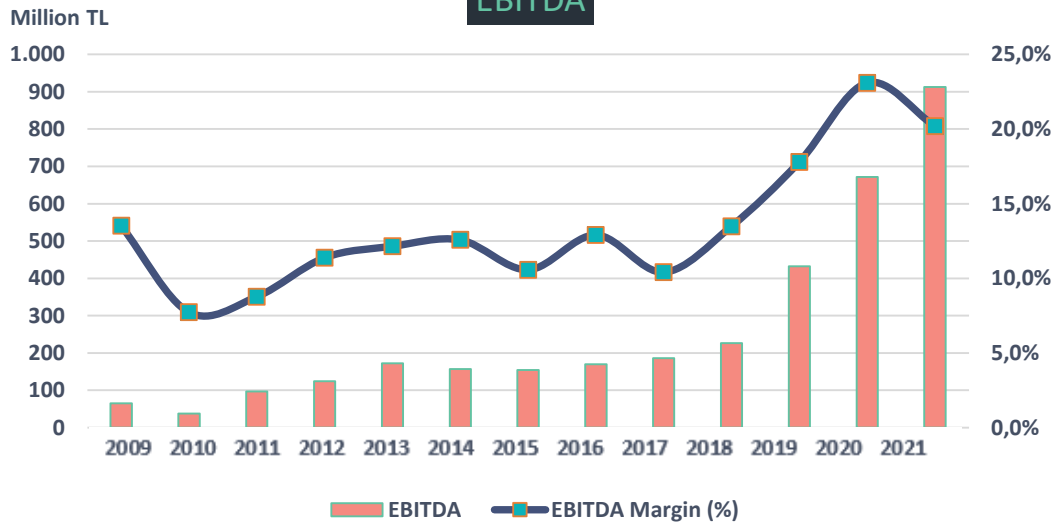
Gross Profit



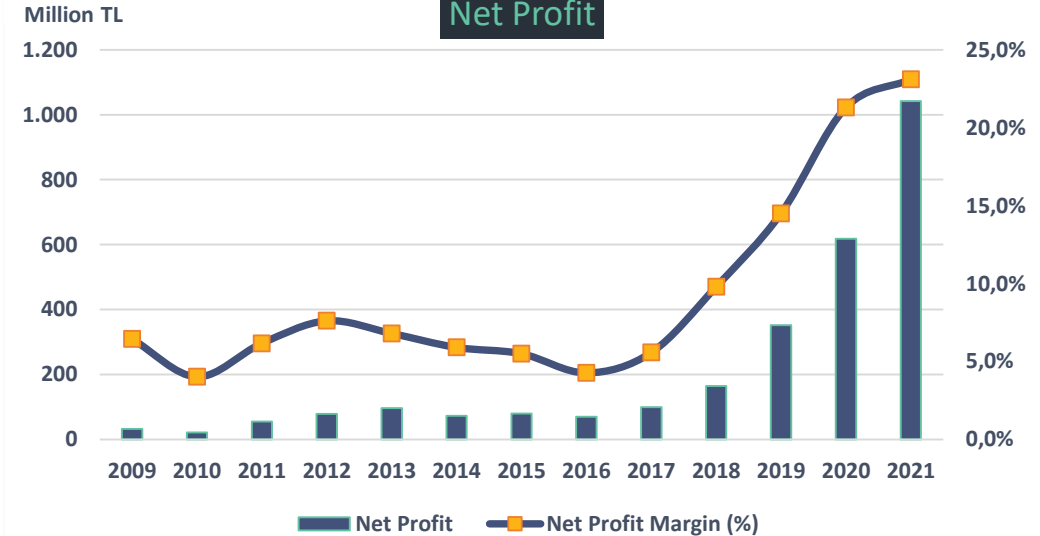
Operating Profit



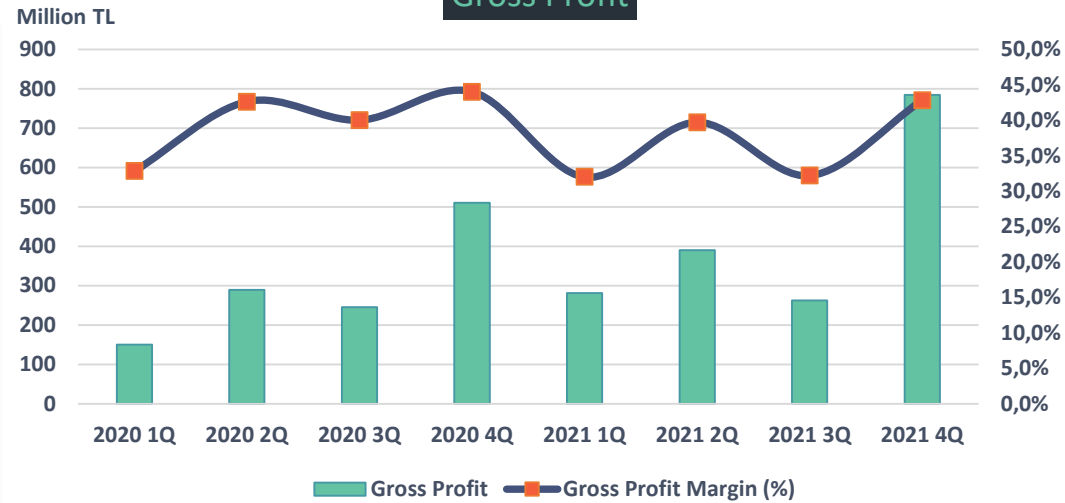
