

Production...

50% of total motor vehicles
93% of commercial vehicles

Exports...

48% of total motor vehicles
94% of commercial vehicles

Sales...

Market leader

with

17% in passenger cars
53% in commercial vehicles
52% in farm tractors
31% in total automotive

Automotive



30
31

Incentives boost automotive sector recovery

Following the difficulties in 2008, the automotive sector faced further challenges in 2009. The financial difficulties encountered by the three major US manufacturers and the subsequent deals they made with the US government, share sales and restructuring left their mark on the sector. In Europe manufacturers sought to lessen the effects of the crisis with government support, stringent cost-cutting and restructuring measures. While Turkey's main export markets contracted in the first half of 2009, various incentive measures introduced by the governments, especially in Italy, France and Germany boosted demand. According to annual figures, China was the best performer in the global markets with a 51% increase in sales. In the United States, total automotive sales dropped by 21%. In Germany, Europe's largest market, sales were up by 20% while in France, sales increased by 5%. In Italy, however, sales declined by 2%.

The Turkish automotive sector contracted significantly at the beginning of 2009. In January and February alone, the total passenger car and light commercial vehicle market slid by 38% in comparison with the same period in 2008. Falling economic activity, decline in the banks' appetite to extend car loans and expectations of an upcoming incentive package that led to a pent-up demand were the main reasons driving the contraction. Demand took a sudden jump with the introduction of the stimulus package reducing the Special Consumption Tax (SCT) in March. This increase was sustained for the term of the package, until the end of June, and then beyond to the end of September with a second, three-month extension to the package albeit with lower discounts. In September, the last month of the incentives, the market grew significantly, only to fall back in October and November in the absence of an incentive package. However, as the seasonality in the domestic automotive sector coupled with attractive sales campaigns introduced by the companies, domestic sales reached record highs in December, making it the best month of 2009 and the third strongest month of the last 5 years.

Consequently, the adverse effects of the crisis were compensated, particularly in the passenger car segment, thanks to SCT incentives. The year ended with a 12.8% increase in sales of passenger cars and light commercial vehicles to 557,126 units. In a year where the economy contracted significantly, the automotive market grew due to a combination of pent-up and pulled forward demand. It was also observed that automotive sales which are mostly financed with loans in a normalized environment, were predominated with cash sales in 2009.



Domestic market sales increased by 13%, boosted by the tax incentives.

In contrast, medium and heavy commercial vehicle segments continued to contract sharply in the absence of meaningful tax incentives. The medium commercial vehicle segment saw a 30% decline in sales while sales of heavy commercial vehicles dropped by 42.3%, the biggest rate of decline in the sector. Though the recession hit the logistics and tourism sectors hard, cutting the semi-trailer and large bus segments, a contrary tendency towards public transportation in the domestic market and fleet purchases diminished the adverse effects.

The tractor market was undercut by the decreasing appetite of financial institutions to extend loans. While the global tractor market shrank 8%, the domestic market was almost halved with a 49% drop in sales due to limited financing opportunities for farmers.

In the defense industry, a policy of nationalization and the increasing preference for local manufacturers contributed positively to the development of the sector.

Total automotive production in Turkey declined 24.2% by for the year. According to data from the Turkish Automotive Manufacturers' Association, total vehicle exports declined to 628,970 units, 30.9% lower than in 2008. In monetary terms, total vehicle exports decreased by 23% to \$ 102 billion. The automotive sector was the country's leading industrial exporter in 2009 with 16.6% of Turkey's total exports.

Koç Group Automotive Group

Koç Group maintained its undisputable leadership in the Turkish automotive sector in 2009 with 50% of Turkey's total automotive production, 48% of its total exports, and 31% of its domestic sales.

Total production of the Group's automotive companies was 443,402 units. The Group's automotive exports fell by 30% to 306,000 units, in line with the decline in Turkey's automotive exports, especially due to the contraction in the demand for commercial vehicles.

Koç Group's leadership of the domestic market was nowhere stronger than in the commercial vehicle segment with production of 93%, corresponding to 349,223 units and 94% of Turkey's commercial vehicle exports.

Ford Otosan started to export the Transit Connect model manufactured in the Kocaeli Plant to United States in May, breaking new ground in the Turkish automotive sector.

Tofaş manufactured its three-millionth vehicle in 2009 and achieved the 'Silver' level in 'World Class Manufacturing'. The Company became Fiat's world number one among 170 centers, with the "highest quality and safest manufacturing".

