

# Otokar

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## INVESTOR PRESENTATION

(03.11.2016)

Prepared based on 2016 3Q financial results

## ABOUT US

- INTRODUCTION
- VISION & MISSION
- BRIEF HISTORY
- SHAREHOLDER STRUCTURE
- PRODCUTION PLANT
- EMPLOYEE PROFILE
- PRODUCT RANGE
- ALTAY PROJECT
- R&D and TEST CENTRE

## FINANCIAL INDICATORS

- FINANCIAL STATEMENTS & RATIOS
- PRODUCTION-SALES-REVENUE-BACKLOG
- CAPITAL EXPENDITURE
- STOCK and DIVIDEND PERFORMANCE
- MARKET CAPITALISATION

## LONG-TERM OBJECTIVES

- SUSTAINABLE GROWTH
- GROWTH WITH PRODUCTS WHICH LICENSE RIGHTS BELONG TO OTOKAR
- GROWTH IN EXPORT MARKETS
- SHAREHOLDER VALUE CREATION

Turkey's the **largest** private and 100% domestically owned company in defense industry

A **global company**, intellectual property rights belong to itself and its products are in use on 5 continents and in more than 60 countries

Turkish Armed Forces' **leading** supplier and exporter of land platforms

Turkey's **market leader** in passenger bus segment with a capacity of 25 people and over for the last 6 years

## Vision

- Otokar's vision is to preserve the local and national identity of its products by developing technologies in-house, and 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 defence industry products with global competitive strength, all developed to meet customer expectations.

# Brief History

# Otokar



1963

1970s

1980s

1990s

2000s

2010s

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

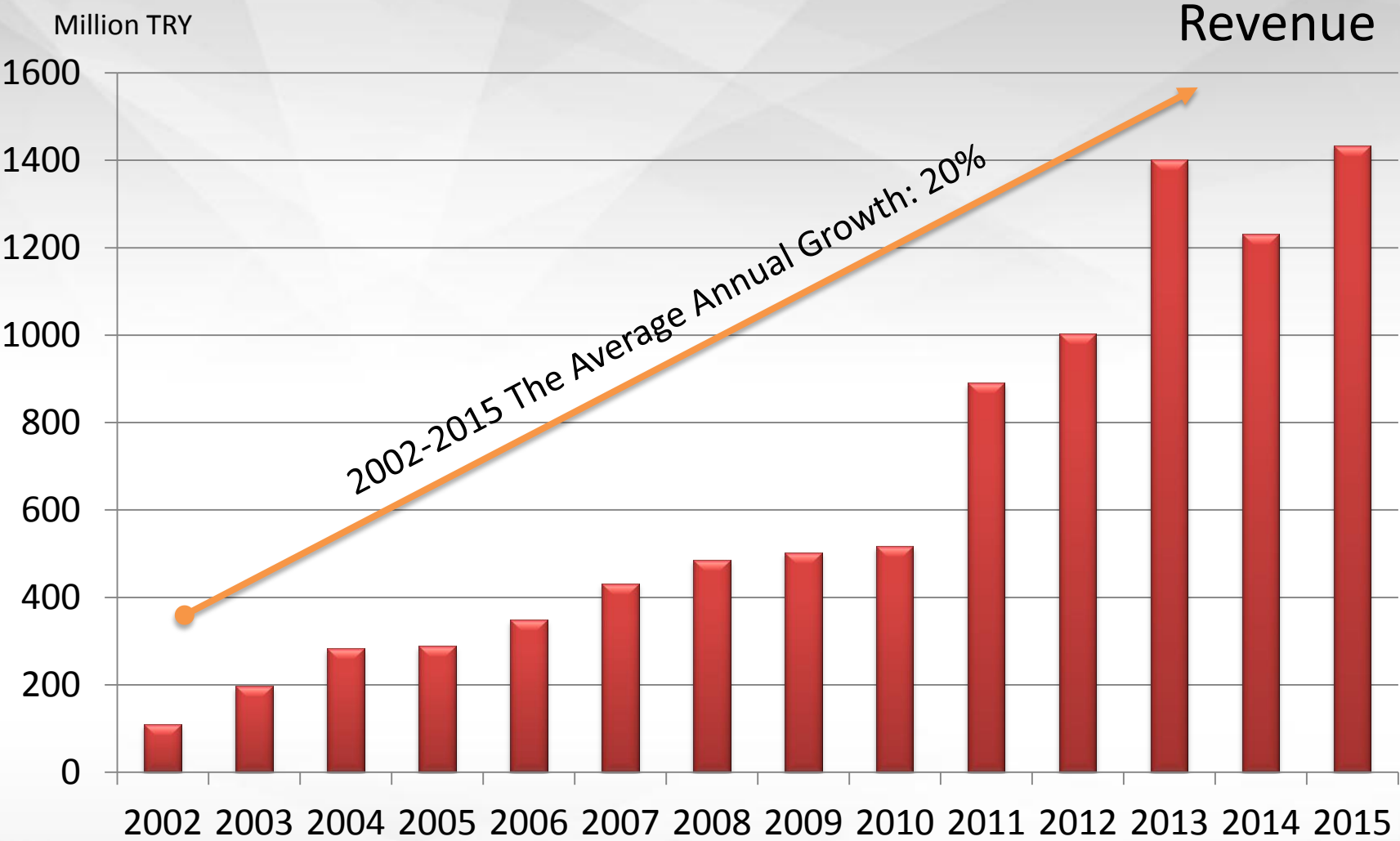
- Turkey's first intercity bus
- The first Turkish Armoured Vehicle production
- Partnering with Koç Group

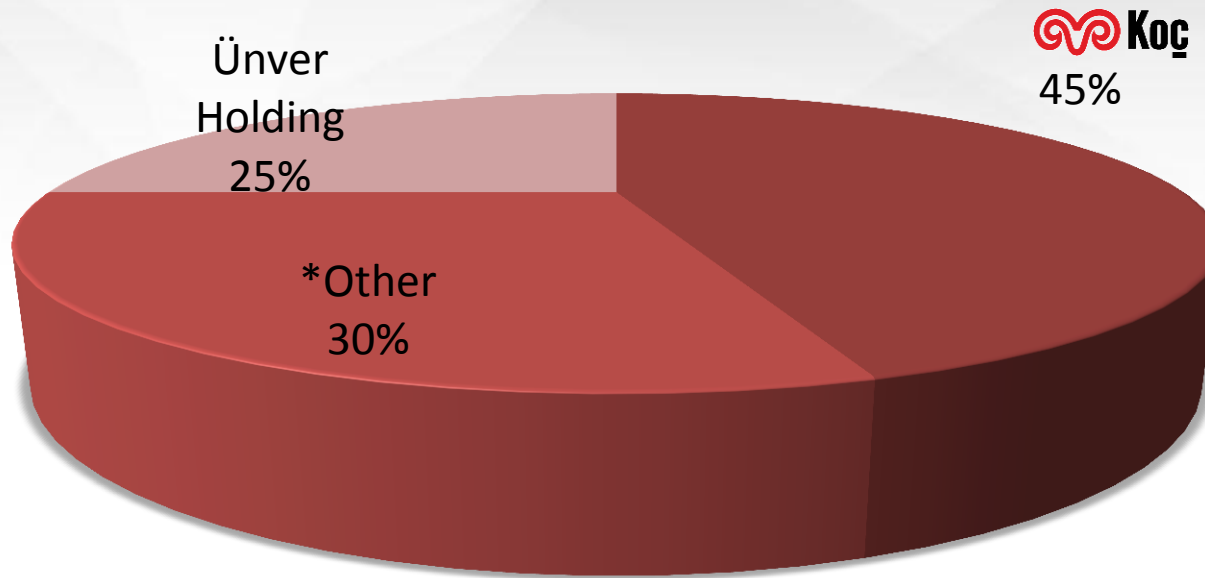
- Production of 4x4 tactical vehicle under the license of Land Rover

