

# Otokar

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## INVESTOR PRESENTATION

(27.10.2015)

Prepared based on 2015 3Q financial results

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- 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 5 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



1963	1970s	1980s	1990s	2000s	2010s
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- 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

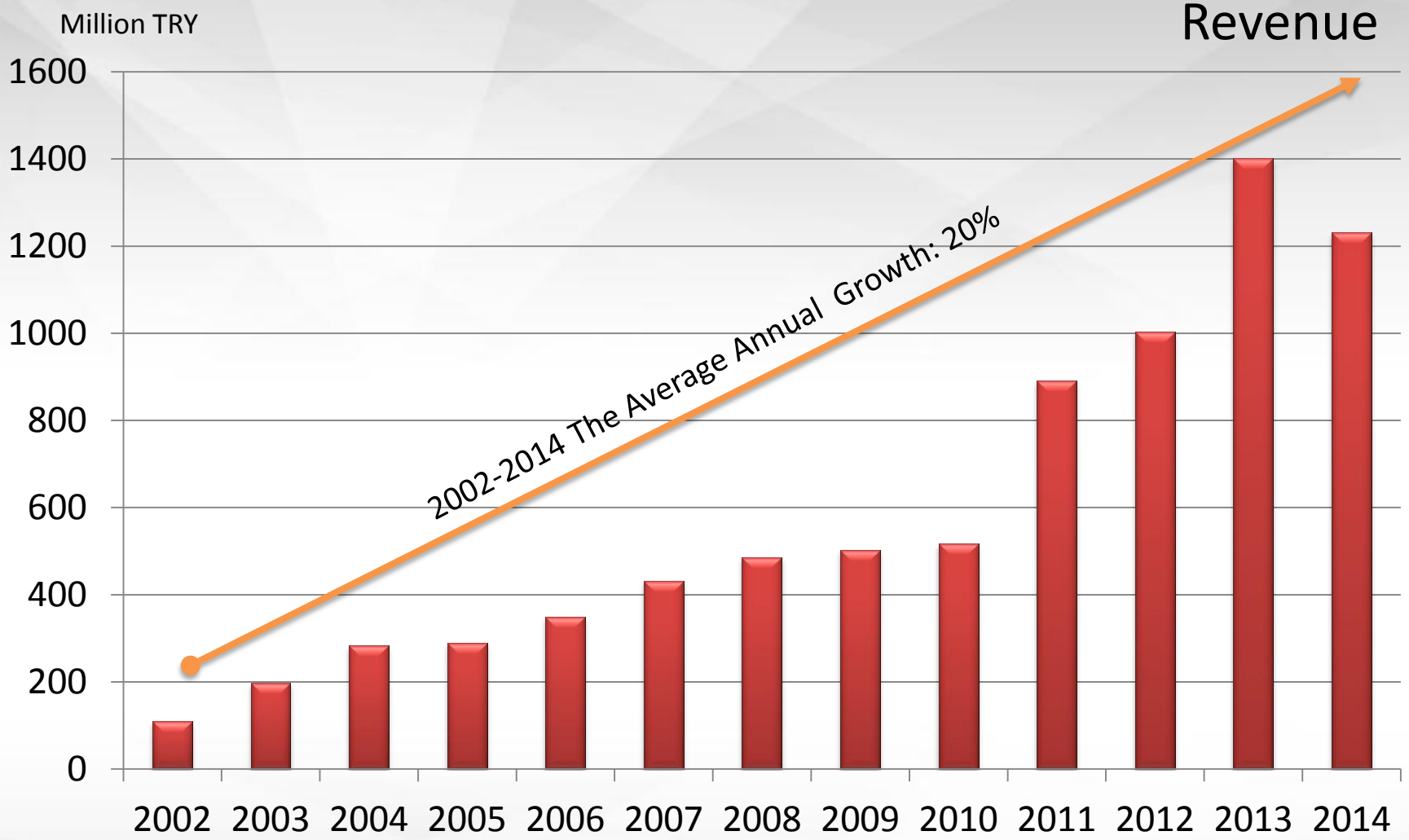
- Military armoured vehicles by own desing
- Turkey's first export of tactical armoured vehicle
- Sakarya plant/factory

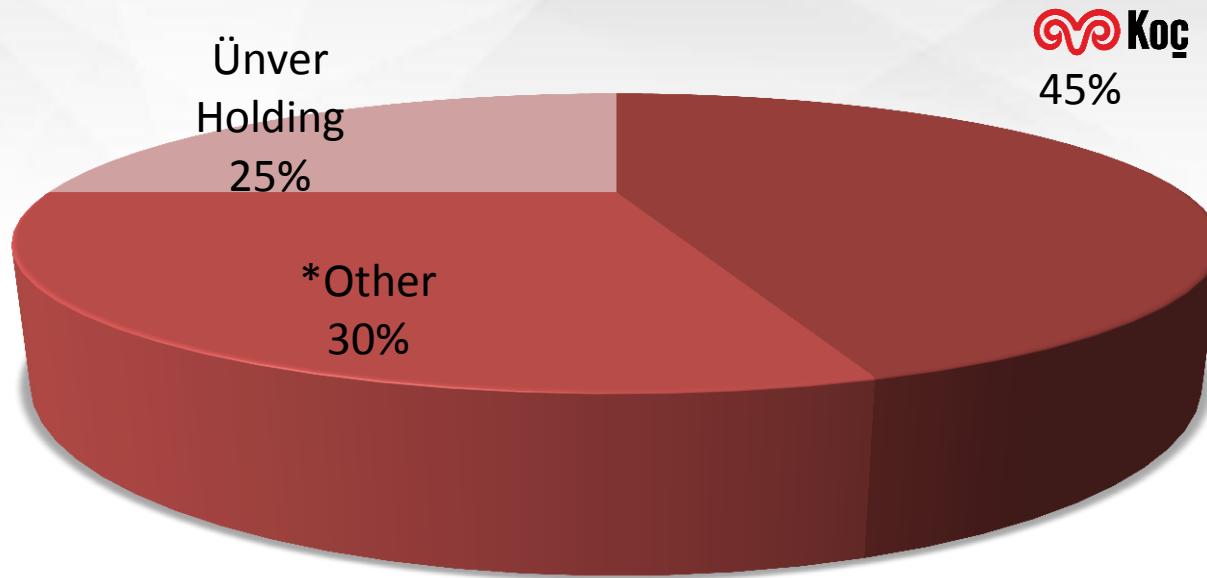
- Merge with the İstanbul Fruehauf A.S.
- Production of small and mid buses
- Turkey's first hybrid bus
- **The prime contractor of ALTAY Project**

