

# Otokar

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## INVESTOR PRESENTATION

(05.02.2016)

Prepared based on 2015 YE 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 preserves the local and national characteristics of its products by developing its technology in-house, and aims at the continued satisfaction of its customers, employees, and shareholders by embracing a total excellence philosophy.

## Mission

- The key mission of Otokar is to design, manufacture and market commercial vehicles and various defence industry products developed in line with customer expectations that have global competitive power.

# Brief History

# Otokar



1963

1970s

1980s

1990s

2000s

2010s

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

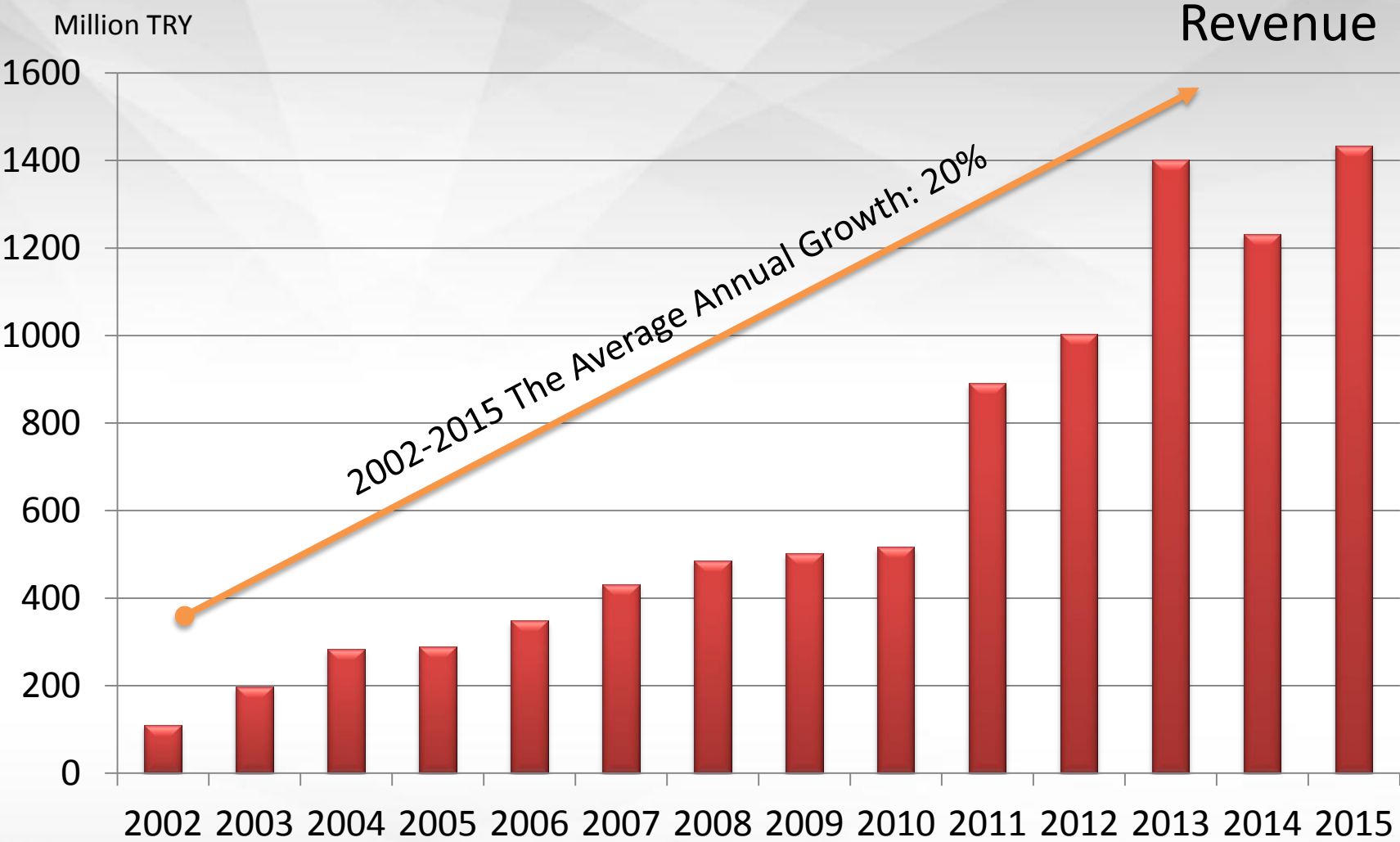
- Turkey's first intercity bus
- The first Turkish Armoured Vehicle production
- Partnering with Koç Group

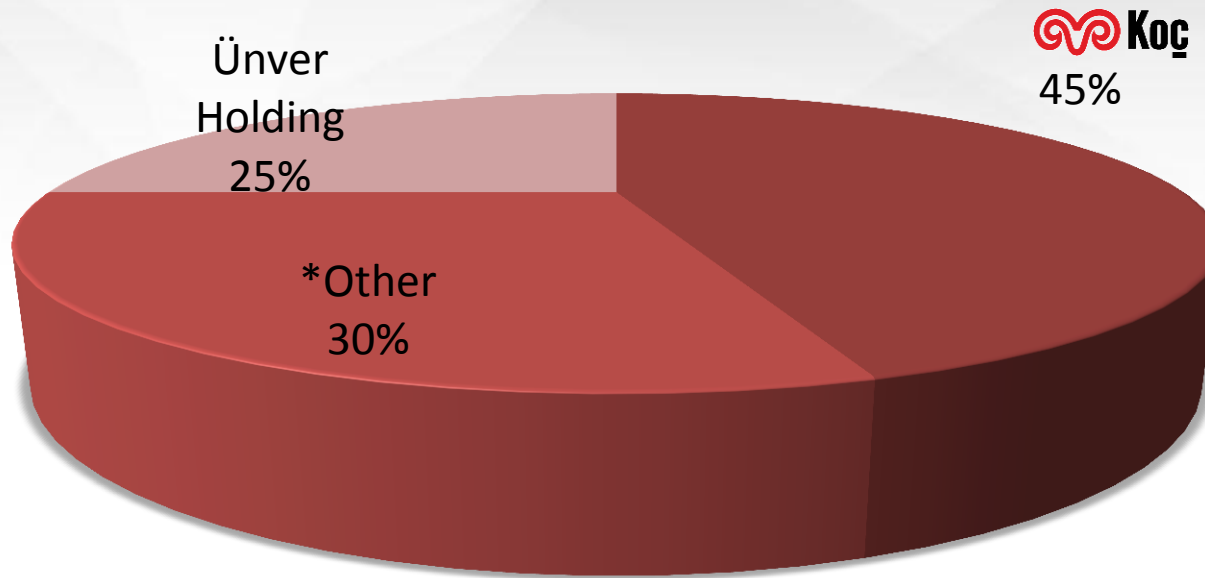
- Production of 4x4 tactical vehicle under the license of Land Rover

