



Investor Presentation

April 2022

Contents

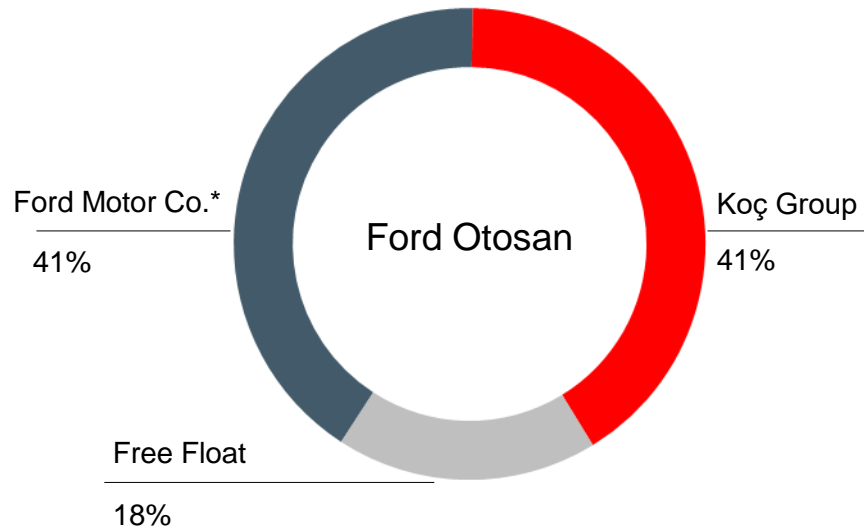
| | |
|---|-----|
| ▪ About Ford Otosan | 3 |
| ▪ Plants and Facilities | 11 |
| ▪ Products | 20 |
| ▪ Electrification Roadmap | 29 |
| ▪ Investment Case | 35 |
| ▪ Operating and Financial Performance | 58 |
| ▪ Sustainability Commitment | 80 |
| ▪ Guidance | 99 |
| ▪ Contacts | 100 |

About Ford Otosan

Company Profile

| Key Indicators, 2021 | |
|----------------------------|---------------|
| Revenues | \$8.0 billion |
| Export Revenues | \$6.2 billion |
| EBITDA | \$1.2 billion |
| Profit Before Tax | \$982 million |
| Net Profit | \$995 million |
| ROE | 86.7% |
| EBITDA margin | 14.8% |
| Annual Production Capacity | 455,000 |
| Gölcük (Transit & Custom) | 330,000 |
| Yeniköy (Courier) | 110,000 |
| Eskişehir (Cargo) | 15,000 |
| Total Employees | 13,724 |
| Hourly | 10,261 |
| Salaried | 3,463 |

* Ford Deutschland Holding GmbH: %100 owned by Ford Motor Company



Paid-in Capital: TL 350,910,000

Traded on Borsa Istanbul since 13 January 1986

Ticker: FROTO.IS

Ford Otosan at a Glance

Pioneer of Turkish automotive

First Turkish passenger car Anadolu (1966)
Turkey's **first** domestic diesel engine Erk (1986)
Turkey's **first** private R&D center in automotive (1961)
First export of Turkish automotive to the US (2009)

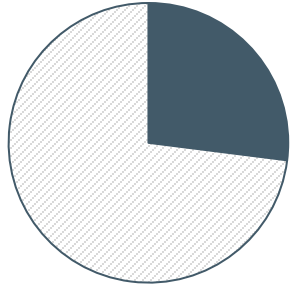
Strong value contribution

Turkey's **export champion**
Turkey's **2nd largest** industrial enterprise
Highest employment in Turkish automotive

Leadership and scale

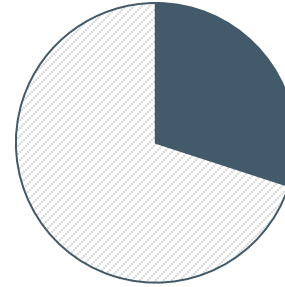
Ford's largest commercial vehicle manufacturer in Europe
Widest product range in Turkish automotive
30% market share in Turkish commercial vehicles

Leading the Turkish Automotive Industry



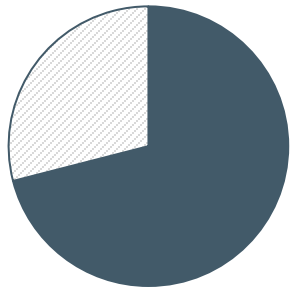
27%

of Turkey's
Total automotive
production



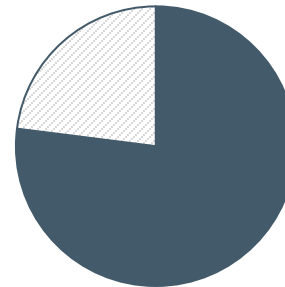
30%

of Turkey's
Commercial vehicle
sales



71%

of Turkey's
Commercial vehicle
production



77%

of Turkey's
Commercial vehicle
exports

Source: Automotive Manufacturers Association, 2021

Key Player in Ford Motor Company Universe

Europe's largest
CV manufacturer

Ford Otosan produces **74% of Commercial Vehicles** sold in Europe

Lead manufacturing plant of Ford Transit globally

Single source of Ford Custom & Ford Courier

Center of Excellence for Ford Trucks (heavy trucks)

The only Ford factory and among 4 automotive factories in the world included in the **Global Lighthouse Network** (more details available on page 14)

Engineering and
R&D power

Global hub for Ford Trucks (heavy trucks) and related powertrains

Global support for light commercial vehicle development

Global support for diesel powertrain engineering

Ford Otosan at a Glance

| | 1997* | | 2021 |
|--------------------------------|-------------|-----------|-------------|
| Production Capacity (Units) | 47,000 | 10 times | 455,000 |
| Production (Units) | 43,102 | 8 times | 348,029 |
| Export (Units) | 667 | 433 times | 288,511 |
| Export (USD) | 16 million | 388 times | 6.2 billion |
| Revenue (USD) | 850 million | 9 times | 8.0 billion |
| Headcount | 3,406 | 4 times | 13,724 |
| Market Cap (USD) | 1.1 billion | 5.7 times | 6.3 billion |

* Equal JV partnership was established

Vision, Mission And Strategy

Vision

Being Turkey's most valuable and most preferred industrial company.

Mission

Providing innovative automotive products and services beneficial to the community.

Strategy

- **Growth:** Organic and inorganic growth in new markets and existing business areas by developing new products.
- **Innovation:** Providing innovative products and services in all business processes by keeping creativity at the top.
- **Brand:** Being the most preferred brand in all segments by meeting customer needs and expectations.
- **Employees:** Being the most preferred workplace by aiming excellence in human resources processes and increasing benefits provided for employees.
- **Customers:** Being the leader automotive brand with regards to customer satisfaction in sales and after sales products and services.

Brief History

First automotive production starts in Turkey under license agreements in a heavily protected domestic economy.

Turkey takes first steps to liberalize its economy and integrate with the rest of the world.

Customs Union is signed with the EU in 1996. Exports start to increase. Incentives are introduced for production in Turkey.

Turkey becomes a major hub in automotive production and moves up the value chain from an assembly center to full product development and manufacturing with focus on R&D.

Turkey is the 14th largest auto manufacturing hub in the world and 4th largest among European countries.

First Years

1980s

1990s

2000-2010

2010-2018

2019+

1928 – Vehbi Koç is assigned as Ankara Ford dealer

1959 – Otosan is founded as Ford assembler in Turkey

1960 – Otosan's first production: Ford Consul

1966 – Otosan produces the first Turkish car Anadol

1967 – Otosan produces its first Transit

1982 – İnönü Plant opens

1983 – Cargo production starts

1983- Ford Motor Co. increases its share in Otosan to 30%

1985 – Production of Ford Taunus

1986 – Otosan produces Turkey's first diesel engine ERK

1992 – Production of the new generation Transit

1993 - Production of Ford Escort

1997 – Ford assumes 41% equity in 'Ford Otosan'

1998 – Ford Otosan spare parts distribution center opens

2001 – Gölcük Plant opens

2002 – Transit Connect launches

2003 – New Cargo launches

2003 – Transit Connect 'International Van of the Year'

2007 – Gebze Engineering Center opens

2007 – Transit 'International Van of the Year'

2009 – First vehicle export to North America

2010 – Ford Otosan's 50th Anniversary

2010 – Transit Connect 'N.A. Truck of the Year'

2012- Launch of Custom

2013/14- JMC engine & truck licensing agreements

2014 – Yeniköy Plant opens. Launch of Transit and Courier

2015 – Sancaktepe Engineering Center opens

2016 – Ecotorq engine production starts

2017/18 – Capacity increase at Gölcük Plant

2018 – F-Max is «International Truck of the Year 2019»

2019 – Custom PHEV is « International Van of the Year 2020 »

2019 – Gölcük Plant included in the Global Lighthouse Network
2020 - Transit and Custom Safety Awards in Euro NCAP

2021-Ecotorq Transmission production starts

2021- Largest investment of the Turkish Auto Industry Announcement
2021-Agreement with Ford Motor Co for next gen 1 ton CV production

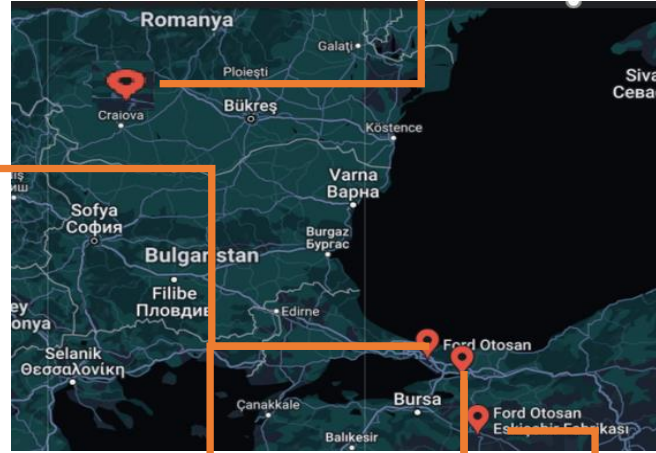
Plants and Facilities

Locations

Sancaktepe Parts Distribution Center (1998)



Sancaktepe Engineering Center (2015)



Craiova Plant (2022)



Eskişehir Plant (1982): Ford Trucks and engines

Gölcük Plant: Transit (2001), Custom (2012)



Yeniköy Plant: Courier (2014)



Gölcük Plant – Lead Manufacturing Plant of Ford Transit



- 385,000 units manufacturing capacity
- 340,000 m² covered area
- Opened in 2001
- The only Ford factory and among 4 automotive factories in the world included in the **Global Lighthouse Network**

Shaping the Future of Advanced Manufacturing and Production

WORLD
ECONOMIC
FORUM

McKinsey
&Company

WEF & McKinsey teams jointly did a comprehensive scanning of 1,000+ leading manufacturers across all industries and geographies to select 10 lighthouse factories for 2019.

Ford Otosan Gölcük Plant has been designated as an **Advanced Fourth Industrial Revolution (4IR) Lighthouse** and joined WEF Fourth Industrial Revolution front-runners.

The lighthouses are the factories that have taken **Fourth Industrial Revolution technology** from pilots to integration at scale, thus realizing significant financial and operational benefits.

Ford Otosan leverages digital manufacturing and advanced automation tools to increase its capacity w/o investments and keep increasing employee engagement through out this process.

Yeniköy Plant – The Single Production Center of Ford Courier in the World



Opened on 22 May 2014 at Gölcük plant site
122,000 m² covered area
Environment and disabled-friendly plant

Eskişehir Plant – Center of Excellence for Ford Trucks



F Trucks 18.7 K



Opened in 1982

118,000 m² covered area

86.5k units engine, 140k units powertrain, 15k units transmission production capacity

- 12.7L and 9.0L E6 Ecotorq engines for heavy truck
- 2.2L 4-cyl. Puma and 2.0L 4-cyl. Panther engines for Transit

Craiova Plant - A new chapter in Ford Otosan's continuing success story



- Ford Otosan and Ford Motor Company signed Share Purchase Agreement for the transfer of Ford Romania SA shares on 14 March 2022.
- Craiova Plant has 250,000 vehicle and 365,000 engine manufacturing capacity
- Next generation Courier will be built in Craiova. ICE version will be launched in 2023, followed by all-electric version in 2024.
- Also, Ford Otosan will manufacture Puma in Craiova with the addition of an all-electric version in 2024.
- Ford Otosan will pay EUR 575 million for the purchase of all shares between 2022 and 2028 and a conditional amount of EUR 140 million in 2028 subject to Romania plant capacity utilization in 2028-2034.

Sancaktepe Parts Distribution Center – 97% Fill Rate



Opened in 1998

35,000 m² warehouse: Largest of its kind in Turkey

4th largest warehouse capacity among Ford's parts distribution centers in Europe

Sancaktepe Engineering Center



Center of Excellence for Ford Trucks and heavy duty diesel powertrain for large trucks

Global engineering lead for Ford Trucks (heavy trucks) and related powertrains

Global support for diesel powertrain engineering

Global support for light commercial vehicle development (B- & C-car derived Integrated Style Vans)

Products

Ford Transit, Best-Selling Van in the World

- Longest-running model in Ford of Europe's product range
- Manufactured by Ford Otosan since 1967
- Ford Otosan is the lead manufacturing plant of Transit globally
- All-New Transit launched from March 2014 to October 2014 in 3 phases
- Facelifted in 2Q19

TRANSIT

Chassis Cab

Van

Minibus



Loading Capacity:
3.3 tons – 4.7 tons



Loading Capacity:
9.5m³ - 15.1 m³



Seating Capacity:
11+1 / 17+1

Market share details available on page 60.

Ford Custom

- Ford Otosan is the single global source of Ford Custom
- Launched in October 2012; facelifted in 1Q18
- First vehicle in its segment to achieve a maximum five-star Euro NCAP rating

CUSTOM

**Tourneo Custom
(People Mover)**



Long and Short Chassis
8+1 Seating Capacity
4.97m – 5.34 m

**Transit Custom
(Panelvan)**



**Transit Custom
(Kombi)**



**Transit Custom
(Kombi Van)**



Market share details available on page 60.

Ford Custom PHEV: First in its segment

2020 International Van of the Year (IVOTY) Award



- Zero-emission driving capability
- No range anxiety
- Simple charging
- No compromise to load volume and payload
- 13.6 kWh lithium-ion battery
- Four Selectable EV drive modes

Performance

- Pure-electric driving range of 56km
- Over 500 km total range using range extender
- CO2 emissions: 60 g/km
- Fuel efficiency 2.7 l/100km

Charging Time

- Domestic 240-volt 10-amp power supply: 4.3 hours
- Commercial type-2 AC vehicle charger: 2.7 hours

Please visit page 93 for further details.



Next - Generation 1-Ton CV Will Be Built by Ford Otosan



VOLKSWAGEN
AKTIENGESELLSCHAFT

- Diesel, plug-in hybrid and all-electric variants of Ford's 1-ton CV, "Next - Generation Custom Family" will be manufactured starting gradually in 1H23.
- Next generation VW 1-ton CV vehicle will also be built in Kocaeli as part of the Ford-VW Alliance.
- EUR 1,390 million investment over the course of the next 5 years
- 1-ton CV production capacity will grow to 405,000 units, replacing the current 180,000 units capacity for the similar product,
- 11-year planned life cycle.
- Cost-plus pricing methodology

<https://www.kap.org.tr/en/Bildirim/918432>

Ford Courier

- The smallest member of the Ford commercial vehicle family
- Ford Otosan is the single global source of Ford Courier
- Launched in May 2014; facelifted in 2Q18

COURIER



Tourneo Courier
(People mover)

Transit Courier Combi Van
(Commercial)

Transit Courier Van
(Commercial)

Market share details available on page 60.

Transit and Custom Gain Awards in Euro NCAP

Ford is the only company with Gold-rated vans in both the 1-tonne and 2-tonne segments with its Custom and Transit models



Ford's advanced active safety technology helps customers to avoid accidents and minimize the expense and downtime of crash repairs

Ford Trucks & Components



Manufactured at Ford Otosan's Eskişehir Plant since 1983

TRACTOR

4x2 Tractor and 6x2 Full Trailer;

Available in E3&E5 and E6 emission levels with 13L Ecotorq engine generating power 420 and 480 PS.



Long
Haulage

ROAD TRUCK

Mainly used for local distribution and municipality 4x2, 6x2, 8x2.

Available in E3&E5 and E6 with 9L and 13L Ecotorq engine generating power 330 and 420 PS.



Distribution
Trucks

CONSTRUCTION

Tippers. Transmixers. Cement Pumps. 6x4, 8x4, 4x2, 6x2 and 8x2.

Available in E3&E5 and E6 with 9L and 13L Ecotorq engine generating power 330 and 420 PS.



Construction
Trucks

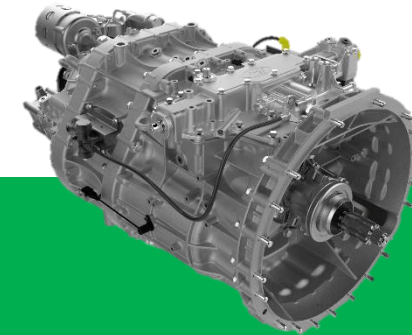
Available in 9L 330PS and 13 L 420PS, 480 PS and 500PS, Euro 6, Turbocharger with Variable-Geometry, 2500 bar Common-Rail Fuel Injection System

Ecotorq Engine



In-house designed and manufactured 16 speed MT & AMT for all 13L Ecotorq powered Heavy Duty Cargo Vehicles

Transmission



Market share details available on page 60.

Comfort / Efficiency / Technology: F-Max

IP Rights owned 100% by Ford Otosan



- Cost of ownership advantage over peers
- 80% localization rate -> 90% by 2021 ✓
- 2.5 meter cabin
- 500 PS
- Domestic launch in October 2018 ✓
- Global launch in 2019 ✓
- 2019 International Truck of the Year
- 2019 Truck of the Year in Russia, Austria and Slovakia

Electrification Roadmap

Ford Goes All-In on Electric Vehicles

Ford expects 40% of Ford global vehicle volume to be all-electric by 2030
Raised planned electrification spending to \$50+ billion by 2026
Committed to invest in AVs to \$7 billion

TURNAROUND AUTO

MODERNIZE EVERYWHERE

DISRUPT OURSELVES



Commercial Vehicles

FULL RANGE
zero emission capable
by 2024

2/3 OF SALES
expected to be all-electric
or plug-in hybrid
by 2030



Passenger Vehicles

FULL RANGE
all-electric or plug-in hybrid
by mid-2026

100% OF SALES
expected to be all-electric
by 2030

Europe-leading Ford commercial vehicle business key to future growth and profitability, supported by new products and services and Ford's strategic alliance with Volkswagen and its Ford Otosan joint venture

2019

2020

2024

2026

2030

Ford Otosan Plays Key Role in Electrification-I

Ford Otosan will build 6 out of 9 all-electric vehicles of Ford

Ford in Europe: Nine All-Electric vehicles by 2024



Ford Otosan, with its deep knowledge and expertise in electrification and commercial vehicles, will play a significant role in Ford's Electrification Plans.

Ford Otosan Plays Key Role in Electrification-II

2022: Turkey's 1st Battery Assembly Plant

- Kocaeli Plants: Turkey's 1st and only integrated automotive manufacturing plant
- Total capacity: **130,000 units**
- Ford Otosan will also develop hardware and software tests leveraging its own engineering capabilities.

Spring 2022

E-TRANSIT



1H23: Next - Generation Custom Family with Plug-in Hybrid and All-Electric Variants

2024: Next - Generation Courier Family with All-Electric Variant

2024: Puma with All-Electric Variant

Leading the Charge: E-Transit Launched in April 2022

Ford Otosan starts manufacturing E-Transit, Ford's first all-electric commercial van.