- 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

# Sustainable Growth

# Otokar





*\*27% Listed*

*\*3% Other*





552,000 m<sup>2</sup> plant, approximately 2700 employee

## Capacity of

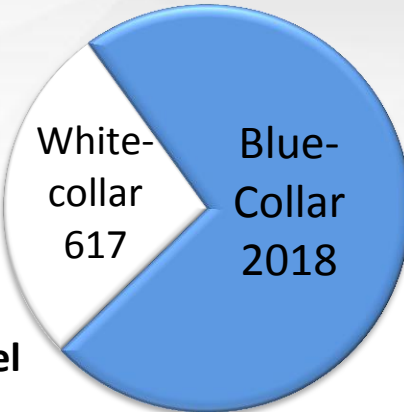
- 2600 Land Vehicle
- 900 Tactical Armoured Vehicle
- 4600 Autobus + Minibus
- 1400 Trailer ve Semi-trailer
- 1600 Light Truck

## Certificates

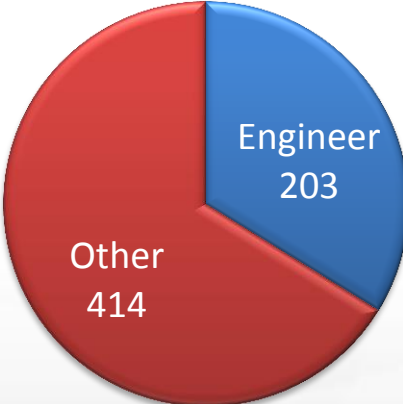
- ISO 9001 Quality Standard
- ISO 14001 Environmental Standard
- ISO 10002 Customer Satisfaction Quality Standard
- ISO 27001 Information Security Management System
- AQAP 2110 Military Quality Assurance Certificate
- Facility Security Certificate with National and NATO Secrecy Degree
- ISO 3834-2 Quality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



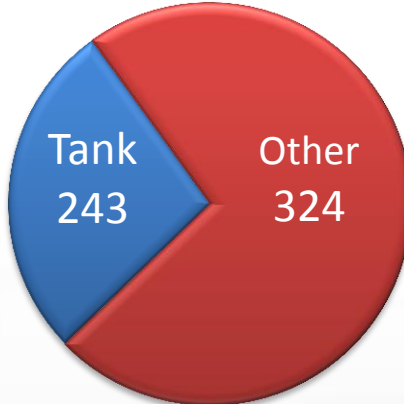
2635 Employee



617 White-Collar Personnel



567 R&D Centre Personnel



# Number of Employee

# Otokar



## Product Range

### 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 fifth time!**

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

# Otokar





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





## DORUK / VECTIO

- 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



**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



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

For 12 years, most commonly preferred refrigerated trailer in Turkey for transport of perishable goods in hygienic and safe condition



- 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  
KESKIN UKKS  
OPEN TURRETS  
INTERNAL SECURITY TURRET  
WEAPON STATIONS (MILAN  
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



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 26 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



## Otokar Test Centres



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



## Otokar Test Centres

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





30.09.2015

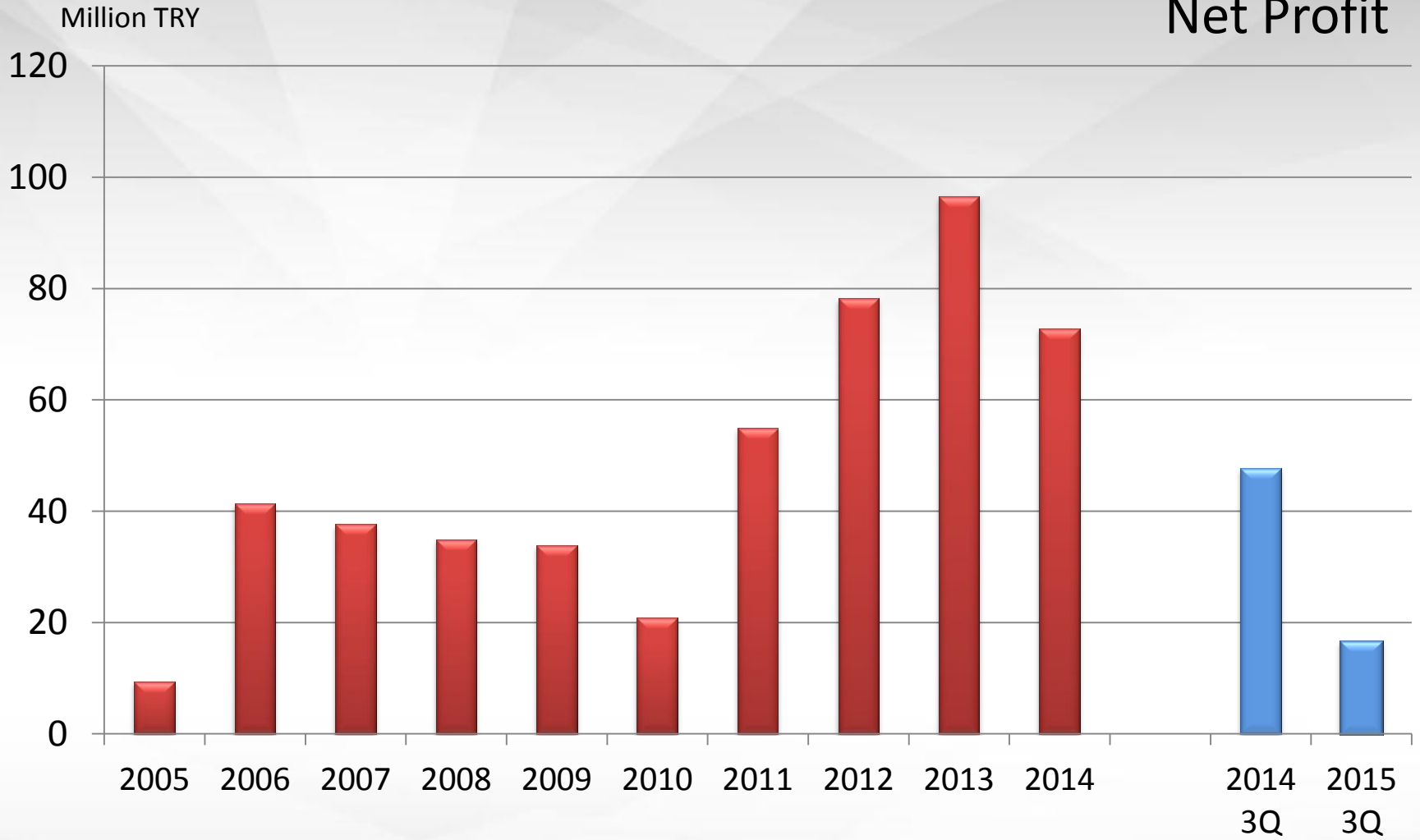
Total Assets (TRY)		Total Liabilities&Shareholders Equity (TRY)	
Current Assets	932.461.551	S.T. Liabilities	832.863.584
Fixed Assets	611.596.008	L.T. Liabilities	530.899.855
		Shareholders Equity	180.294.120
<b>Total</b>	<b>1.544.057.559</b>	<b>Total</b>	<b>1.544.057.559</b>