- 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, TULPAR





*\*27% Listed*

*\*3% Other*





552,000 m<sup>2</sup> plant, approximately 2100 employee

## Capacity of

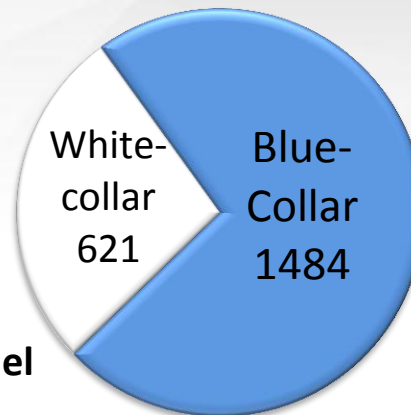
2600 Land Vehicle  
900 Tactical Armoured Vehicle  
4600 Autobus + Minibus  
1400 Trailer ve Semi-trailer  
1600 Light Truck

## Certificates

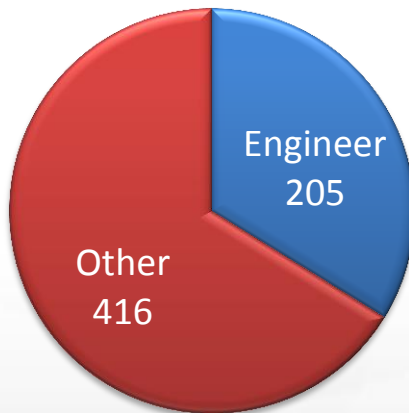
ISO 9001 Quality Standard  
ISO 14001 Environmental Standard  
ISO 10002 Customer Satisfaction Quality Standard  
ISO 27001 Information Security Management System  
AQAP 2110 Military Quality Assurance Certificate  
Facility Security Certificate with National and NATO Secrecy Degree  
ISO 3834-2 Quality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