E-Transit Powers the Future of Business with Next-Level Software, Services and Capability

Performance and charging

- 67 kWh usable battery capacity
- Targeted driving range of up to 350 km (WLTP)
- DC fast charge capable up to 115 kW -> 15–80% in 34 minutes
- 11.3 kW onboard charger – 100% charge in 8.2 hours

Ownership and servicing

- Best in class one-year/unlimited mileage service intervals
- Estimated 40% reduction in service cost of ownership
- 8-year/160,000 km warranty on battery and high-voltage electric components

Loading and versatility

- 25 model variants to meet customer needs
- Maximum payload — 1,616 kg (van), 1,967 kg (chassis cab)
- No compromise to loadspace, with volumes of up to 15.1 m³

[Watch](#)

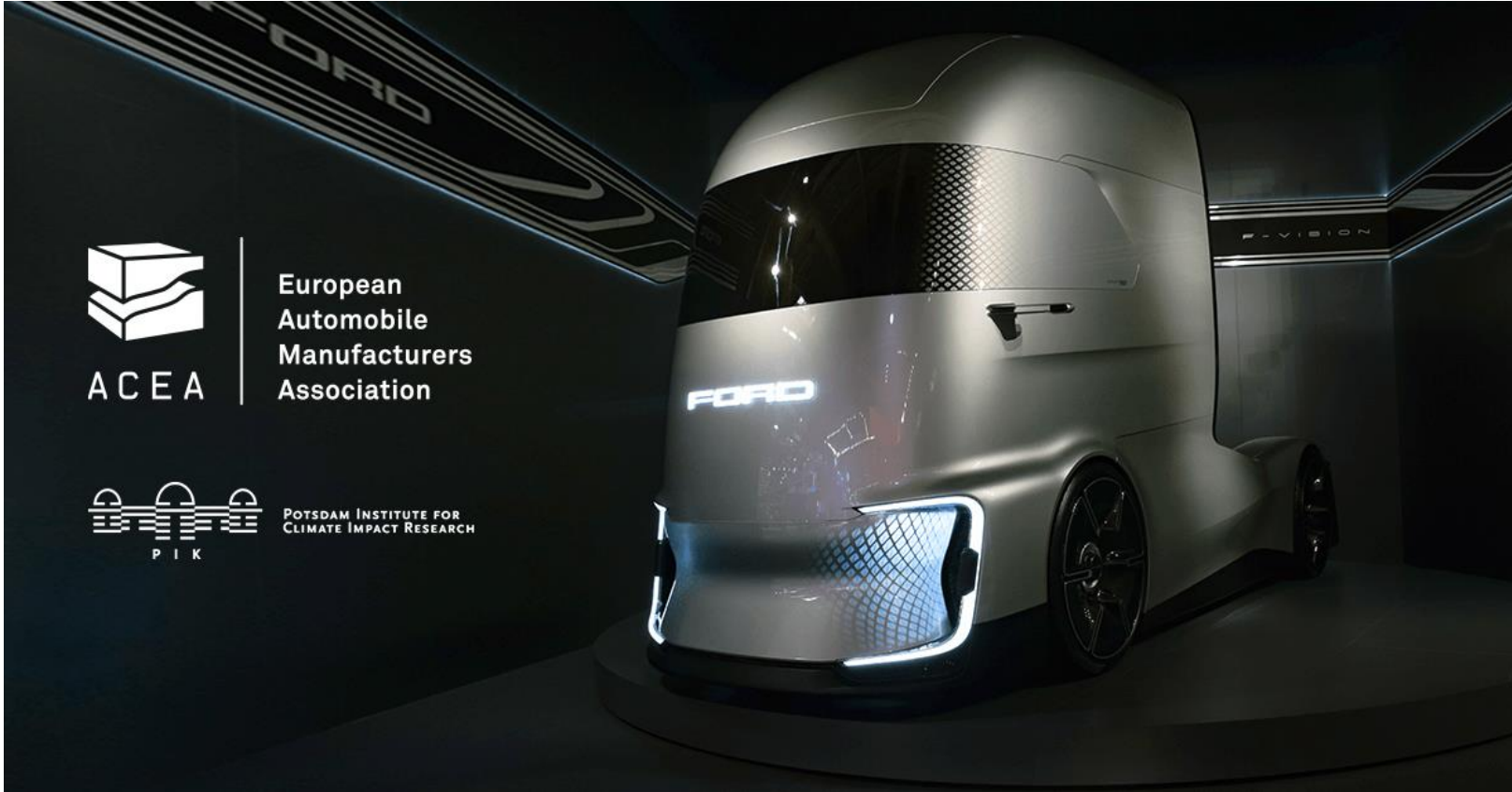


Please visit page 95 for further details.

Commitment To Zero-Emission Road Freight Transport



Ford Trucks signed the Transition To Zero-Emission Road Freight Transport statement, committing to Carbon-neutrality by 2050, implying that by 2040 all new trucks sold must be fossil free.



<https://www.acea.be/uploads/publications/acea-pik-joint-statement-the-transition-to-zero-emission-road-freight-trans.pdf>

Investment Case

Ford Otosan's Value Proposition

Scale & growth

Industry leader in Turkish and European commercial vehicle sales
Turkey's export champion and **Europe's largest commercial vehicle manufacturer**
Heavy truck volume and profitability growth with local and international expansion

Resilience & efficiency

€-denominated cost-plus export revenues, including non-€ countries
High capacity utilization
Efficient, flexible and low-cost manufacturing and engineering competency

Strong balance sheet & prudent risk management

Surging FCF generation with competitive positioning and products
Growth and profitability driven by product mix, pricing and cost discipline
Natural hedge of fx-payables due to fx-denominated export revenues

Value creation

Dividend growth with surging FCF and strong balance sheet
Strong relative share performance
Commitment to **creating long term value by embracing sustainability at every step of our decision making and processes**

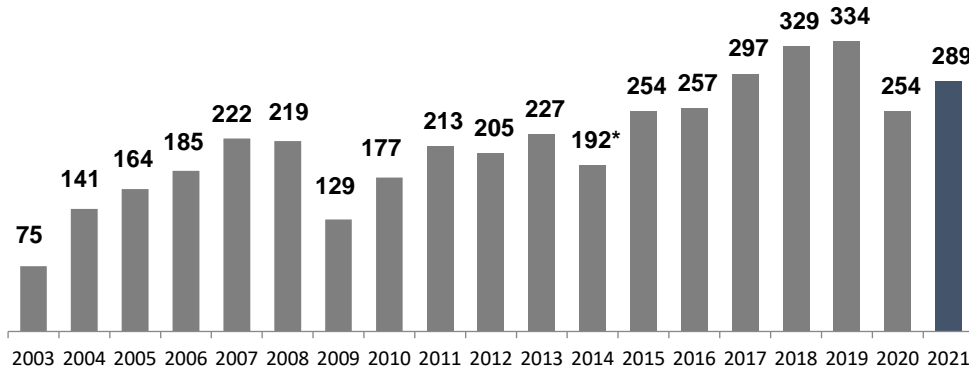
Relatively Favorable Taxes on Commercial Vehicles

| Passenger Cars | | | | | Commercial Vehicles | | | | | | |
|---|-----------------|-------|-------|------------|--|-------|-------|-----------|------|----|-----------|
| Engine Size | Base Price (TL) | SCT % | VAT % | Total % | Model | SCT % | VAT % | Total % | | | |
| <1.6 lt | <120,000 | 45 | 18 | 71 | Transit Van Transit Minibus (16+1) (17+1) Transit Chassis Cab Transit Custom Van Transit Courier Van Connect Van Ranger | 4 | 18 | 23 | | | |
| | 120,000-150,000 | 50 | 18 | 77 | | | | | | | |
| | 150,000-175,000 | 60 | 18 | 89 | | | | | | | |
| | 175,000-200,000 | 70 | 18 | 101 | | | | | | | |
| | >200,000 | 80 | 18 | 112 | | | | | | | |
| 1.6-2.0 lt | <200,000 | 130 | 18 | 171 | | | | | | | |
| | >200,000 | 150 | 18 | 195 | | | | | | | |
| > 2.0 lt | | 220 | 18 | 278 | Transit Minibus (11+1) (14+1) | 9 | 18 | 29 | | | |
| <ul style="list-style-type: none"> Tax increase for PCs is effective as of August 29, 2020. Above rates are valid for diesel and gas engines. Different SCT rates apply for electric and hybrid vehicles. Previous tax changes as follows: <p>< 1.6 lt 27% to 30% (Aug 2003), 30% to 37% (Sep 2006), < 1.6 lt 37% to 18% (Apr 2009), 18% to 27% (Oct 2009), 27% to 37% (Apr 2010) < 1.6 lt 37% to 40% (Sept 2012), 40% to 45% (Jan 2014) < 1.6 lt 45% to 45-50-60% (Nov 2016)</p> <p>1.6-2.0 lt 60% to 80% (Oct 2011), 80% to 90% (Jan 2014) 1.6-2.0 lt 90% to 100-110% (Nov 2016) > 2.0 lt 84% to 130% (Oct 2011), 130% to 145% (Jan 2014) > 2.0 lt 145% to 160% (Nov 2016)</p> <p>** 10% to 15% (Oct 12, 2011)</p> | | | | | Transit Combi Transit Custom Combi Transit Custom Combi Van Tourneo Custom Transit Courier Combi Van Tourneo Courier Transit Connect Combi | | | | 15** | 18 | 36 |
| | | | | | Ford Trucks (heavy truck) | 4 | 18 | 23 | | | |
| | | | | | Electric Vehicles | | | | | | |
| | | | | | Engine power of; | | | | | | |
| | | | | | < 85 kW | 10 | 18 | 30 | | | |
| | | | | | 85-120 kW | 25 | 18 | 48 | | | |
| | | | | | > 120 kW | 60 | 18 | 89 | | | |

VAT: Value Added Tax
SCT: Special Consumption Tax

Scalable & €-Denominated Export Business

Exports (000 units)

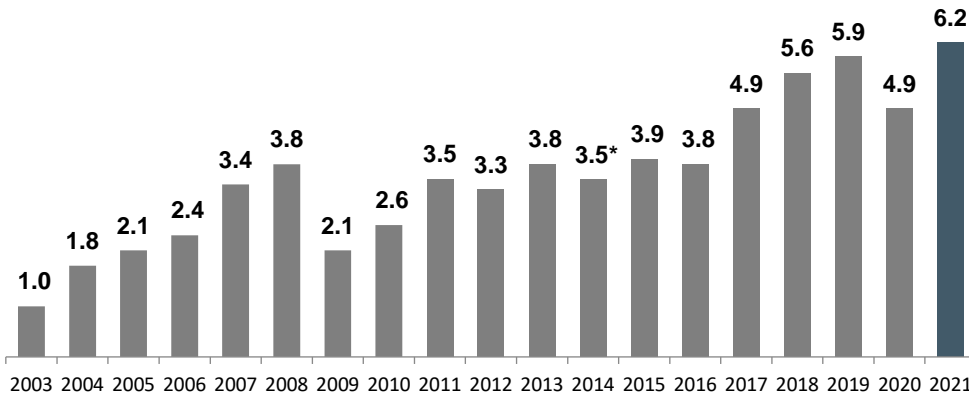


All export agreements are €-denominated, including non-€ countries

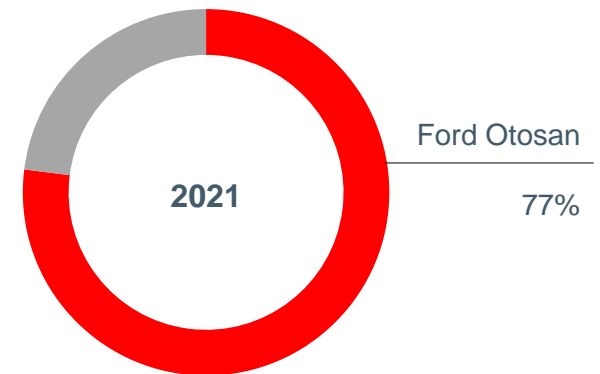
Export receivables are easy to manage as Ford of Europe is the **single counterparty**

Export receivables from Ford Motor Co. and its subsidiaries are collected within average **14 days**

Export Revenue (US\$ bn)



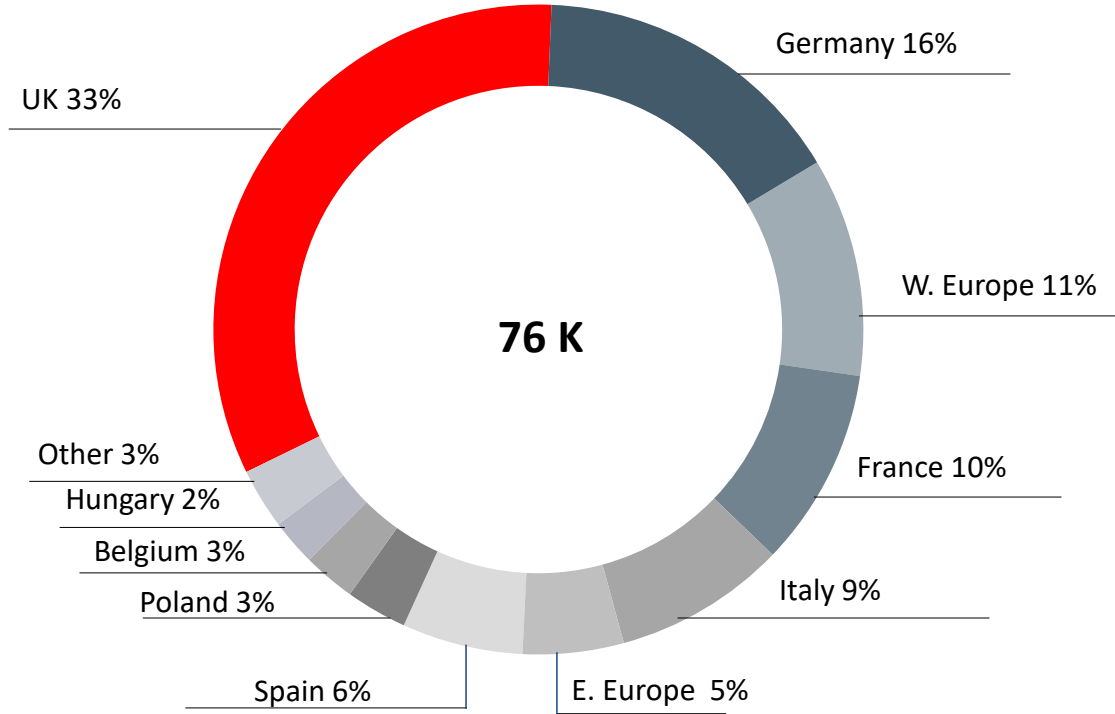
Turkey's CV exports



*2014 numbers reflect the transition to new product range and relevant ramp-up period.

Turkey's Export Champion

Export breakdown (1Q22, units)



All export agreements are €-denominated including non-€ countries

European Van Market Has Made a Slow Start in 2022

Van registrations contracted by 22% in 1Q22

Vans up to 3.5 tons: Ford Otosan's export segment

| % Change | Jan | | Feb | | Mar | | Apr | | May | | Jun | | Jul | | Aug | | Sep | | Oct | | Nov | | Dec | | YTD | | |
|------------------|------------|-----------|------------|-----------|------------|------------|-----|------------|-----|-----------|-----|-----------|-----|------------|-----|-----------|-----|------------|-----|------------|-----|------------|-----|------------|-----|------------|-----------|
| Year | '22 | '21 | '22 | '21 | '22 | '21 | '22 | '21 | '22 | '21 | '22 | '21 | '22 | '21 | '22 | '21 | '22 | '21 | '22 | '21 | '22 | '21 | '22 | '21 | '22 | '21 | |
| UK | -27 | 2 | -6 | 22 | -28 | 86 | | 799 | | 289 | | 14 | | -15 | | 6 | | -40 | | -5 | | 10 | | 8 | | -24 | 43 |
| Germany | -2 | -19 | -12 | -2 | -22 | 36 | | 71 | | 48 | | 28 | | -13 | | -16 | | -18 | | -25 | | -25 | | -12 | | -14 | 5 |
| Italy | 1 | -9 | -6 | 11 | -11 | 269 | | 972 | | 48 | | 2 | | -17 | | -10 | | -14 | | -23 | | -16 | | -9 | | -5 | 42 |
| Spain | -27 | -31 | -27 | -18 | -47 | 169 | | 771 | | 89 | | -5 | | -33 | | -29 | | -30 | | -37 | | -33 | | -35 | | -36 | 12 |
| France | -19 | 7 | -24 | -5 | -29 | 183 | | 471 | | 31 | | -10 | | -19 | | -16 | | -17 | | -25 | | -12 | | -11 | | -24 | 35 |
| Poland | -3 | 5 | -9 | 24 | -20 | 78 | | 163 | | 90 | | 45 | | -5 | | 15 | | 8 | | -4 | | 1 | | -6 | | -12 | 35 |
| Total | -16 | -6 | -17 | 3 | -28 | 102 | | 250 | | 68 | | 10 | | -16 | | -6 | | -21 | | -16 | | -12 | | -10 | | -22 | 27 |
| Total YTD | -16 | -6 | -17 | -2 | | 27 | | 51 | | 54 | | 44 | | 33 | | 28 | | 20 | | 16 | | 13 | | 11 | | -22 | |

| % Change | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| UK | -36 | 20 | 17 | -8 | 13 | 19 | 16 | 1 | -4 | -1 | 2 | -20 | 21 |
| Germany | -24 | 16 | 19 | -6 | -3 | 7 | 4 | 9 | 5 | 5 | 7 | -12 | -1 |
| Italy | -22 | 6 | -6 | -32 | -13 | 16 | 12 | 50 | -3 | -6 | 3 | -15 | 15 |
| Spain | -36 | 9 | -10 | -26 | 11 | 33 | 36 | 11 | 16 | 8 | 0 | -27 | -4 |
| France | -19 | 12 | 3 | -11 | -4 | 2 | 2 | 8 | 7 | 5 | 5 | -16 | 8 |
| Poland | -29 | -3 | 10 | -10 | 7 | 8 | 17 | 12 | 2 | 13 | 2 | -15 | 24 |
| Total | -31 | 9 | 7 | -13 | -0 | 11 | 12 | 12 | 4 | 3 | 3 | -18 | 11 |
| Total Units (k) | 1.376 | 1.489 | 1.589 | 1.377 | 1.375 | 1.535 | 1.714 | 1.920 | 1.996 | 2.059 | 2.116 | 1.732 | 1.917 |

Registrations (Units):

Mar '22 YTD: 404 K

Mar'21 YTD: 517 K

'The LCV market has made a slower start to 2022 compared with 1Q21, reflecting the cyclical nature of fleet operator investment, amid global supply shortages and increasing economic pressures.' – SMMT chief Mike Hawes

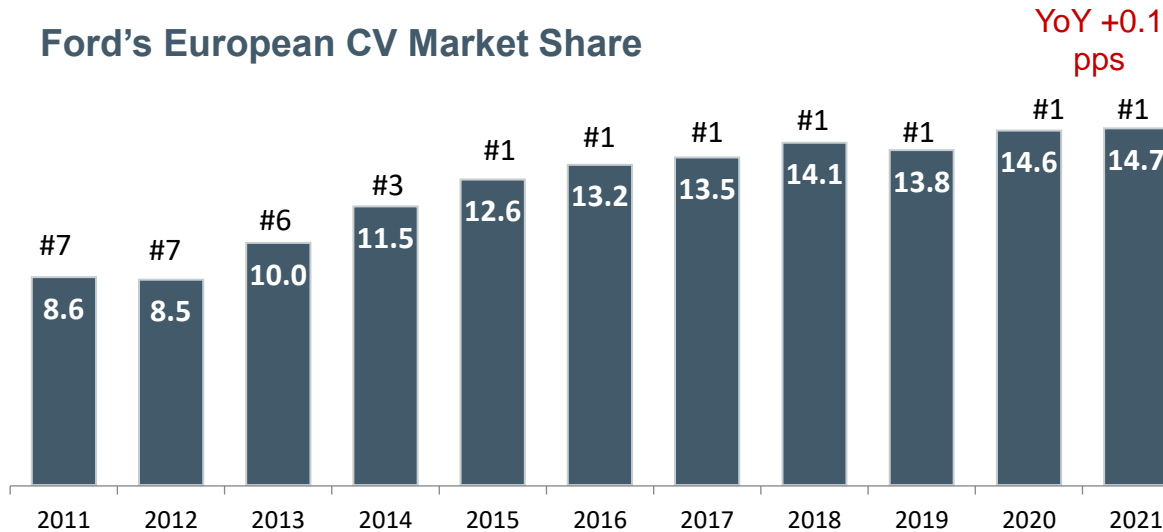
Source: ACEA, SMMT

* 26 European markets + UK

Ford Remains Europe's Top-Selling CV Brand

Home delivery trend fosters Ford's success in CV segment

Ford's European CV Market Share



Ford continued to be **No. 1 CV brand across Europe** for the 7th consecutive year.

No. 1 CV brand in 9 markets
(UK, IRL, DK, FIN, GR, HU, CZ, RO, TR)

Ford's CV sales **increased 11% YoY.**

Despite COVID-19 and the ongoing semiconductor shortages constrained production capacity across the auto sector, **Ford closed 2021 with strong performance in CV.**

Ford Transit Custom is the best-selling Ford vehicle in Europe and the best-selling vehicle in the UK in 2021

Source: Ford of Europe 2021 Sales Release, reporting sales for its 20 European traditional markets. In line with the Ford global standard, the sales reports are published quarterly.