<b>TRY thousands (IFRS)</b>	<b>30.Sep.2015</b>	<b>30.Sep.2014</b>
Net Sales	888.935	875.089
Cost of Sales	(677.296)	(663.352)
Gross Profit	211.639	211.737
Operating Costs	(146.713)	(124.219)
Operating Profit	64.926	87.518
Finacial Expenses	(50.594)	(33.450)
Profit Before Taxes	15.804	54.085
Taxes	718	(6.313)
Net Profit	16.522	47.772

# Net Profit

# Otokar

## Net Profit



<b>TRY thousand (IFRS)</b>	<b>30.Sep.2015</b>	<b>30.Sep.2014</b>
Cash and Cash Equivalants at the beginning of the period	44.528	8.884
Net cash provided by operating activities	(66.338)	134.763
Net cash used in investing activities	(33.064)	(36.277)
Pre-financing cash flow	(99.402)	98.486
Net cash used in Financing Activities	104.443	(79.016)
Net decrease/increase in Cash and Cash Equivalents	5.041	19.470
Cash and cash equivalents at the end of the period	49.569	28.354



TRY thousands	30.Sep.2015	30.Sep.2014
Current Assets	932.462	718.957
S. T. Liabilities	832.864	634.985
<b>Working Capital</b>	<b>99.598</b>	<b>83.972</b>

## Net Financial Debts

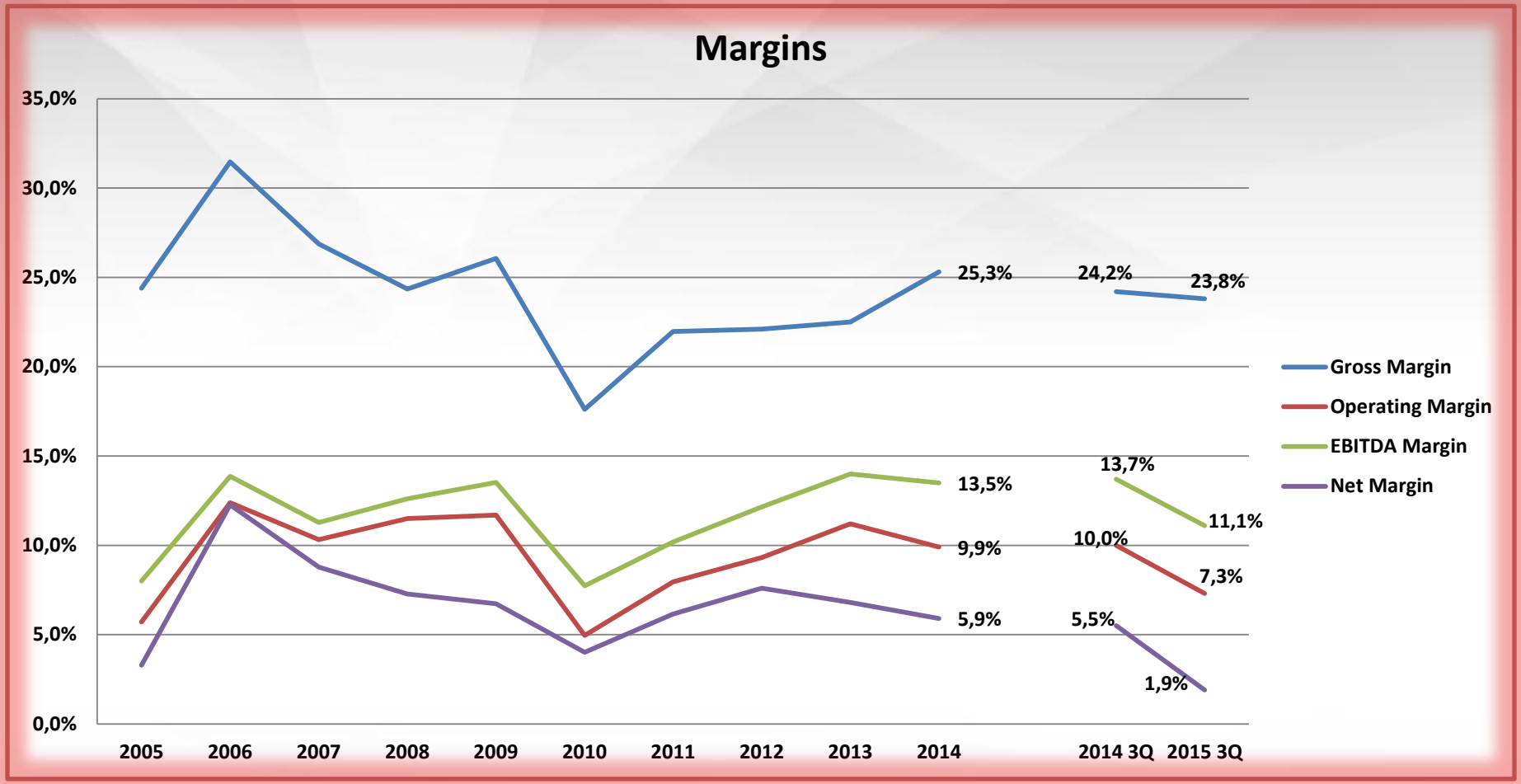
TRY thousand	30.Sep.2015	31.Dec.2014
Cash and Equivalents	49.569	44.528
Trading Securities	0	0
Other	0	0
<b>Total Financial Assets</b>	<b>49.569</b>	<b>44.528</b>