EBITDA



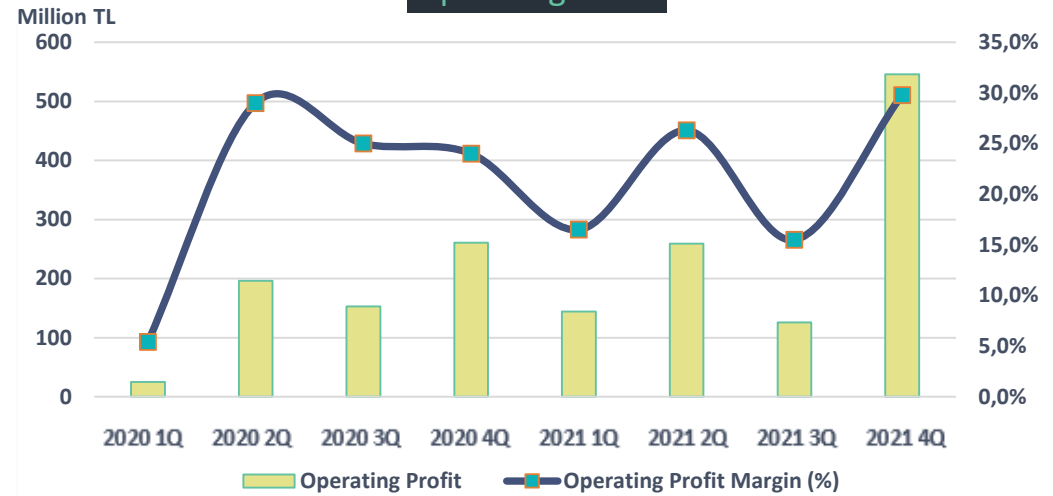
Net Profit



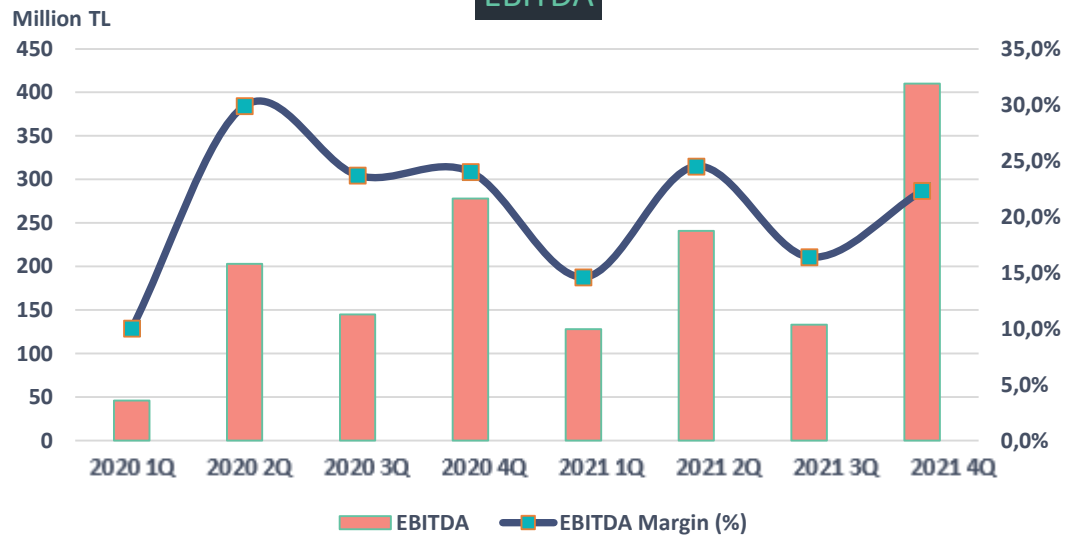
Gross Profit



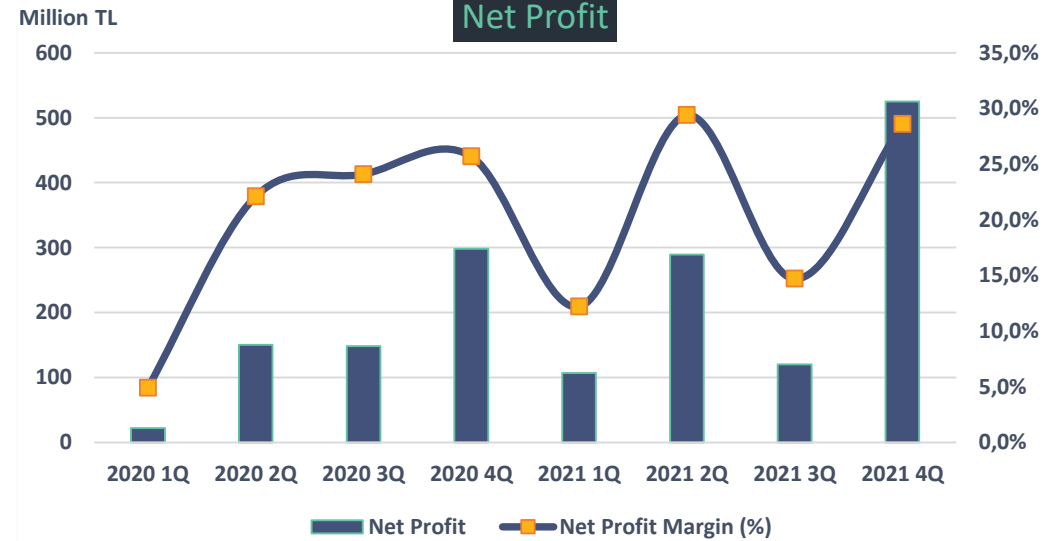