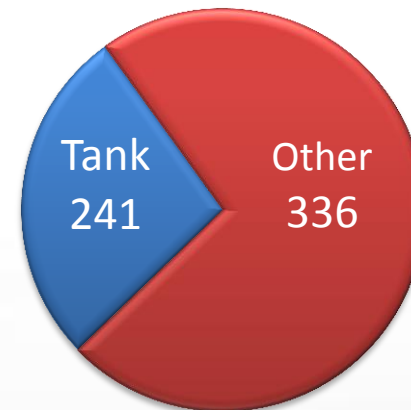
**2105 Employee**



**621 White-Collar Personnel**

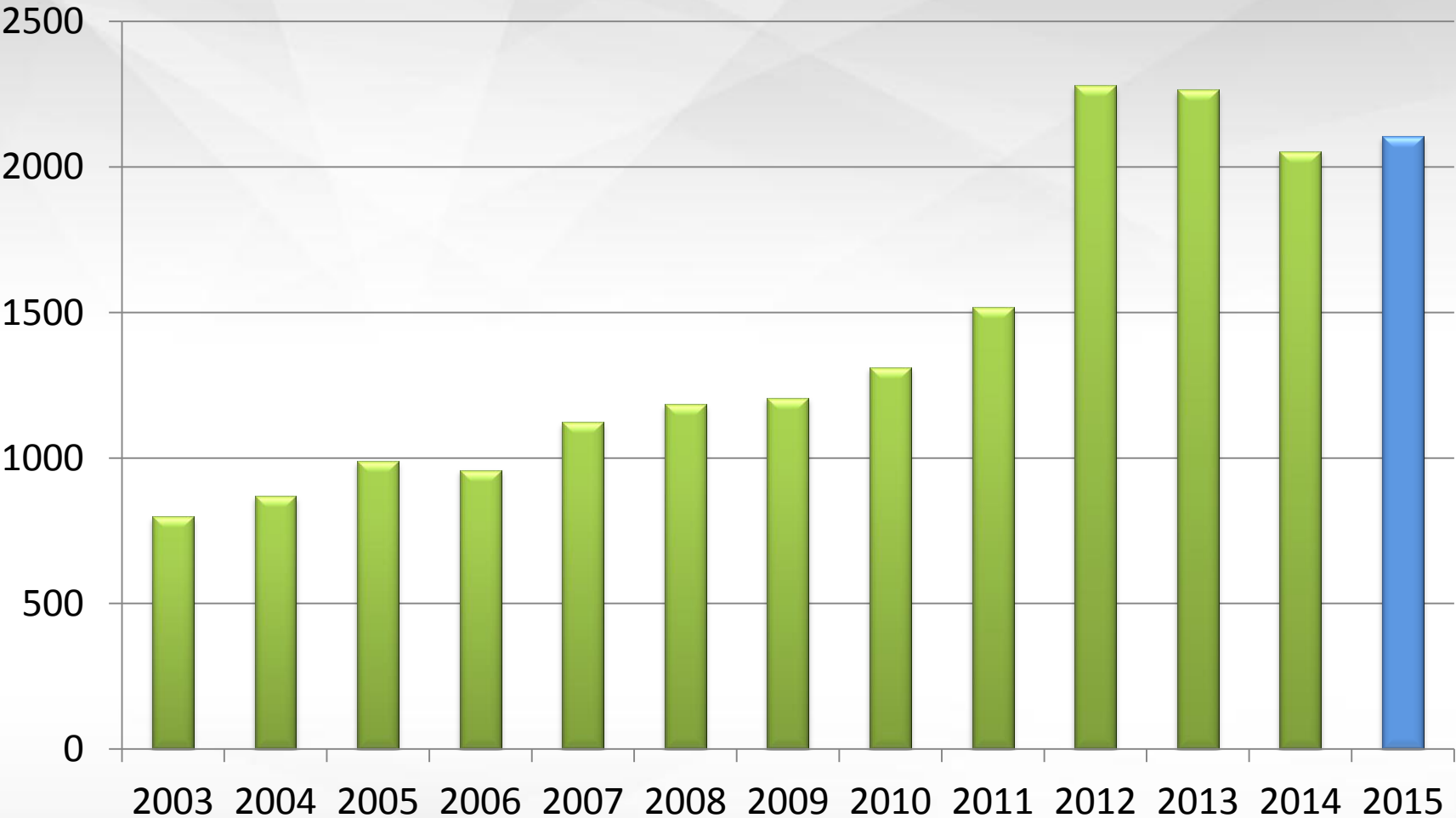


**577 R&D Centre Personnel**



# Number of Employee

Otokar



## Commercial Vehicles

## Defense Industry

### Public Transport



#### Models

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

### Logistic Vehicles



#### Models

FRUEHAUF / OTOKAR

### Light Truck



#### Models

OTOKAR ATLAS



#### Models

LAND ROVER DEFENDER / ARMOURD  
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

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



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



The 12-meter  
bus developed  
for the  
European  
market





# 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 28.000 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



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



# INTERNAL SECURITY VEHICLE

**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 27 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



# Balance Sheet

# Otokar

**31.12.2015**

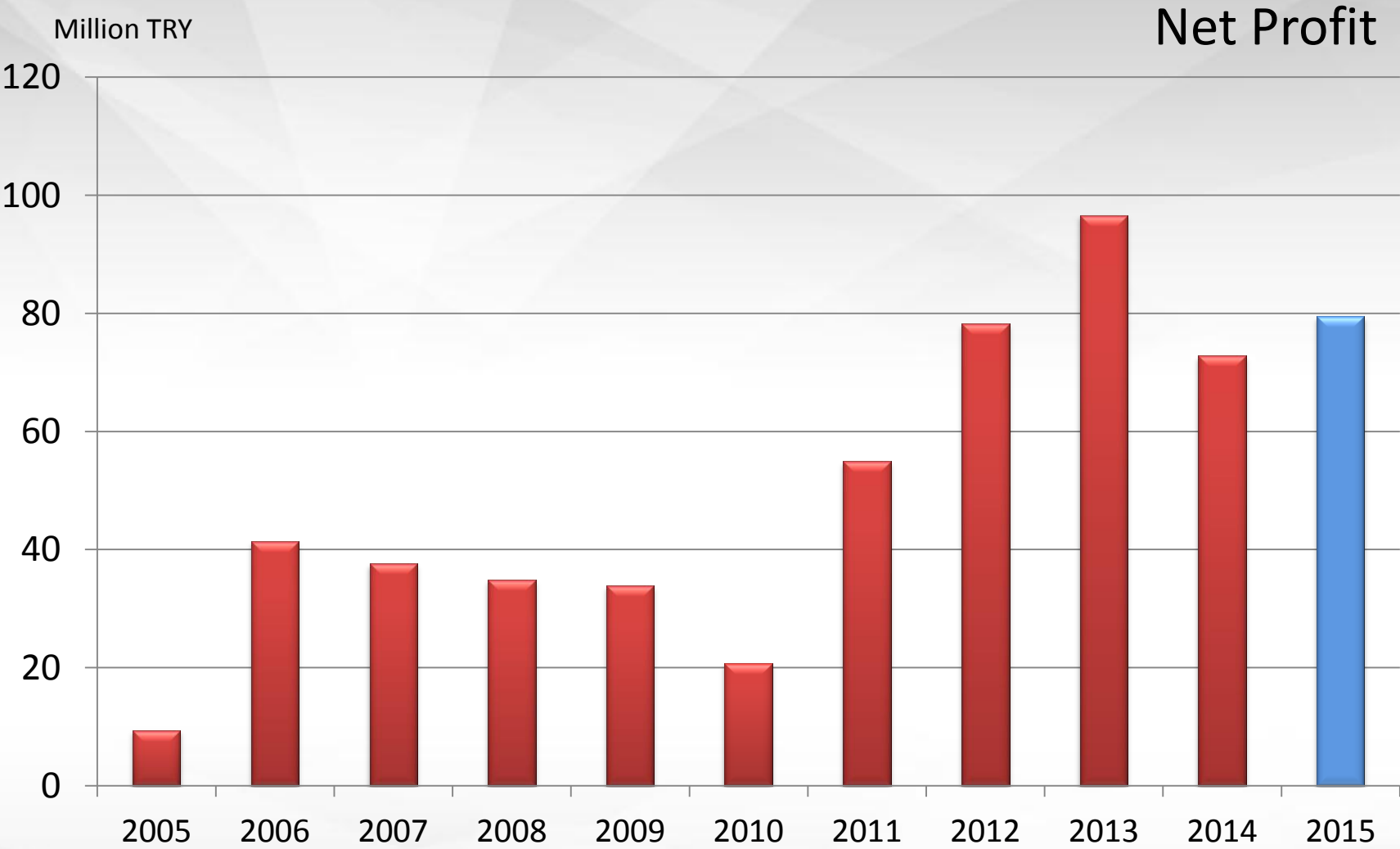
Total Assets (TRY)		Total Liabilities&Shareholders Equity (TRY)	
Current Assets	1.019.692.967	S.T. Liabilities	784.889.698
Fixed Assets	585.369.207	L.T. Liabilities	574.933.377
		Shareholders Equity	245.239.099
<b>Total</b>	<b>1.605.062.174</b>	<b>Total</b>	<b>1.605.062.174</b>

TRY thousands (IFRS)	31.Dec.2015	31.Dec.2014
Net Sales	1.433.968	1.231.634
Cost of Sales	(1.063.026)	(919.529)
Gross Profit	370.942	312.105
Operating Costs	(231.281)	(190.186)
Operating Profit	139.661	121.919
Finacial Expenses	(53.300)	(40.191)
Profit Before Taxes	87.840	81.784
Taxes	(8.334)	(9.013)
Net Profit	79.506	72.771



