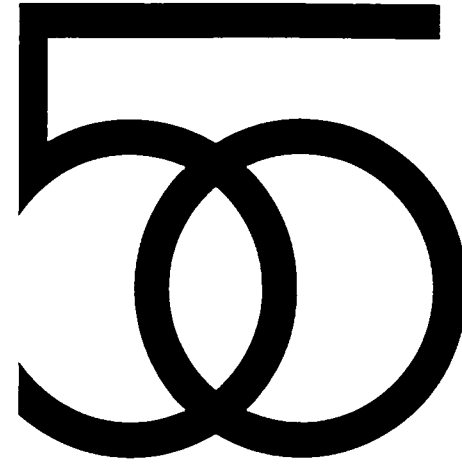




the American Turkish Society

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YEARS

FORD | KOÇ



The American Turkish Society Gala Dinner 2006
Honoring William Clay Ford, Jr. and Mustafa V. Koç

Gala Co-Chairs

Mr. Ahmet Ertegün
Mr. A. Alfred Taubman

March 29, 2006

The St. Regis Roof
The St. Regis Hotel
2 East 55th Street
New York

Cocktails: 7:00 p.m.
Dinner Dance: 8:00 p.m.
Black Tie

Dinner Committee

Mr. Güner Aykal and Mrs. Berrin Tekiner
Mr. and Mrs. Edgar Bronfman, Jr.
Mr. and Mrs. Lyor Cohen
Mr. Edward T. Cloonan
Dr. and Mrs. Ozgen Dogan
Mr. and Mrs. Richard Ekstract
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Mr. Murad Megalli
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Dr. and Mrs. Mehmet Öz
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Mr. and Mrs. Bernard Schwartz
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Mr. Jeffrey Steiner
Dr. and Mrs. Kenan Şahin
Mrs. A. Alfred Taubman
Mr. Robert Trainer and Mrs. Shirin Devrim Trainer
Ms. Linda Wachner

Benefit Committee

Mrs. Joan Krehnbrink Kaye
Mrs. Scarlett A. Pildes
Ms. Sanem Tatlıdil

Program

Video Presentation
Ford Otosan: The Success Story

Welcome
Murat Köprülü, President
The American Turkish Society

Gala Co-Chair's Greeting
Ahmet Ertegun, Chairman
The American Turkish Society

Honoree's Remarks
Mustafa V. Koç, Chairman
Koç Holding, A.Ş.

Gala Co-Chair's Greeting
A. Alfred Taubman, Founder
The Taubman Company

Honoree's Remarks
William Clay Ford, Jr., Chairman & CEO
Ford Motor Company

Presentation of the ATS American Turkish Partnership Award

Dinner and Entertainment
Music by Joey Morant & Catfish Stew

Chairman's Message

On behalf of the American Turkish Society, I would like to welcome you to the first of what we hope will be a series of events, honoring partnerships between companies and people doing business in Turkey and the United States.

Tonight's dinner is even more meaningful, since it involves two family companies which are not only most famous in their own countries, but which are recognized all over the world.

The fact that we are celebrating the 50th anniversary of their joint venture makes it an especially unique occasion. Thank you for joining us in this celebration, and we look forward to your continuing involvement with the American Turkish Society.

AE

Ahmet Ertegun
Chairman



The American Turkish Society

Wishes to Thank The Honorees

and All Our Guests Who

Made This Evening Possible





William Clay Ford, Jr.

As Chairman of the Board and Chief Executive Officer of Ford Motor Company, William Clay Ford, Jr., is leading the company that put the world on wheels into the 21st century.

"Innovation is the compass by which Ford Motor Company sets its direction," Mr. Ford says. "We want to have an even bigger impact in our next 100 years than we did in our first 100."

A member of the board since 1988, Mr. Ford was elected chairman in September 1998, and took office on January 1, 1999. He also serves as chairman of the board's Environmental and Public Policy Committee and as a member of the Finance Committee. He was named Chief Executive Officer on October 30, 2001. In his first year as CEO, the financial performance of the company improved by nearly \$5 billion.

"To stay on top in an increasingly competitive global marketplace, we are accelerating our efforts," Mr. Ford says. "We're driving innovation to create exciting products with bold new designs that are safer, cleaner and more fuel efficient."

Mr. Ford joined Ford Motor Company in 1979 as a product planning analyst. He subsequently held a variety of positions in manufacturing, sales, marketing, product development and finance.