Türk Traktör increased its customer satisfaction through its Relationship Management System, strong dealership network, and after-sales organization.

Otokar continued its research and development operations, designing and manufacturing new vehicles and series, for which it retains the Intellectual Property Rights. Otokar's medium-size bus Vectio 250T won the Grand Award in Europe.

Koç Group maintained its undisputable leadership in the Turkish automotive sector in 2009.



32
33

Why Koç Holding?

In Turkish automotive

- 50% of production
- 48% of exports
- 94% of commercial vehicle exports
- 31% of domestic market sales
- Universally awarded production centers

Ford Otosan

Total Revenues:
\$ 3,702 million

Domestic Market Position:
Market leader in total automotive for the 8th consecutive year
15.1% total market share

Network:
279 dealers including
117 main sales points

International Position:
Commercial vehicle exports, predominantly to North American and European countries

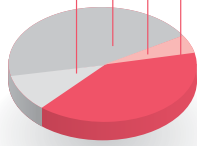
Share of International Revenues:
57%

EBITDA:
\$ 373 million

Gross Profit Margin:
12%

Operating Profit Margin:
7%

Shareholder Structure:
Koç Holding
38.46%
Other Koç
2.58%
Ford Motor Co.
41.04%
Free Float
17.93%



www.fordotosan.com.tr

Market leader for the 8th consecutive year

Established in 1959 as a small assembly facility, Otosan quickly developed into a production hub and laid the foundation of the Turkish automotive industry.

Today, under the partnership of Koç Holding and Ford Motor Co., Ford Otosan manufactures Transit and Transit Connect commercial vehicles at its Kocaeli Plant and Cargo trucks at its İnönü Plant. In 2009, with a market share of 15.1%, Ford Otosan maintained its leadership of the automotive sector for the 8th consecutive year. The Company, which has increased its market share in all segments, maintained its leadership position in the commercial vehicle segment with a market share of 26% and ranks number three in the passenger car segment with a market share of 9%.

Ford Otosan holds the 3rd position in İstanbul Chamber of Industry's listing of "Turkey's Top 500 Industrial Enterprises 2008". The Company's award-winning Kocaeli Plant has an annual production capacity of 320,000 vehicles. Ford Otosan took effective measures to decrease the impact of the crisis focusing on cost-efficiency and safeguarding employment. While cost-cutting measures were implemented short-term workers' compensation was also given. Hundreds of workers were provided temporary employment at other factories of Koç Group companies.

Turkey's first automobile export to the USA

Ford Otosan began exporting Ford Transit Connect vehicles to North America in May, in accordance with its strategy of expanding into new export markets. The Transit Connect was developed and manufactured by Turkish engineers in Kocaeli Plant and it is now the first vehicle to be exported from Turkey to the automotive industry's homeland, the USA.



50 years in Turkish automotive

One of the oldest companies in the Turkish automotive sector, Ford Otosan celebrated its 50th year in 2009. The Company could successfully overcome the difficulties of 2009, thanks to its wide product range, simple, flexible and low-cost production structure, R&D capacity, its logistic advantage of being the only Turkish automotive company owning its own port facilities, its strong and well-established distribution network, high export capacity, and its award-winning products.

Ford Otosan creates value to its investors through its proven track record of sustainable profit margins, strong cash flow generation and high dividend yield. The Company aims to maintain its leadership of the Turkish automotive market and become Ford Europe's manufacturing hub by providing automotive products and services that meet its customers' expectations in the best possible way.

Ford Otosan invested approximately TL 73 million in modernization and new product development projects in 2009.

Increased market share with new products

Ford Otosan renewed most of its passenger car product range in 2008 and extended its line throughout 2009 in accordance with consumers' expectations. As a result, it finished the year as the 3rd best-selling brand in the passenger car segment.

The new Connect, which transmits Ford's global kinetic design philosophy into the commercial vehicle segment, was launched in April. With the new Transit Connect, which was predominantly developed by Turkish engineers and is manufactured in the Kocaeli Plant, Ford Otosan increased its 2009 market share of the light commercial vehicle segment by 1.8 percentage points, reaching 26%.

Ford Otosan reinforced its leadership with new product developments. The Transit family line was broadened with the addition of front-wheel drive 140 PS minibuses to the product range, which increased its market share by 5.8 percentage points to reach 36%. The Transit line gained a market share bigger than the total share of its six closest competitors in the medium commercial vehicle segment.