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

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

- Production of City Buses
- Multi-wheeled armoured tactical vehicle family
- Turkey's first electric bus
- Atlas Light Truck
- New armoured tactical wheeled vehicle, URAL
- Tracked Armoured Vehicle





*\*27% Listed*

*\*3% Other*





552,000 m<sup>2</sup> plant, approximately 2600 employee

## Capacity of

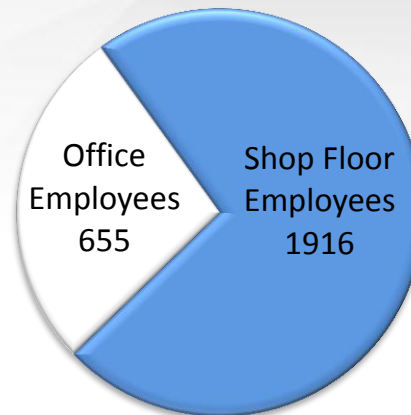
2600 Land Vehicle  
900 Tactical Armoured Vehicle  
4600 Autobus + Minibus  
1400 Trailer ve Semi-trailer  
1600 Light Truck

## Certificates

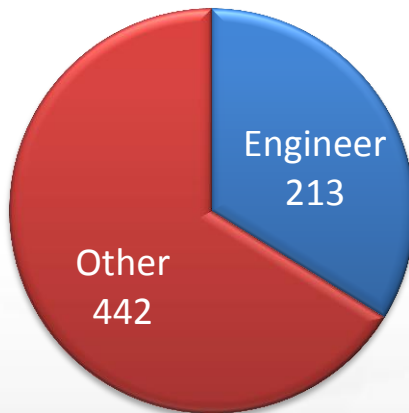
ISO 9001 Quality Standard  
ISO 14001 Environmental Standard  
ISO 10002 Customer Satisfaction Quality Standard  
ISO 27001 Information Security Management System  
AQAP 2110 Military Quality Assurance Certificate  
Facility Security Certificate with National and NATO Secrecy Degree  
ISO 3834-2 Quality Requirements for Fusion Welding of Metallic Materials



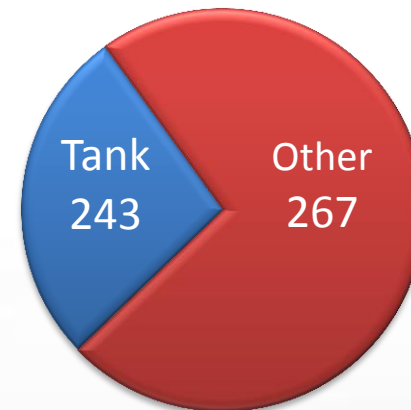
**2571 Employee**



**655 Office Employees**

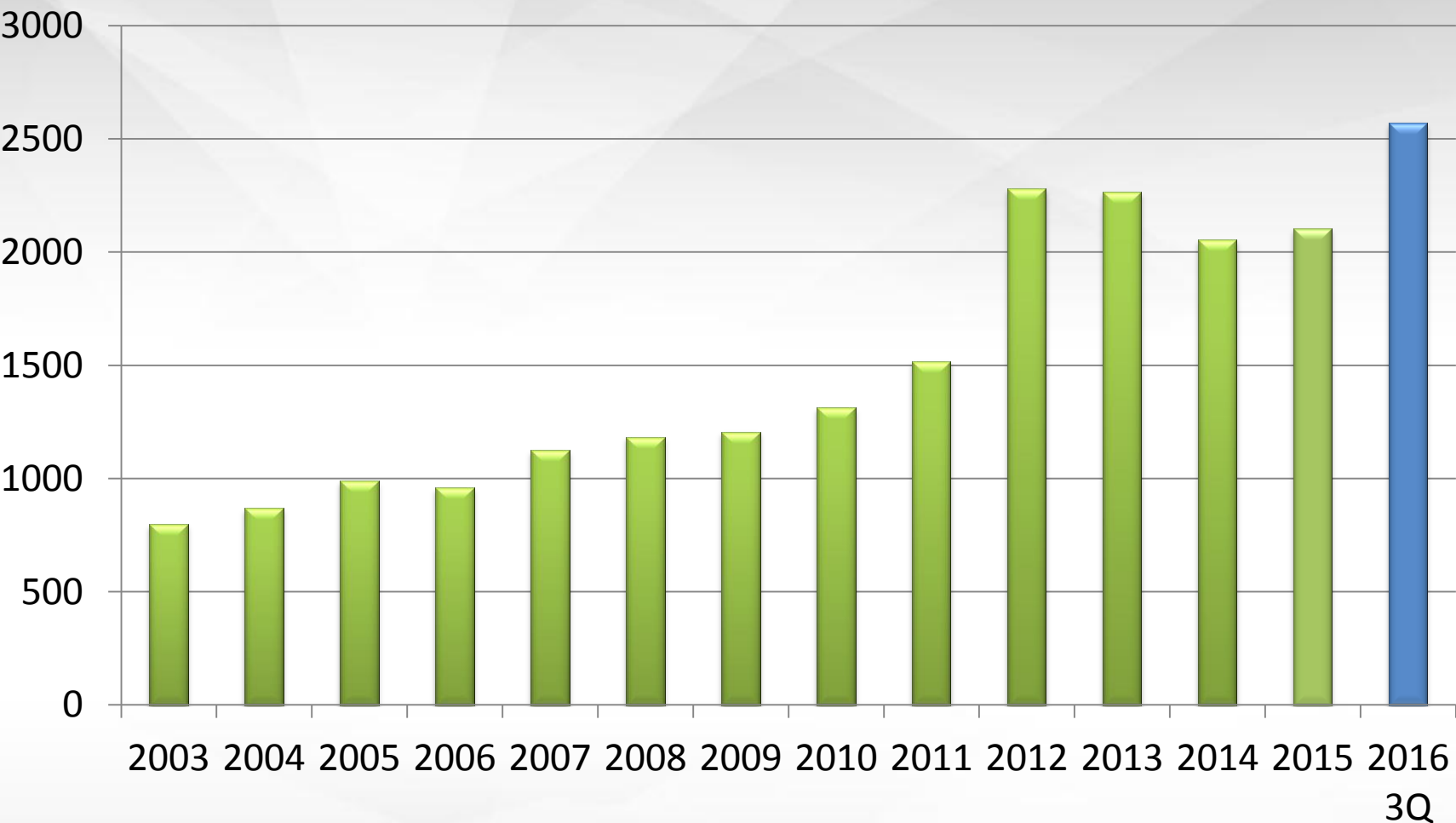


**510 R&D Centre Personnel**



# Number of Employee

Otokar



## Commercial Vehicles

## Defense Industry

### Public Transport



#### Models

KENT / DORUK /  
SULTAN / M-2010 /  
CENTRO / NAVIGO /  
VECTIO / TERRITO /  
KENT ARTICULATED

### Logistic Vehicles



#### Models

FRUEHAUF / OTOKAR

### Light Truck



#### Models

OTOKAR ATLAS



#### Models

LAND ROVER DEFENDER / ARMoured  
PERSONAL CARRIER / URAL / COBRA /  
COBRA II / KAYA / KAYA II / KALE /  
ARMA 6x6 / ARMA 8x8 / INTERNAL  
SECURITY VEHICLE / TULPAR / ALTAY