Operating Profit



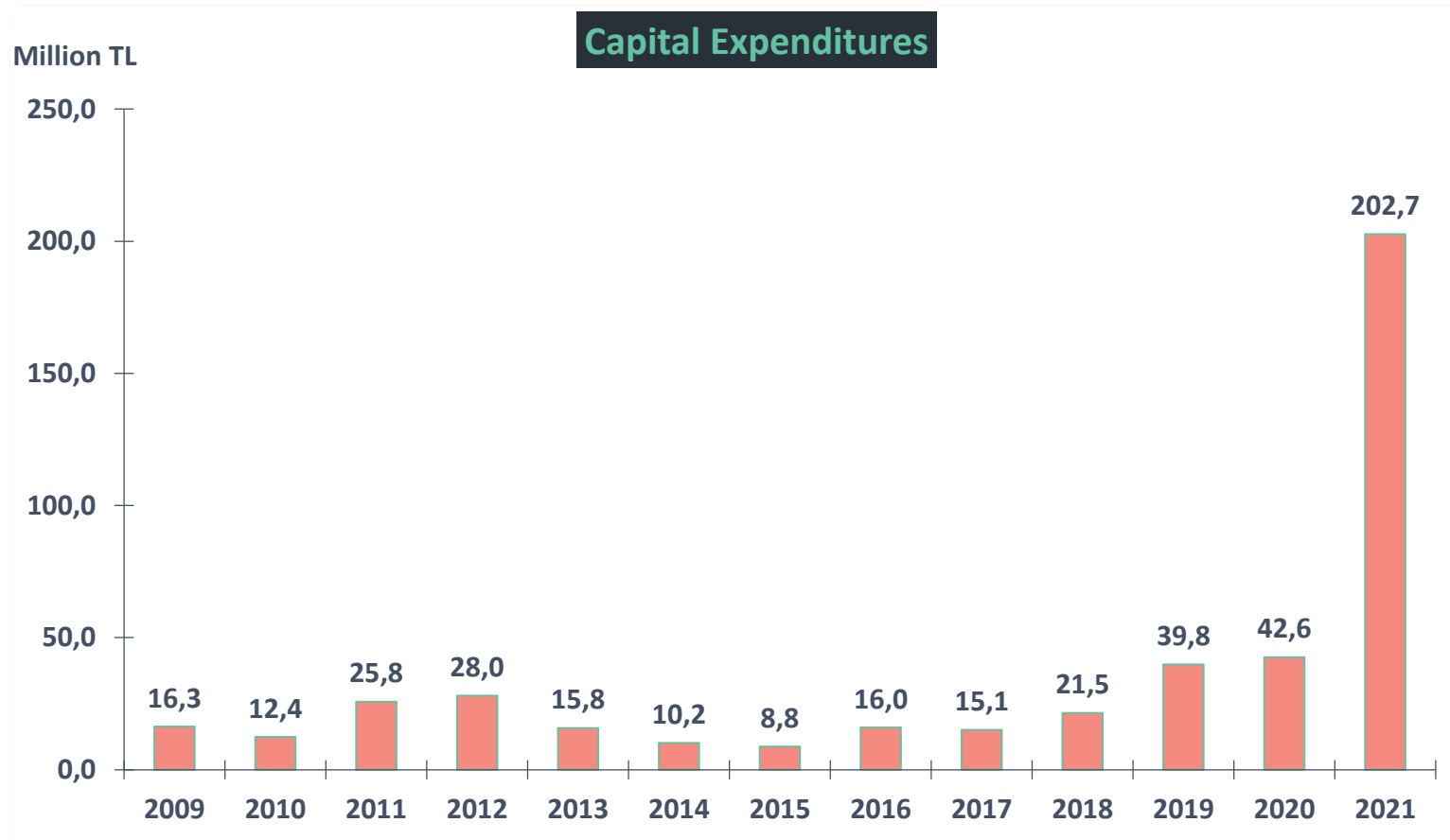
EBITDA

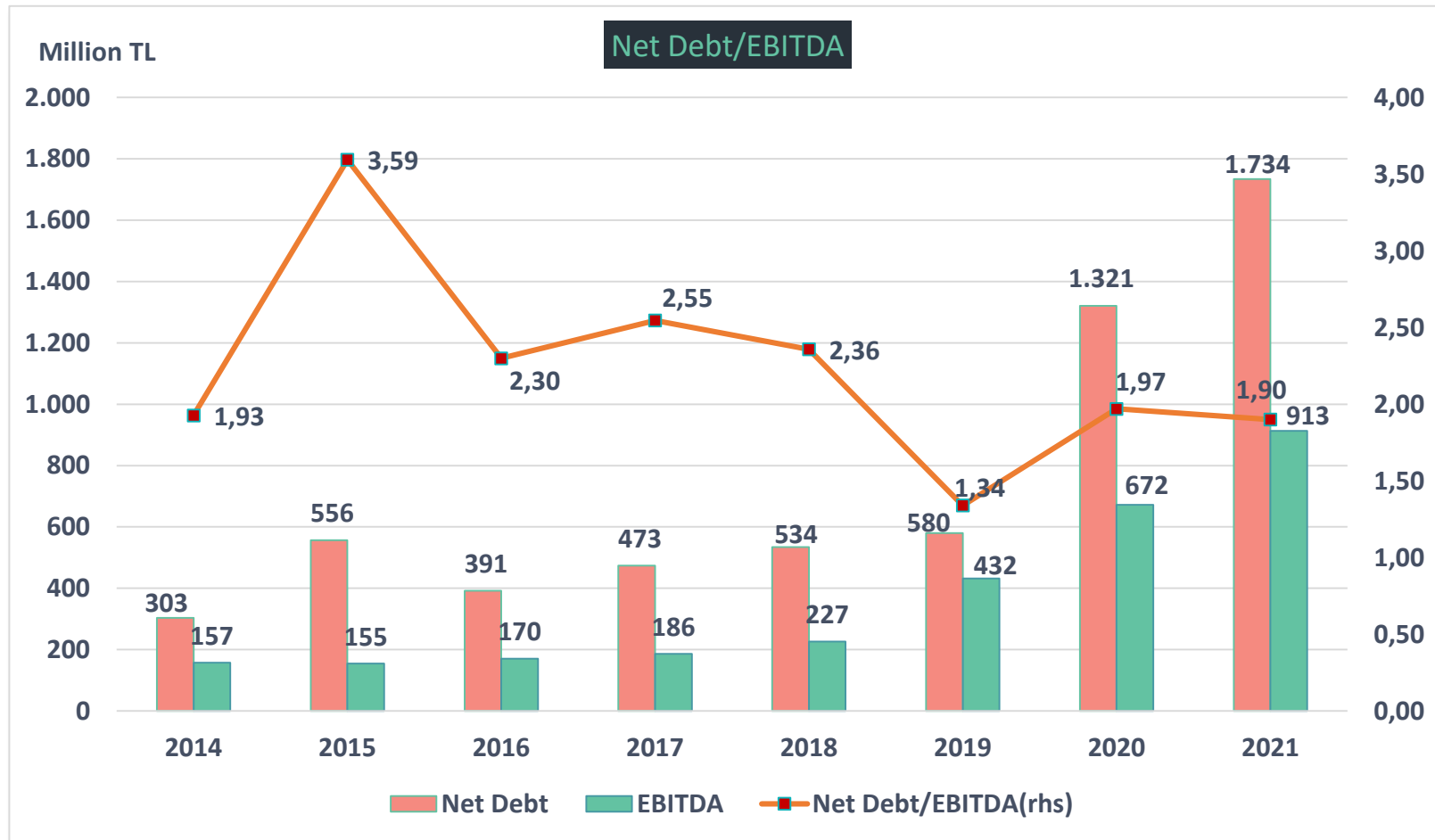


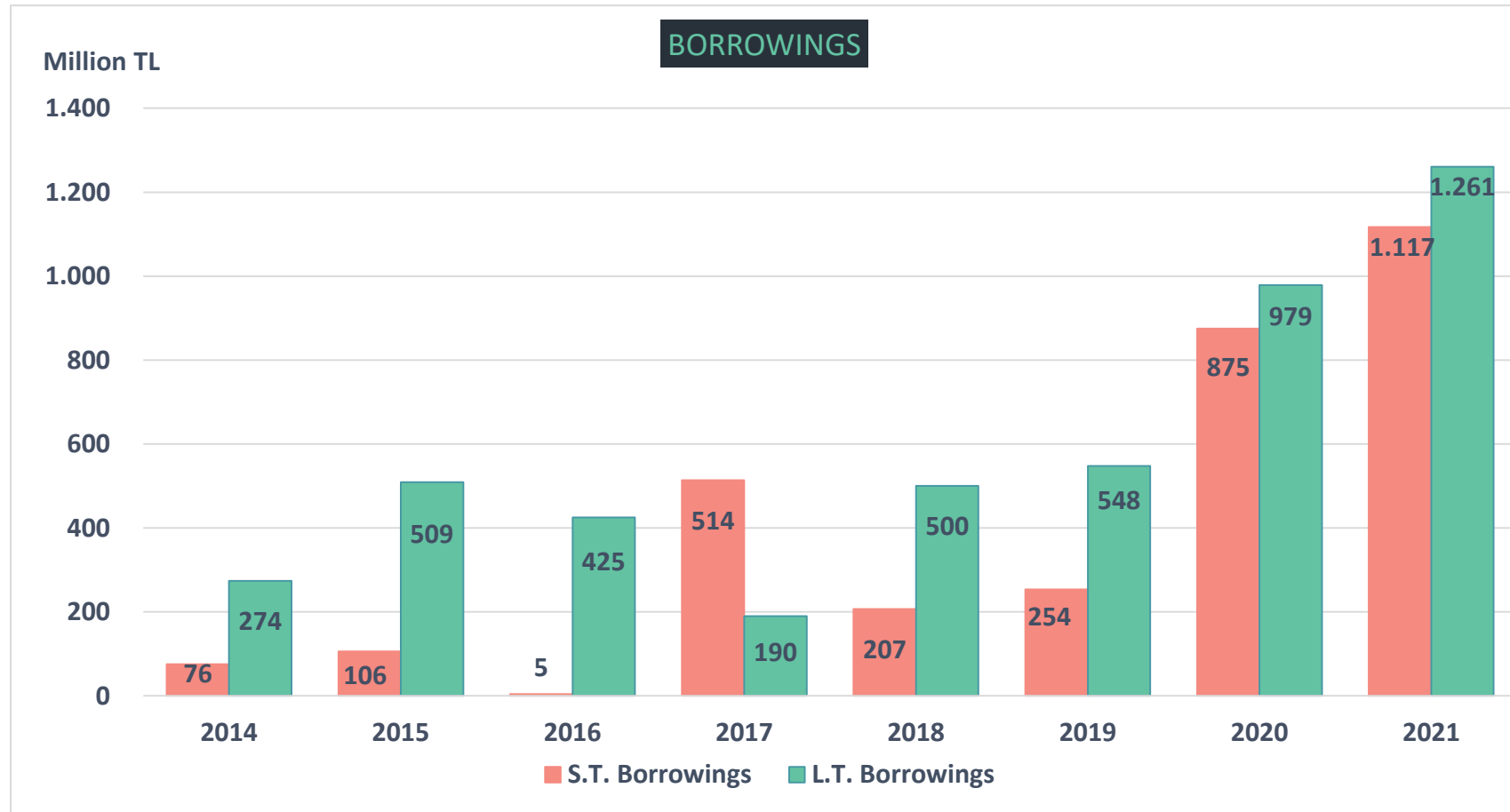
Net Profit