3rd place in Turkish patent league

Ford Otosan contributed to the development of an indigenous automotive industry, notably by producing Turkey's first automobile and Turkey's first car engine. Thanks to its strong R&D culture, the Company exports vehicles it developed to 70 countries on five continents. It has the largest R&D staff in the Turkish automotive industry, with 600 engineers most of whom have a graduate or PhD degree. Ford Otosan is one of Ford Motor Co.'s R&D centers and many new technologies are being developed at the Company's Gebze Engineering Facility which is located in a Technopark area and Kocaeli Plant. One of the results of this effort, the Hybrid Commercial Vehicle Project, which was developed in cooperation with the Scientific and Technological Research Council of Turkey (Tübitak) and Istanbul Technical University, was ranked first in the Product Category at the 8th Technology Awards. Moreover, the Company garnered a Patent League award for taking 3rd place among Turkish companies for the highest number of patent applications and the patent registrations held.

Transit Connect: 2010 North American Truck of the Year

Ford Otosan continued its successful performance in 2009. The Company won numerous awards including the "Sector Export Award of Merit - 1st Place" by the Undersecretariat of Foreign Trade, "2009 Sector Performance Sustainability Award" by Kocaeli Chamber of Industry and "R&D Achievement Award" by the Association of Automotive Parts and Components Manufacturers.

Transit Connect, which has been exported to North America since May, was deemed worthy of some of the most prestigious awards of America; Detroit News, Popular Mechanics and Kelly Blue Book "Vehicle of the Year" in 2009 and it won the "North American Truck of the Year" award on the evaluation of Trucks Trends magazine and a jury of 50 American journalists. These awards made Transit Connect the first commercial vehicle to win awards both in Europe and North America.

2010 and beyond

Although demand for automotive products is not likely to increase rapidly after a difficult year, 2010 is expected to see some improvement in capacity utilization, production and sales volumes as sales in many countries have begun to grow at a steady pace and high stock levels have depleted. Ford Otosan will continue to focus on effective cost cutting and efficiency measures in order to improve profitability and to generate resources for new projects.

Ford Otosan operates in accordance with its mission to maintain its market leadership by matching customer expectations in Turkey while becoming Ford Europe's manufacturing center. As such, Ford Otosan's objective is to become an engineering and R&D center within Ford's global organization by designing the vehicles it manufactures and developing vehicle technologies of the future. The Company is planning to double its R&D staff by 2012 to match technology development work on light commercial vehicle design and manufacturing. Ford Otosan has been gaining market share not only through sales and exports but also by its rapid increase in patents, scientific journals, branding and design studies and awards.



Ford Otosan's Transit Connect model was Turkey's first automobile export to the USA.

Why Ford Otosan?

- Market leader for the 8th consecutive year
- Best Ford assembly plant in Europe since 2002
- Best manufacturer of Ford powerplants worldwide since 2005
- Logistical advantage: the only automotive company with its own port facilities

Tofaş

Total Revenues:
\$ 3,291 million

Domestic Market Position:
Leader in the light vehicle segment (PC & LCV) with a market share of 15.3%
Leader in the light commercial vehicle segment with a market share of 29.5%

Network:
156 sales points, 74 of which are main distributors

International Position:
Manufacturing and export center of Doblo, MiniCargo and Linea
One of Fiat's 3 largest R&D centers in the world

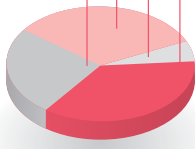
Share of International Revenues:
60.4%

EBITDA:
\$ 308 million

Gross Profit Margin:
9.8%

Operating Profit Margin:
5.1%

Shareholder Structure:
Koç Holding
37.59%
Other Koç
0.27%
Fiat Auto S.p.A.
37.86%
Free Float
24.29%



www.tofas.com.tr

Market leadership in light vehicles regained eight years on

Established in 1968 by Koç Holding's founder Vehbi Koç, Tofaş is a joint venture of Koç Holding and Fiat S.p.A. Currently it is one of Fiat's three strategic international production hubs. In addition to the Doblo and MiniCargo models produced at the Bursa factory, it exports Fiat's Linea model to international markets, thus making it an important global player and the only company producing a passenger car that is exported all over the world from Turkey.

Tofaş increased its total sales by 38.8% at the backdrop of a 12.8% market increase, regaining its leadership of the passenger car and light commercial vehicle market in 2009 after an 8-year hiatus with 15.3% market share. Tofaş also captured a record-high market share in light commercial vehicles with 29.5%. Behind this success are Fiat's vastly improved brand image, the fact that Tofaş is the only domestic manufacturer of both passenger cars and light commercial vehicles, and production skills and flexibility that enable the Company to respond quickly to sudden jumps in demand.