# Net Profit

Otokar



TRY thousand (IFRS)	31.Dec.2015	31.Dec.2014
Cash and Cash Equivalants at the begining of the period	44.528	8.884
Net cash provided by operating activities	(81.232)	350.388
Net cash used in investing activities	(52.251)	(52.712)
Pre-financing cash flow	(133.483)	297.676
Net cash used in Financing Activities	147.692	(262.032)
Net decrease/increase in Cash and Cash Equivalents	14.209	35.644
Cash and cash equivalents at the end of the period	58.737	44.528

TRY thousands	31.Dec.2015	31.Dec.2014
Current Assets	1.019.693	672.059
S. T. Liabilities	784.890	640.301
Working Capital	234.803	31.758

# Net Financial Debts

**Otokar**

TRY thousand	31.Dec.2015	31.Dec.2014
Cash and Equivalents	58.736	44.528
Trading Securities	0	0
Other	0	0
<b>Total Financial Assets</b>	<b>58.736</b>	<b>44.528</b>

TRY thousand	31.Dec.2015	31.Dec.2014
S.T. Bank Loans	105.983	75.667
L.T. Bank Loans	509.295	273.847
<b>Total Financial Debts</b>	<b>615.278</b>	<b>349.514</b>

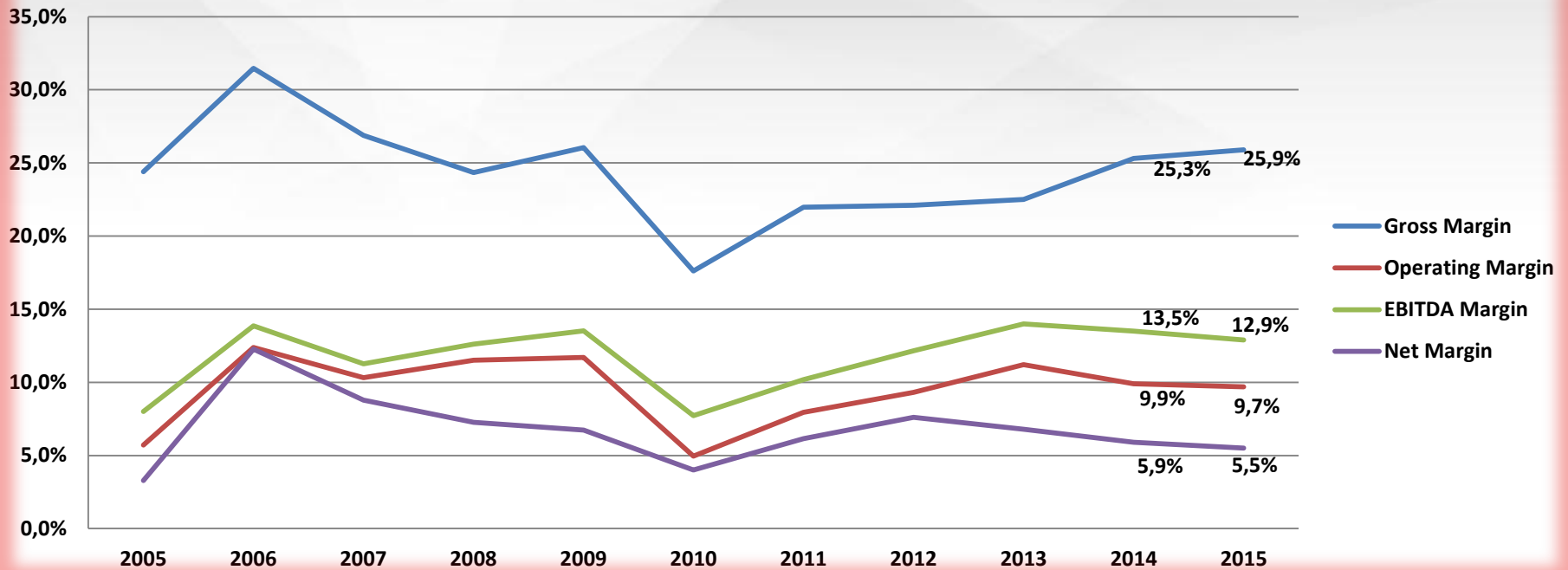
TRY thousand	31.Dec.2015	31.Dec.2014
<b>Net Financial Debts</b>	<b>556.542</b>	<b>304.986</b>



Financial Ratios	2015	2014
Current Ratio	1.30	1.05
Liquidity Ratio	0.75	0.64
Return On Equity	%32	%30
Return on Assets	%5	%6
Cur.Assets/Tot.Assets	%64	%54
Short Term Lia./Tot. Lia.	%49	%52
Tot.Lia./Tot.Assets	%85	%80