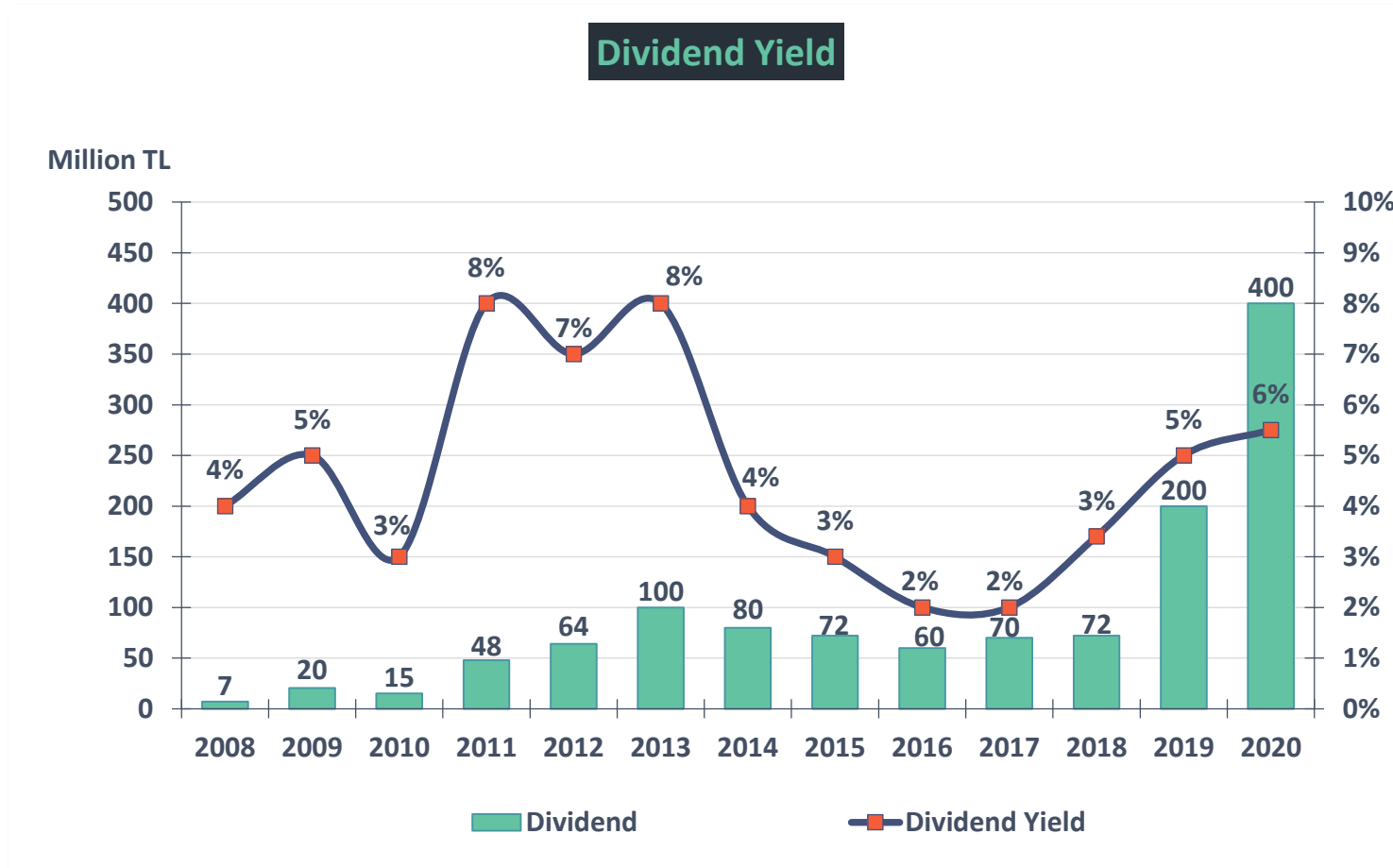
Ratios	2015	2016	2017	2018	2019	2020	2021
ROE	32,4%	28,7%	35,1%	42,2%	55,1%	61,4%	69,6%
EBITDA Margin	10,8%	10,4%	10,4%	13,5%	17,8%	23,1%	20,2%
Net Margin	5,5%	4,3%	5,6%	9,8%	14,5%	21,3%	23,1%
Net Debt/Equity	2,3	1,6	1,7	1,4	0,9	1,3	1,2
Net Debt/EBITDA	3,6	2,3	2,5	2,4	1,3	2,0	1,9
ST. Borrowing/Total Borrowings	0,49	0,60	0,53	0,38	0,39	0,49	0,48
Equity/Total Assets	0,15	0,14	0,14	0,17	0,24	0,23	0,25
Current Ratio	1,3	1,4	1,5	2,1	1,9	1,5	1,4