Exports got off to a slow start in 2009, reflecting stagnant European markets. However, by the end of the year, exports had climbed steadily back to pre-crisis levels. Completely Built Unit (CBU) vehicle exports showed no decline in 2009, largely due to the success of Fiat Fiorino in Europe.

A powerful player during the crisis

Tofaş continued to implement stringent cost cutting measures in 2009. The Company's strong R&D and engineering talent, and its World Class Manufacturing (WCM) activities decreased its operating expense percentage to their lowest level in recent years.

The Company's "cost plus" take-or-pay export agreements provided significant visibility during the uncertainty. Due to its strong balance sheet structure, effective working capital management, non-exposure to exchange rate risks and project finance that was secured before the crisis at very favorable rates, Tofaş had no additional financing requirements in the year. Tofaş completed 2009 with a solid financial standing and with significant successes in many areas.

Tofaş: Fiat's first silver level production center worldwide

Tofaş attained the silver level in the World Class Manufacturing program, making it Fiat's first center among around 170 global factories to reach this level with the highest score. This success is the result of a policy of continuous improvement that was instituted in 1984 and carried the Company to the bronze level in 2007. Intensive activities in 2008 laid the ground work for the silver level in 2009.

Tofaş's 41st year and three-millionth vehicle

Fiat Fiorino has been a great success worldwide since it was launched. The Fiat brand of the MiniCargo project, the Fiorino is manufactured at Tofaş's Bursa plant, which has an annual production capacity of 400,000 units. In 2009, Tofaş's 41st year, a Fiat Fiorino became the Company's three-millionth vehicle.



Turkish Automotive Sector's largest R&D center - R&D investment above global standards

In line with its vision of 'becoming Fiat's most competitive and self-sufficient passenger car and commercial vehicle development hub by 2010' Tofaş owns the biggest R&D center in the Turkish Automotive Sector. Tofaş R&D center is Fiat's 2nd largest in Europe and 3rd largest in the world. It has sole ownership of the intellectual and industrial property rights and holds the design responsibility for the MiniCargo and new Doblo models. With a ratio of annual R&D spending to net revenues as high as 4%, Tofaş has exceeded global standards in terms of R&D investment.

Within the scope of its strategic targets, Tofaş aims to improve its product development capacity to take vehicle lifecycle management responsibilities for the products it develops, and to perform as a technology and production center for all the technological activities its products require.

Strengthening performance in Corporate Governance

Tofaş is one of the first companies in the ISE Corporate Governance Index. The Company increased its corporate governance rating from 8.16 to 8.24 in 2009.

Take-or-pay exports: New Doblo

Tofaş will launch the new generation Fiat Doblo in early 2010. Tofaş owns the intellectual property rights of the new generation of this award-winning representative of the light commercial vehicles segment. Production of the new Doblo started in October and the vehicle will be exported to many countries.

Annual production of the new Doblo is projected at 120,000 units and the vehicle represents an investment of € 386 million between 2007 and 2009. An additional investment of € 64 million is planned for 2010. Two-thirds of the new Doblo will be produced for export purposes on a take-or-pay basis.

2010 and beyond

Tofaş has set priorities for 2010 to focus on excellence in quality, increasing cost competitiveness, continuing to be the pioneer in its sector, increasing customer and dealer satisfaction while at the same time creating value for all of its stakeholders through sustainable and profitable growth.

The Company's long-term strategy is to seek sustainable and profitable growth. In line with this target, Tofaş aims to carry its success in the World Class Manufacturing program to the gold level and extend this experience to the supply industry, to be Fiat's preferred regional R&D and production hub, and to be self-sufficient in R&D and production.

Koç Fiat Kredi

Koç Fiat Kredi provides financial solutions to the 5 brands under the Tofaş umbrella, Fiat, Alfa Romeo, Lancia, Ferrari and Maserati. Koç Fiat Kredi provided 14,918 loans in 2009, financing 46% of all Tofaş's credit sales.

Koç Fiat Kredi introduced the loan protection insurance in May. The Company is an integrated financial services group with 108 sales points across Turkey.



Tofaş regained its leadership of the passenger car and light commercial vehicle market after an 8-year hiatus.

36
37

Why Tofaş?