Ford Otosan: Key Driver of Ford's Market Share

and Pillar of profitability for Ford of Europe



Transit



Custom



Connect
(produced in Spain)



Courier

FORD OTOSAN produces

88%
of Transit Family vans
sold in Europe

Large Scale Investment Program

2010-2014 Transit Range

Transit



Custom



US\$ 850
million

Courier



€ 370 million

Yeniköy



2015-2018 Ford Trucks

US\$ 400
million +



Favorable Financing Terms

- €150 million loan agreement signed with EBRD in 2010 (Closed)
5-year term with 2-years grace period at Euribor + 2.75%
- €190 million loan agreement signed with EIB in 2012 (Closed)
8-year term with 2-years grace period
€100 million in Q3 at 2.06%
€90 million in Q4 at 1.47%
- €100 million loan agreement signed with a consortium of foreign banks in July 2014 (Closed)
(HSBC, Societe Generale and The Bank of Tokyo-Mitsubishi UFJ, Ltd.)
4-year term with 2-years grace period at Euribor + 2.30%
- €140 million loan agreement signed with EBRD and a consortium of foreign banks in July 2014 (Closed)
€70 million funded by EBRD and €70 million funded as syndicated loan
(HSBC, Societe Generale, The Bank of Tokyo-Mitsubishi UFJ, Ltd. and Credit Agricole)
5-year term with 2-years grace period at Euribor + 2.25%
- €100 million loan agreement signed with EIB in December 2015 and utilized in 1Q 2016
6-year term at 0.87%
- €150 million loan agreement signed with EBRD in April 2017
7-year term with 3-years grace period at Euribor + 1.95%

Short Term Portion of Long Term Loans

('000 TL, 31 December 2021)

2021: 3,733,404

Payment Schedule, Long Term Loans

('000 TL, 31 December 2021)

2023: 3,089,074

2024: 2,478,784

2025: 2,113,774

2026: 1,994,758

2027: 549,904

2028: 523.111

Effective interest rates

ST borrowings: **0.57%**

ST portion of LT borrowings: **1.79%**

LT borrowings: **2.23%**

Interest expenses (000 TL)

1Q2022: 111,605

1Q2021: 56,910

EBRD Loan Agreement to finance 1-Ton New Generation CV Investment

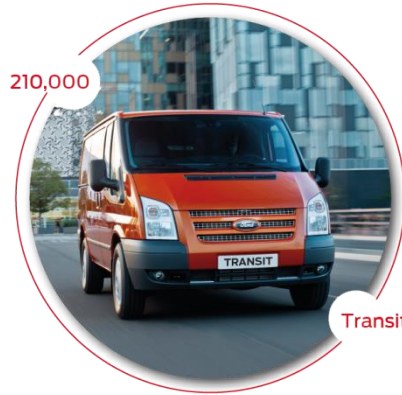
The financing, shared by the EBRD and commercial lenders, is part of the Bank's drive to fund the green transition and supports Ford's aim of leading the electrification of the automotive industry for a climate-friendly, more sustainable future.

- €650 million loan agreement signed with EBRD on July 14, 2021
 - ✓ € 175 million will be funded by EBRD
 - ✓ € 475 million will be delivered by a syndicate of lenders (Akbank AG, Bank of China Limited, BNP Paribas Fortis Sa-Nv Brussels, Emirates NBD Bank PJSC, Green for Growth Fund Southeast Europe S.A. SICAV-SIF, HSBC Bank Middle East Limited, Industrial and Commercial Bank of China Limited, Mediobanca – Banca di Credito Finanziario S.p.A., MUFG Bank Ltd, Qatar National Bank (Q.P.S.C.), Société Générale.)

- € 325 million has a 5-year term with 2-years grace period at Euribor + 2.30%
- € 325 million has a 7-year term with 2-years grace period at Euribor + 2.45%
- The funds are expected to be utilized till January 31, 2022.

Highest Commercial Production Capacity in Turkish Automotive

Old: 330.000 (pre-investments)



Kocaeli Plant



İnönü Plant



New: 415,000 (2014) → 440,000 (2017) → 455,000 (2018) → 471,700 (2022)

Transit

190,000

Custom

195,000

Courier

68,000

Truck

18,700

Gölcük Plant

Yeniköy Plant

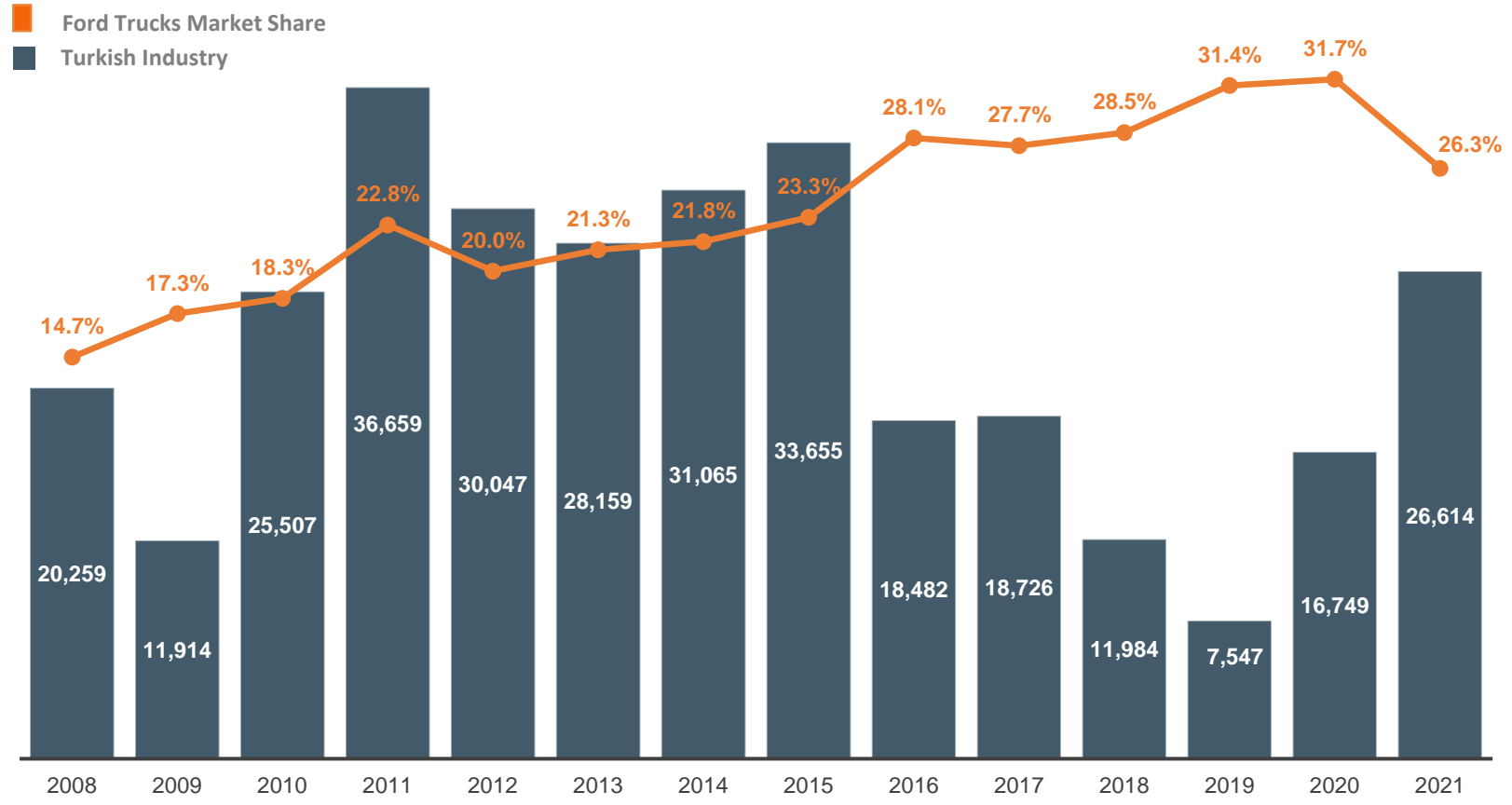
Eskişehir Plant

Kocaeli Plants



Strong Domestic Performance

TRUCKS



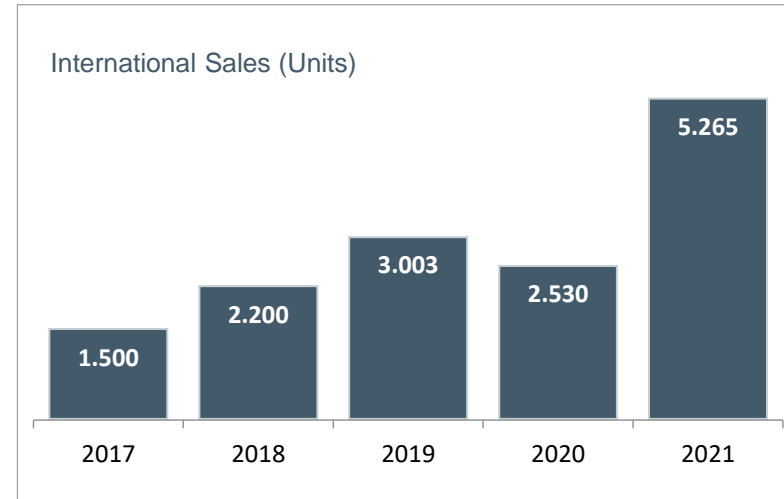


International Expansion

TRUCKS

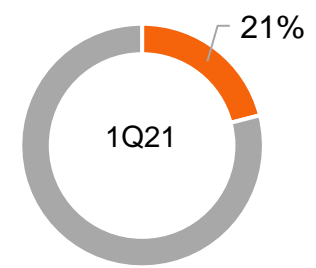
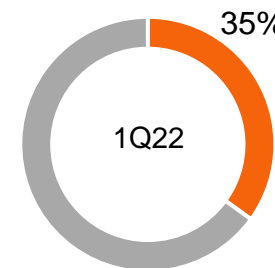
International Sales grew by 56% in 1Q22

| Countries | 2011-2020 | 2021 | 2022 | 2023 | 2024 |
|------------------|-----------|-----------|-----------|-----------|-----------|
| | Europe | 16 | 21 | 24 | 25 |
| Africa | 8 | 8 | 8 | 8 | 9 |
| Middle East | 8 | 8 | 8 | 8 | 8 |
| Russia & Eurasia | 5 | 5 | 5 | 6 | 6 |
| Total | 38 | 42 | 45 | 47 | 50 |



| Volumes | 1Q21 | 1Q22 | YoY Growth |
|----------------------------------|--------|--------|------------|
| International Markets Industry | 49.796 | 73.972 | 49% |
| Ford Trucks' International Sales | 790 | 1.231 | 56% |

Share of Western Europe in F-Trucks International Sales





W. Europe Expansion Accelerated in 2021

TRUCKS





Main Export Markets

TRUCKS

HCV up to 16 tons: Ford Trucks' main export markets

| % Change | Jan | | Feb | | Mar | | Apr | | May | | Jun | | Jul | | Aug | | Sep | | Oct | | Nov | | Dec | | YTD | |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Year | '22 | '21 | '22 | '21 | '22 | '21 | '22 | '21 | '22 | '21 | '22 | '21 | '22 | '21 | '22 | '21 | '22 | '21 | '22 | '21 | '22 | '21 | '22 | '21 | '22 | '21 |
| Poland | 58 | 10 | -18 | 51 | -19 | 127 | | 295 | | 222 | | 68 | | 71 | | 40 | | 39 | | 23 | | 7 | | 70 | -4 | 63 |
| Italy | 2 | 7 | -1 | 15 | 2 | 76 | | 181 | | 71 | | 47 | | 14 | | -6 | | 18 | | -19 | | -10 | | 15 | 1 | 28 |
| Spain | 17 | -9 | 4 | 10 | -6 | 96 | | 115 | | 129 | | 27 | | -8 | | -6 | | -12 | | -5 | | -19 | | 6 | 5 | 21 |
| Czech Republic | 31 | -14 | 15 | 13 | -12 | 59 | | 89 | | 140 | | 65 | | 19 | | 7 | | -13 | | 4 | | 4 | | 22 | 7 | 19 |
| Lithuania | -10 | 26 | -42 | 67 | -29 | 59 | | 254 | | 583 | | 231 | | 135 | | 15 | | 23 | | -4 | | 32 | | 146 | -29 | 49 |
| Romania | 46 | -7 | -2 | 19 | 35 | 75 | | 281 | | 161 | | 41 | | 8 | | 58 | | -22 | | 9 | | 55 | | 45 | 25 | 25 |
| Hungary | 18 | 31 | 41 | -3 | 5 | 86 | | 200 | | 150 | | 101 | | 22 | | 9 | | 9 | | 0 | | 6 | | 46 | 21 | 31 |
| Portugal | 9 | -12 | 16 | 28 | -17 | 117 | | 353 | | 159 | | 97 | | -37 | | -36 | | -54 | | 7 | | -3 | | 1 | 0 | 31 |
| Bulgaria | 14 | -9 | -11 | 8 | 53 | 85 | | 298 | | 256 | | 114 | | 27 | | 86 | | 20 | | -7 | | 12 | | 186 | 19 | 15 |
| Slovakia | 4 | -8 | -5 | 41 | 21 | 86 | | 347 | | 126 | | 78 | | 16 | | 5 | | 8 | | 76 | | 16 | | 91 | 7 | 32 |

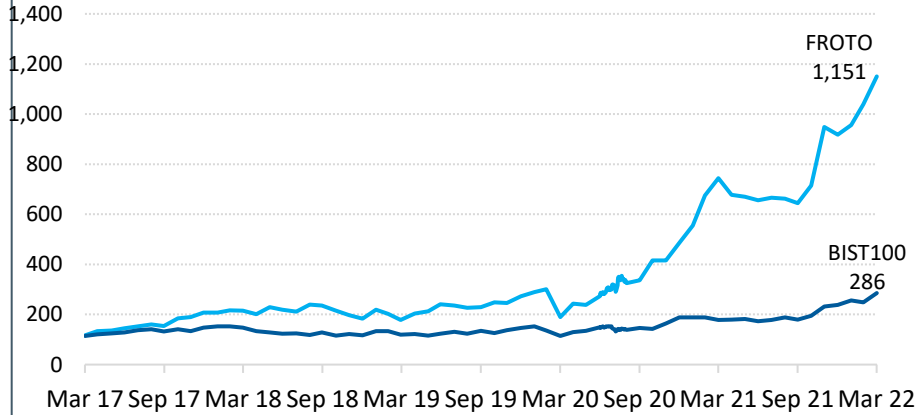
| % Change | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|----------------|------|------|------|------|------|------|
| Poland | 21 | 5 | 9 | -6 | -29 | 65 |
| Italy | 55 | 6 | 5 | -10 | -11 | 24 |
| Spain | 9 | -1 | -4 | 3 | -23 | 13 |
| Czech Republic | 6 | -11 | -1 | 2 | -30 | 26 |
| Lithuania | 18 | 66 | 19 | -11 | -36 | 67 |
| Romania | 32 | -22 | 19 | -6 | -41 | 43 |
| Hungary | -4 | 3 | 8 | -15 | -38 | 39 |
| Portugal | 22 | 7 | -5 | -7 | -11 | 4 |
| Slovakia | 1 | -9 | 0 | -20 | -44 | 53 |

Source: ACEA



Focus on Shareholder Value

Strong relative share performance

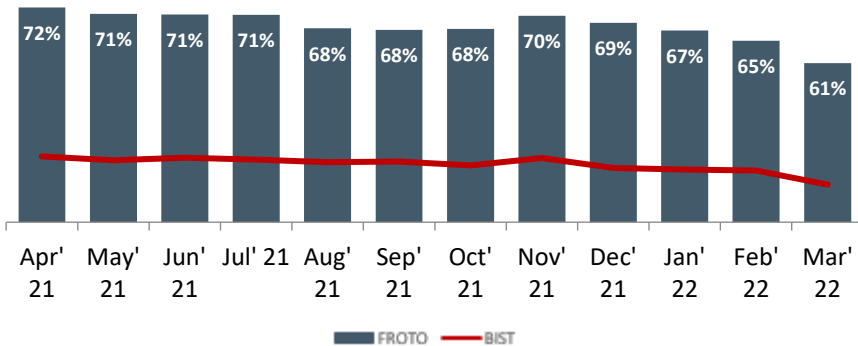


Commitment to corporate governance

- Separate GM and Chairman roles
- Independent BoD members
- Board Committees
 - Audit Committee
 - Corporate Governance Committee
 - Risk Committee
 - Remuneration Committee
- Highly experienced professional Executive Management
- Performance based compensation

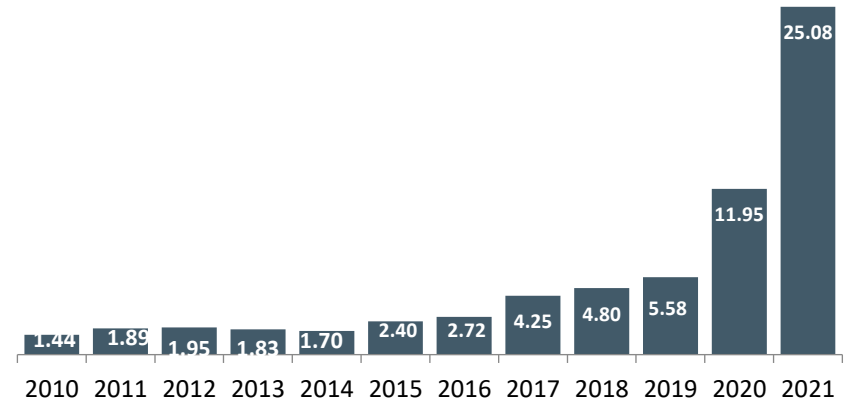
Large Institutional Investor Base

Foreign ownership in free float



Strong Earnings Growth

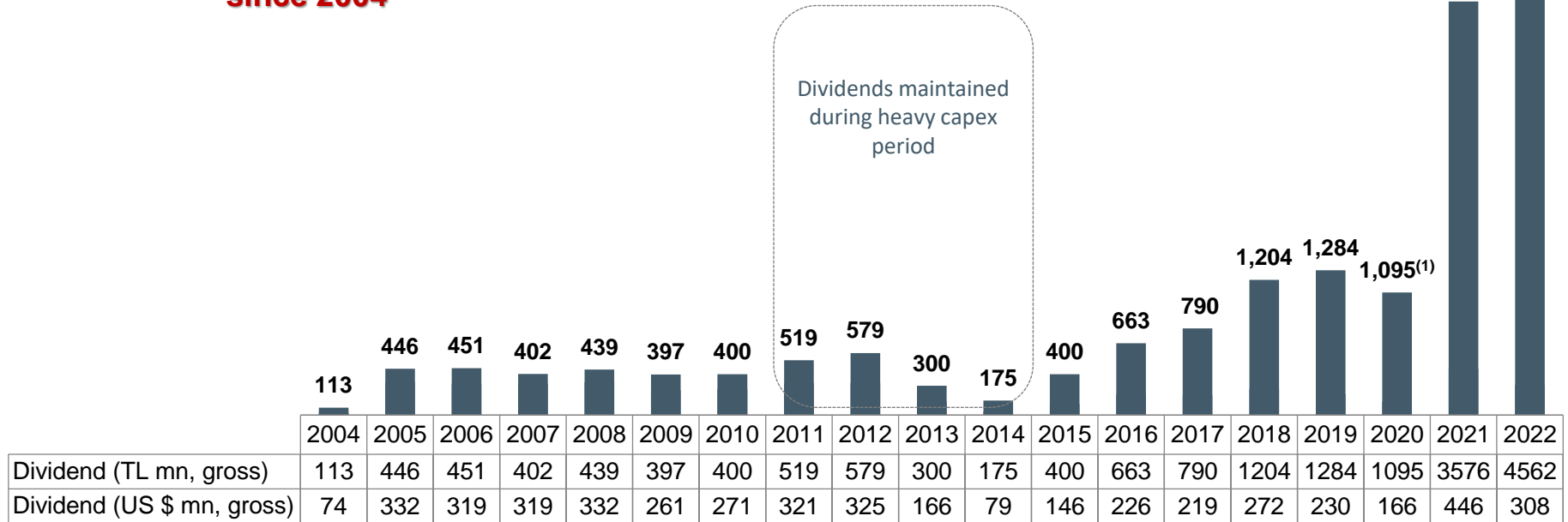
EPS (for Kr 1 nominal value)



Commitment to Dividends

4.8 billion US\$

Ford Otosan's dividend payments
since 2004



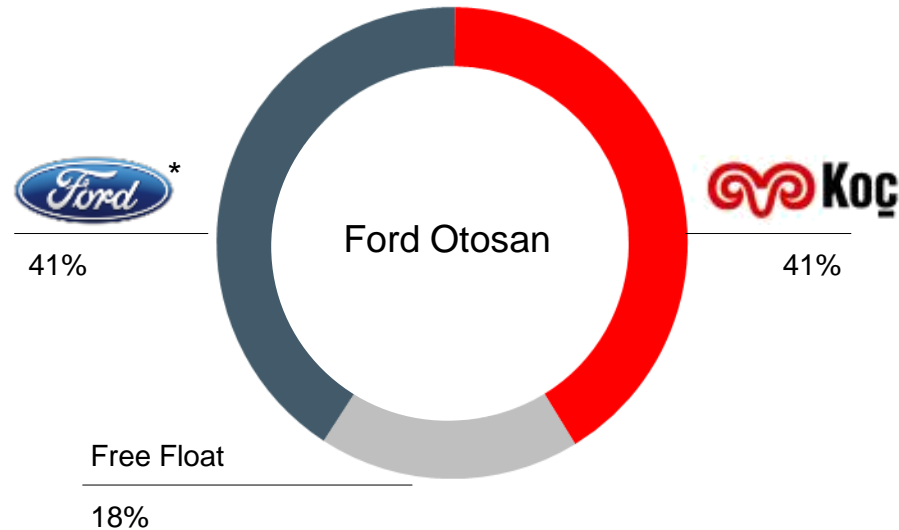
⁽¹⁾ Single dividend payment in 2020 due to Covid-19 related dividend distribution limitation by the Presidential Decree .

⁽²⁾ 4.6 billion TL paid as 1st dividend on March 24.

Dividend Policy

In principle, subject to be covered by the resources existing in legal records, and subject to the decision of the Ordinary or Extraordinary General Assembly Meeting, excluding periods of large investment or severe economic downturn, by taking into consideration other legislation, financial and market conditions, long-term strategy, investment and financing policies, profitability and cash position, minimum 50% of the distributable profit for the period calculated within the framework of the Capital Markets Legislation is distributed in the form of cash or stock.