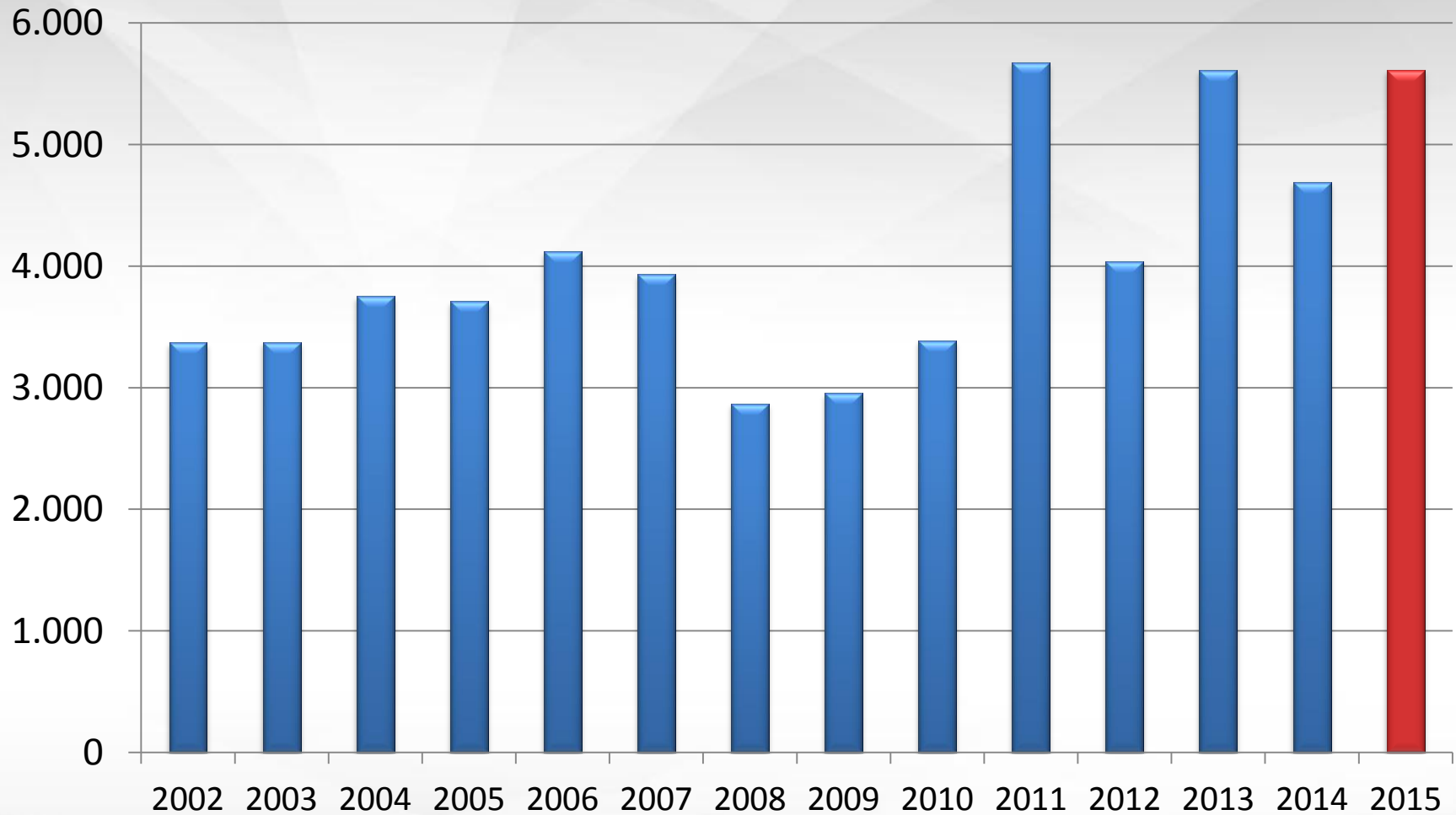
Margins	2015	2014
Gross Margins	25,9%	25,3%
Operating Margin	9,7%	9,9%
EBITDA Margin	12,9%	13,5%
Net Profit Margin	5,5%	5,9%