TRY thousand	30.Sep.2015	31.Dec.2014
S.T. Bank Loans	115.495	75.667
L.T. Bank Loans	459.182	273.847
<b>Total Financial Debts</b>	<b>574.677</b>	<b>349.514</b>

TRY thousand	30.Sep.2015	31.Dec.2014
<b>Net Financial Debts</b>	<b>525.108</b>	<b>304.986</b>

Financial Ratios	2015 3Q	2014 3Q
Current Ratio	1.12	1.13
Liquidity Ratio	0.67	0.63
Return On Equity	%9	%22
Return on Assets	%1	%4
Cur.Assets/Tot.Assets	%60	%56
Short Term Lia./Tot. Lia.	%54	%49
Tot.Lia./Tot.Assets	%88	%83

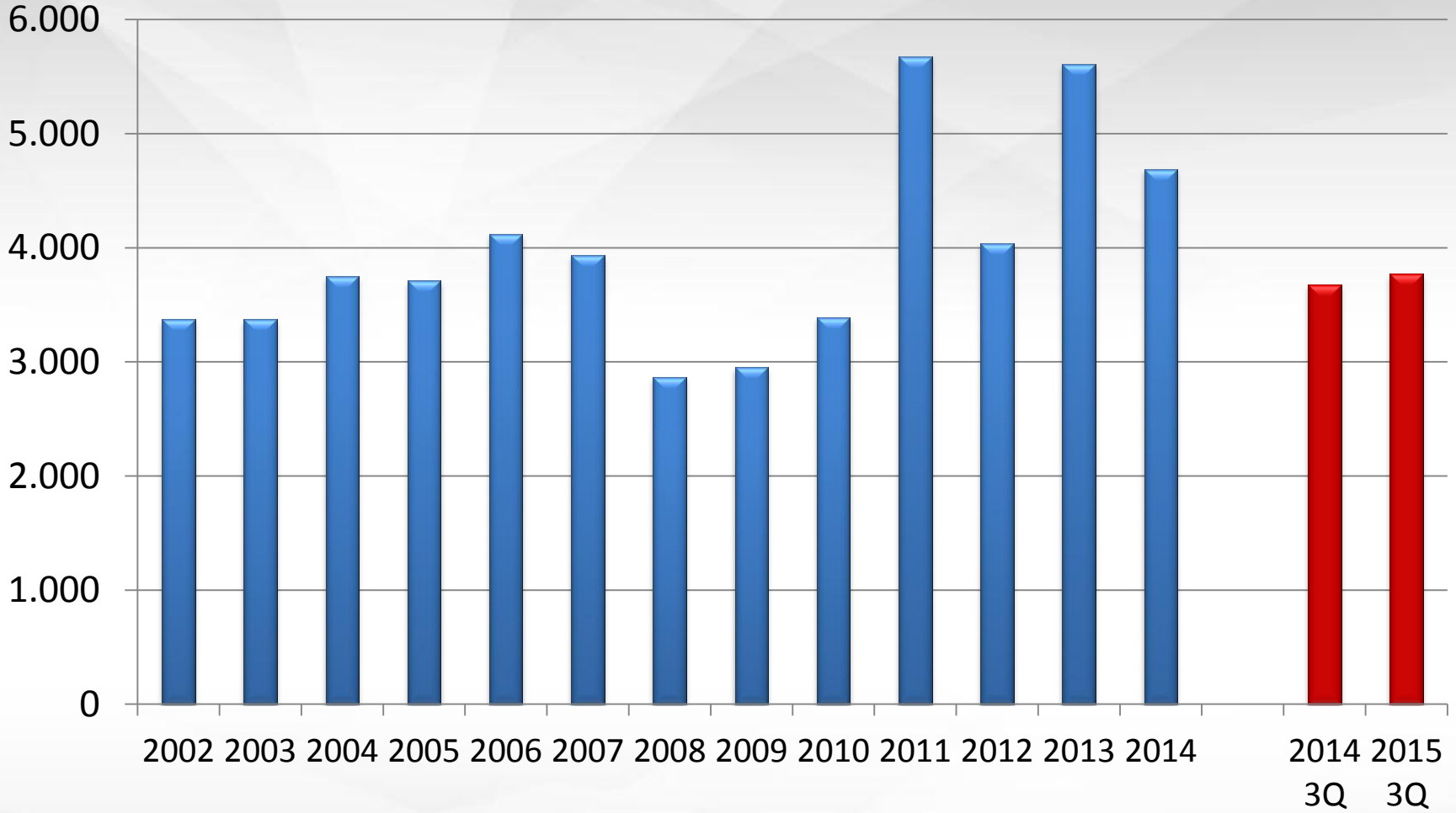
Margins	2015 3Q	2014 3Q
Gross Margins	23,8%	24,2%
Operating Margin	7,3%	10%
EBITDA Margin	11,1%	13,7%
Net Profit Margin	1,9%	5,5%