A lifelong environmentalist, Mr. Ford is committed to increasing shareholder value by developing products that please customers and benefit society. In 2000, under his leadership, Ford Motor Company published its first corporate citizenship report. That year, the company also began the restoration of its Ford Rouge Center in metropolitan Detroit, turning it into a model of 21st century lean, flexible and environmentally sensitive manufacturing.

As vice chairman of the Detroit Lions professional football team, Mr. Ford led efforts to build a new, environmentally friendly stadium in Detroit that was the site of Super Bowl XL. Through Detroit Lions Charities, he helped develop the Detroit Police Athletic League youth football program into one of the largest in the country. Mr. Ford is chairman of the Board of Trustees of The Henry Ford, and a member of the Board of Directors of Detroit Renaissance and eBay Inc.

Mr. Ford was born in Detroit in 1957. He holds a bachelor of arts degree from Princeton University and a master of science degree in management from Massachusetts Institute of Technology (MIT).



Mustafa V. Koç

Mustafa V. Koç is Chairman of the Board of Directors of Koç Holding.

He received a BA degree in business administration from George Washington University in 1984.

Mr. Koç is a member of the Istanbul Chamber of Industry, Chairman of the High Advisory Council of the Turkish Industrialists and Businessmen's Association; member of the Foreign Economic Relations Board; and a member of the Young Presidents' Organization. Mr. Koç was the former Chairman and is the Vice Chairman of the Turkish-American Business Council since 2005. He is a member of the board of the Vehbi Koç Foundation, and a member of the Board of Trustees of the Educational Volunteers Foundation. He joined the JP Morgan International Council in June 2004.

Mustafa V. Koç became Chairman of the Koç Group in 2003. In his short tenure as Chairman, Mr. Koç orchestrated the largest investments in the Group's history. Today, the Koç Group is one of the largest privately held companies in Turkey whose strategy is based on sustainable and profitable growth in sectors with high potential for growth.

The Koç Group's estimated consolidated turnover for 2006 is about \$36 billion exceeding the amount which had previously been targeted for 2015. With this turnover, the Koç Group will have reached its goal of becoming one of the top 200 companies in the world ten years before expected.

The increase in Koç Group profits in the last year exceeded the increase in turnover. Consolidated activity profit without amortization increased to \$1.5 billion in 2005. In 2006, a 100% increase to \$3 billion is targeted.

In order to maintain profitable and fast growth, the Koç Group focuses more on growing abroad in all businesses. In line with its strategic plan, the Koç Group will continue to take the steps necessary to make it one of the leading companies in the world. Currently, the Koç Group employs 89,000 people throughout the world.

The Koç Group operates as a global company implementing the highest international standards in the areas of corporate management, transparency, social accountability, and quality of human resources.

The Koç Group is a leader in the area of corporate social responsibility through the Vehbi Koç Foundation and its active support for educational, cultural, environmental and health institutions and activities throughout Turkey. These efforts are supplemented by the extensive activities of the Rahmi M. Koç Foundation of Museums and Culture and The Suna and Inan Kiraç Foundation.

Born in 1960, Mr. Koç is married and has two daughters.





Ford Motor Company, a global automotive industry leader based in Dearborn, Michigan, manufactures and distributes automobiles in 200 markets across six continents. With approximately 300,000 employees and 108 plants worldwide, the company's core and affiliated automotive brands include Ford, Lincoln, Mercury, Mazda, Volvo, Jaguar, Land Rover and Aston Martin. Its automotive financing business is Ford Motor Credit Company.



2005 Mustang in Production at AAI
Flat Rock, Michigan - September, 2004
Mustang body panels are welded together on the line by weld robots.

FORD OTOSAN

The Koç-Ford relationship dates back to 1928 when Mr. Vehbi Koç started business as a Ford dealer in Ankara. This dealership was the foundation on which Ford Otosan was later built, but also represents a keystone in the development of the Turkish auto industry. As a result of the pioneering efforts of Mr. Vehbi Koç, the automotive industry in Turkey began as an assembly industry in the early '60s. The automotive industry developed considerably in the intervening years, moving from an import substitution model to today's export-oriented high volume, high value-added cars manufactured with the latest technology. The automotive industry is now one of the key sectors in the Turkish economy.

Otosan was founded in 1956, and started its operations in 1959. In 1977, the first license agreement was signed with Ford. In 1987, Ford increased its share of ownership to 30%. In 1997, when Ford acquired a 41% equity stake in the company and became an equal managing partner, the name of the company became "Ford Otosan". Ford Otosan really began to grow after this date.