## Margins



# Production Units

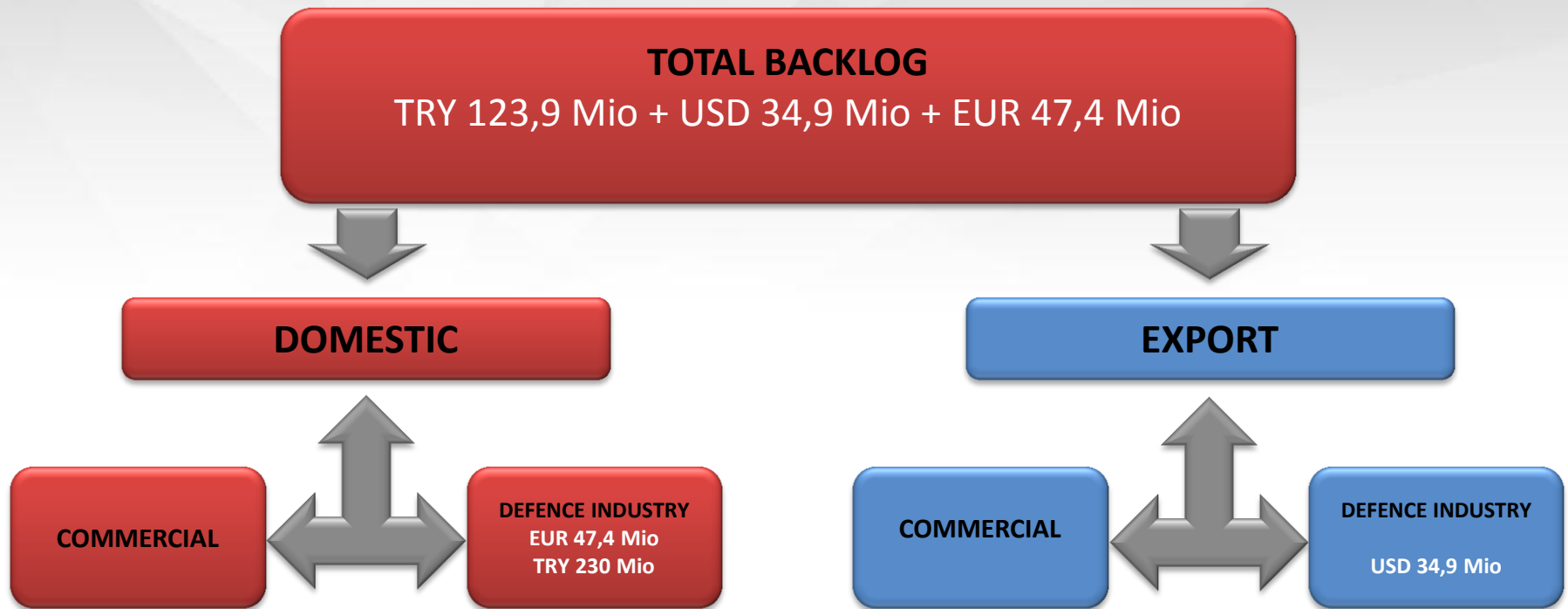
Otokar

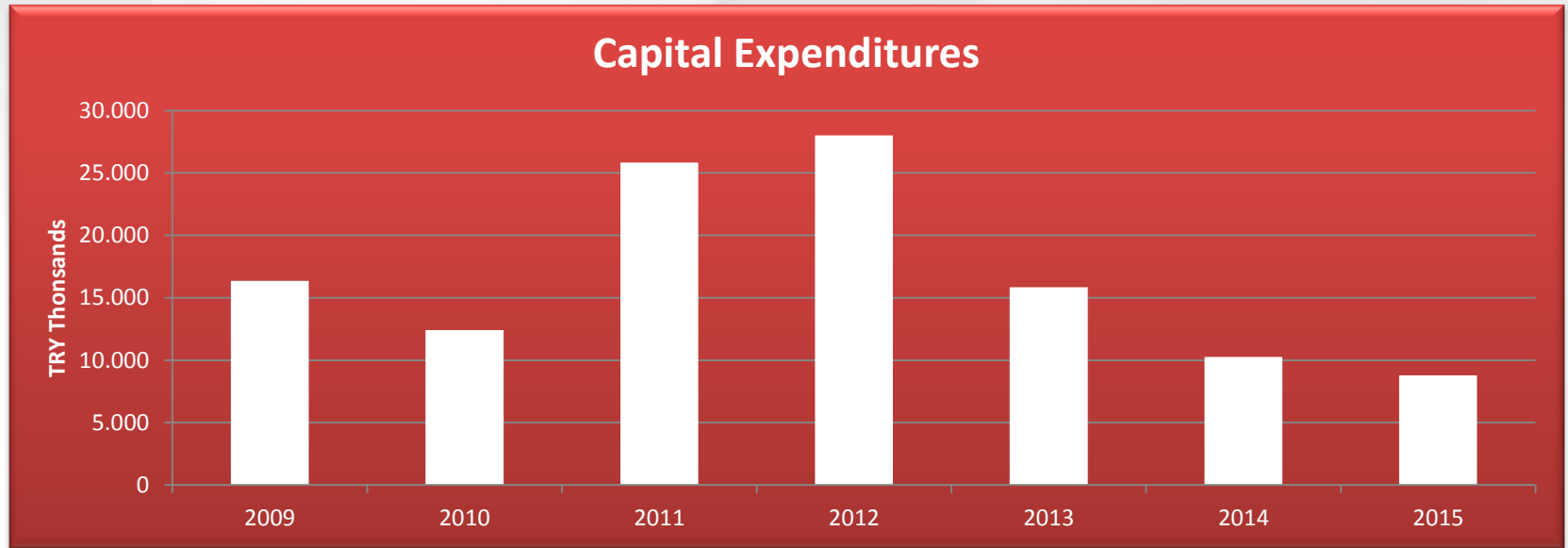


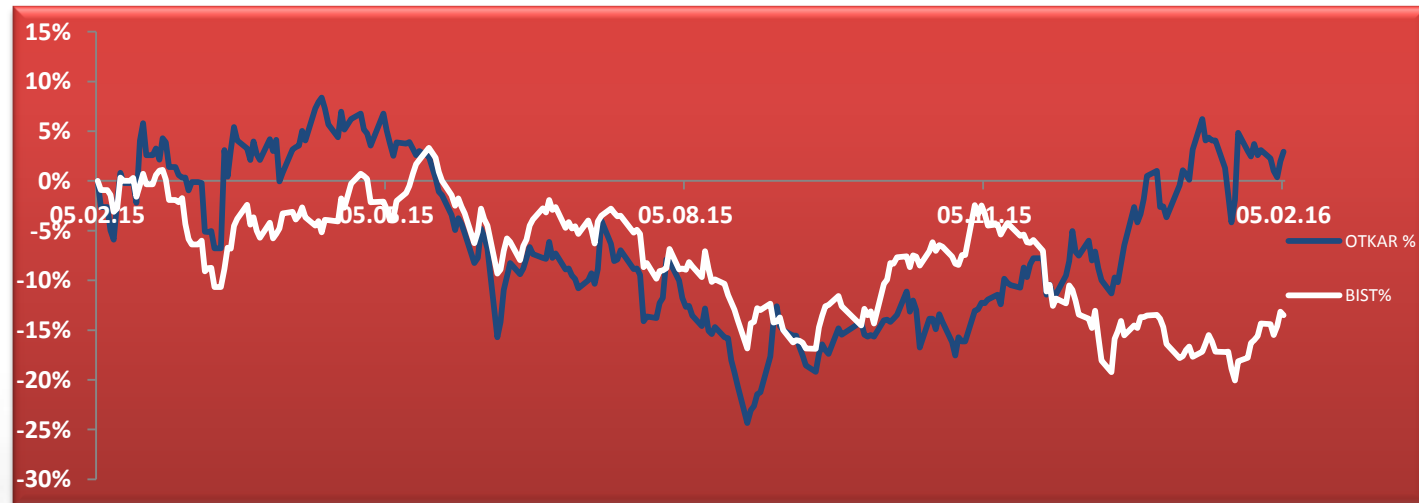
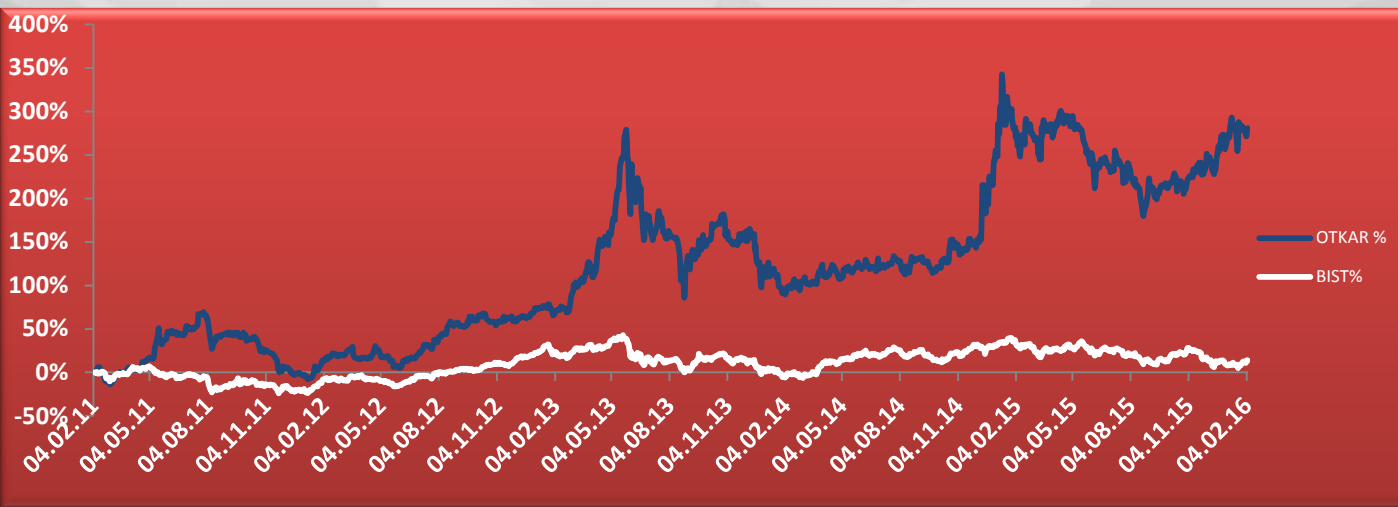
# Revenue Distribution