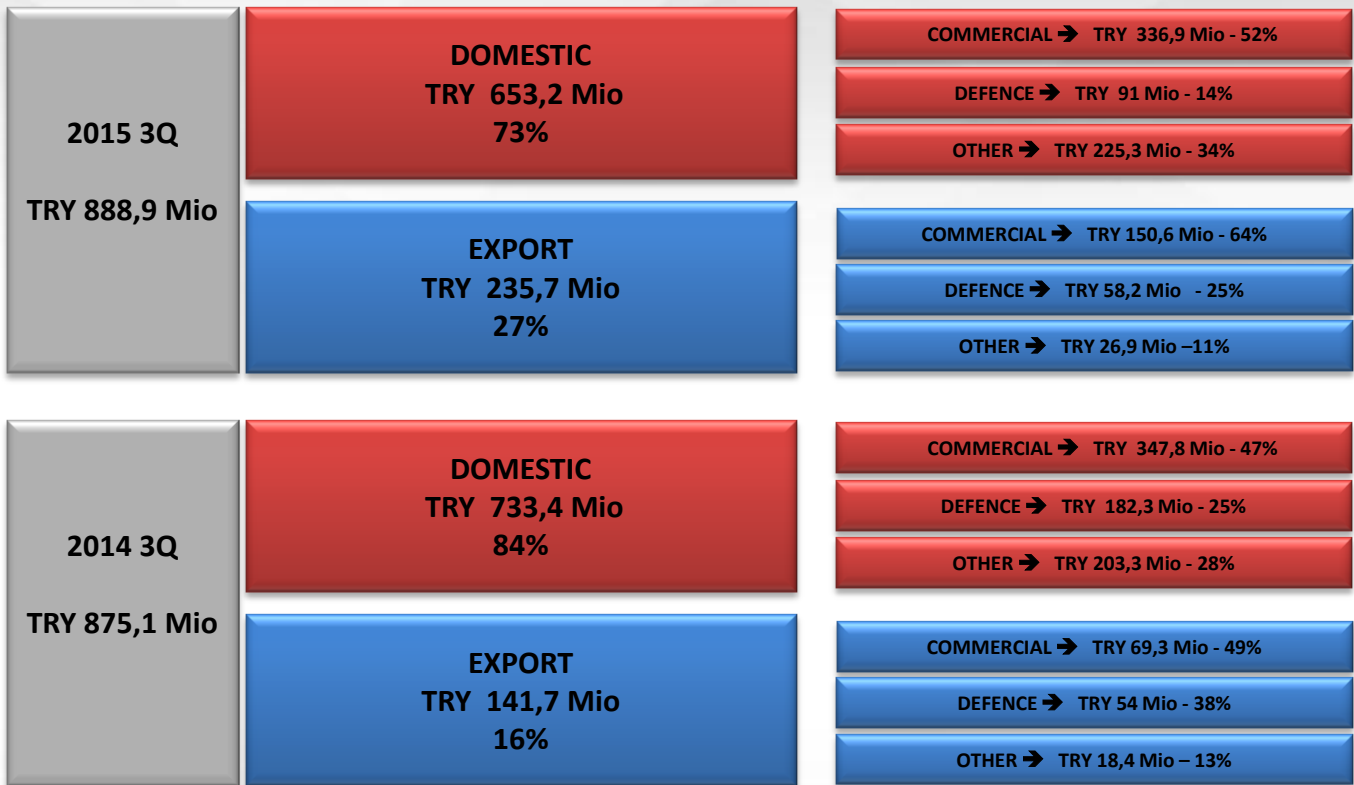


# Production Units

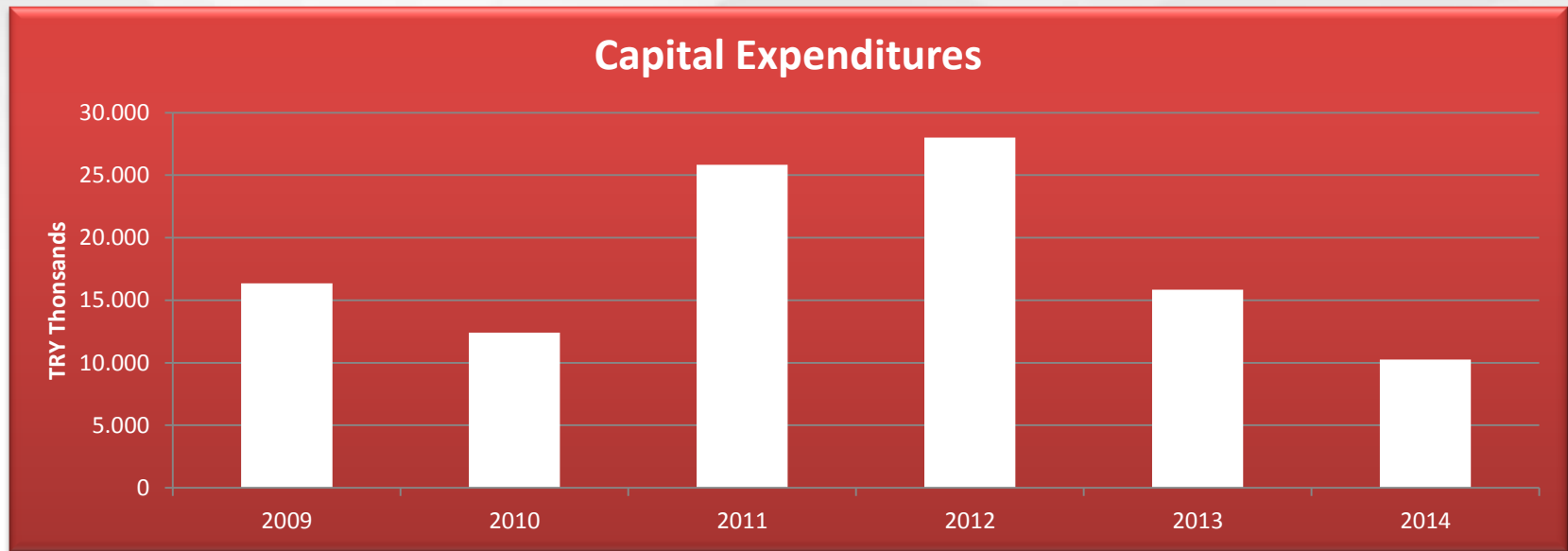