In the last seven years, \$1.2 billion have been invested in Ford Otosan. This investment covered three new commercial vehicle models (Transit, Transit Connect, Cargo), two new engine projects (Puma Transit Engine and Ecotorq Cargo Engine), and a greenfield plant (Kocaeli Plant). The Kocaeli plant alone was a lump-sum investment of about \$650 million, representing the single largest industrial investment ever made in the Turkish automotive sector. Its products are now exported to Europe, Central Asia, North Africa and the Middle East.

Ford Otosan is one of the leading companies in Turkey and the local market leader for the fourth year in a row. While maintaining its leadership position in the market, it also increased its market share to a record 17%. At the end of 2005, the company hit new records both in production and sales. The Kocaeli and İnönü plants produced a total of 243,500 units, exceeding 100% of capacity utilization. Nearly 163,000 units, 67% of production, were exported, generating an export revenue of \$2.1 billion. Local market sales totaled 130,000 units, and overall revenue amounted to \$4.6 billion. This year, Ford Otosan is heading for its fifth consecutive year as the market leader.

This success is based on years of experience and the power of teamwork. Ford Otosan's success can be seen not only in its business results, but in the awards and prizes it has received. To name a few from a very long list:

- Kocaeli Plant, Best Ford Production System Vehicle Operations Plant in Europe (4 times in a row since 2002)
- İnönü Plant, Best Ford Production System Powertrain Plant in Europe (2003 - 2005)
- Transit Connect, International Van of the Year Award (2003)
- Transit, Global Customer Satisfaction Award (2003)
- Ecotorq Engine, The Great Prize of Technology (2003)
- Kocaeli Plant, Şehabettin Bilgesu Environment Award (2004)
- "Worker of the Year" and "Employer of the Year" Awards (2004 - 2005)

With the recent announcement that the company is investing \$315 million for additional production capacity and new models, Ford Otosan will continue to grow and create greater value for Ford, Koç Holding and the Turkish economy.



Established in 1949 in New York City, the American Turkish Society, Inc. is the oldest not-for-profit organization fostering commercial, financial, industrial and cultural understanding between the United States and Turkey.

From its humble but crucial beginnings of meet and greet dinners between Turkish and American government leaders in the highly charged post-World War II period, the Society has steadily grown its corporate and individual membership with a diverse and challenging menu of business and cultural events throughout the years.

The Society's *ATS Institutes Program*, its *Meet the Ambassadors* and *Meet the Insiders Series* provide American audiences with valuable information about current issues pertaining to Turkey.

Within the past six years, the Society has also increased its philanthropic endeavors in a number of fields. In particular, the Society's *Earthquake Relief Fund*, established in the wake of the tragic earthquake near Istanbul in August 1999, was an extraordinarily successful international aid effort, channeling over \$5 million to not-for-profit organizations in Turkey. New philanthropic programs include the *Cultural Expansion Initiative* and the *Education Initiative*.

For more information about ATS please visit the web site at www.americanturkishsociety.org.

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The American Turkish Society Staff

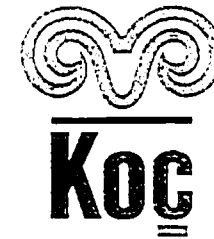
Janet Ekstract, Executive Director
Selen Uçak, Management Consultant



On behalf of Ford Motor Company, it is an honor to share the stage with Mustafa Koç as special guests of the American Turkish Society's Gala Dinner. Thank you for this wonderful recognition of our partnership and mutual support of the strength and success of Ford products in Turkey.

Ford is proud of its association with the Koç Family and Ford Otosan. Through our joint venture, we also have enjoyed and benefited from the opportunity to participate in the rich diversity of Turkish culture. As we participate, we affirm our community within the global market and continue our commitment to help build a better world.

Bill Ford



On behalf of Koç Holding and Ford Otosan, I am very proud to recognize our remarkably long and fruitful partnership with the Ford Motor Company. It is a pleasure to share this momentous occasion tonight with Bill Ford at the Gala Dinner of the American Turkish Society.

Over the course of our long lasting corporate relationship, the Ford Motor Company has contributed superb and exciting products, one of the world's best-known and respected brand names, and the know-how of vehicle production that comes with its own 100-plus-year history. Koç Holding has brought its broad business acumen, local economic and political expertise and entrepreneurial spirit to the venture. This union has resulted in great business success.

Building on what we have created together, I am confident that our partnership with Ford will continue to grow and develop in Turkey and in the wider world. The strength of our union will most certainly bring us to a point far beyond where we are today.

Mustafa V. Koç

MICA AND AHMET ERTEGÜN

JOIN THEIR DEAR FRIENDS,

MEMBERS OF THE FORD AND KOÇ FAMILIES,

IN CELEBRATING THE 50TH ANNIVERSARY

OF THEIR JOINT VENTURE



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and

congratulates the honoree

WILLIAM CLAY FORD, JR.