**Otokar, Turkey's the most preferred bus brand for the sixth time!**

About 30 thousand buses, carrying millions of passengers in more than 40 countries!





TEMPO



SULTAN / NAVIGO



DORUK / VECTIO



TERRITO



KENT



KENT ARTICULATED

A wide product range  
from intercity  
transport to personnel  
and tourism transport

Special Products

Researches for  
Alternative fuels

The small bus with  
low operating and  
investment costs  
designed for service  
and personnel  
transport





- Turkey's best-selling small bus
- Different models for intercity transport, service and tourism transport





- Turkey's market leader in medium-sized buses
- "Grand Award" prize in Europe
- Different models for intercity transport, service and tourism transport



The 12-meter  
bus developed  
for the  
European  
market



- Turkey's most preferred 12 m. intercity bus
- 2 Design Award in Europe and Turkey





Kent Articulated bus was launched at Busworld Exhibition, Belgium in 2015.



# Alternative Fueled Buses

Otokar

2007

**DORUK Hibra**

Turkey's first  
hybrid bus



2009

**DORUK DG**

Turkey's first natural  
gas powered mid-sized  
bus



2011

**KENT DG**

12 m CNG bus



2012

**DORUK ELECTRA**

Turkey's first electric  
bus





About 25 thousands of semi-trailer that provides transportation service in the roads of the world!

## Curtainsider Trailers



- TIRLINER
- EUROSLIDER
- SPEEDSLIDER
- MEGALINER
- ECOTIR
- ECOLINER

## Van Type Trailer



- ICELINER
- TEXTILE CARRIER

## Tanker Trailer



- ADR CERTIFICATED TANKER
- TRAILER AND TRUCK-TOP APPLICATIONS

## Internal Logistic Tools



- CONTAINER CARRIER
- PLATFORM TRAILER
- ROLL CARRIER
- TIPPER CHASIS



# Curtainsider Trailer

Otokar

Customer-oriented  
solutions in the  
transportation of dry  
load



# Van Type Trailer

Otokar

For 13 years, most commonly preferred refrigerated trailer in Turkey for transport of perishable goods in hygienic and safe condition



# Tanker

Otokar

- Turkey's first ADR certificated trailer
- Wide product range and proficiency







A light truck, with high payload capacity and low operating cost





More than 29.000 military vehicle serving in 5 continents and in more than 30 countries

## Tactical Wheeled Vehicles

### TWV



Land Rover  
Defender

### TWAV

4x4



APC  
URAL  
COBRA  
COBRA II  
KAYA  
KAYA II  
KALE  
ISV

6x6



ARMA 6X6

8x8



ARMA 8X8

## Tracked Vehicles

### TAV



TULPAR

### MBT



ALTAY

## Turret Systems



MIZRAK UKKS  
KESKİN UKKS  
OPEN TURRETS  
INTERNAL SECURITY TURRET  
WEAPON STATIONS (MİLAN  
TOW)  
UCOK  
BOZOK  
BASOK

Land Vehicles from 3/4 ton to 60 tons



# APC (Armoured Personnel Carrier)

# Otokar

Actively in use in  
12 countries  
including Turkey



Otokar's armoured tactical wheeled vehicle which is successful on Internal Security Operations, low silhouetted and quick

The optimal solution on issues such as strategic areas and border control, convoy protection and patrol



Armoured tactical vehicle which has worldwide competitiveness with its unique design, mobility, survivability and superior protection





The new member  
of COBRA family  
the most well-  
known vehicle of  
Otokar...

Large internal  
volume, high  
protection.



Otokar's new armoured tactical wheeled vehicle that is suitable for safety and internal security usage.



# KAYA Mine Resistant Vehicle

Otokar

The mine resistant vehicle which provides maximum mine and ballistic protection in all types of terrain, offers great mobility





# KAYA II Personnel Carrier

Otokar

The mine resistant personnel carrier vehicle that consists of single cabin with its monocoque body





# KALE Mine Resistant Vehicle

Otokar

Mine resistant  
personnel carrier



ARMA is new generation modular multi-wheel configuration armoured vehicle with high level of ballistic and mine protection



Arma 6x6, with its large internal volume, amphibious capability and low silhouette





Armoured combat vehicle  
ARMA 8x8, provides high  
protection and large  
internal volume



A new generation tracked armoured vehicle which ends Turkey's dependence on foreign sources and its all intellectual property rights belong to OTOKAR





The armoured tactical vehicle specifically designed and developed with the aim of internal security in cities and living areas.



A worldwide  
brand in  
tactical  
vehicles.



- Since 1989, Otokar has been working on turret systems to meet the needs and demands of current and potential users in land systems with trained manpower and R&D investments.
- Otokar has nearly 25 years of experience and expertise on the subjects of original design and integration of different turrets.
- Otokar's 4x4, 6x6, 8x8 and tracked vehicles serve as ideal platforms for different types of turret.

Otokar is the PRIME CONTRACTOR of Turkish Main Battle Tank Project ALTAY.





The project continues in accordance with the planned timetable.





- Otokar's R&D, establishment dates back to 1970's, today, designing and manufacturing Turkey's vehicle.
- Otokar's R&D works for products whose intellectual rights belong to itself, with the vision of having and dominating the technology.