Strong & Committed JV Partner Support



Ford Motor Company is a global company based in Dearborn, Michigan. The company designs, manufactures, markets and services a full line of Ford cars, trucks, SUVs, electrified vehicles and Lincoln luxury vehicles, provides financial services through Ford Motor Credit Company and is pursuing leadership positions in electrification; mobility solutions, including self-driving services; and connected services. Ford employs approximately 184,000 people worldwide.

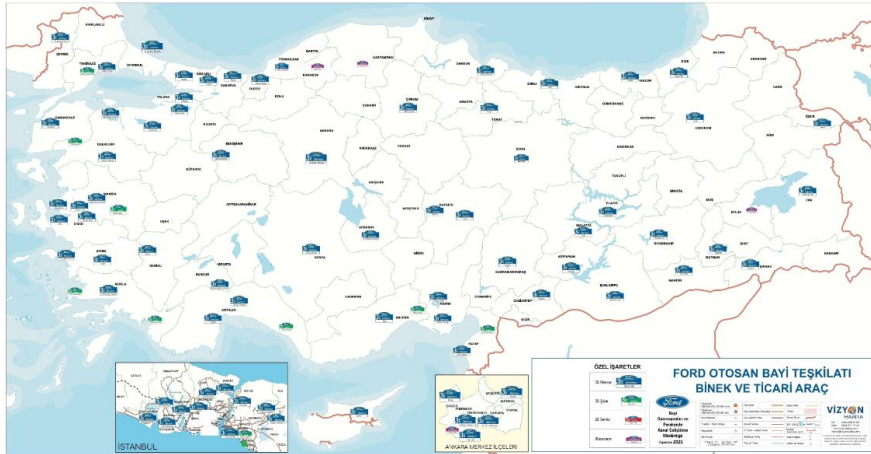
Established in 1926, Koç Holding is Turkey's leading investment holding company and the Koç Group is Turkey's largest industrial and services group in terms of revenues, exports, share in Borsa İstanbul's market capitalization and employment generation. While maintaining its leadership position in Turkey, The Koç Group focuses on sustainable and profitable growth with an aim to be a key player in its region and in the world.

Koç Holding ranks among the world's top 500 companies in Fortune Global 500 (2021 report).

* Ford Deutschland Holding GmbH: %100 owned by Ford Motor Company

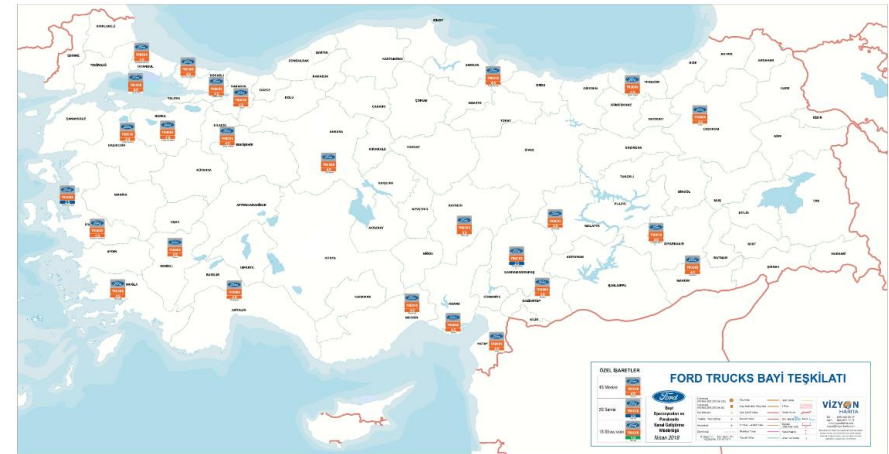
Large Distribution Network

- Maintenance, service and repairs provided through our customer-focused and innovative network.
- Dealers are separate legal entities; no ownership by Ford Otosan.
- Dealer receivables from domestic dealers are collected using a Direct Debit System.



Light Vehicles (PC+LCV+MCV)

Sales 79
After-Sales 79

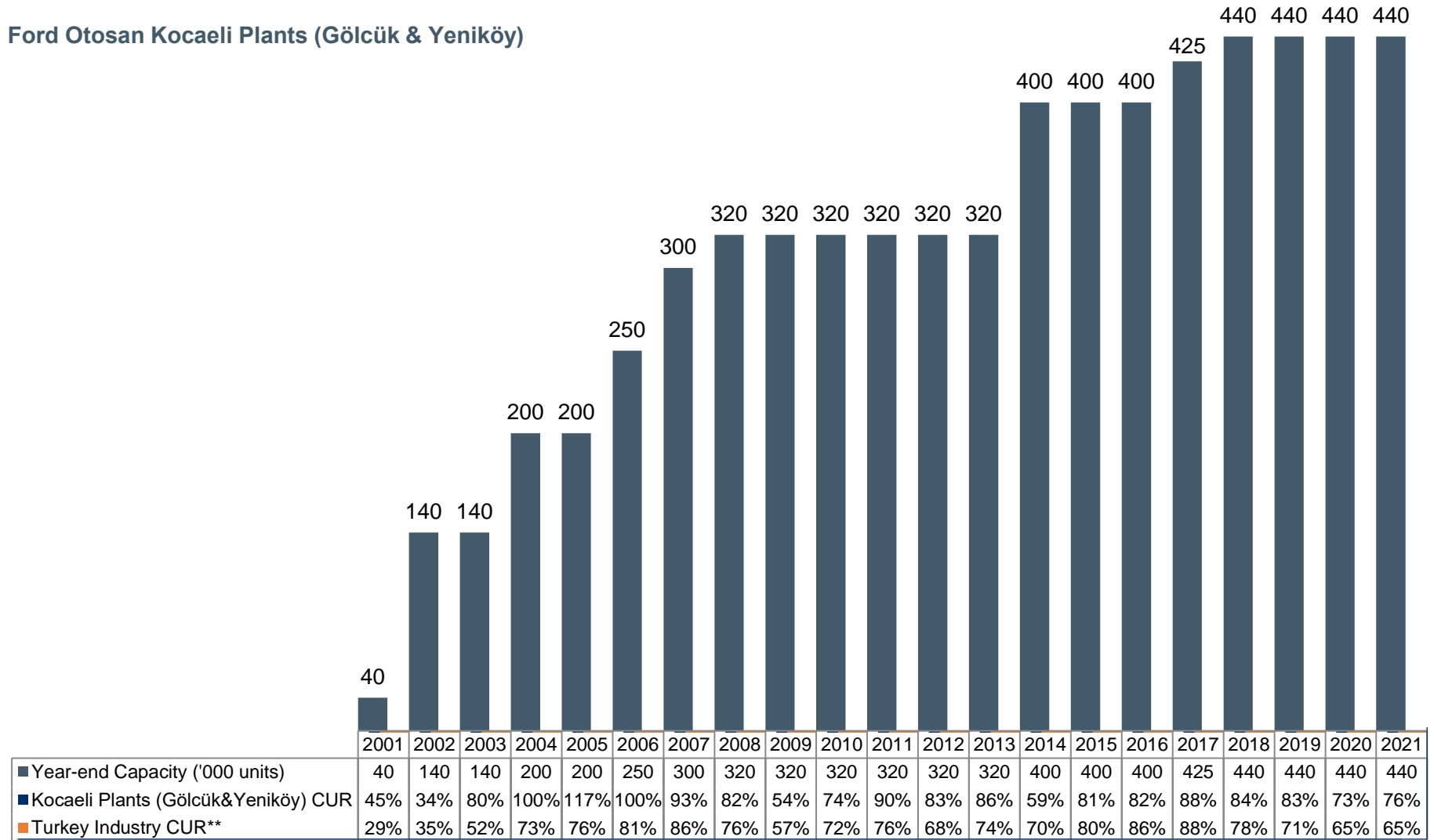


Ford Trucks

Sales 24
After-Sales 26

Efficient Production Hub

Ford Otosan Kocaeli Plants (Gölcük & Yeniköy)



*2014 numbers reflect the transition to new product range and relevant ramp-up period.

** Source: www.osd.org.tr

R&D Focused on Excellence

Ford Otosan has the capability and infrastructure to design, develop and test a complete vehicle end-to-end, including its engine and engine systems.

Sancaktepe R&D Center

- Center of Excellence for heavy trucks and related diesel powertrains
- Design studio and CAVE lab (1st in Turkey)
- Vehicle and engine HIL labs



Gölcük R&D Center

- Engine & vehicle testing
- Development workshops



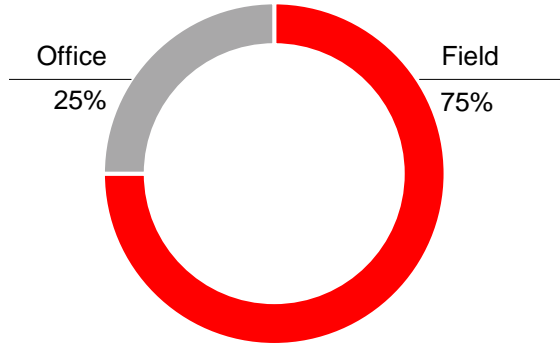
Eskişehir Product Development

- Prototype engine manufacturing and testing
- The only facility to test extra heavy engines over 13L in Turkey

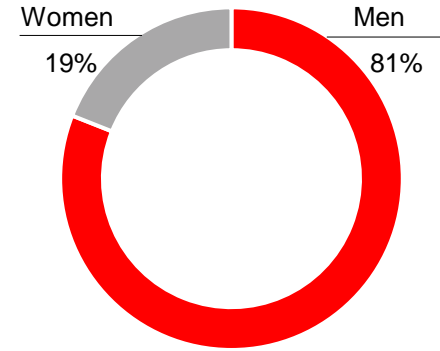


Experienced and Skilled Workforce

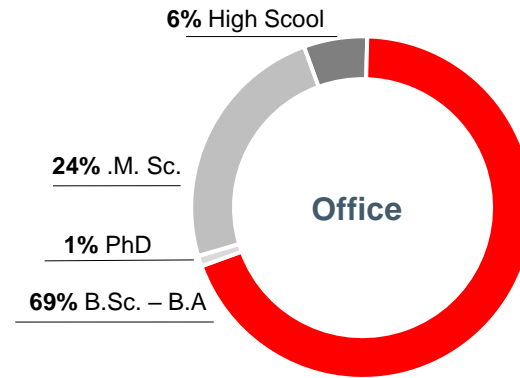
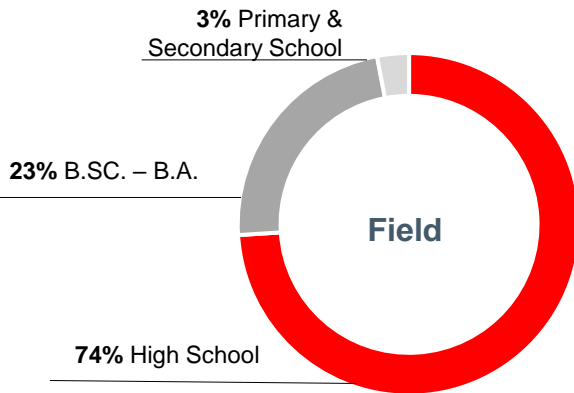
One of our strategic goals is 'To be among the Top 10 Most Preferred Employers'



Highest employment in Turkish automotive
13,724 employees (2021)



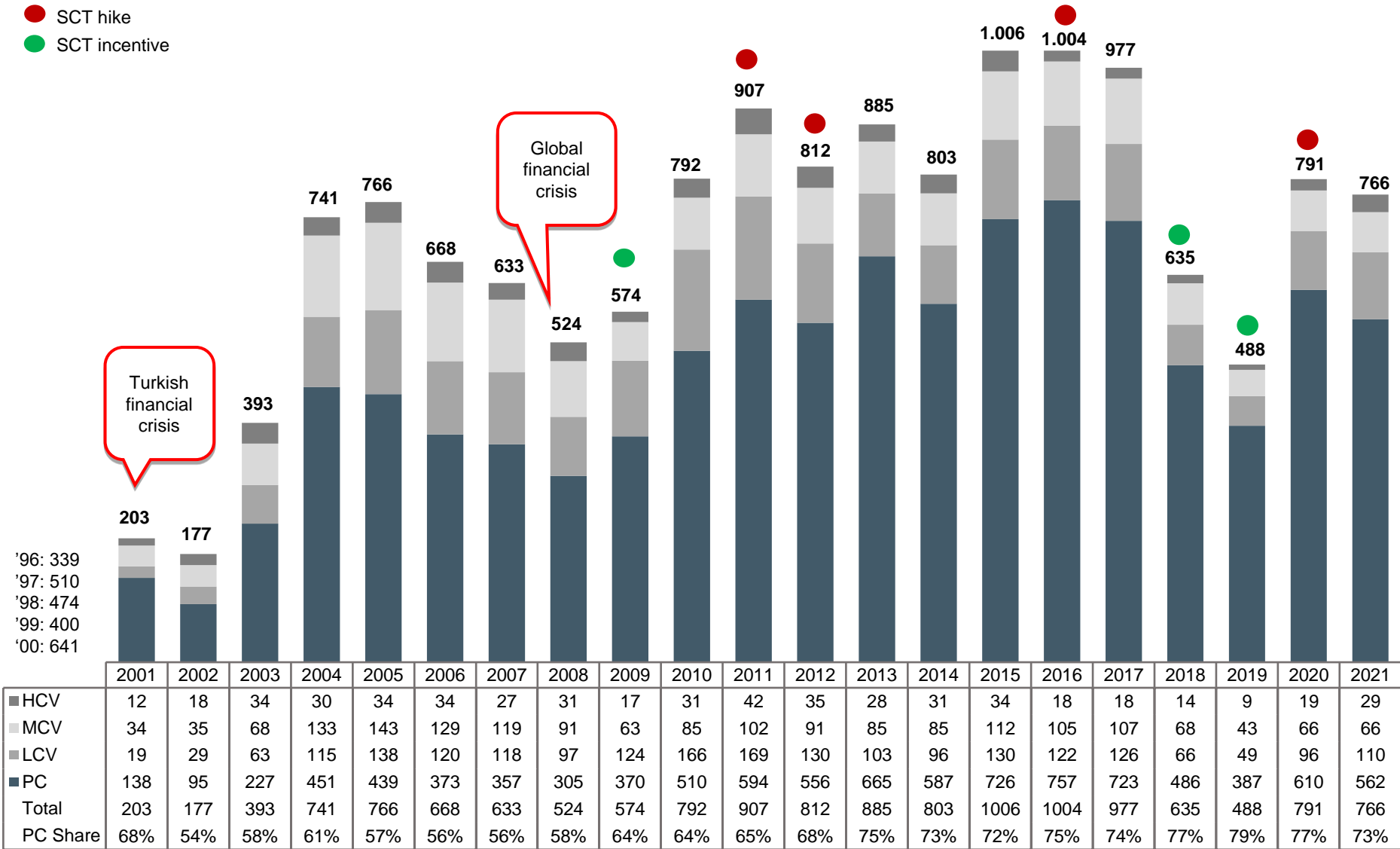
Highest rate of women employment
among Turkish auto manufacturers.



Operating & Financial Performance

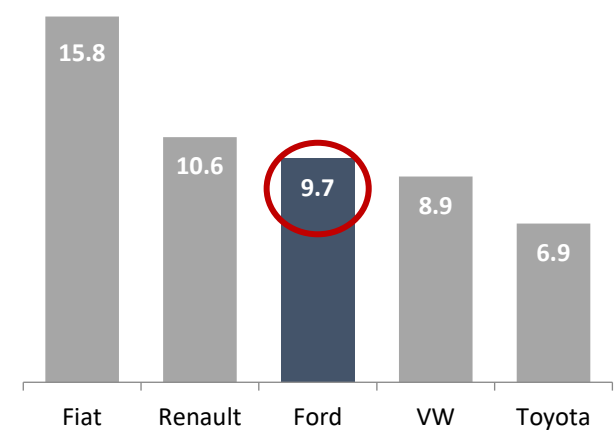
Turkish Automotive Industry (000 units)