Ford Motor Company

— *et* —

MUSTAFA V. KOÇ

Koç Holding A.Ş.

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We congratulate the honorees.
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Congratulates

Ford Motor Company
&
Koç Holding A. Ş.

For their leadership in global business.

Your success is our success.

We are proud to support
the American Turkish Society
and congratulate
William Clay Ford, Jr.
and Mustafa V. Koç.



We are proud to honor
Bill Ford and Mustafa Koç
representing the strength of vision
and
staunch commitment
to American-Turkish partnership
by the Ford and Koç Families

Happy Fiftieth!

Joukowsky Family Foundation
Multilateral Funding International (MFI)
Nina and Murat Köprülü



TAİK

TÜRK - AMERİKAN İŞ KONSEYİ
TURKISH - U.S. BUSINESS COUNCIL

As a not-for-profit organization striving to improve bilateral trade relations between Turkey and the United States, TAIK is proud to be the supporter of this event, and celebrate the decades-long history of partnerships between American and Turkish corporations. We believe that the 50-year joint venture between Ford Motor Company and Koç Holding A. Ş., with its record-setting annual production levels, sets a great example for future partnerships and helps contribute to the commercial ties between the two countries.

We would also like to honor ATS, as well as its Chairman Ahmet Erteğin and President Murat Köprülü, for inaugurating such an event and fostering commercial, financial, industrial and cultural understanding between the United States and Turkey for over 55 years.

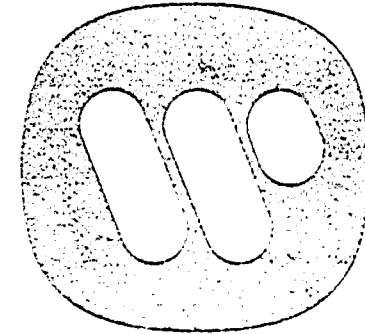
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Congratulations to William Clay Ford, Jr.
and Mustafa V. Koç

From all your friends at Warner Music Group



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Congratulating Ford Motor Company and Koç Holding A. Ş.
for 50 Years of Partnership

Kenan Şahin, CEO and Founder, TIAX LLC



Congratulates
Ford Motor Company
&
Koç Holding A.Ş.

For leading the cooperation between the United States and Turkey

Here's to the next 50 years !



CONGRATULATIONS

to

Koç Holding and Ford Motor Company
for decades of success

in American-Turkish corporate partnership
and to

The American Turkish Society
for promoting and recognizing

American-Turkish cooperation and collaboration

 **KIRAÇA**

Bayraktar Group congratulates
Ford Motor Company and Koç Holding A.Ş.
for 50 years of partnership,
and is proud to contribute to their global success
with the products of its group companies,
Ege Endüstri A.Ş. and Ege Fren A.Ş.

 **Bayraktar**
Ege Endüstri
Ege Fren

The Coca-Cola Company congratulates
the American Turkish Society and
the 2006 honorees: Ford Motor Company
and Koç Holding A.Ş.





Lexin Capital

Congratulates

Ford Motor Company
&
Koç Holding A. Ş.

for 50 years of American – Turkish cooperation

Congratulations

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KOÇ & FORD CORPORATE FAMILIES

on HALF A CENTURY of

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Congratulations to
Ford Motor Company
&
Koç Holding A. Ş.
for

50 Years of Partnership

Dr. and Elif Seçkin



We congratulate
The American Turkish Society
for their contributions to
American - Turkish relations.



Turkcell is the leading GSM operator in Turkey with 27.9 million post-paid and pre-paid customers as of December 31, 2005 operating in a three player market with a market share of approximately 64% as of year end 2005

(Source: Telecommunication Authority). In addition to the high-quality wireless telephone services, Turkcell currently offers General Packet Radio Service (GPRS) countrywide and Enhanced Data Rates for GSM Evolution (EDGE) in dense areas, which provide for both improved data and voice services.

Turkcell provides roaming with 495 operators in 186 countries as of March 10, 2006. Serving a large subscriber base in Turkey with its high-quality wireless telephone network, Turkcell reported US\$4,269 million net revenues as of December 31, 2005. Turkcell has interests in international GSM operations in Azerbaijan, Georgia, Kazakhstan, Moldova, Northern Cyprus and Ukraine. Turkcell has been listed on the NYSE (New York Stock Exchange) and the ISE (Istanbul Stock Exchange) since July 2000 and is the only NYSE listed company in Turkey.