- CAD programs for product developments
- The Prototype workshops and softwares
- Computer-aided analysis and simulation softwares
- Test-purpose setup and software





Dinometer Air-conditioned Test Centre; Turkey's first and only, one of the few facilities in Europe

Turkey's the highest capacity hydraulic road simulator



Turkey's the biggest and the world's most modern Electromagnetic Compatibility Testing Centre



One of the world's most advanced and modern ballistic laboratories and mine testing equipments





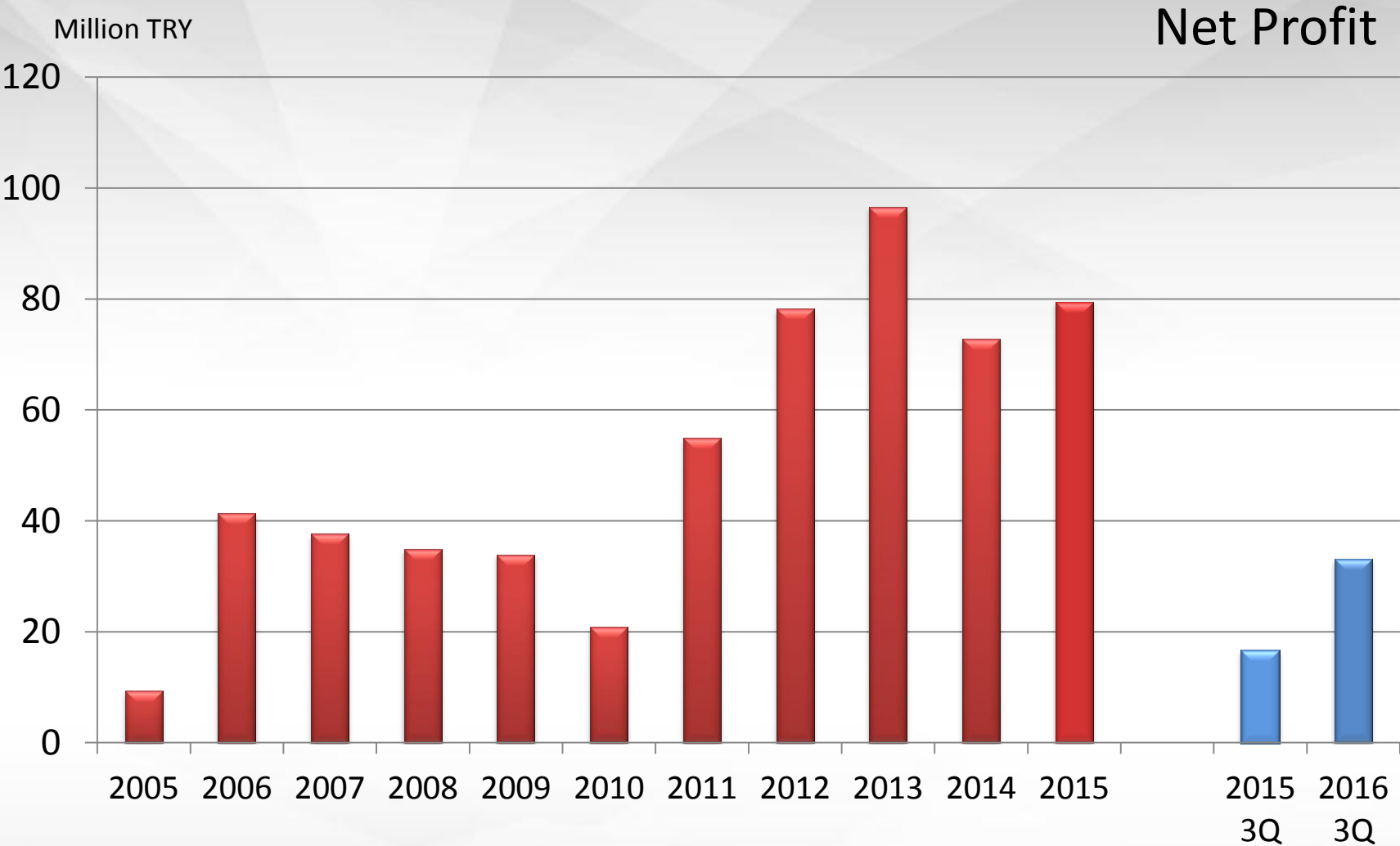
**30.09.2016**

Total Assets (TRY)		Total Liabilities&Shareholders Equity (TRY)	
Current Assets	1.451.686.649	S.T. Liabilities	999.781.064
Fixed Assets	360.939.175	L.T. Liabilities	606.416.533
		Shareholders Equity	206.428.227
<b>Total</b>	<b>1.812.625.824</b>	<b>Total</b>	<b>1.812.625.824</b>

TRY thousands (IFRS)	30.Sep.2016	30.Sep.2015
Net Sales	1.118.838	888.935
Cost of Sales	(842.311)	(677.296)
Gross Profit	276.527	211.639
Operating Costs	(172.616)	(146.713)
Operating Profit	103.911	64.926
Finacial Expenses	(65.651)	(50.594)
Profit Before Taxes	38.294	15.804
Taxes	(5.211)	718
Net Profit	33.083	16.522

# Net Profit

Otokar



TRY thousand (IFRS)	30.Sep.2016	30.Sep.2015
Cash and Cash Equivalants at the beginning of the period	62.960	44.528
Net cash provided by operating activities	(83.936)	(66.338)
Net cash used in investing activities	(49.713)	(33.064)
Pre-financing cash flow	(133.649)	(99.402)
Net cash used in Financing Activities	90.158	104.443
Net decrease/increase in Cash and Cash Equivalents	(43.152)	5.041
Cash and cash equivalents at the end of the period	19.807	49.569



TRY thousands	30.Sep.2016	31.Dec.2015
Current Assets	1.451.687	1.019.693
S. T. Liabilities	999.781	784.890
Working Capital	451.906	234.803

# Net Financial Debts

**Otokar**

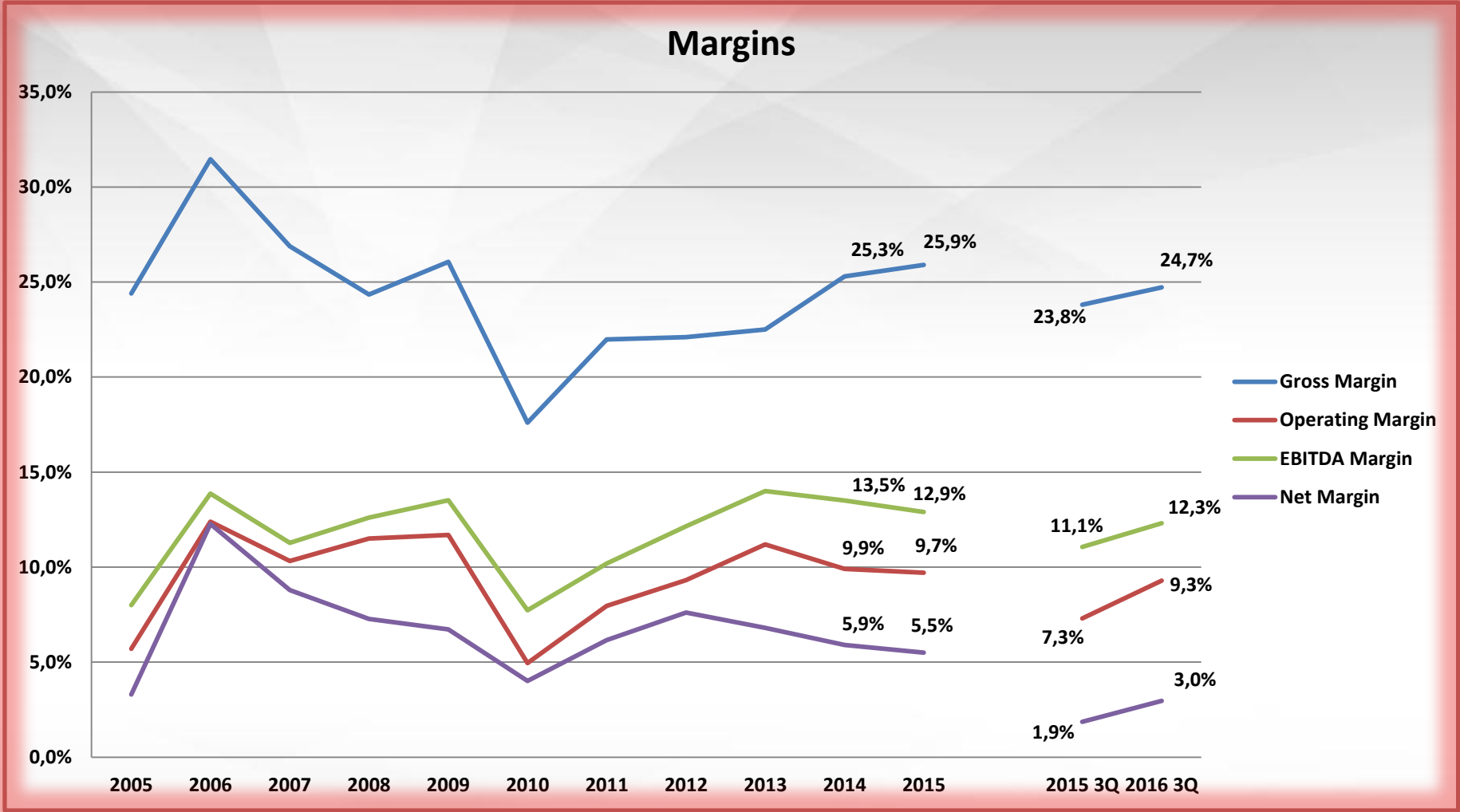
TRY thousand	30.Sep.2016	31.Dec.2015
Cash and Equivalents	19.807	58.736
Trading Securities	0	0
Other	0	0
<b>Total Financial Assets</b>	<b>19.807</b>	<b>58.736</b>