# Otokar



# Revenue Distribution



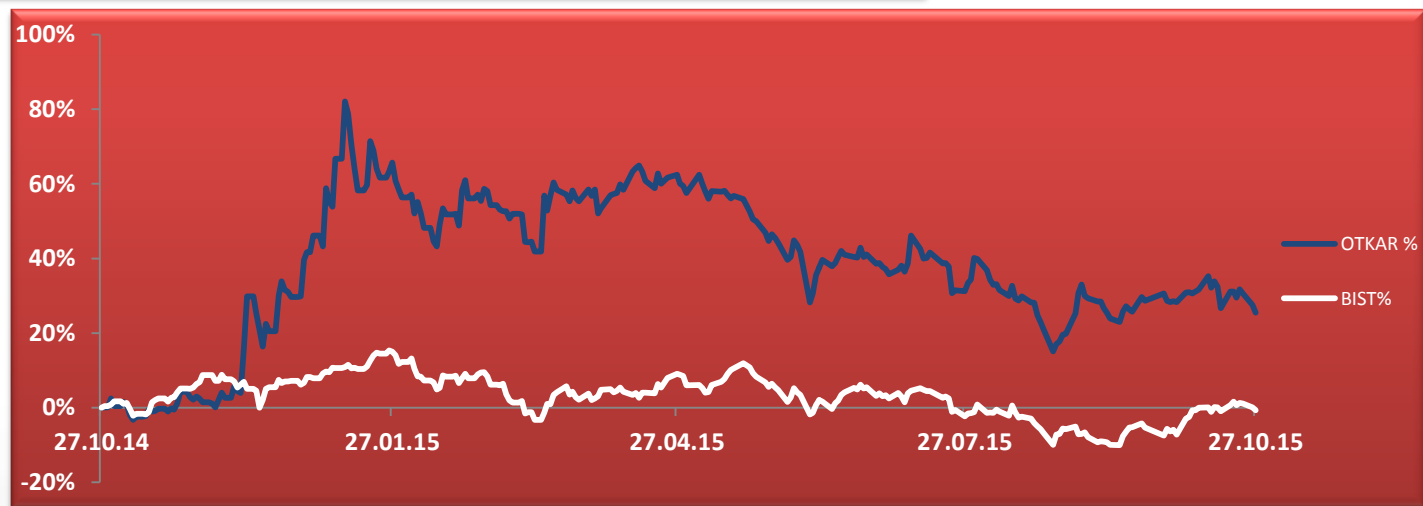
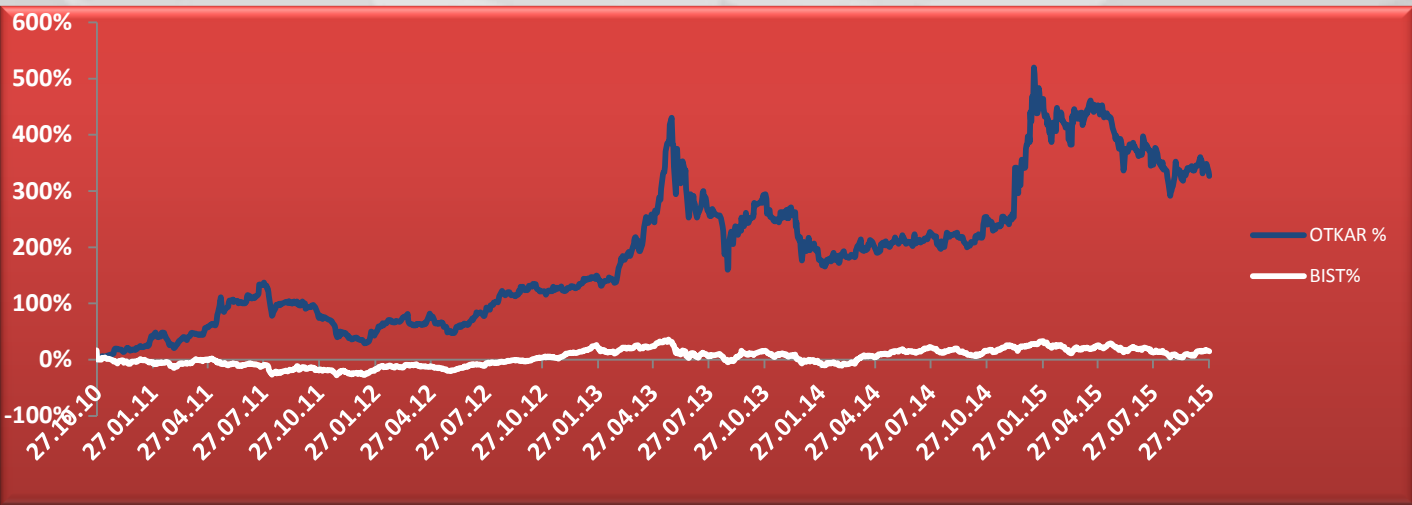