- SCT hike
- SCT incentive

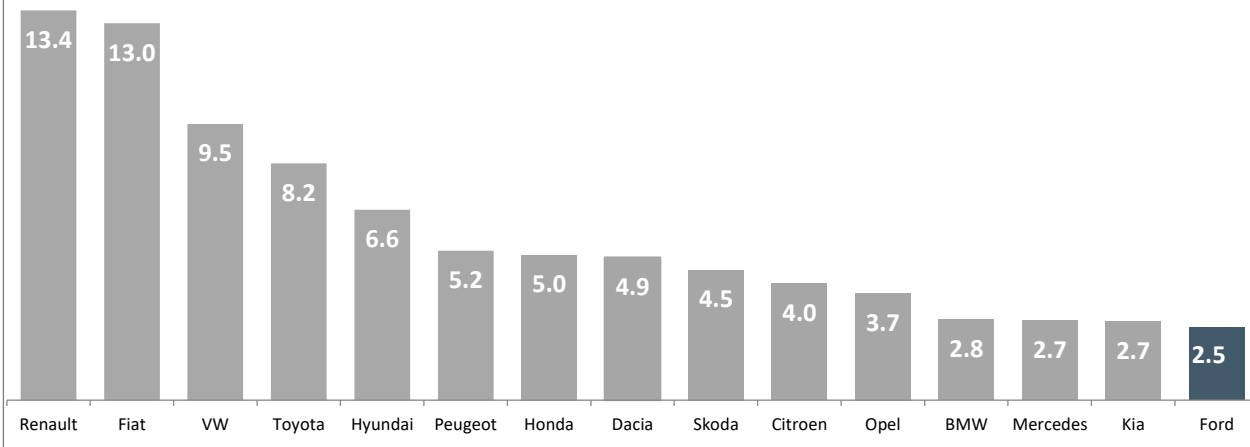


Turkish Market Shares (2021), %

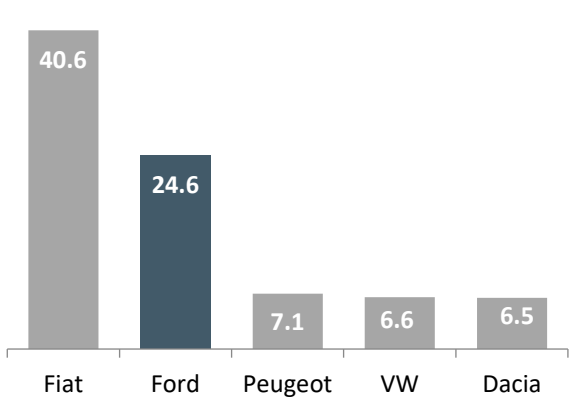
Total Industry



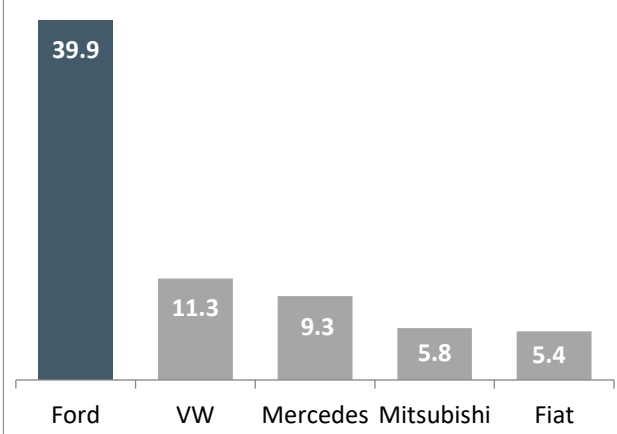
Passenger Cars



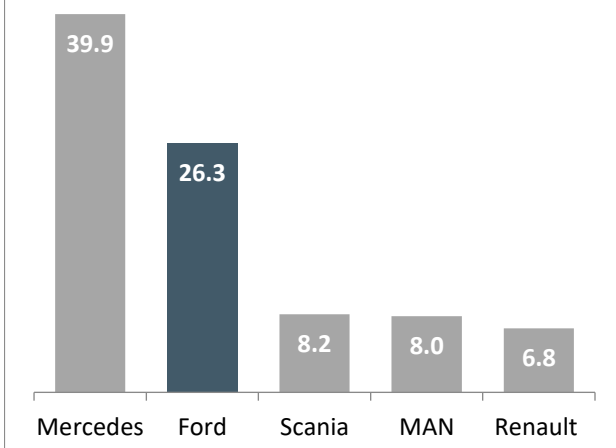
Light Commercial Vehicles



Medium Commercial Vehicles



Heavy Trucks



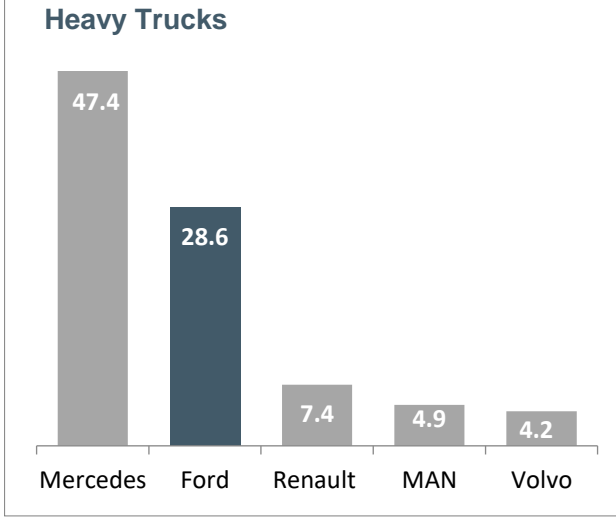
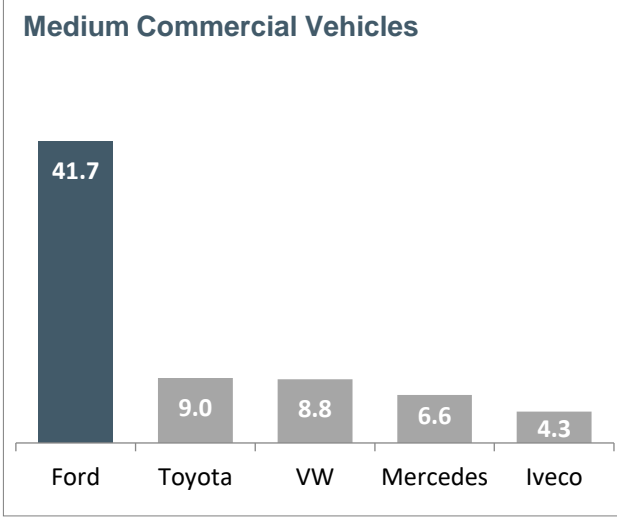
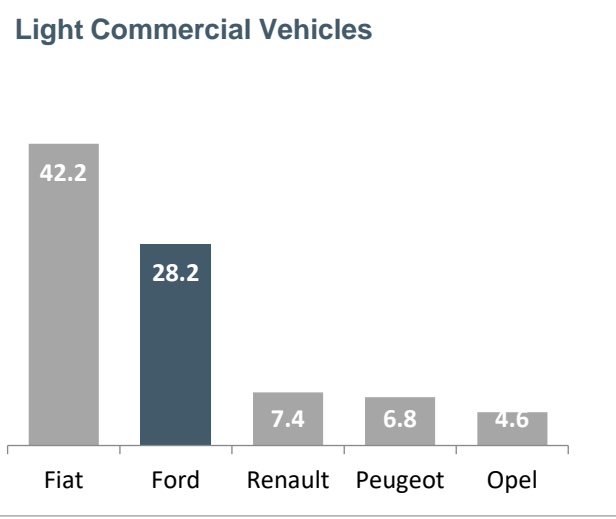
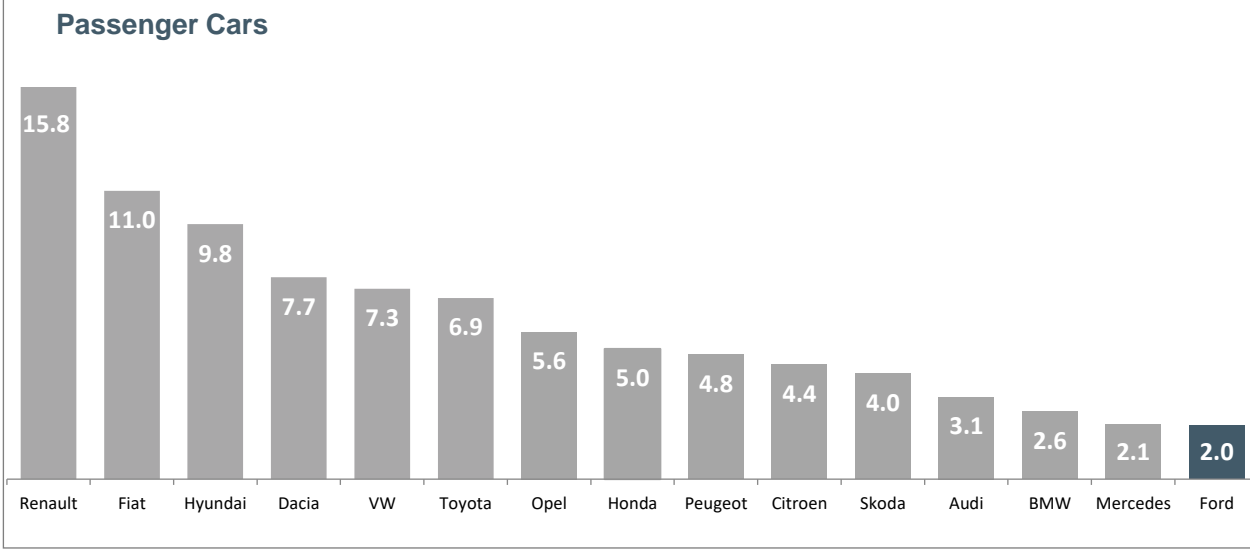
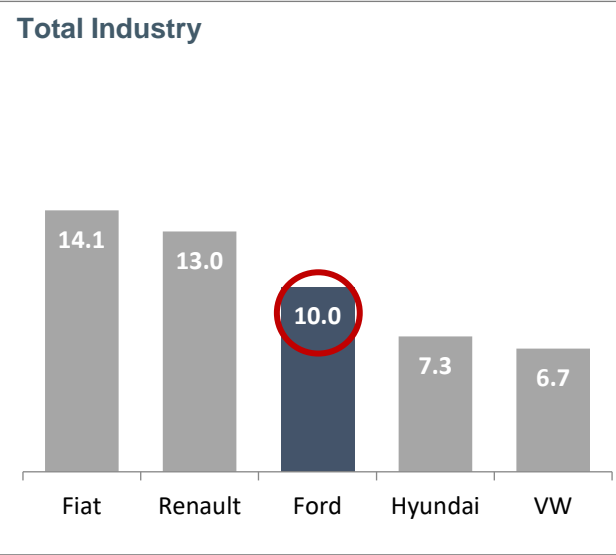
* Courier and Connect

** Transit, Custom & Ranger

Source: ODD and TAID



Turkish Market Shares (March 2022 YTD), %



* Courier and Connect

** Transit, Custom & Ranger

Source: ODD and TAID



Turkish Market & Ford Otosan Retail* Sales (Units)

| | Mar '22 | Mar '21 | YoY Change | Mar '22 YTD | Mar '21 YTD | YoY Change | Feb '22 | MoM Change | 2021 |
|--------------|---------|---------|------------|-------------|-------------|------------|---------|------------|---------|
| PC | | | | | | | | | |
| Ford Otosan | 915 | 2,186 | -58% | 2,387 | 4,953 | -52% | 688 | 33% | 14,052 |
| Industry | 50,173 | 76,357 | -34% | 116,834 | 156,464 | -25% | 37,641 | 33% | 561,853 |
| Share | 1.8% | 2.9% | -1.1 | 2.0% | 3.2% | -1.2 | 1.8% | 0.0 | 2.5% |
| LCV | | | | | | | | | |
| Ford Otosan | 2,105 | 4,083 | -48% | 6,002 | 8,236 | -27% | 2,091 | 1% | 27,063 |
| Industry | 7,758 | 11,401 | -32% | 21,300 | 25,938 | -18% | 7,740 | 0% | 109,926 |
| Share | 27.1% | 35.8% | -8.7 | 28.2% | 31.8% | -3.6 | 27.0% | 0.1 | 24.6% |
| MCV | | | | | | | | | |
| Ford Otosan | 2,048 | 3,704 | -45% | 5,797 | 6,726 | -14% | 1,988 | 3% | 26,154 |
| Industry | 6,336 | 8,670 | -27% | 13,916 | 16,258 | -14% | 4,271 | 48% | 65,571 |
| Share | 32.3% | 42.7% | -10.4 | 41.7% | 41.4% | 0.3 | 46.5% | -14.2 | 39.9% |
| Truck | | | | | | | | | |
| Ford Otosan | 706 | 665 | 6% | 1,678 | 1,858 | -10% | 636 | 11% | 6,992 |
| Industry | 2,946 | 2,757 | 7% | 5,859 | 6,100 | -4% | 1,867 | 58% | 26,614 |
| Share | 24.0% | 24.1% | -0.1 | 28.6% | 30.5% | -1.9 | 34.1% | -10.1 | 26.3% |
| Total | | | | | | | | | |
| Ford Otosan | 5,774 | 10,638 | -46% | 15,863 | 21,773 | -27% | 5,403 | 7% | 74,261 |
| Industry | 67,430 | 99,415 | -32% | 158,562 | 205,176 | -23% | 51,762 | 30% | 766,195 |
| Share | 8.6% | 10.7% | -2.1 | 10.0% | 10.6% | -0.6 | 10.4% | -1.8 | 9.7% |

* Retail sales are Ford branded vehicles sold domestically by Ford dealers. They include dealer inventory and define the market share.

Monthly Production and Export Units

2022

Mar YTD 2022
Production: 98,685
Export*: 76,630
Export/Production: 78%

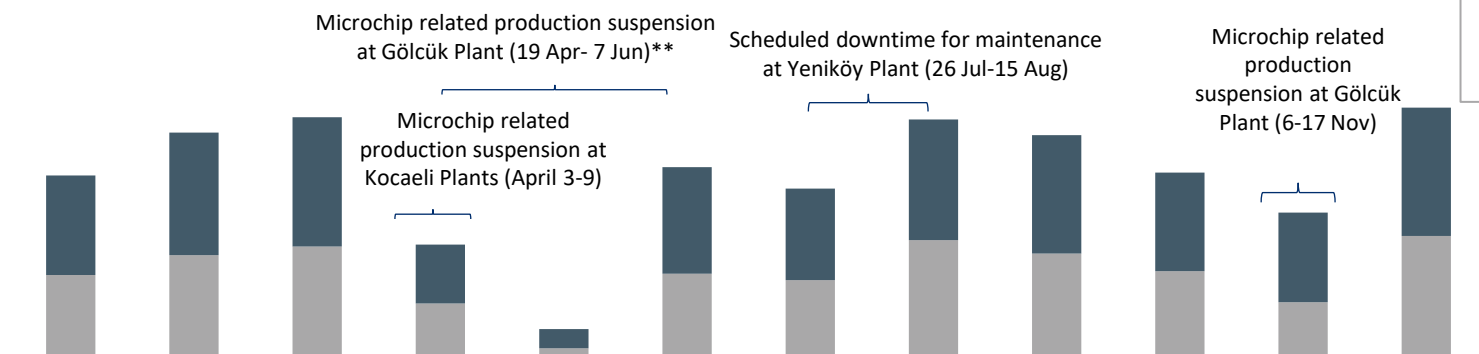
Mar YTD 2021
Production: 103,303
Export*: 85,012
Export/Production: 82%



| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|--------------|--------|--------|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| ■ Production | 32,579 | 31,539 | 34,567 | | | | | | | | | |
| ■ Export | 25,883 | 19,778 | 30,969 | | | | | | | | | |
| % | 79% | 63% | 90% | | | | | | | | | |

2021

2021
Production: 348,029
Export*: 287,609
Export/Production: 83%

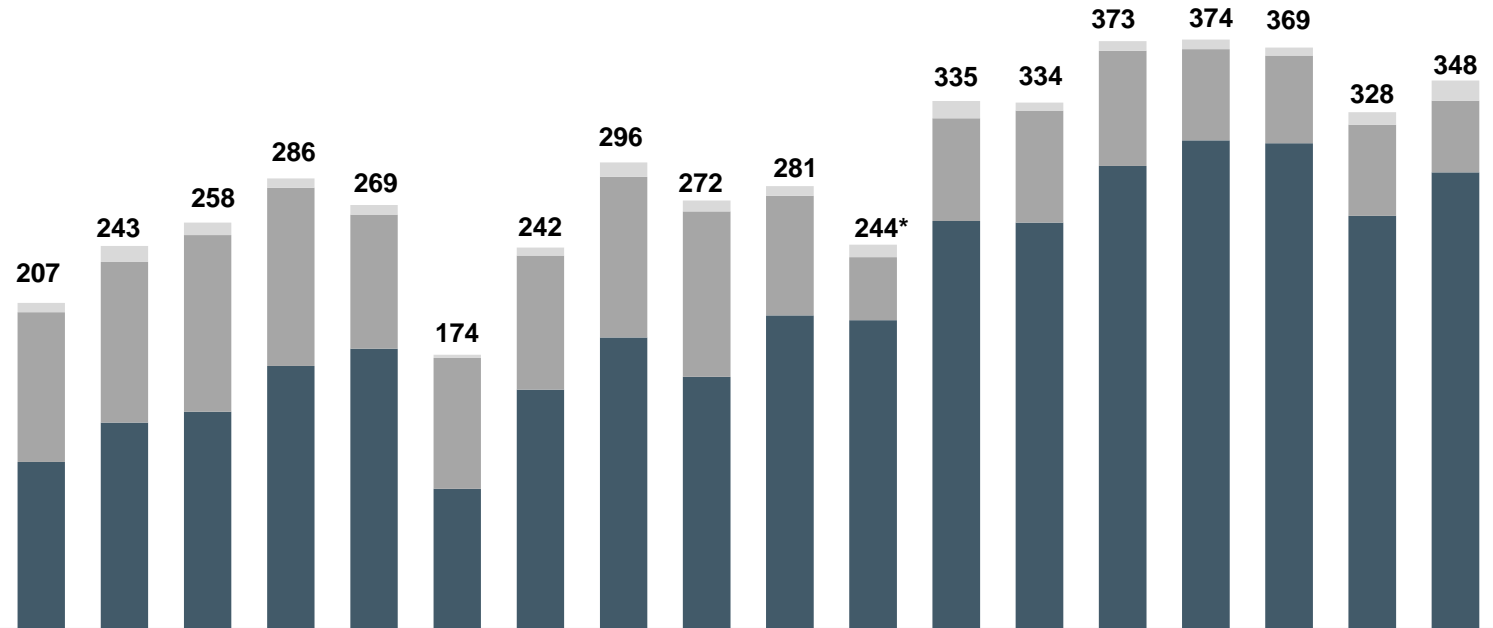


| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|--------------|--------|--------|--------|--------|-------|--------|--------|--------|--------|--------|--------|--------|
| ■ Production | 29,275 | 36,029 | 38,069 | 17,386 | 5,612 | 31,299 | 26,888 | 35,529 | 34,829 | 28,986 | 26,418 | 37,709 |
| ■ Export | 23,607 | 29,433 | 31,972 | 15,209 | 2,107 | 24,027 | 22,145 | 33,829 | 29,907 | 24,700 | 15,590 | 35,083 |
| % | 81% | 82% | 84% | 87% | 38% | 77% | 82% | 95% | 86% | 85% | 59% | 93% |

** Annual planned summer shutdown at Gölcük and Eskişehir Plants was brought forward.

* As reported to AMA

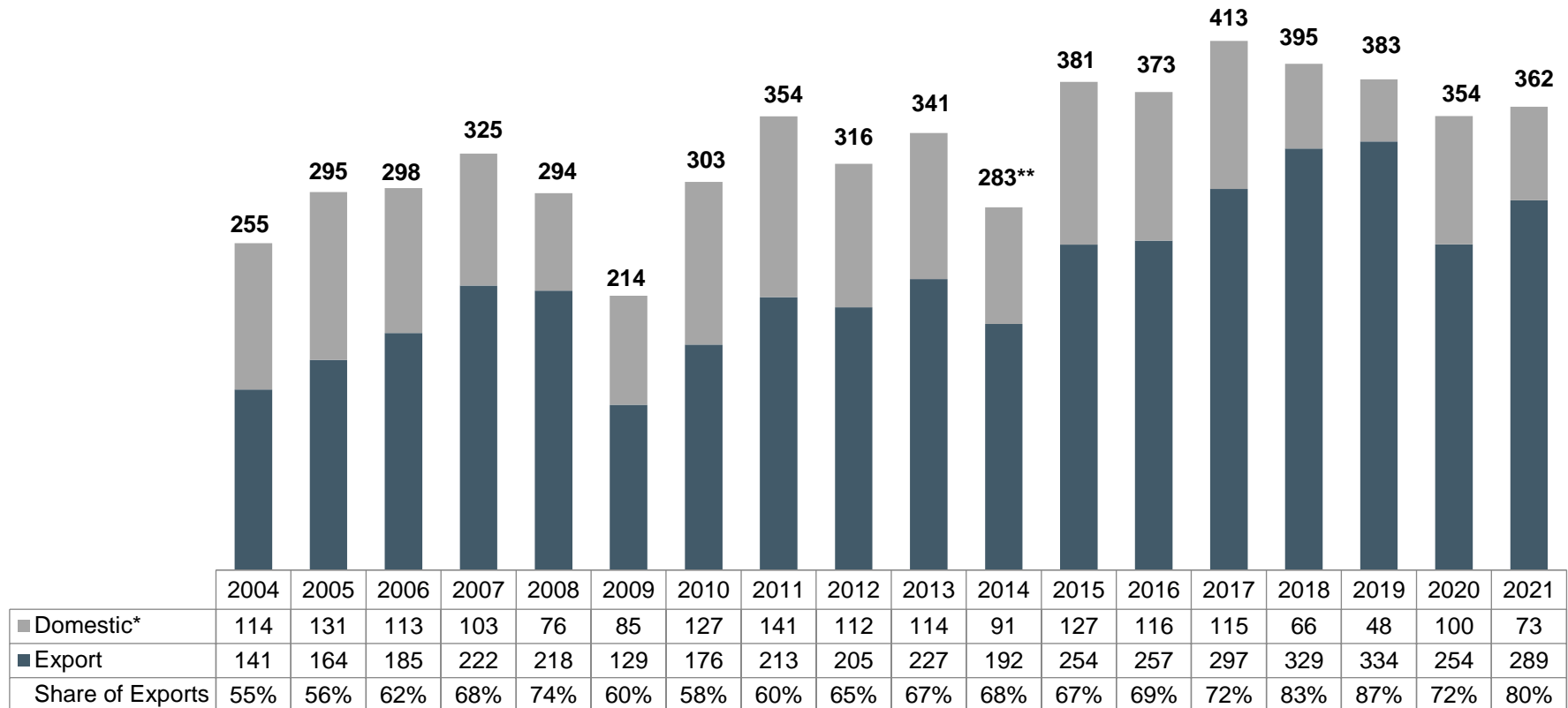
Production Volume (000 units)



| | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| ■ Heavy Truck | 6 | 10 | 8 | 6 | 6 | 2 | 5 | 9 | 7 | 6 | 8 | 11 | 5 | 6 | 6 | 5 | 8 | 13 |
| ■ Light Commercial Vehicle | 95 | 102 | 112 | 113 | 85 | 83 | 85 | 102 | 105 | 76 | 40 | 65 | 71 | 73 | 58 | 56 | 58 | 46 |
| ■ Medium Commercial Vehicle | 106 | 131 | 138 | 167 | 178 | 89 | 152 | 185 | 160 | 199 | 196 | 259 | 258 | 294 | 310 | 308 | 262 | 290 |

*2014 numbers reflect the transition to new product range and relevant ramp-up period.

Wholesale Volume (000 units)



* Domestic wholesale volumes are vehicles sold by Ford Otosan to our dealers. They form the basis of IFRS financials.

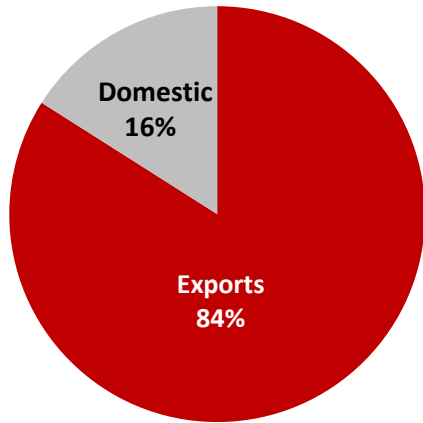
** 2014 numbers reflect the transition to new product range and relevant ramp-up period.