TRY thousand	30.Sep.2016	31.Dec.2015
S.T. Bank Loans	286.320	105.983
L.T. Bank Loans	554.555	509.295
<b>Total Financial Debts</b>	<b>840.875</b>	<b>615.278</b>

TRY thousand	30.Sep.2016	31.Dec.2015
<b>Net Financial Debts</b>	<b>821.068</b>	<b>556.542</b>

Financial Ratios	2016 3Q	2015 3Q
Current Ratio	1,45	1,12
Liquidity Ratio	0,93	0,67
Return On Equity	16%	9%
Return on Assets	1,8%	1%
Cur.Assets/Tot.Assets	80%	60%
Short Term Lia./Tot. Lia.	55%	54%
Tot.Lia./Tot.Assets	89%	88%

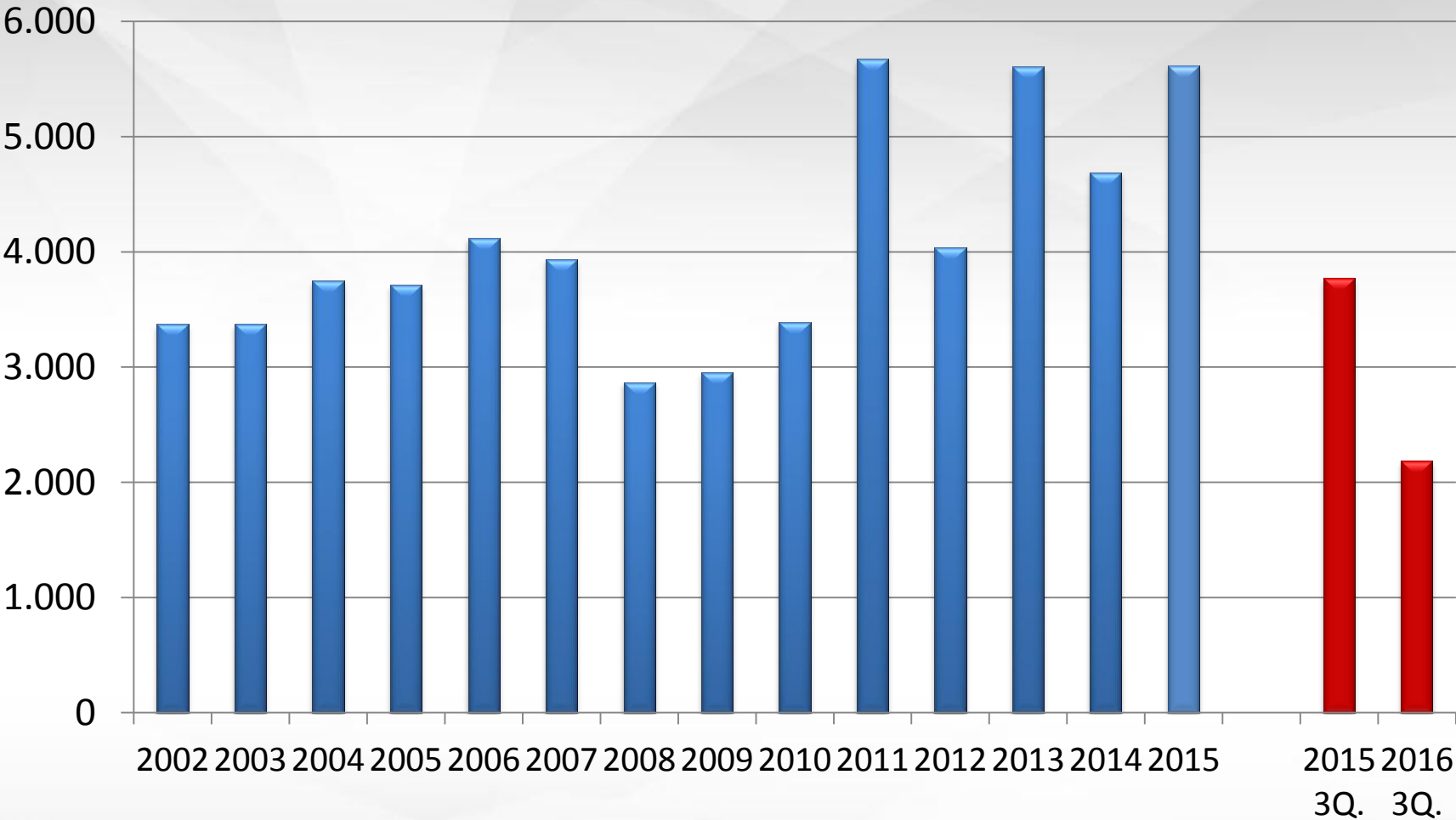
Margins	2016 3Q	2015 3Q
Gross Margins	24,7%	23,8%
Operating Margin	9,3%	7,3%
EBITDA Margin	12,3%	11,1%
Net Profit Margin	3%	1,9%