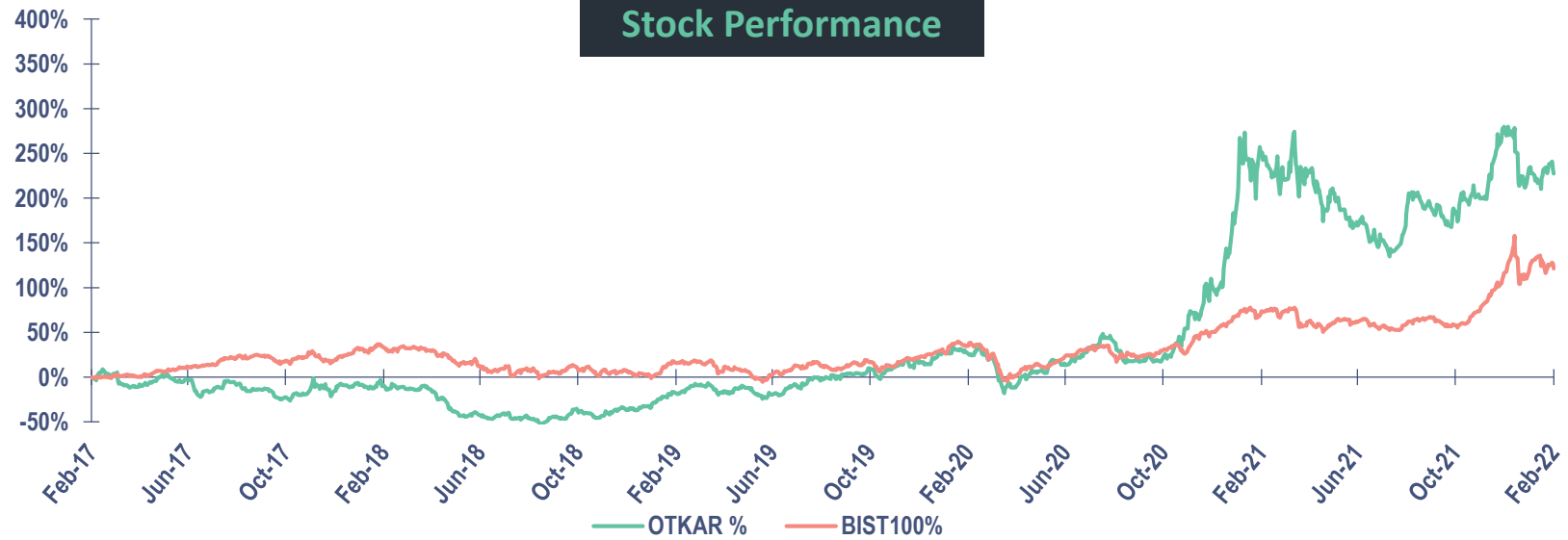


- Exchange rate risk and liquidity are monitored actively and the maturity of the borrowings and the currency type is determined by taking into consideration of the foreign currency position and liquidity risk.