Sales Volume by Model

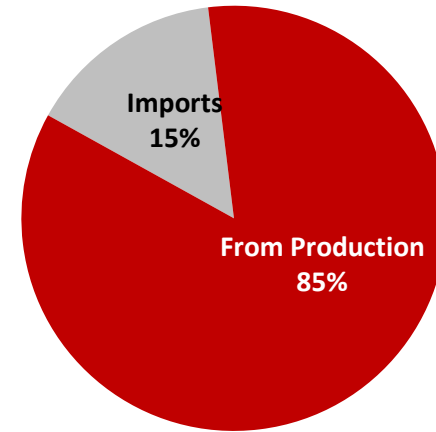
| | 1Q22 | 1Q21 | YoY% |
|------------------------|---------------|----------------|-------------|
| Total Domestic | 15,079 | 21,170 | -29% |
| PC | 2,016 | 3,923 | -49% |
| LCV | 6,522 | 8,944 | -27% |
| Transit Courier | 6,438 | 8,763 | -27% |
| Transit Connect | 84 | 181 | -54% |
| MCV | 4,772 | 6,456 | -26% |
| Transit | 3,629 | 5,406 | -33% |
| Transit Custom | 1,037 | 952 | 9% |
| Ranger | 106 | 98 | 8% |
| Truck | 1,740 | 1,847 | -6% |
| Rakun | 29 | - | - |
| Total Export | 76,447 | 85,519 | -11% |
| Transit Custom | 38,108 | 50,416 | -24% |
| Transit | 28,283 | 28,564 | -1% |
| Transit Courier | 8,085 | 5,661 | 43% |
| Truck | 1,971 | 860 | 129% |
| Other | - | 18 | -100% |
| Total Wholesale | 91,526 | 106,689 | -14% |

Sales Analysis, 1Q22 (units)

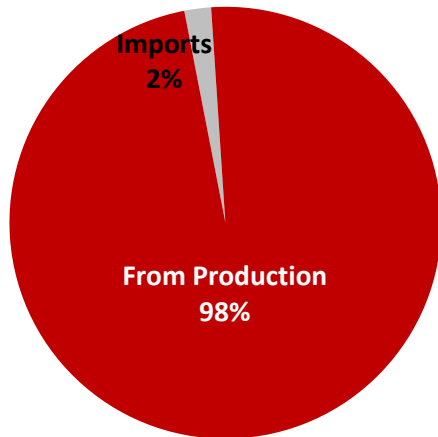
Total Sales



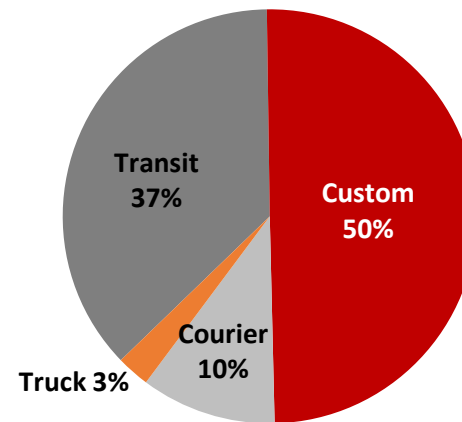
Domestic Sales



Total Sales



Exports by Model



Highlights

TL 27,876 million

Revenues, +72% YoY

- Total volumes down 4%
- Positive sales mix
- Exchange impact

TL 22,469 million

Export Revenues, +79% YoY

- 11% volume contraction
- Positive sales mix
- Exchange impact

TL 5,408 million

Domestic Revenues, +45% YoY

- 29% volume decline
- Positive sales mix
- Ongoing pricing discipline

TL 3,417 million

EBITDA, +73% YoY

- Pricing discipline
- Ongoing cost reduction measures and OpEx control
- Cost-plus export contracts
- Exchange impact on our export business (average EUR/TRY up 76% YoY)

TL 2,971 million

**EBITDA excl. Currency impact,
+64% YoY**

TL 2,285 million

PBT, +26% YoY

TL 2,802 million

Net Income, +54% YoY

- Higher than PBT due to Tax Income Resulting from Deferred Tax Asset in 1Q22.

Main Financial Indicators

| Million TL | 1Q22 | 1Q21 | YoY % |
|---------------------------------------|--------|--------|-------|
| Total Revenues | 27,876 | 16,254 | 72% |
| Export | 22,469 | 12,537 | 79% |
| Domestic | 5,408 | 3,718 | 45% |
| Gross Profit | 3,719 | 2,068 | 80% |
| Operating Profit | 3,123 | 1,721 | 81% |
| EBITDA | 3,417 | 1,973 | 73% |
| EBITDA excluding other income/expense | 2,971 | 1,812 | 64% |
| Profit Before Tax | 2,285 | 1,817 | 26% |
| Net Income | 2,802 | 1,819 | 54% |
| Other Financial Data | | | |
| Depreciation & Amortization* | 294 | 252 | 17% |
| Financial Income / (Expense) | -825 | 94 | N/M |

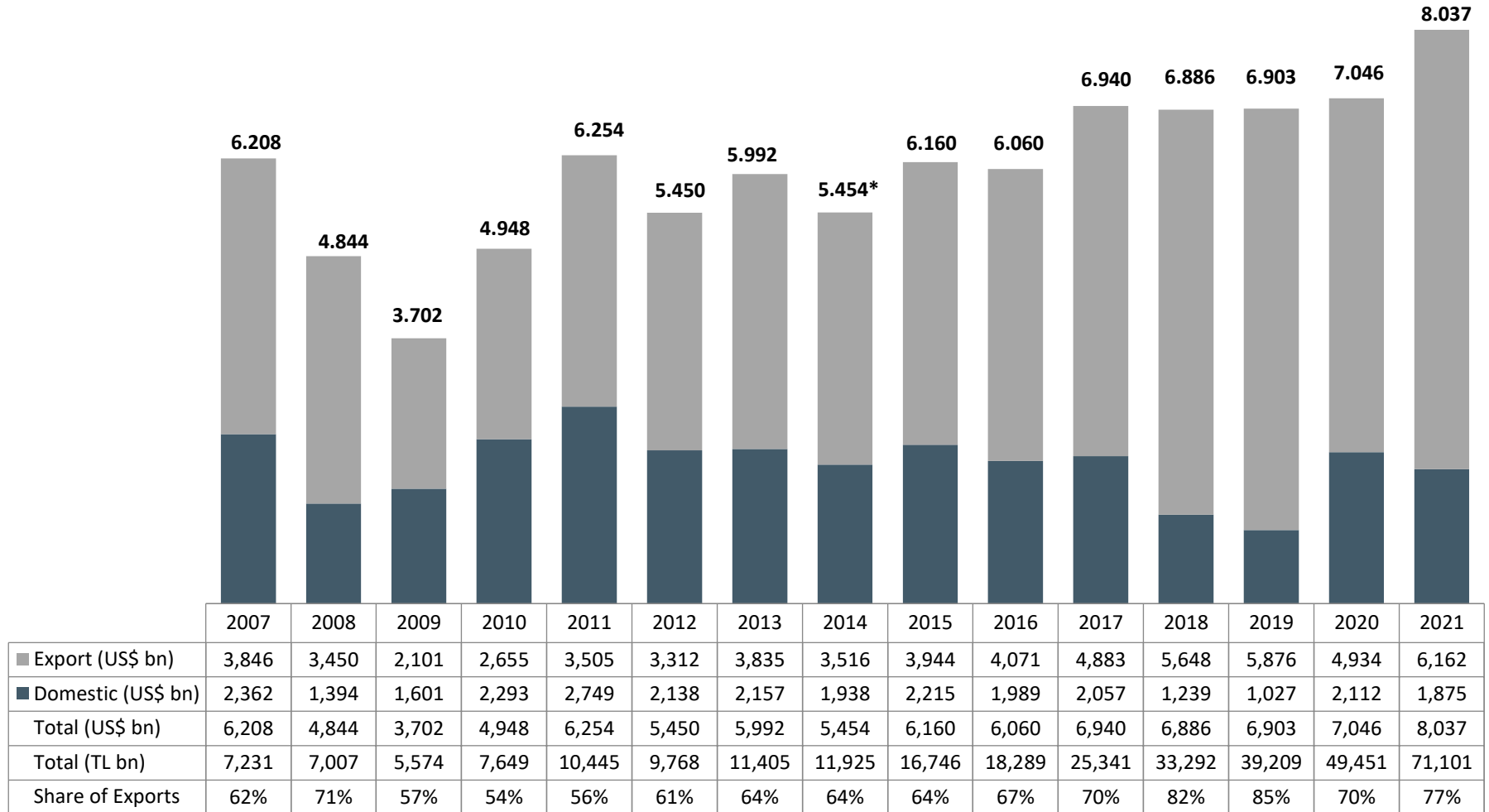
*1Q22 numbers include TL 10 million (1Q21: TL 8 million) impact from IFRS16 due to classification from manufacturing overhead and operating expenses to depreciation and amortization. Please refer to footnotes 2,10,11,32 of the financial statements for further details.

Summary Balance Sheet & Cash Flow Statement

| Balance Sheet, Million TL | 31.3.2022 | 31.12.2021 | YoY Δ |
|-------------------------------------|-----------|------------|-------|
| Current Assets | 32,530 | 32,814 | -1% |
| Current Liabilities | 26,228 | 20,782 | 26% |
| Property, Plant and Equipment - Net | 5,359 | 5,149 | 4% |
| Total Assets | 50,034 | 42,793 | 17% |
| Total Liabilities | 41,739 | 32,644 | 28% |
| Shareholders' Equity | 8,295 | 10,149 | -18% |

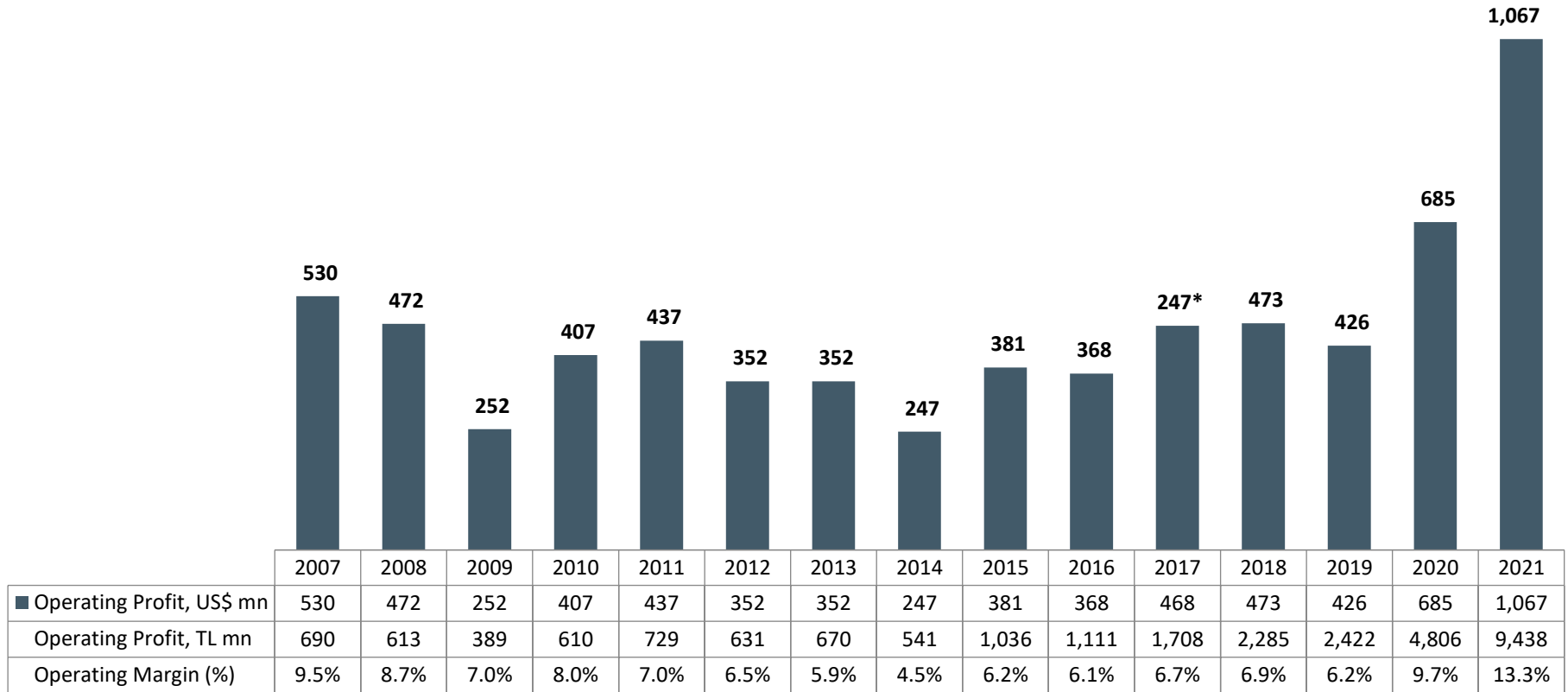
| Cash Flow Statement, Million TL | 31.3.2022 | 31.3.2021 | YoY Δ |
|---|-----------|-----------|-------|
| Beginning Balance of Cash & Equivalents | 14,106 | 8,074 | 75% |
| Net Cash from Operating Activities | 3,962 | 1,338 | 196% |
| Net Cash Used in Investing Activities | -2,257 | -327 | 589% |
| Net Cash Used in Financing Activities | -642 | 107 | N/M |
| End of Period Balance of Cash&Equivalents | 15,170 | 9,192 | 65% |

Revenues - Domestic & Export



*2014 numbers reflect the transition to new product range and relevant ramp-up period.

Operating Profit and Margin



*2014 numbers reflect the transition to new product range and relevant ramp-up period.

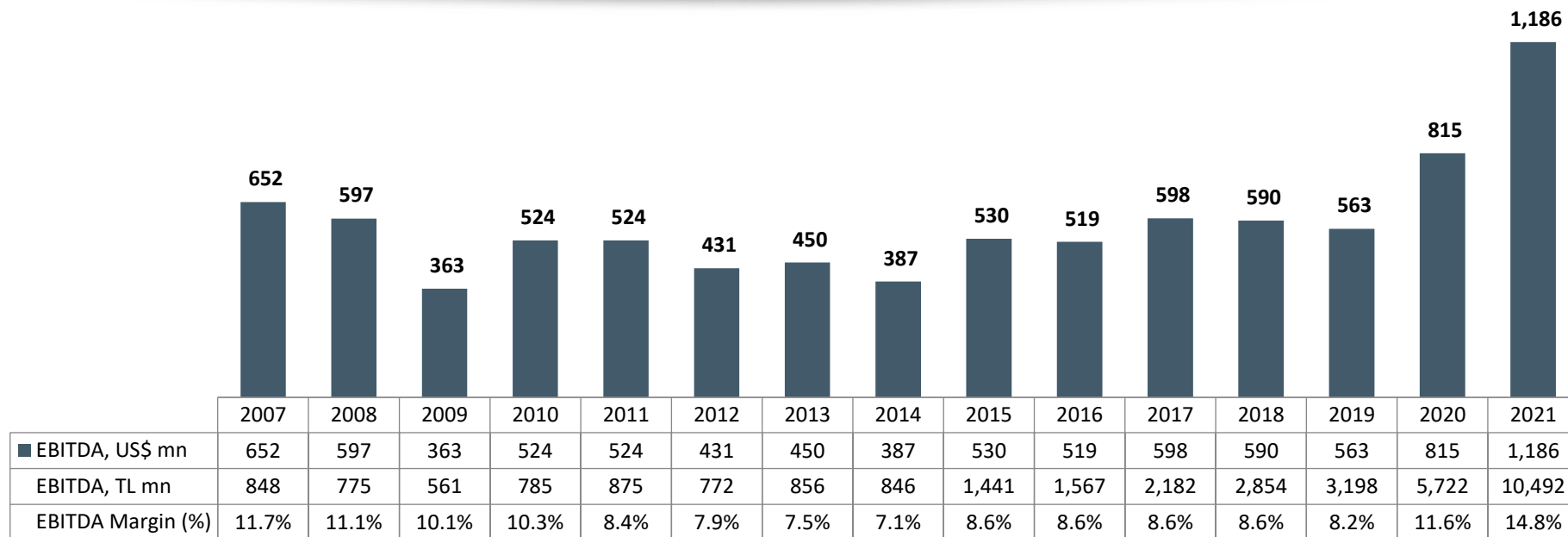
EBITDA and EBITDA Margin

Profitability rise post 2015 explained:

- Strong volumes with new products
- Favorable domestic sales mix
- Pricing focus to offset the weak and volatile TL
- Higher capacity utilization
- Cost reduction actions

2010-2014 margin decline explained:

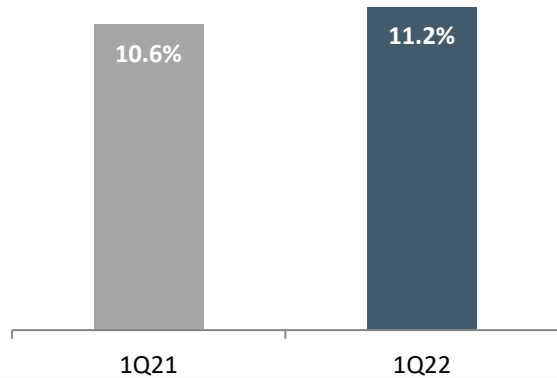
- Changing business mix
- Highly competitive domestic pricing landscape
- Industry shift towards PC = Less favorable sales mix
- Aged product portfolio
- TL volatility causing higher import costs and financial expenses



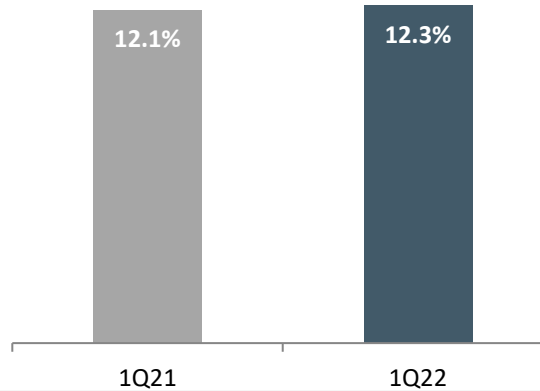
*2014 numbers reflect the transition to new product range and relevant ramp-up period.

Margins

Operating Margin



EBITDA Margin



Growing EBITDA and PBT per Vehicle

| EUR | EBITDA | PBT |
|------|--------|-------|
| 1Q22 | 2,076 | 1,597 |
| 1Q21 | 1,908 | 1,914 |
| 1Q20 | 1,633 | 1,115 |

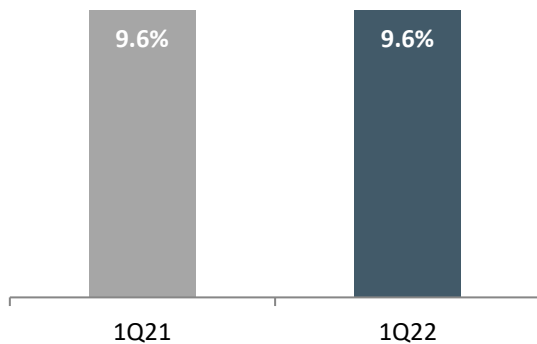
Drivers:

- + Pricing discipline
- + Ongoing cost reduction measures and OpEx control
- + Cost-plus export contracts
- + Exchange impact on our export business (average EUR/TRY up 76% in 1Q22 YoY)

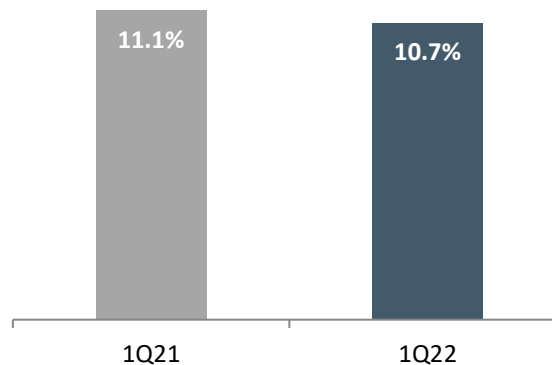
Challenges:

- TL volatility
- Increasing manufacturing costs
- Commodity price hikes
- Inflationary environment
- Extended global chip shortage
- Geopolitical risks

Operating Margin (excl. Other items)

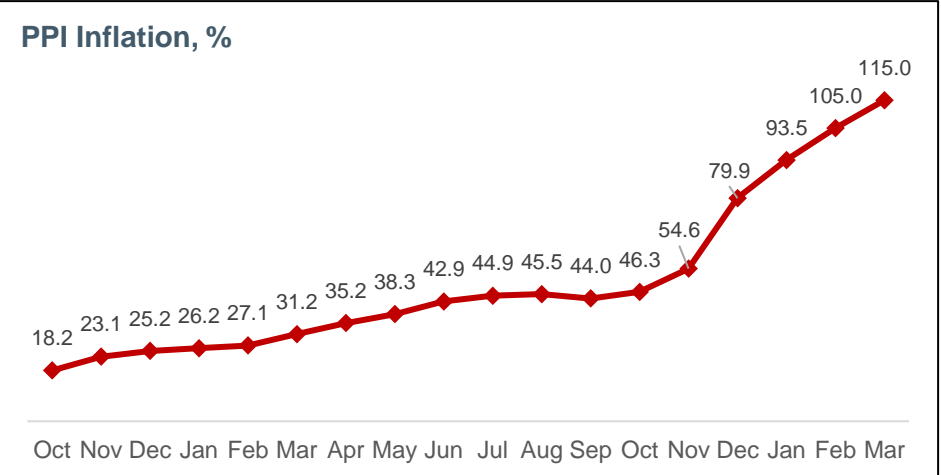
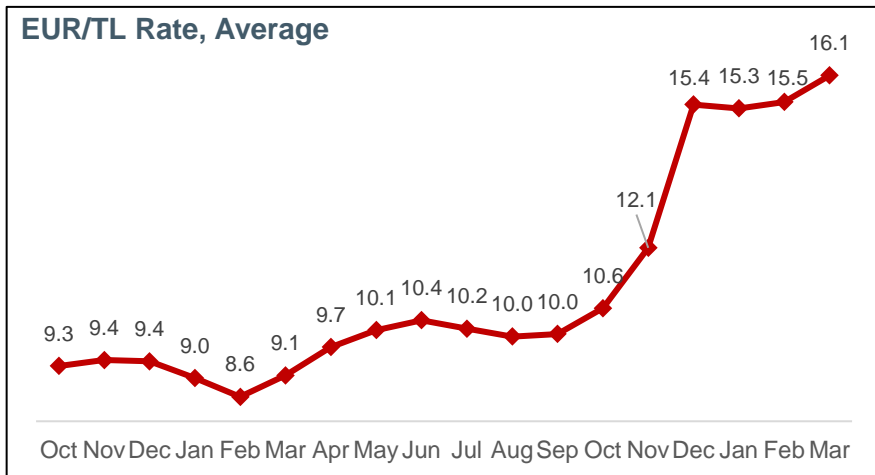
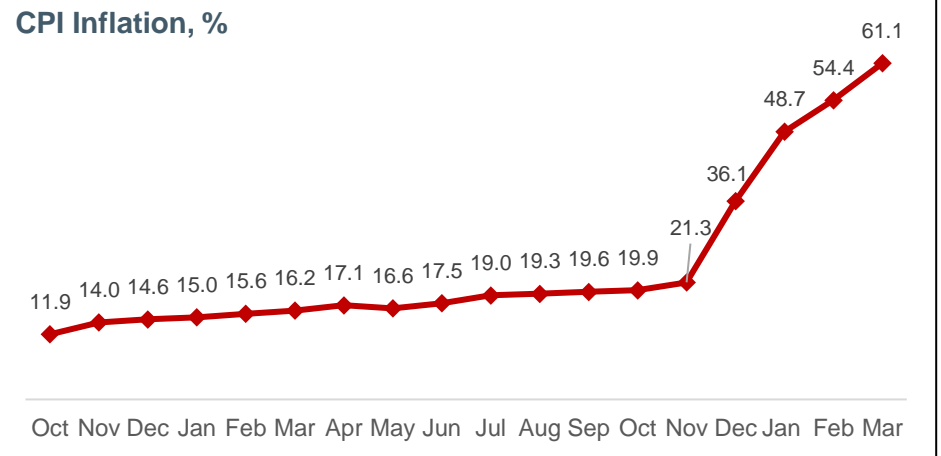