- The 1st and highest scoring production center to reach silver level in WCM among Fiat's 170 factories
- Fiat's 2nd largest R&D center in Europe and 3rd largest in the world
- Turkey's highest-capacity automotive company
- Complete intellectual property rights of MiniCargo and new Doblo

Türk Traktör

Total Revenues:

\$ 443 million

Domestic Market Position:

Market leader with 52% market share

Network:

100 tractor dealers under the NH brand, 75 spare part dealers 15 dealers under the CASE IH brand

International Position:

Global engineering and production hub for New Holland TD & Case JX tractors.

Share of International Revenues:

48%

EBITDA:

\$40 million

Gross Profit Margin:

15.6%

Operating Profit Margin:

7.9%

Shareholder Structure:

Koç Holding

37.50%

Koç Holding

(held for sale)

2.31%

CNH Global NV

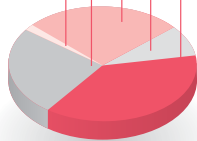
37.50%

Free Float

22.01%

Other

0.68%



www.turktraktor.com.tr

Why Türk Traktör?

- The first manufacturer in the Turkish automotive industry
- Global engineering and production hub for New Holland TD & Case JX tractors
- Undisputable domestic market leader
- Unrivaled customer satisfaction

First manufacturer in the Turkish automotive industry

Türk Traktör, a joint venture of Koç Holding and CNH Global NV, one of the world's largest farm tractor and agricultural product manufacturers, has been operating in Turkey since 1954 as the first manufacturer in the Turkish automotive industry. It is the largest farm tractor producer in Turkey with an annual production capacity of 35,000 farm tractors and 25,000 engines. The Company is the global production and engineering hub for the New Holland TD & Case JX tractors and exports its products to 65 countries. Türk Traktör's vision is to be a driving force for modern agriculture.

The incentives introduced to revive the automotive sector had no effect on the farm tractor industry. However, Türk Traktör was able to overcome the market difficulties through a tax-reduction campaign it carried out via its dealers, particularly in the second half of the year. The Company was able to manage the fluctuations in the market utilizing its vertical integration advantages. As a local manufacturer, Türk Traktör has a large and strong customer portfolio and, in 2009, while implementing a stringent cost management policy, the Company also focused on customer-oriented marketing activities and training programs. Thanks to its successful dealer network, well-trained after-sales teams and the customer relationship management system it employs, Türk Traktör managed to improve customer satisfaction.

Increasing market share in all segments

In 2009, the Company increased its market share in New Holland branded products from 47% to 49% and in CASE IH branded products from 2% to 3%. While maintaining its leadership position in the combine harvester market with the launch of new products, the Company increased its share in the cotton harvesting machine market.



In 2009, Türk Traktör's total capital expenditures reached TL 11 million and, with the current capacity utilization rate of the Company, there is no need for any major additional investment for the next 10 years.

R&D focused Initiatives

Türk Traktör continued to expand its product range in 2009 through its R&D investments, reinforcing its market position. The Company has one of the highest production capacities in the farm tractor industry and it is one of the most important R&D centers within the CNH network.

Türk Traktör's R&D center, approved by the Ministry of Industry in 2009, employs 54 engineers and technicians. The Company plans to expand its R&D facility further by adding new projects and responsibilities.

OHSAS 18001 Certificate

Safety is a way of life at Türk Traktör and various projects are underway in the field of occupational health and safety. The work environment and production processes have been further improved as a result of projects carried out with the active participation of employees. The Company has harmonized its occupational health and safety practices with the BS OHSAS 18001 standard and obtained the BS OHSAS 18001 Occupational Health and Safety Management System certificate.

Strengthening Corporate Governance performance

Türk Traktör is one of the first companies in the ISE Corporate Governance Index. The Company increased its corporate governance rating from 7.83 to 8.12 in 2009.

2010 and beyond

Türk Traktör aims to maintain its leadership in the farm tractor, combine harvester and cotton harvesting machine markets, to continue the growth achieved with the CASE IH brand, to expand its dealer network coverage, to improve its after-sales support services and to introduce new products and services to Turkish farmers.

Otokar

Otokar uses its own technology, design and applications to manufacture minibuses, buses, 4x4 tactical vehicles, light-armored vehicles for the defense industry, and trailers and semi-trailers for the transportation and logistics sector. Operating in a 552,000 m² plant in Sakarya, the Company is also the prime contractor on the Altay National Tank Project.

The 2009 recession affected the logistics and tourism sectors strongly and, in turn, the semi-trailer and bus markets were impacted. However, the increasing use of public transport buses and fleet sales were the two main factors compensating the contraction. The increasing preference for national players in the defense industry also contributed positively to the sector's development.