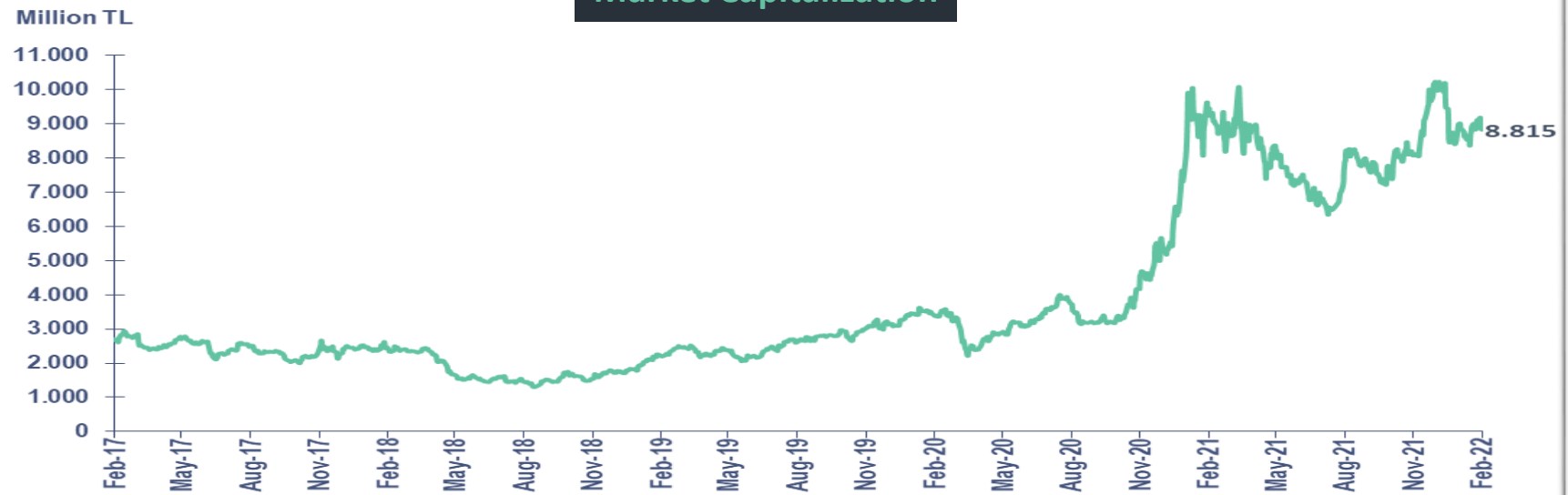


- Consistent dividend distribution is an indication of the importance given to creating shareholder value.

Stock Performance

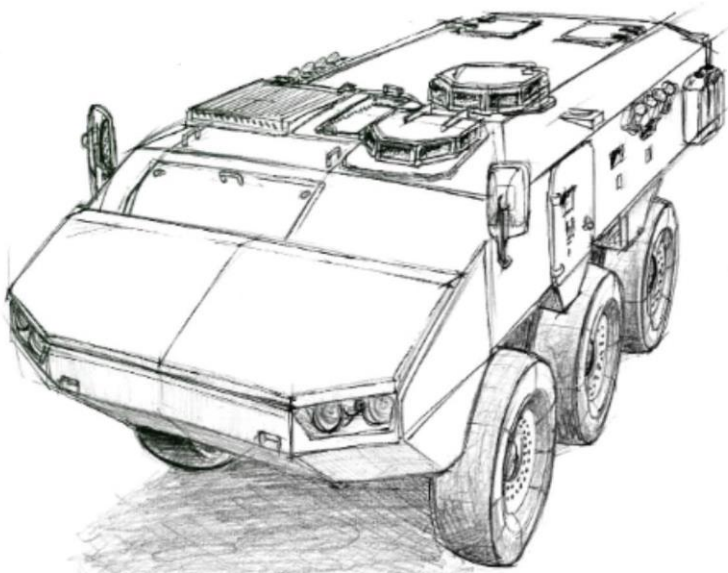


Market Capitalization





Otokar R&D Center houses a Climatic Test Chamber with Dynamometer, the one and only of its kind in Turkey, and among the top few in Europe, and Turkey's the highest capacity hydraulic road simulator as well as Turkey's the largest and the world's best state-of-the-art Electromagnetic Compatibility Test Center





Otokar and Milrem Robotics signed a teaming agreement to explore opportunities for unmanned and remote controlled ground vehicles.

Otokar added electric bus e-Kent C and Turkey's first electric-powered armored combat vehicle Akrep II to its product range, which both were developed by its own R&D.

Total of **574** R&D center employee

Total R & D spending over the last 10 years **1.6 billion TL**

10 year R & D expenditures in turnover **8%**

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 Ile

Turkey's first electric armoured vehicle





Otokar listed in the BIST Sustainability Index for the **seventh** 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.



58th Ordinary General Assembly of Otokar Otomotiv ve Savunma Sanayi A.Ş. held on 17.03.2021.

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%	92,28
Total	100%	94,89

Otokar, as publicly disclosed with the material disclosure dated 23.03.2021, stated that SAHA Corporate Governance and Rating Services A.Ş. (SAHA) **increased its Corporate Governance Rating to 94.89 (9.49 out of 10)**

Human Rights Policy, Gifts and Entertainment Policy, Sanctions and Export Controls Policy, Supply Chain Compliance Policy, Anti-bribery and Corruption Policy, Compliance Policy, Competition Law Compliance Policy, Community Investment Policy, Occupational Health and Safety Policy were created in the studies carried out within the scope of compliance in 2021 and shared with the public on the corporate website at www.otokar.com.tr/en.



Otokar Investor Relations Department

Address	E-Mail	Phone
Atatürk Cad. No:6 Arifiye 54580 Sakarya	otokarir@otokar.com.tr	0549 834 06 79

Authorized Person	Position	E-Mail	Phone	Internal
Doğan Seçkinler	Finance, Risk Management and Investor Relations Director	dseckinler@otokar.com.tr	0264 229 22 44	6300
H.Gülşah Mutlu	Investor Relations and Corporate Governance Section Manager	gmutlu@otokar.com.tr	0264 229 22 44	6320
Emre Altuğ	Investor Relations and Corporate Governance Specialist	ealtug@otokar.com.tr	0264 229 22 44	6322

Contact Us

[Investor Relations](#)[Corporate Information](#)[Corporate Governance](#)[General Meetings](#)[Financial Results](#)[Investor Presentations](#)[Disclosures/ Announcements](#)