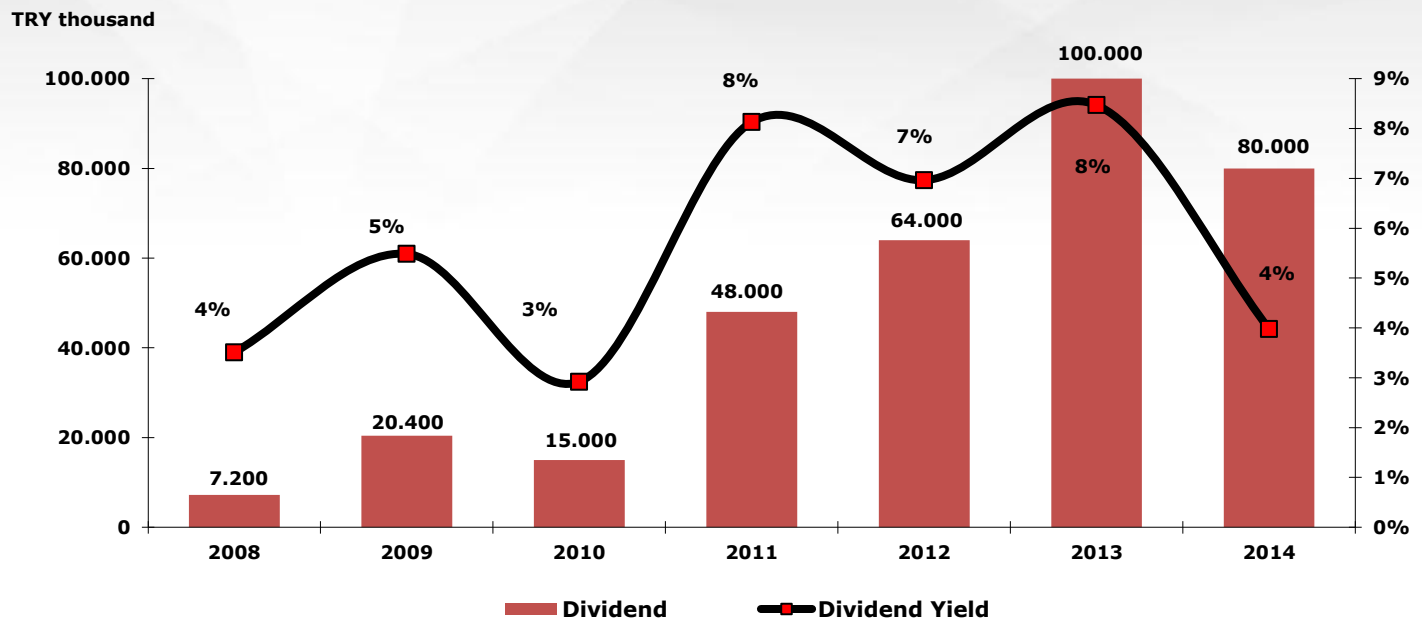


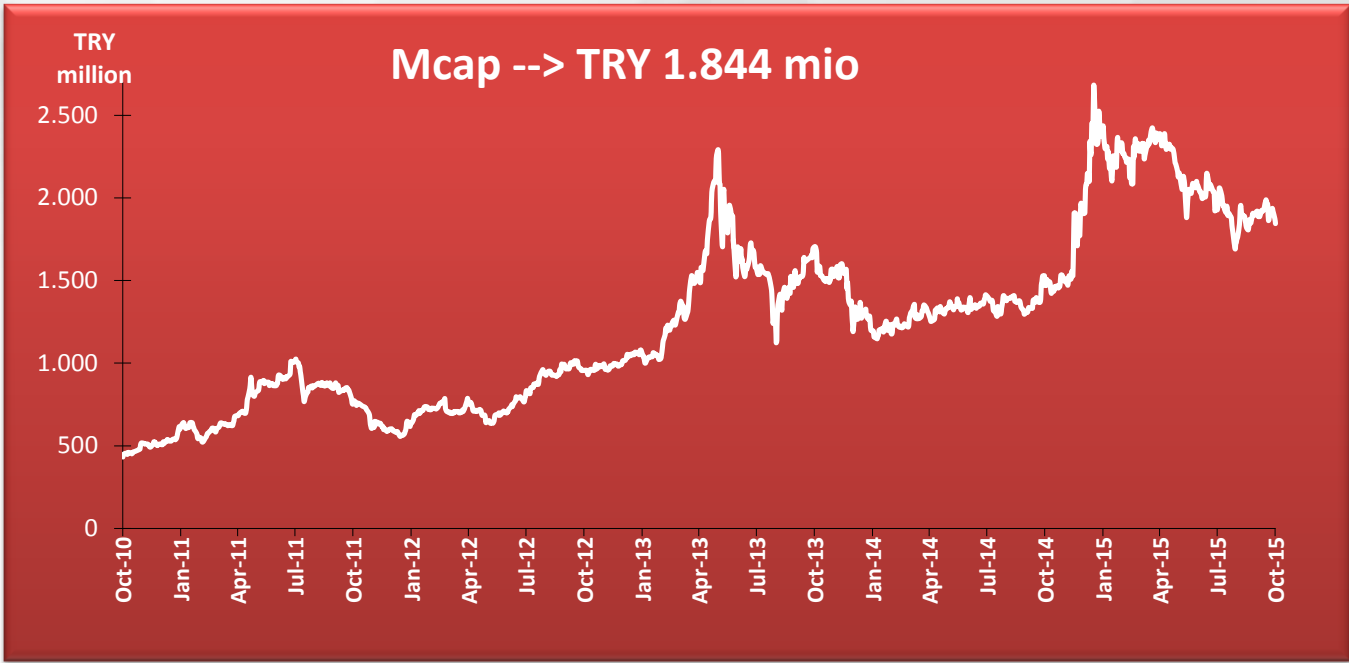


# Stock Performance

# Otokar







# Growth With Products Which License Rights Belong to OTOKAR

91%

The share of Otokar designed vehicle sales in turnover.