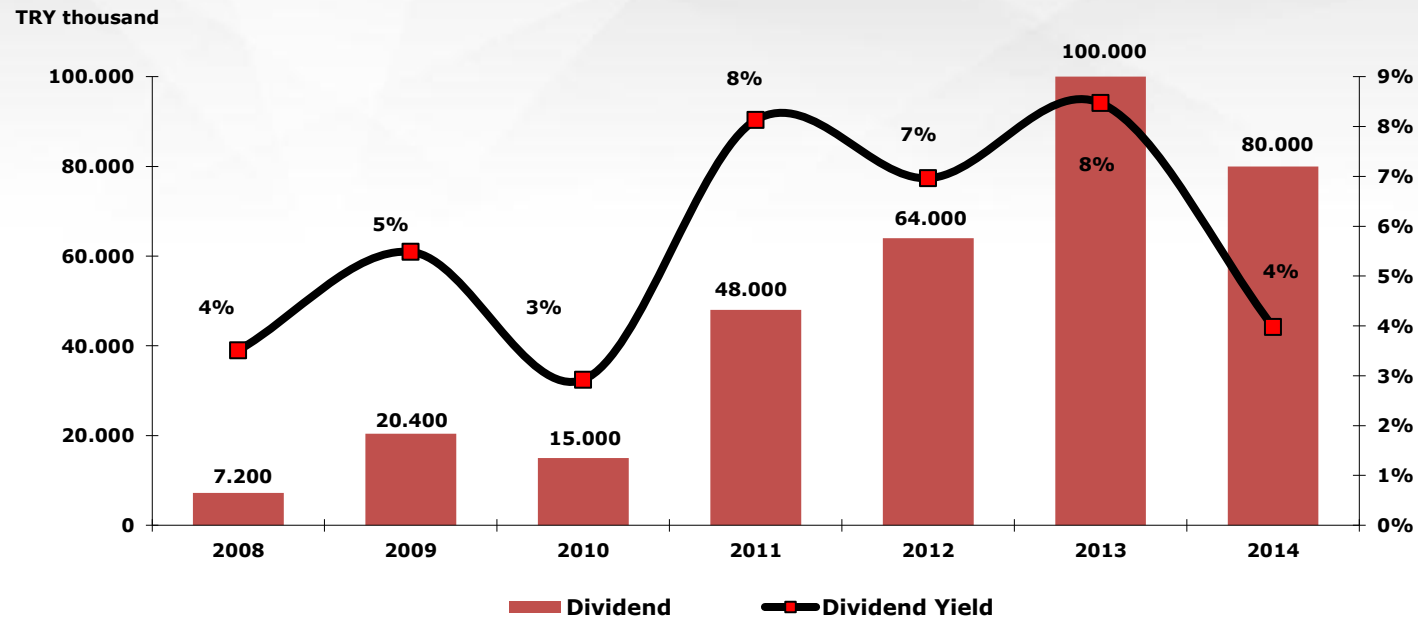




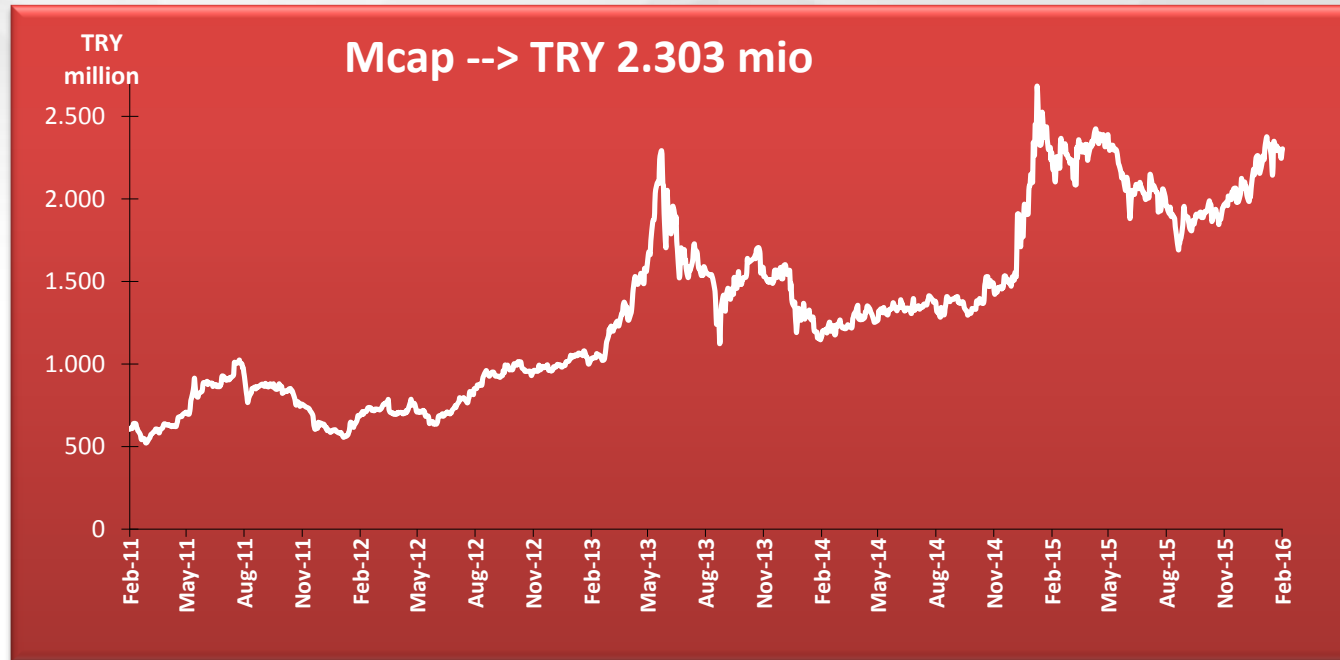












# Growth With Products Which License Rights Belong to OTOKAR

**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.

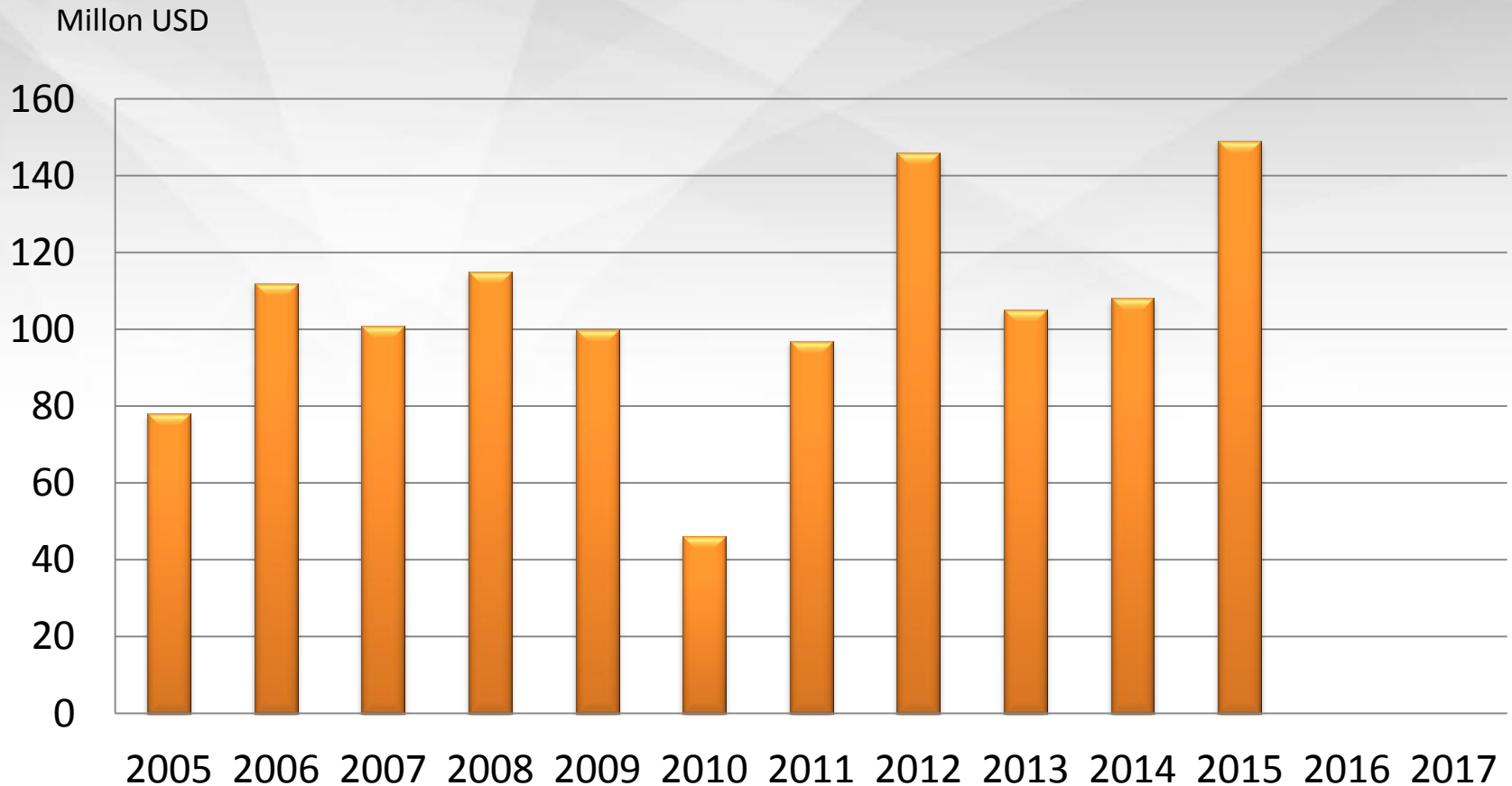


- Otokar branded vehicles in more than 60 countries, on 5 continents
- Sales and service network spread over more than 200 destinations