EBITDA Margin (excl. Other items)



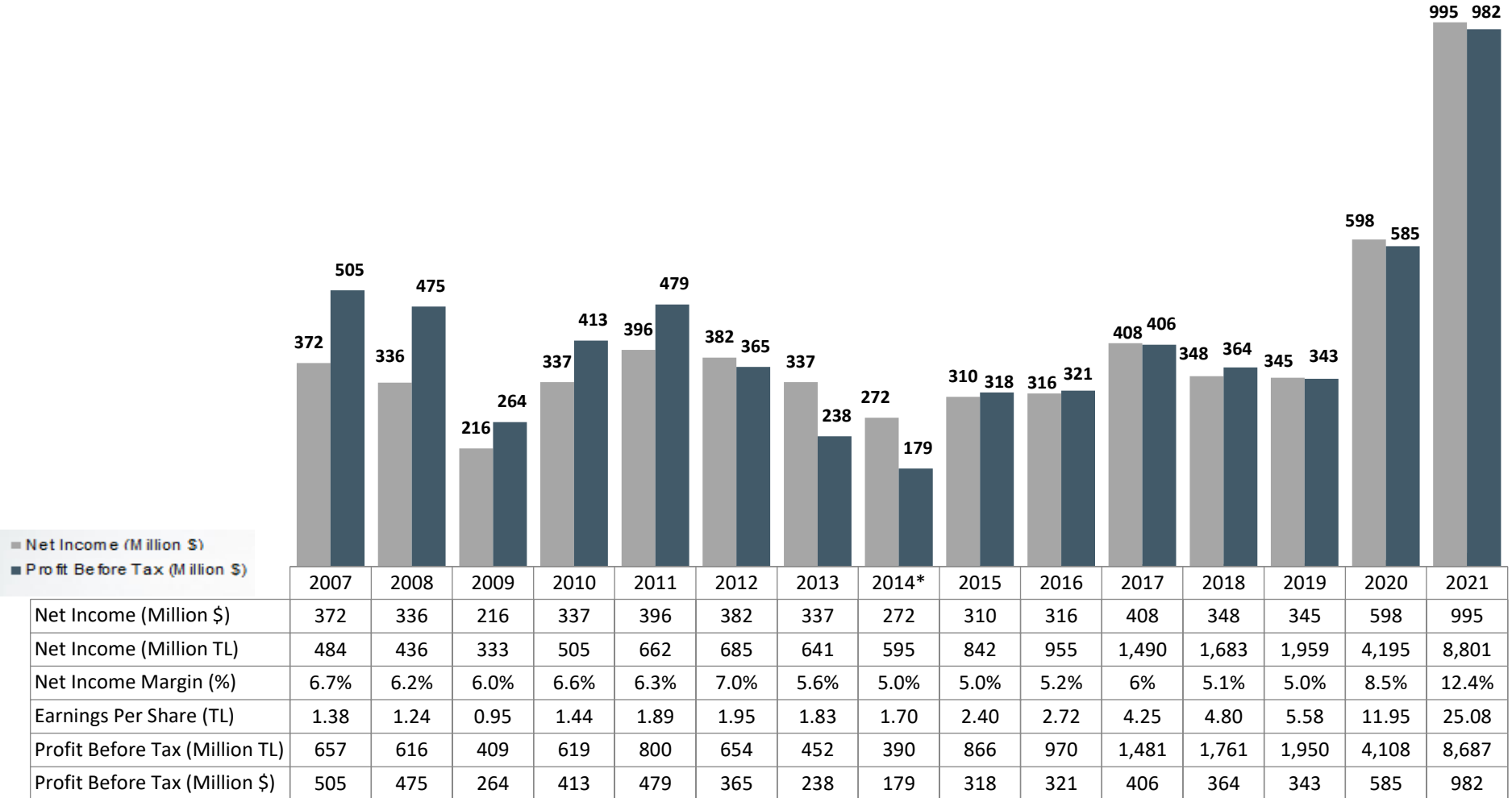
Cost Dynamics

| | 1Q22/1Q21 |
|--------------------|-----------|
| Production Volume | -5% |
| Raw Material Costs | 85% |
| € / TL Average | 76% |



Source: Ford Otosan, CBT, Turkstat

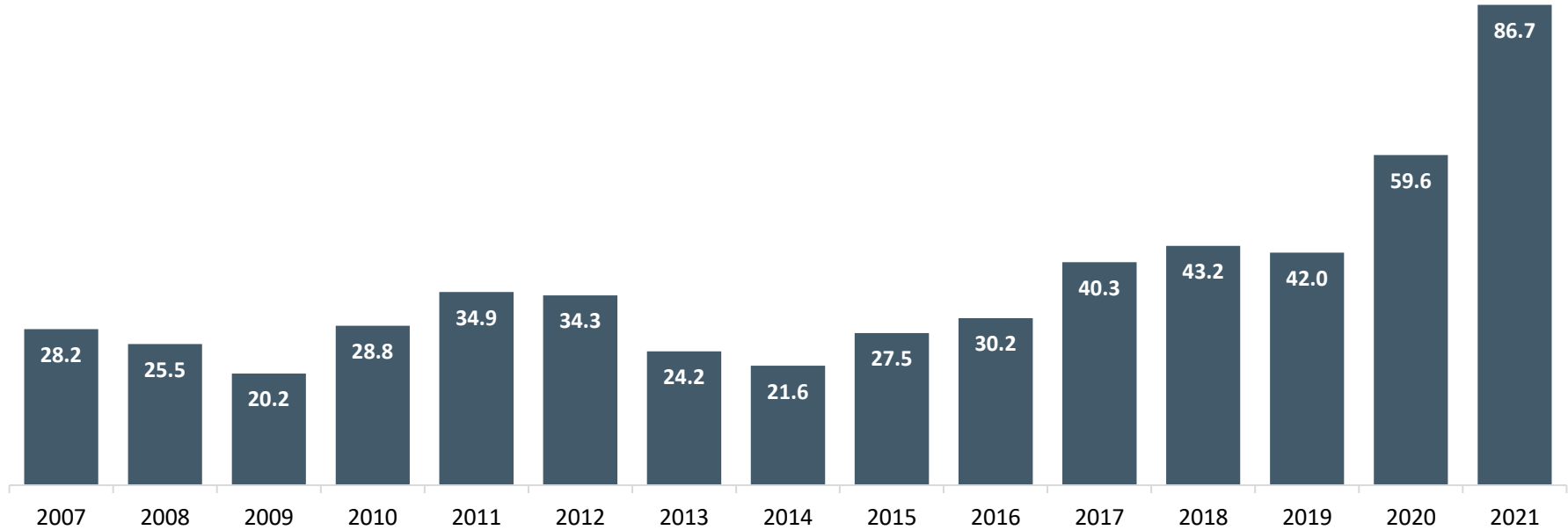
PBT & Net Income



2014 numbers reflect the transition to new product range and relevant ramp-up period.

Deferred tax asset resulted in higher net income than PBT in certain years.

Return on Equity, %



*2014 numbers reflect the transition to new product range and relevant ramp-up period.

Financial Risk Management

Credit Risk

Receivables from domestic dealers are collected using a Direct Debit System
Receivables from Ford Motor Company and its subsidiaries are collected within 14 days
Other exports are guaranteed using L/C. letter of guarantee or cash collection

Liquidity Risk

Cash, credit commitment and factoring capacity is maintained to meet 21 days' cash outflow
€100 million credit commitment & €120 million factoring agreements for potential needs
As of 1Q22, Ford Otosan has a net financial debt of TL 9,892 million

FX Risk

Excess cash is invested in hard currencies to minimize fx exposure
Natural hedge against volatility due to fx-denominated export revenues: 81% of revenues
Ford Otosan is a net exporter

Capital Risk

Net Financial Debt/EBITDA is monitored as a management criteria; capped at 3.5x
(EBITDA is calculated on a rolling basis of the last four quarters.)

Debt Profile & Financial Ratios

| Cash Position (TL mn) | 31.03.2022 | 31.12.2021 |
|--|-------------------|-------------------|
| Cash & Cash Equivalents | 15,175 | 14,174 |
| Total Financial Debt | -25,067 | -19,056 |
| Net Financial Debt | - 9,892 | - 4,882 |
| Financial Ratios | 31.03.2022 | 31.12.2021 |
| Current ratio | 1.43 | 1.58 |
| Liquidity ratio | 1.02 | 1.25 |
| Net Debt / Tangible Net Worth | 1.52 | 0.56 |
| Net Debt / EBITDA* | 0.83 | 0.47 |
| Current Assets / Total Assets | 0.75 | 0.77 |
| Current Liabilities / Total Liabilities | 0.63 | 0.64 |
| Total Liabilities / Total Liabilities and Equity | 0.83 | 0.76 |
| Return on Equity | 135.1% | 86.7% |
| Margins | 31.03.2022 | 31.03.2021 |
| Gross Margin | 13.3% | 12.7% |
| EBITDA Margin | 12.3% | 12.1% |
| EBITDA Margin (excl.other items) | 10.7% | 11.1% |
| Operating Margin | 11.2% | 10.6% |
| Net Margin | 10.1% | 11.2% |

* Capped at 3.5x. EBITDA is calculated on a rolling 4-quarter basis.

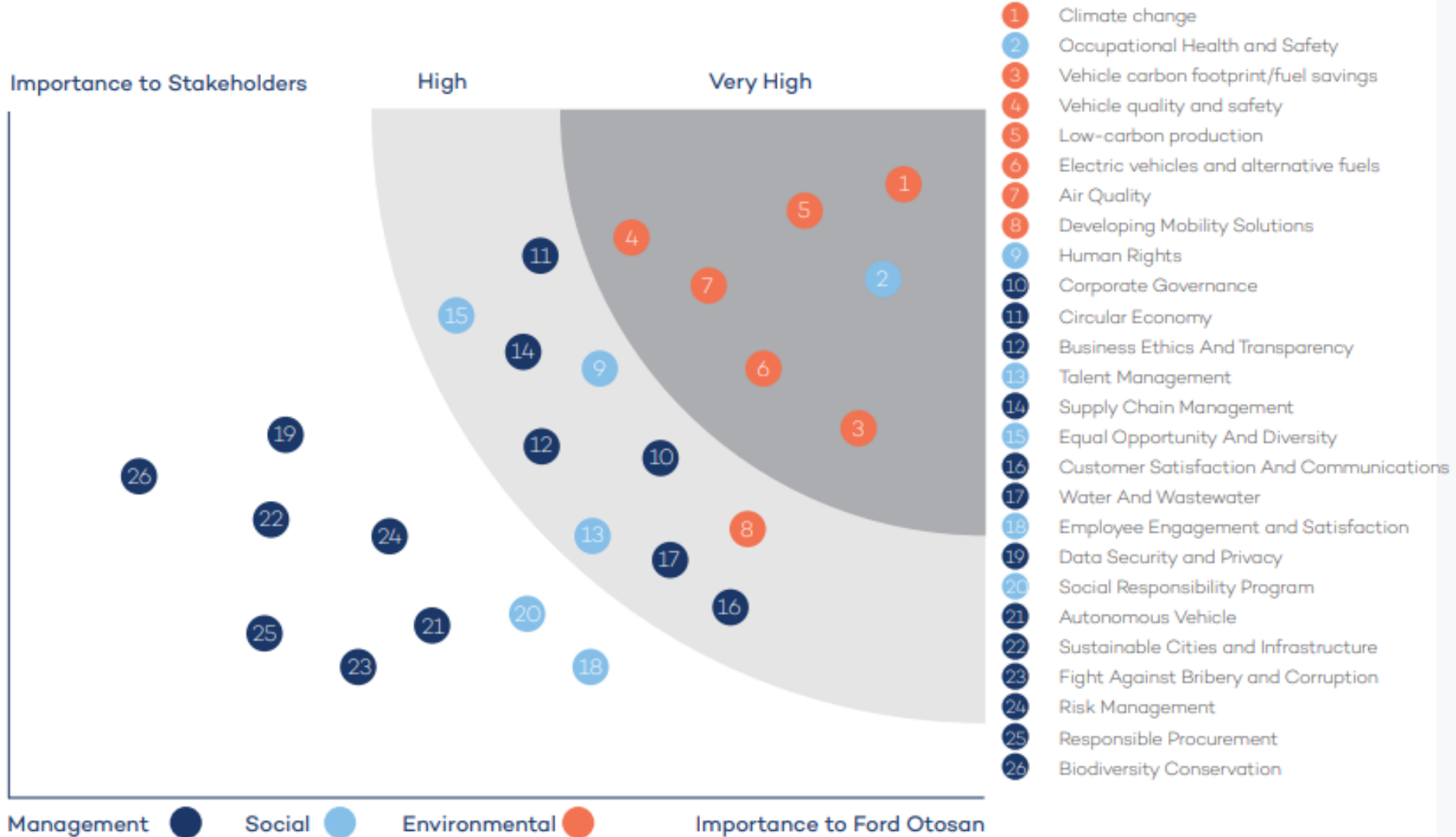
Sustainability Commitment









This section is based on our 2020 Sustainability Report.

https://www.fordotosan.com.tr/documents/Documents/Surd_Raporlari/sustainabilityreport2020.pdf










Materiality Matrix



Sustainability Priorities

| VERY HIGH IMPORTANCE | HOW WE MANAGE? | RELATED SECTION |
|---|---|--|
| Climate change | We identify climate change risks with potential impact on our operations and invest in renewable energy resources and transportation technologies of the future to mitigate the impact of climate change and adapt to new climate conditions. | Environmental Responsibility  |
| Occupational health and safety | We protect the physical and mental health of the employees in all business processes and organize training programs to introduce the necessary measures and promote a zero accident culture. | Investing in Talent  |
| Vehicle carbon footprint/fuel savings | We make sure that all our vehicles deliver fuel economy in compliance with legal requirements and improve fuel consumption by investing in climate stabilization and sustainable materials. We enhance vehicle performance by reducing emissions through our investments in R&D and innovation. | Sustainable Growth  |
| Vehicle quality and safety | We design and manufacture vehicles that feature innovative driver assistance technologies and meet (or exceed) all legal safety and quality requirements. We aim to play a pioneering role in research and innovation in vehicle safety and driver assistance technologies. We organize training programs to promote safe driving techniques. | Sustainable Growth  |
| Low-carbon production | We focus on reducing carbon emissions in production through energy efficiency, energy management, and the use of renewable energy sources. | Environmental Responsibility  |
| Electric vehicles and alternative fuels | We invest in electric vehicles as the transportation technology of the future and work to introduce vehicles powered by alternative fuels to the industry. | Sustainable Growth  |
| Air quality | We develop new technologies and enhance business processes to eliminate harmful substances and improve air quality in operations. | Environmental Responsibility |

Sustainability Priorities

| HIGH IMPORTANCE | HOW WE MANAGE? | RELATED SECTION |
|--|--|--|
| Developing Mobility Solutions | We focus on connected vehicle technology that represents an interaction between vehicles and the urban infrastructure as part of a wider transportation ecosystem and promote mobility to address all segments of society. We aim to raise awareness to create change in mobility behavior. We develop navigation systems, smart engines with mobile communication features, and fleet management systems for a safer and more efficient driving experience. | Sustainable Growth  |
| Human rights | We protect human and employee rights across Ford Otosan's value chain and carry out activities to prevent discrimination. We also make sure that all employees work under fair conditions. | Investing in Talent  |
| Circular economy | We recycle and reuse waste generated during production, and collect and recycle products at the end of their lifecycle. We aim to shift to a circular economy model with a zero-waste approach. | Environmental Responsibility  |
| Business ethics and transparency | We follow business ethics and comply with local and international regulations to ensure fairness, confidentiality, and prevention of conflicts of interest. We value the importance of maintaining relations with all stakeholders in line with working principles and ethical rules and sharing the performance transparently. We adopt a zero-tolerance policy against bribery and corruption. | Strategic Management  |
| Corporate governance | We align corporate governance with the interests of all stakeholders (shareholders, customers, investors, suppliers, dealers, and employees, etc.) in accordance with fairness, transparency, accountability, and responsibility principles. | Corporate Governance  |
| Supply chain management | We value the importance of monitoring economic, environmental, social, and ethical conditions in all purchasing processes, and audit suppliers regularly. In the supply chain, we strive to procure minerals from conflict-free zones*. | Sustainable Growth  |
| Talent management | We attract and retain new talent in Ford Otosan. We develop programs for personal development and career planning and make them available to all employees. | Investing in Talent  |
| Equal opportunity and diversity | We prevent discrimination in the workplace by ensuring equality and diversity (without discrimination for language, religion, race, gender, and sexual orientation). We provide equal opportunities to empower disadvantaged groups and women. | Investing in Talent  |
| Customer satisfaction and communications | We aim to enhance customer satisfaction with our products and services. Accordingly, we increase the number of effective customer communication channels and offer innovative products that align with changing consumer preferences and demands. | Sustainable Growth  |
| Water and Wastewater | We reduce water consumption in operations through water recovery and conservation of water resources and work to identify water risks across the value chain. | Environmental Responsibility |

Environmental Responsibility

| TRACKING RANGE | 2017 | 2018 | 2019 | 2020 |
|--|------|------|------|------|
| Greenhouse gas emission per vehicle produced (ton CO ₂ e/vehicle) | 0.53 | 0.53 | 0.56 | 0.34 |
| Energy consumption per vehicle produced (GJ/vehicle) | 5.93 | 5.42 | 5.42 | 4.81 |

At Ford Otosan, we set our greenhouse gas emission reduction targets to align with the European Green Deal. In this context, our targets for Scope 1 and Scope 2 emissions from our operations are:

- Reducing emissions by 18% by 2023 compared to baseline year of 2017,
- Reducing emission by 50-55% by 2030 compared to baseline year of 2017,
- Becoming a carbon-neutral factory by 2050.