157

Number of owned patents and industrial designs





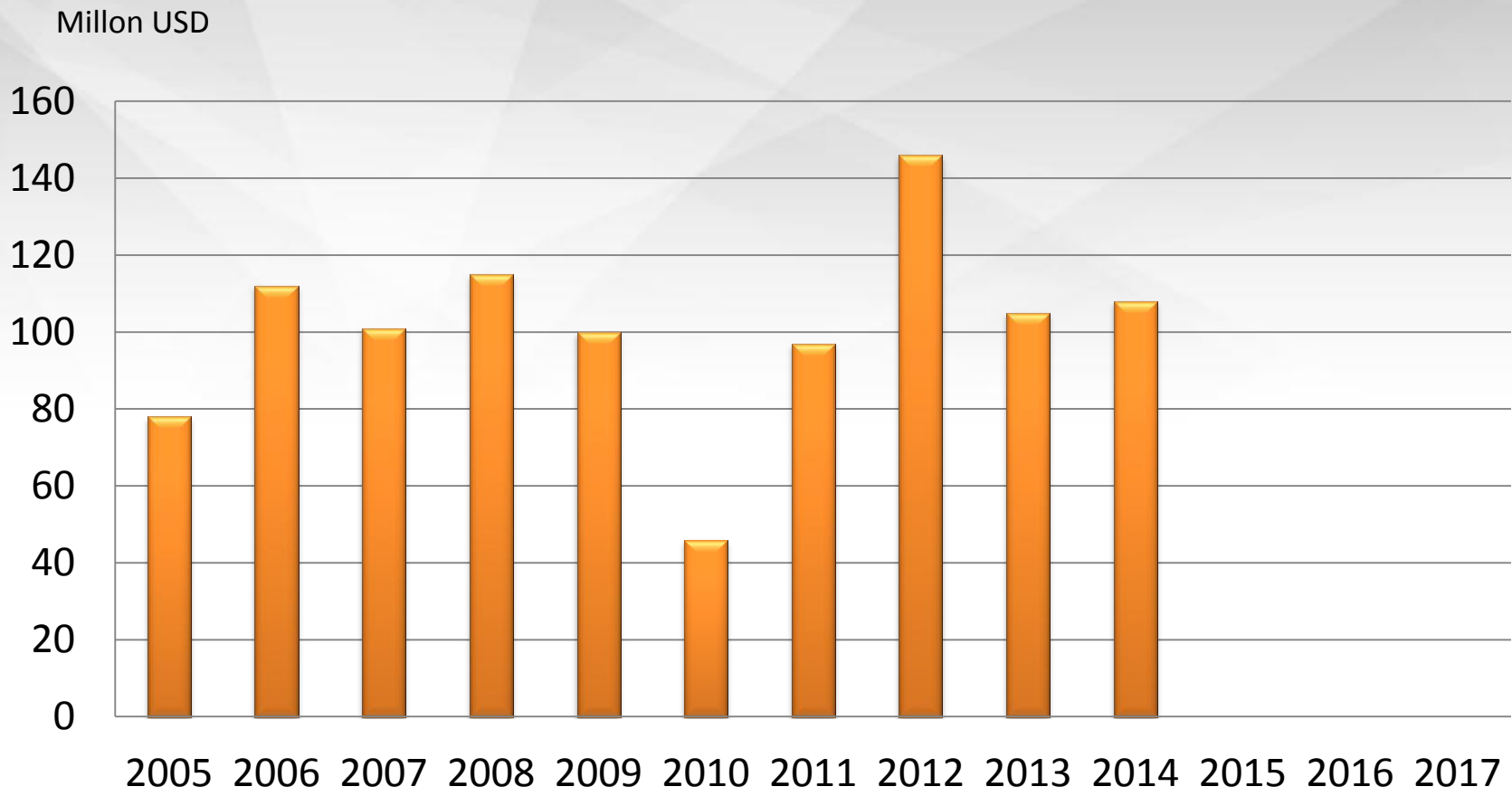
Otokar Europe was established in 2011 in France, in order to support bus sales in Europe.

## Growth in Export Markets



- 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

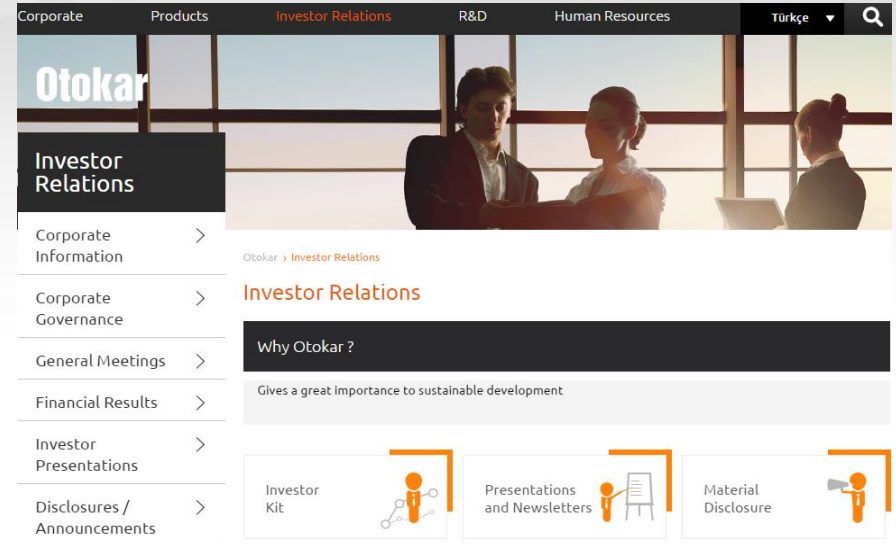


- Continuously increase revenue to ensure high and sustainably dividend yield
- In the framework of our corporate governance and professional management principles, we aim to move further up our company's market value



- ✓ **Dođan 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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