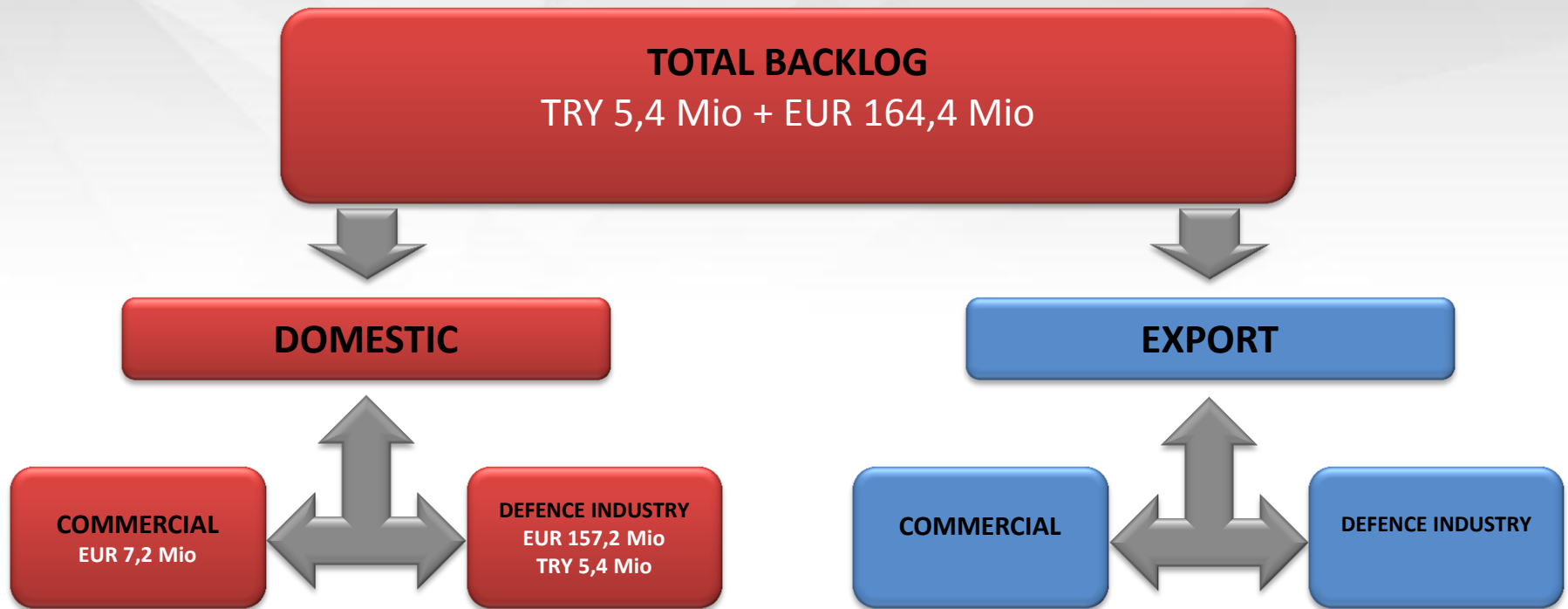
# Production Units

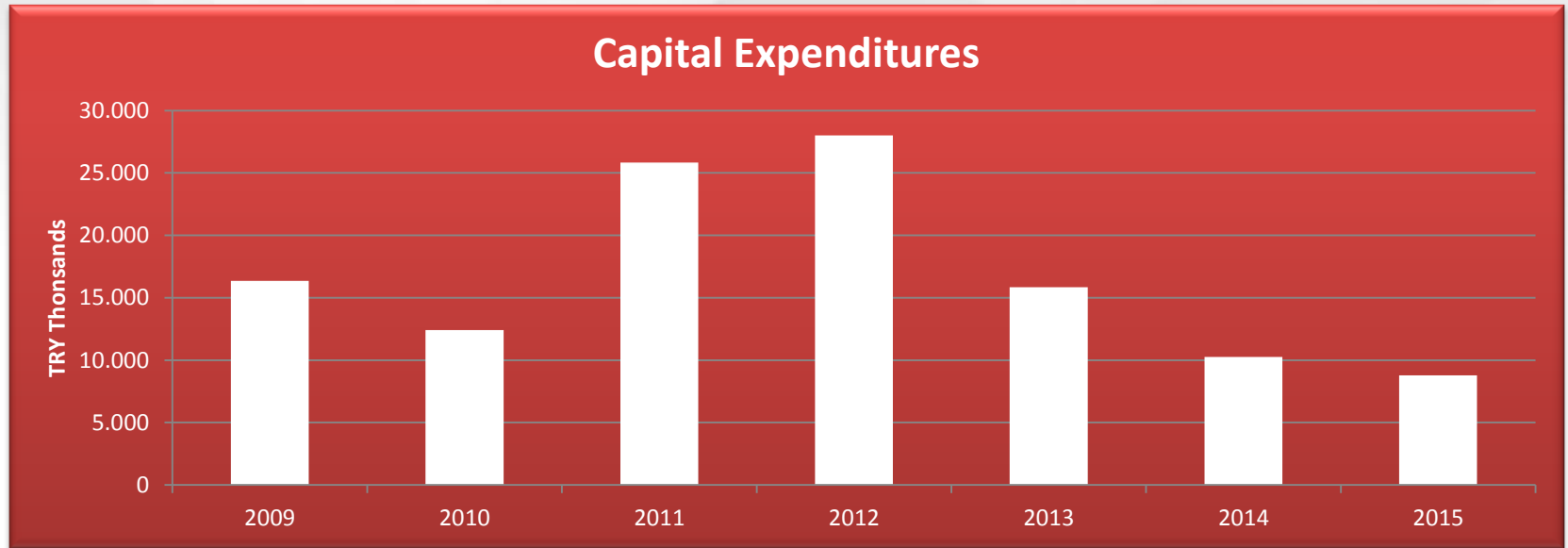
Otokar



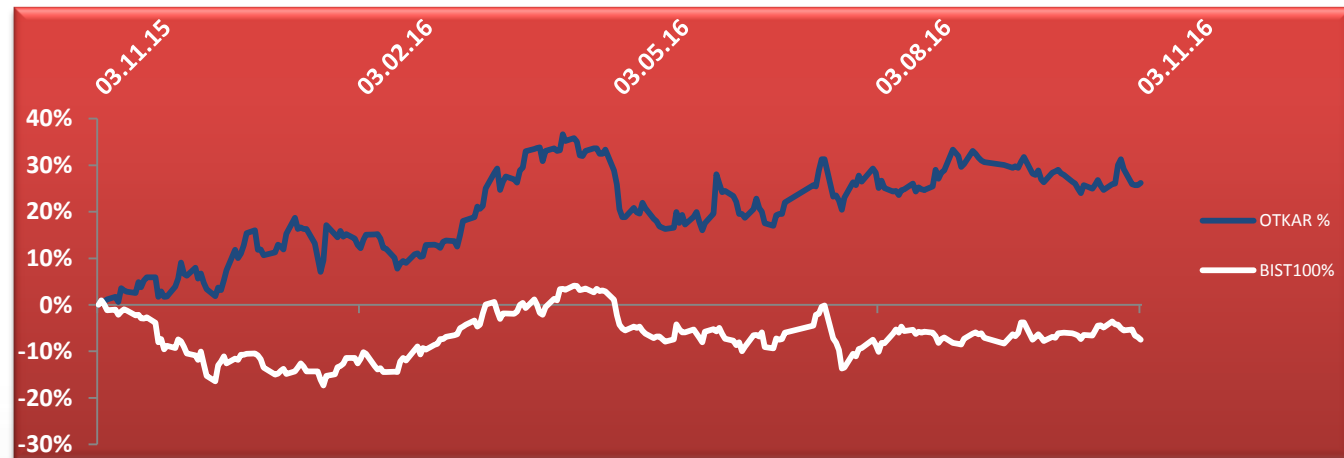
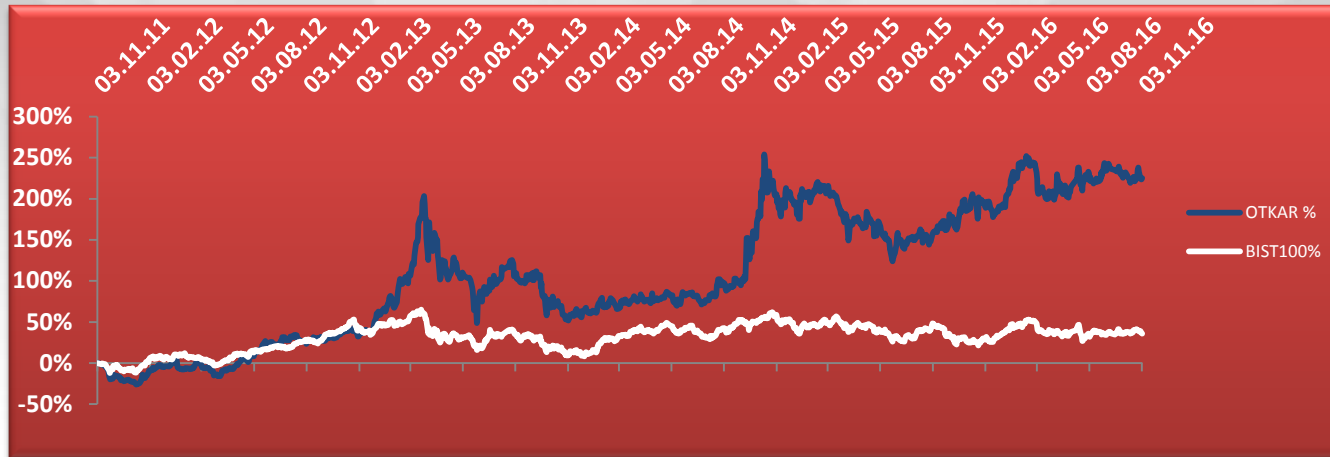