WATER CONSUMPTION BY YEARS (M³)

| | |
|------|-----------|
| 2018 | 1,172,157 |
| 2019 | 1,109,034 |
| 2020 | 998,584 |

Environmental Performance Indicators - I



| GREENHOUSE GAS EMISSIONS (TON CO ₂ E) | 2018 | 2019 | 2020 |
|--|-------------------|-------------------|-------------------|
| Scope 1 | 74,492.12 | 78,360.02 | 80,097.61 |
| Scope 2 | 124,578.20 | 123,359.29 | 32,385.54 |
| Total (Scopes 1 and 2) | 199,070.32 | 201,719.31 | 112,483.15 |

| ENERGY CONSUMPTION (GJ) | 2018 | 2019 | 2020 |
|---|------------------|------------------|------------------|
| Direct renewable energy consumption | 2,368 | 38,934 | 6,488 |
| Direct non-renewable energy consumption | 1,071,156 | 1,096,369 | 1,327,185 |
| Indirect renewable energy consumption | 0 | 0 | 651,171.59 |
| Indirect non-renewable energy consumption | 953,431 | 965,071 | 250,135.05 |
| Total | 2,026,955 | 2,100,374 | 2,234,980 |

Environmental Performance Indicators - II



| WASTE QUANTITY (TON) | 2018 | 2019 | 2020 |
|---|------------------|------------------|------------------|
| Recovered hazardous waste | 7,366 | 9,699.08 | 7,585.49 |
| Recovered non-hazardous waste | 87,998 | 87,154.98 | 77,733.27 |
| Hazardous waste – disposed | 26 | 179.17 | 49.38 |
| Non-hazardous waste – disposed | 188 | 266.50 | 127.18 |
| Hazardous waste – sent to interim storage | 649 | 247.12 | 136.42 |
| Non-hazardous waste – sent to interim storage | 0.04 | 0.068 | 0.067 |
| Total | 96,228 | 97,546.92 | 85,631.81 |
| WATER WITHDRAWAL (m³) | 2018 | 2019 | 2020 |
| Underground water | 1,159,612 | 1,097,981 | 991,667 |
| Municipal water | 12,545 | 11,053 | 6,917 |
| Total | 1,172,157 | 1,109,034 | 998,584 |

Environmental Performance Indicators - III



| RECOVERED WATER AND WASTEWATER QUANTITIES (m³) | 2018 | 2019 | 2020 |
|--|-------------|-------------|-------------|
| Recovered water | 297,284 | 184,152 | 113,399 |
| Total water discharge except rainwater and domestic waste | 364,228 | 374,989 | 307,017 |
| ENVIRONMENTAL TRAINING (PERSON*HOURS) | 2018 | 2019 | 2020 |
| Training for employees | 14,450 | 11,186 | 19,431 |
| Training for subcontractors | 908 | 855 | 4,097 |
| ENVIRONMENTAL EXPENDITURE AND FINES (TL MILLION) | 2018 | 2019 | 2020 |
| Environmental investments and expenditure | 91 | 15.3 | 14.2 |
| Environmental fines | 0 | 0 | 0 |

Social Performance Indicators - I



| OHS PERFORMANCE (EMPLOYEES) | 2018 | 2019 | 2020 |
|--|--------|---------|---------|
| Occupational disease rate | 0 | 0,59 | 0,09 |
| Number of fatal accidents | 0 | 0 | 0 |
| Lost day rate | 4,81 | 4,40 | 3,62 |
| Incident rate | 14,69* | 7,67 | 5,76 |
| Total number of members in active OHS committees | 162 | 145 | 104 |
| Number of representatives in active OHS committees | 13 | 16 | 19 |
| Average OHS training time per employee | 7,0 | 10,06 | 9,33 |
| Total OHS training time | 73,687 | 109,361 | 114,967 |

*In calculating the Incident Rate, only major accidents with 3 or more lost days were taken into account in 2017. With the change in calculation criteria in 2018, accidents with no lost days were also included in the calculation. This is the reason for the increase in 2018.

| OHS PERFORMANCE (SUBCONTRACTORS) | 2018 | 2019 | 2020 |
|----------------------------------|-------|-------|-------|
| Occupational disease rate | 0 | 0 | 0,05 |
| Injury rate | 0 | 0 | 5,69 |
| Lost day rate | 0 | 2,59 | 5,69 |
| Number of fatal accidents | 0 | 0 | 0 |
| Incident rate | 43,15 | 8,23 | 4,79 |
| Total OHS training time | 3,262 | 2,902 | 2,353 |

| EMPLOYEE DEMOGRAPHICS | 2018 | | 2019 | | 2020 | |
|-----------------------------------|--------|--------|--------|--------|--------|--------|
| | Female | Male | Female | Male | Female | Male |
| Number of employees | 1,622 | 8,955 | 1,622 | 8,955 | 2,197 | 10,174 |
| Total employees | | 10,577 | | 10,899 | | 12,517 |
| Number of subcontractor employees | 415 | 421 | 415 | 421 | 326 | 834 |
| Total subcontractor employees | | 836 | | 1,405 | | 1,160 |

| EMPLOYEES BY CATEGORY | 2018 | | 2019 | | 2020 | |
|-----------------------|--------|---------------|--------|---------------|--------|---------------|
| | Female | Male | Female | Male | Female | Male |
| Field employees | 948 | 7,138 | 948 | 7,138 | 1,475 | 8,315 |
| Office employees | 674 | 1,817 | 674 | 1,817 | 722 | 1,859 |
| Total | | 10,577 | | 10,899 | | 12,517 |

Social Performance Indicators - II



EMPLOYEES BY AGREEMENT TYPE

| | 2018 | | 2019 | | 2020 | |
|---|--------|-------|--------|-------|--------|-------|
| | Female | Male | Female | Male | Female | Male |
| Indefinite employment contract | 1,600 | 8,872 | 1,600 | 8,872 | 1,742 | 8,892 |
| Fixed-term employment contract | 22 | 83 | 22 | 83 | 499 | 1,384 |
| Employees covered by Collective Labor Agreement | 8,072 | | 6,590 | | 9,913 | |

EMPLOYEES BY AGE GROUPS

| | 2018 | 2019 | 2020 |
|-----------------|-------|-------|-------|
| 30 and younger | 3,556 | 3,531 | 4,617 |
| 30-50 years old | 6,908 | 7,203 | 7,758 |
| 50 and over | 113 | 165 | 142 |

EMPLOYEES BY EMPLOYMENT TYPE

| | 2018 | | 2019 | | 2020 | |
|---------------------|--------|-------|--------|-------|--------|--------|
| | Female | Male | Female | Male | Female | Male |
| Full-time employees | 1,622 | 8,955 | 1,622 | 8,955 | 2,240 | 10,276 |
| Part-time employees | 0 | 0 | 0 | 0 | 1 | 0 |

EQUAL OPPORTUNITY

| | 2018 | | 2019 | | 2020 | |
|--------------------|--------|------|--------|------|--------|------|
| | Female | Male | Female | Male | Female | Male |
| Board Members | 3 | 10 | 3 | 10 | 2 | 12 |
| Senior executives | 3 | 22 | 3 | 22 | 4 | 22 |
| Mid-level managers | 34 | 190 | 34 | 190 | 39 | 200 |

MATERNITY LEAVES

| | 2018 | 2019 | 2020 |
|--|------|------|------|
| Female employees on maternity leave | 88 | 106 | 79 |
| Female employees returning to work after maternity leave | 66 | 102 | 73 |

EMPLOYEE TURNOVER

| | 2018 | | 2019 | | 2020 | |
|------------------------------|--------|-------|--------|-------|--------|------|
| | Female | Male | Female | Male | Female | Male |
| Number of new employees | 128 | 421 | 128 | 421 | 587 | 263 |
| Number of employees leaving | 247 | 1,215 | 247 | 1,215 | 124 | 536 |
| Number of employees promoted | 154 | 444 | 154 | 444 | 18 | 46 |
| Employee turnover | 13,8 | | 7,2 | | 5,3 | |

Social Performance Indicators - III



| EMPLOYEES SUBJECT TO PERFORMANCE REVIEW | 2018 | 2019 | 2020 |
|---|-------|-------|-------|
| Office employees | 2,444 | 2,297 | 2,592 |
| Field employees | 7,945 | 7,861 | 9,976 |

| TRAINING PROGRAMS | 2018 | | 2019 | | 2020 | |
|---|---------|---------|---------|---------|----------|---------|
| | Female | Male | Female | Male | Female | Male |
| Total training time | 87,227 | 363,201 | 114,361 | 468,173 | 165,615 | 379,483 |
| Total training including OHS | 524,115 | | 691,895 | | 668,457 | |
| Average training time per employee | 49.6 | | 63.7 | | 53.4 | |
| Office employee training | 29,604 | 69,471 | 36,932 | 95,949 | 34,198,4 | 78,268 |
| Average training per office employee | 43,9 | 38,2 | 52,8 | 51,2 | 46,2 | 42,0 |
| Average training time per office employee | 39.8 | | 52 | | 43.2 | |
| Field employee training | 57,623 | 293,731 | 77,429 | 372,224 | 154,884 | 401,106 |
| Average training per field employee | 60,8 | 41,2 | 75,6 | 51,2 | 103,2 | 47,7 |
| Average training time per field employee | 43.5 | | 54.2 | | 56.1 | |
| Leadership training | 2,614 | 13,649 | 8,836 | 59,759 | 2,683 | 8,971 |

Economic Performance Indicators



ECONOMIC AND OPERATIONAL INDICATORS (TL MILLION)

| | 2018 | 2019 | 2020 |
|---|--------|--------|--------|
| Sales revenues | 33,292 | 39,209 | 49,451 |
| EBITDA | 2,854 | 3,198 | 5,722 |
| Net profit | 1,683 | 1,959 | 4,195 |
| Operating costs | 22,219 | 36,088 | 45,084 |
| Employee salaries and benefits | 1,238 | 1,498 | 1,758 |
| Dividends | 1,204 | 1,284 | 1,094 |
| Taxes and liabilities paid to the government directly as taxpayer | 15 | 21 | 39 |
| Social contribution | 42 | 374 | 771 |
| Total R&D budget | 578 | 552 | 442 |
| Total supplier spending | 15,933 | 40,041 | 42,505 |
| Local suppliers spending | 14,235 | 19,933 | 19,627 |

Innovation for Sustainable and Profitable Growth



Pillars of Innovation Management

DIGITAL TRANSFORMATION

We use digital tools and methods to create efficiency and value. Digital transformation is directly related to other innovation areas and supports these areas.

SMART PRODUCTION

We focus on transforming existing processes at the plants into more competitive and flexible processes thanks to smart and efficient production, materials, planning and logistics systems. We bring together different technologies such as the Internet of Things, smart factories, cyber/physical systems and industrial internet.

CUSTOMER EXPERIENCE

We design applications such as mobile services, innovative dealership and service structures, vehicle and trip sharing by taking the pre-sales, sales and aftersales processes in line with the changing transportation needs of the consumers and increasing online communication channel use.

CONNECTIVITY

We focus on connected vehicle technologies that represent the interaction of vehicles with each other and with the city infrastructure as part of a wider transport ecosystem. We produce internal/external connectivity systems, including navigation for a safer and more efficient driving experience, smart engine with mobile communication channels, fleet management systems, and in-vehicle infotainment systems.

AUTONOMOUS TRUCK

We evaluate the development of products based on advanced technologies such as advanced detection systems, cyber-security systems, automated tests, ensuring aerodynamic gains with close tracking, precision mapping systems, and new solutions to be brought to the logistics industry thanks to these products.



Ford is Allocating \$57 Billion to EVs and AVs



Ford is on a mission to do it more sustainably, becoming carbon neutral by 2050.

- Ford committed to invest at least **\$50 billion in electrification through 2026** and in **AVs to \$7 billion**.
- The Company is also allocating tremendous talent to these two areas, and bringing customers high-volume, connected electric SUVs, commercial vans and pickup trucks.

MH
MILD HYBRID (mHEV)
FIESTA FOCUS
KUGA PUMA
TRANSIT TRANSIT CUSTOM
TOURNEO CUSTOM

H
HYBRID (HEV)
MONDEO MONDEO WAGON
KUGA

P
PLUG-IN HYBRID (PHEV)
EXPLORER KUGA
TRANSIT CUSTOM TOURNEO CUSTOM

E
BATTERY ELECTRIC VEHICLE
MUSTANG-INSPIRED PERFORMANCE SUV
TRANSIT

Ford commits to electric future in Europe, announcing 16 new hybrid and all-electric models — across entire line up

First PHEV in its Segment Launched in 4Q19



FORD TRANSIT CUSTOM PLUG-IN HYBRID



- Zero-emission driving capability
- No range anxiety
- Simple charging
- No compromise to load volume and payload

PERFORMANCE

- Pure-electric driving range of 56 km (35 miles)
- Total range exceeding 500 km (310 miles)
- CO₂ emissions 60 g/km, fuel efficiency 2.7 l/100km
- 8-year / 160,000 km (100,000-mile) battery warranty

HYBRID SYSTEM

ELECTRIC DRIVE:

- Front wheels driven by electric motor
- 126 PS (92.9 kW) at 9,000 rpm
- 355 Nm at 1-2,250 rpm

ELECTRIC POWER SOURCE:

- 13.6 kWh lithium-ion battery pack charged by:
- Mains electricity
 - Regenerative charging
 - 1.0-litre EcoBoost engine (EV Charge mode)

EV MODES:

- Four selectable EV modes enable drivers to choose when to use available battery charge:
- EV Auto / EV Now / EV Later / EV Charge

CHARGING TIME:

- Domestic 240-volt 10-amp power supply: 4.3 hours
- Commercial type-2 AC vehicle charger: 2.7 hours

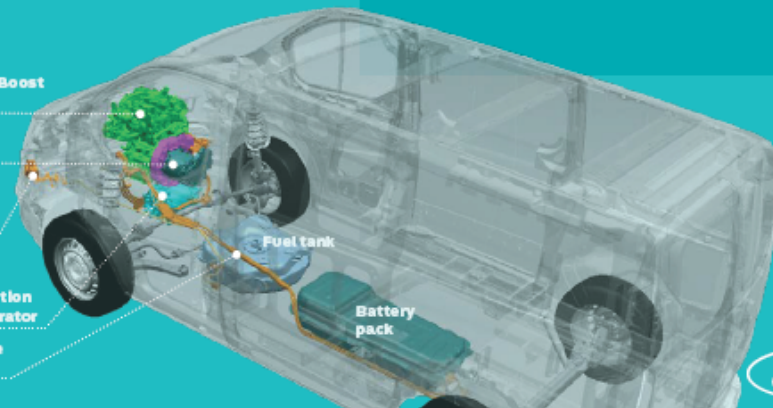
1.0-litre EcoBoost engine

Generator

Charging Point

Electric traction motor/generator

High voltage cable



LOAD CAPACITY

- Careful packaging of hybrid-electric system means:
- No reduction to load volume of 6.0 m³ (with full bulkhead)
 - Generous payload of 1,130 kg

CONNECTIVITY

- FordPass Connect on-board modem technology with Wi-Fi hotspot for up to 10 devices
- SYNC 3 communications and entertainment system

ADVANCED DRIVER ASSISTANCE TECHNOLOGIES

Available driver assistance technologies include:

- Lane-Keeping Alert
- Active Park Assist with Park-Out Assist and Cross Traffic Alert
- Cruise Control with Adjustable Speed Limiter

E-Transits Roll Off Production Line in 2Q22

E-TRANSIT

Ford E-Transit is the all-electric version of the world's best-selling cargo van, featuring next-level connected vehicle technology and services with signature Transit capability

Performance and charging

- 67 kWh usable battery capacity
- Targeted driving range of up to 350 km (WLTP)
- DC fast charge capable up to 115 kW – 15–80% in 34 minutes
- 11.3 kW onboard charger – 100% charge in 8.2 hours
- Available with AC and DC charging options to suit depot, home or public charging

Pro Power Onboard

A unique in-segment onboard power source delivers 2.3 kW to tools or onboard equipment, removing the need to carry a standalone generator



FORD E-TRANSIT

Connected ecosystem

- Full ecosystem of connected digital solutions
- EV-specific tools to optimise fleet performance
- Monitor energy usage, charging, and distance to empty
- Provide remote cabin pre-conditioning
- SYNC 4 with standard 12-inch touchscreen
- Seamless connectivity via FordPass Connect modem



Loading and versatility

- 25 model variants to meet customer needs
- Maximum payload – 1,616 kg (van), 1,967 kg (chassis cab)
- No compromise to loadspace, with volumes of up to 15.1 m³
- Designed for simple racking and conversions



Ownership and servicing

- Best in class one-year/unlimited mileage service intervals
- Estimated 40% reduction in service cost of ownership
- 8-year/160,000 km warranty on battery and high-voltage electric components*



For more information please visit transit.fordpresskits.com/?p=e-transit

1/1/2023

Off-road nominal energy efficiency figures will be provided on a per-mile basis. Targeted range and charge time based on manufacturer assessments and calculation according to the WLTP drive cycle. Actual range varies with conditions such as terrain, weather, driving style, vehicle configuration, climate control use, and other factors. The actual fuel/energy consumption, CO₂ emissions and electric range are determined according to the applicable regulatory and specific conditions of the European Regulations (EU 2017/1339 and EU 2019/1242) and other applicable laws. The actual fuel/energy consumption, CO₂ emissions and electric range are determined according to the applicable regulatory and specific conditions of the European Regulations (EU 2017/1339 and EU 2019/1242) and other applicable laws. The actual fuel/energy consumption and CO₂ emissions information for the New European Drive Cycle (NEDC) and WLTP will be fully replaced by the end of the year 2020. The applicable standard test procedures ensure comparison between different vehicles by peak and minimum manufacturers. During NEDC phase-2, WLTP fuel consumption and CO₂ emissions are being compared back to NEDC. There will be some variance to the previous fuel economy and emissions as some elements of the test cycle remain, so the same car might look different fuel consumption and CO₂ emissions. * See your dealer for precise warranty details. Images are for illustrative purposes only.

Shareholder Structure by Share Group

The distribution of the shares representing the issued capital according to the share groups (A,B and C) is explained in Article 6 (Capital) of Ford Otosan's Articles of Incorporation.

<https://www.fordotosan.com.tr/en/investors/corporate-governance/articles-of-incorporation>

| Title of Shareholder | Group | Number of Share | Total (TL) | Share in Capital (%) | Type of Privilege | Publicly Traded |
|---|-------|-----------------------|--------------------|----------------------|-----------------------|-----------------|
| Vehbi Koç Foundation | A | 355.844.870 | 3.558.449 | %1,0 | - | No |
| Koç Holding Pension and Assistance Foundation | A | 325.920.231 | 3.259.202 | %0,9 | - | No |
| Other Shareholders | A | 6.278.607.009 | 62.786.070 | %17,9 | - | No |
| A GROUP TOTAL | | 6.960.372.110 | 69.603.721 | %19,8 | - | |
| Koç Holding A.Ş. | B | 13.495.335.714 | 134.953.357 | %38,5 | Management Privileged | No |
| Temel Ticaret ve Yatırım A.Ş. | B | 235.588.500 | 2.355.885 | %0,7 | Management Privileged | No |
| B GROUP TOTAL | | 13.730.924.214 | 137.309.242 | %39,2 | | |
| Ford Motor Company | C | 14.399.703.676 | 143.997.037 | %41,0 | Management Privileged | No |
| C GROUP TOTAL | | 14.399.703.676 | 143.997.037 | %41,0 | | |
| TOTAL | | 35.091.000.000 | 350.910.000 | %100 | | |

- There are no privileged voting rights, but quorum conditions apply according to the provisions of the Articles of Incorporation.
- There are no dividend privileged rights in shares.

Board Composition and Committees

- Separate General Manager and Chairman roles.
- As of 2022, 10 out of the total 12 Board members are non-executives, except the General Manager and Deputy General Manager.
- 2 Independent BoD members: Compliant with the legislation. Within the framework of Article 6 of the Communiqué on Corporate Governance, Capital Markets Board has confirmed i- the acceptance of Ford Otosan as a joint venture and ii- the determination of the number of independent board members as two.
- Financial payments to Executive Management are announced as a total figure in the General Assembly and financial notes in line with the general practice.
- Performance based compensation for all employees including ESG targets as part of the annual Scorecard goals.

| EQUAL OPPORTUNITY | 2018 | | 2019 | | 2020 | |
|-------------------|--------|------|--------|------|--------|------|
| | Female | Male | Female | Male | Female | Male |
| Board Members | 3 | 10 | 3 | 10 | 2 | 12 |



Board of Directors

<https://www.fordotosan.com.tr/en/investors/corporate-governance/board-of-directors>

Executive Team

<https://www.fordotosan.com.tr/en/investors/corporate-governance/executive-team>

Reporting and Indices

Index Constituent



FTSE4Good



Dow Jones Sustainability Indexes

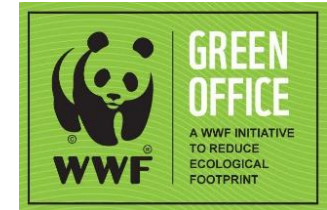
* Respondent



Global Lighthouse Network



* Participant



ARGÜDEN
GOVERNANCE
ACADEMY

Good Governance for
Quality of Life

Sustainability Approach:

Sustainability Reports:

Sustainability Policies:

Corporate Governance Policies:

Code of Conduct:

<https://www.fordotosan.com.tr/en/sustainability/sustainability-approach>

<https://www.fordotosan.com.tr/en/sustainability/sustainability-reports>

<https://www.fordotosan.com.tr/en/sustainability/sustainability-policies>

<https://www.fordotosan.com.tr/en/investors/corporate-governance/policies>

<https://www.fordotosan.com.tr/en/investors/corporate-governance/code-of-conduct>

2022 Guidance

| | 2021A | 2022F |
|---------------------------------|----------|----------------|
| Turkish Industry Volume | 766 K | 800 K – 850 K |
| Ford Otosan Retail Sales Volume | 74 K | 90 K – 100 K |
| Exports | 289 K | 350 K – 360 K |
| Wholesale Volume | 362 K | 440 K – 460 K |
| Production Volume | 348 K | 430 K – 440 K |
| Capex (fixed assets) | € 309 mn | € 620 – 670 mn |

- Ford Otosan provides guidance 4 times a year as part of quarterly financial statements.
- Guidance updated in April 2022 with 1Q22 results. Next update will be in August 2022 as part of 1H22 results.

Contacts

www.fordotosan.com.tr

Bahar Efeođlu Ađar

Investor Relations Manager

+90 216 564 7859

bagar@ford.com.tr

Ekin Taş

Investor Relations Specialist

+90 216 564 7267

etas4@ford.com.tr

FORD OTOSAN CORPORATE OPERATIONS INVESTORS SUSTAINABILITY CAREERS MEDIA

TR

Announcements

WED 17 November Extraordinary General Assembly Meeting Dividend Distribution Result
Read Pdf

FRI 05 November Production Interruption in Gölcük Plant - 05112021
Read Pdf

WED 27 October 2021 9M Earnings Announcement
Read Pdf

Show All

Turkey's export leader

Investor Kit

Financial Results Kit

General Assembly Kit

Disclaimer: This presentation contains forward-looking statements that reflect the Company management's current views with respect to certain future events. Although it is believed that the expectations reflected in these statements are reasonable, they may be affected by a variety of variables and changes in underlying assumptions that could cause actual results to differ materially. Neither Ford Otosan nor any of its directors, managers or employees nor any other person shall have any liability whatsoever for any loss arising from use of this presentation.