# Growth in Export Markets

Otokar

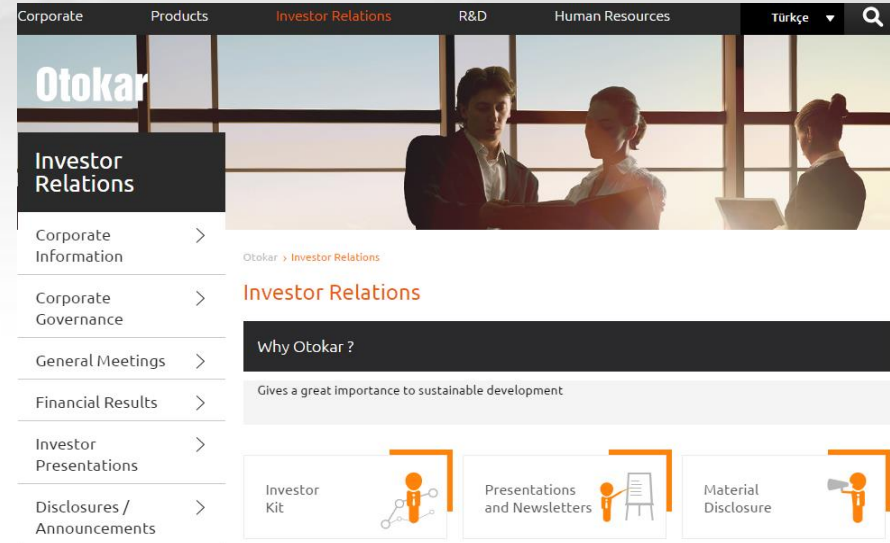


- Continuously increase revenue to ensure high and sustainably dividend yield
- In the framework of our corporate governance and professional management principles, we aim to move further up our company's market value

✓ **Doğın Seçkinler**  
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