# Revenue Distribution

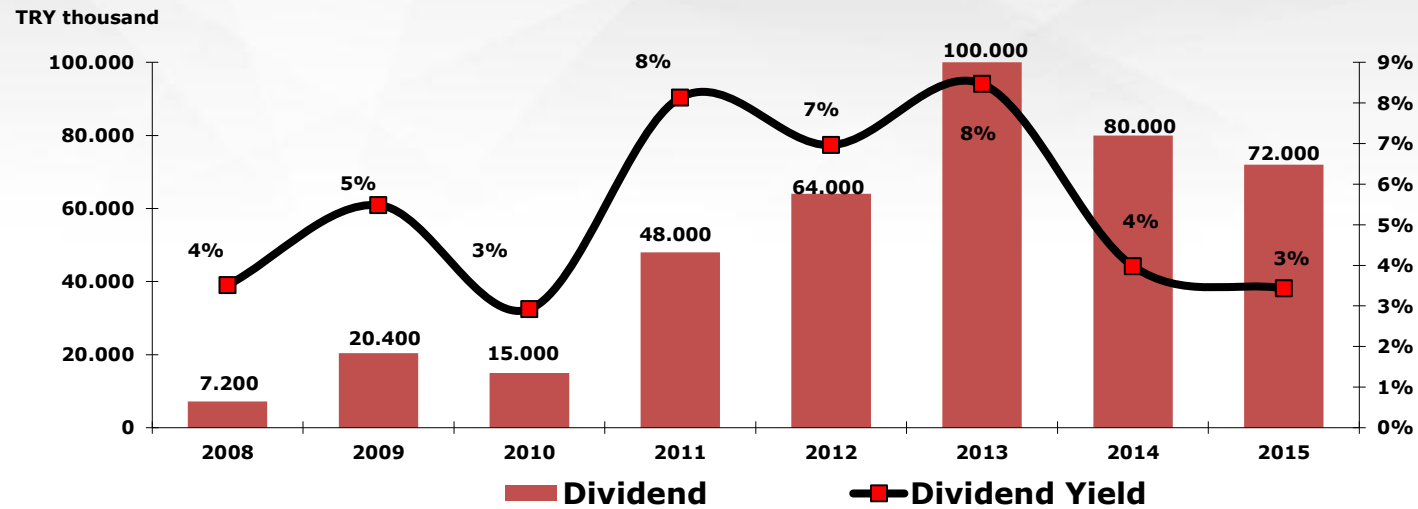


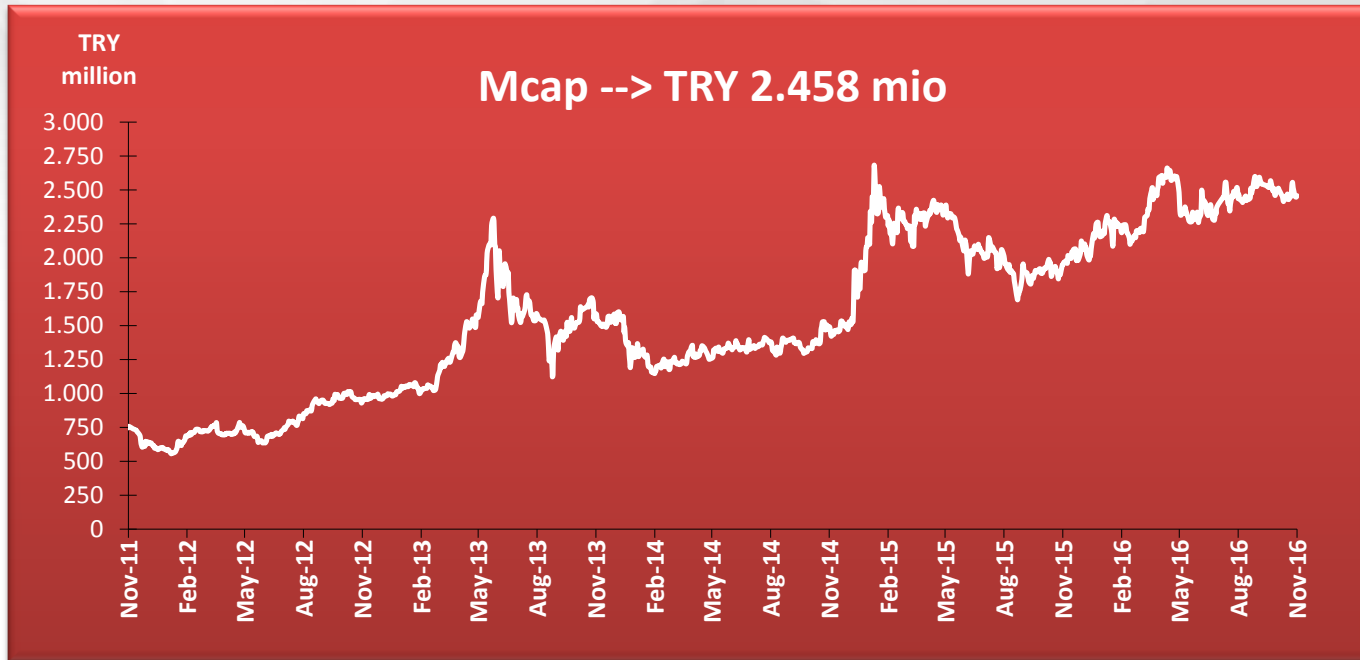












# Growth With Products Which License Rights Belong to OTOKAR

**Otokar**

**94%**

The share of Otokar designed vehicle sales in turnover.