During the crisis, Otokar focused on its strengths and new product development to match the expectations and demands of its customers. As a company that has proven its products and services in their niche markets, Otokar focused completely on a customer-oriented approach for sustainable customer satisfaction and higher sales. The Company also shed weight through cost-cutting and economizing measures in its production, sales and marketing operations.

A year in which leadership is maintained

Despite the contraction in the bus, minibus and trailer segments in 2009, Otokar became the market leader in the ADR tanker and refrigerated segments. It also maintained its position as the Turkish Armed Forces' leading supplier of tactical vehicles.

Revenues up by 5%

In 2009, new product development, expanding into new markets, and focus on defense industry operations helped Otokar achieve its targets. The Company generated TL 503 million revenues, a 5% increase vis-à-vis 2008, while export revenues exceeded \$ 100 million.

Turkey's first National Tank

Otokar is the prime contractor on the ALTAY National Tank Production Project under a contract awarded by the Undersecretariat of Defense Industry. The project was officially kicked off in 2009.

Otokar was also selected as the prime contractor in the Tactical Wheeled-Vehicles tender to supply 861 command-control, loading and personnel vehicles to meet the needs of the Turkish Armed Forces.

Environmentally friendly technologies

Otokar introduced more environment-friendly engines with minimum emission levels in the public transportation products sold to domestic and international foreign markets and launched Euro V compliant vehicles in the European market.

R&D focus

75% of Otokar's revenues are generated from vehicles it has designed and produced. Otokar's continuing R&D activities allowed new vehicles and series to be added to the product range in 2009. In the defense industry segment, the mine-resistant armored vehicle KAYA was developed in two models - a personnel carrier and load carrier. In the public transportation segment, a 12-meter series of buses was designed and the new models were launched simultaneously in Turkey and Europe.

Vectio 250T wins Grand Award

Otokar won the 'Grand Award', the highest award in Europe in the medium-size bus category, with its Vectio 250T model, which the Company designed and of which it owns the intellectual property rights. The award was presented to the Company at Busworld Kortrijk, Europe's biggest bus fair.

Strengthening Corporate Governance performance

Otokar raised its corporate governance rating from 7.94 to 8.12 in 2009 and is one of the companies in ISE's Corporate Governance Index.

2010 and beyond

Otokar maintains the national character of its products through developing its own technology and it aims to ensure sustainable satisfaction of its stakeholders with a philosophy of perfection. The Company has set its strategy to widen its product range and markets and maintain its position as the market leader.

Otokoç Otomotiv

Otokoç Otomotiv operates in automotive retailing with Otokoç and Birmot brands and in car rental with Avis and Budget brands. The Company provides sales and after-sales services under Otokoç for Ford and Volvo brands and under Birmot for Fiat, Alfa Romeo and Lancia brands. The Company is the leading automotive retailer in Turkey with 8.5% market share. In 2009, Avis remained the leading car rental brand, while Budget was the number three player in the sector.

In 2009, Otokoç Otomotiv accounted for 27.5% of Ford Otosan sales and 29.3% of Tofaş sales, becoming the 5th largest retailer in the automotive sector after Ford, Fiat, Renault and Hyundai. The Company sold a total of 48,850 cars, 26% more than 2008 and increased its revenues by 25% to TL1.7 billion.

Avis Turkey has been the leader in customer satisfaction according to ratings of customers from Europe, Africa, Middle East and Asia for the last four years. It was granted an award in the "car rental" category of "SKALITE Tourism Quality Awards 2009". Budget received "The Best Marketing Communication" award with the successful fly and rent program and long term cooperation with Pegasus Airlines. 2009 sales and after-sales customer satisfaction surveys revealed that Otokoç and Birmot scored above the Turkey average of all Ford Otosan and Tofaş dealers. Otokoç Ataşehir and Antalya offices were granted Ford Europe's Chairman's Award owing to the strong customer satisfaction.

Going forward, Otokoç Otomotiv's objective is to remain the leading automotive retailer while increasing its share of the brands it represents. Maintaining its leading position in the car rental segment with Avis while carrying Budget to the second position and achieving a gradual and consistent growth trend in car leasing are among the other objectives of Otokoç Otomotiv.

38
39



Otokar - Vectio 250T

Why Otokar?

- Balanced risk structure due to production in various segments
- Leading supplier of Turkish Armed Forces
- Prime contractor on the first National Tank Project