**246**

Number of owned patents and industrial designs





Otokar Europe was established in 2011 in France, in order to support bus sales in Europe.

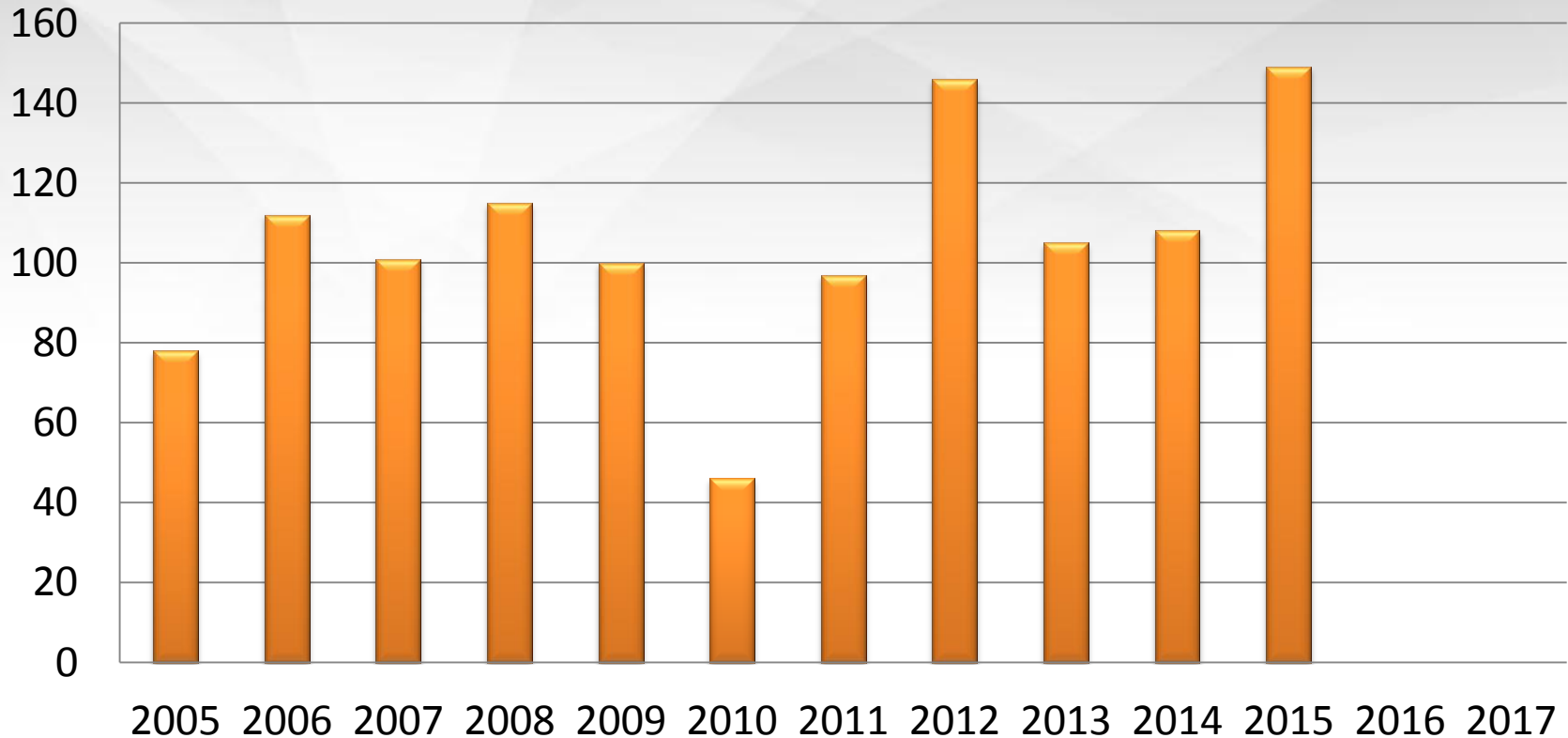


- Otokar branded vehicles in more than 60 countries, on 5 continents
- Sales and service network spread over more than 200 destinations

# Growth in Export Markets

Otokar

Million USD



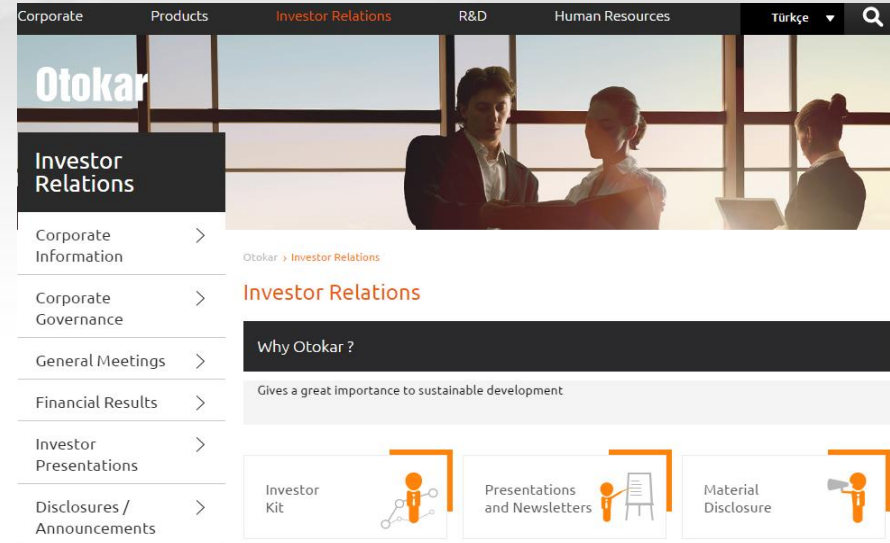
- Continuously increase revenue to ensure high and sustainably dividend yield
- In the framework of our corporate governance and professional management principles, we aim to move further up our company's market value



✓ **Doğın Seçkinler**  
Finance & IR Manager  
+90 264 229 22 44 – 6300  
[dseckinler@otokar.com.tr](mailto:dseckinler@otokar.com.tr)

✓ **Öktem Söylemez**  
IR Officer  
+90 264 229 22 44 – 6316  
[osoylemez@otokar.com.tr](mailto:osoylemez@otokar.com.tr)

Please visit [www.otokar.com.tr](http://www.otokar.com.tr)



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