

Turkish Airlines Inc. 2007

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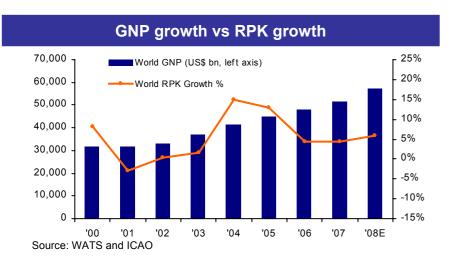
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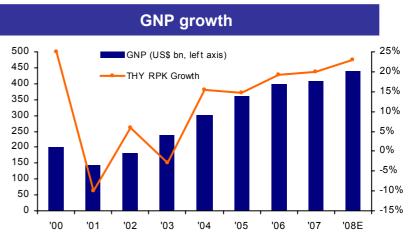
### **Turkish Economy**

- **→** Airline Sector in Turkey
- Company Overview
- Financial Highlights
- + Appendices

### **Industry vs Economy**

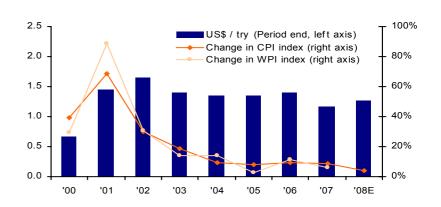


- World GNP expected to grow by 4,8%, RPK growth is expected to be 5.8% for 2008
- While World RPK decreased after 2004 THY was able to sustain and increase RPK for the same years
- Middle East, Far East and Africa routes are expected to grow higher then average during the years 2008-2010



Source: Realization and official targets by Central Bank of Turkey, General Directorate of Budget and Fiscal Control, State Institute of Statistics

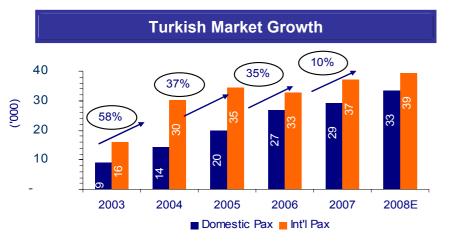
#### **Falling inflation**



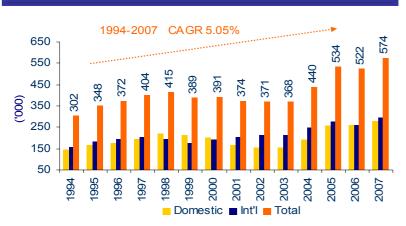
Source: Central Bank of Turkey; inflation and exchange rate realizations, inflation targets



# Airline Sector in Turkey Passenger Traffic







#### Since 2002 Turkish domestic market continues to grow

- Turkish domestic traffic for 2007 has grown 10% compared to 2006
- → International traffic for 2007 has grown 14% compared to 2006
- In 2008 Domestic and International traffic expected to incerase by 14% and 6% respectively



Source: SAA

Source: SAA



- During the year 2007
  - Carried 19,6 mn passengers
  - → Flies to 69 countries, 138 cities and 140 points
  - → Fleet of 102 aircraft
  - → Seat capacity of 17,594
- → Generates 90% of revenues from passenger traffic and 10% from scheduled cargo traffic
- → Strong growth since 2001 operating revenues increased on average by 13% per annum, higher than average growth in the EU
- → Become a full pledge member to Star Alliance in the first Quarter of 2008.

### welcom TURKISH AIRLINES



### **Company Overview Destinations**

#### 107 Int'l Lines

#### S. AFRICA (2)

CAPETOWN/3- S.Africa JOHANNESBURG/3- S Africa AMSTERDAM/14 - Netherland ATHENS/13-Greece BAKU/10-Azerbeijan BARCELONA/7-Spain BASEL/4- Switzerland BATUM7-Georgia BELGRAD/3-Serbia BERLIN/13-Germany BRUSSELS/14-Belgium BUCHAREST/10- Romania

COLOGNE/7-Germany COPENHA GEN/7-Denmark DNFPRFPFTROVSK/2-Ukraina

BUDA PEST/6- Hungary

CHISINA OU/7-Moldovia

#### EUROPE (62)

DONETSK/2-Ukraina DUBLIN/5-Irland

DUSSELDORF/16-Germany FRANKFURT/21-Germany GENEVA/7- Switzerland HAMBURG/11-Germany HANNOV ER/8-Germany HELSINKI/3-Finland

> KAZAN/2-Russia KIEV/7-Latvia

LEFKOSA/16-KKTC LISBON/2-Portugal

LJUBLIANA/5-Solovenia LONDON/21,7-England

> LYON/5-France MADRID/7-Spain

MANCHESTER/7-England MILAN/14-Italy

MINSK/3- Belarus

MOSCOW/14-Russia MUNICH/11-Germany

NICE/3-France NURNBERG/5-Germany

ODESSA/7 - Ukraina OSLO/3 - Norvey

PARIS/18-France PRAG/5-Czech Republic

PRISTINA/6-Serbia

RIGA/2-Latvia ROME/10-İtaly

ROSTOV/3-Russia

SARAJEVO/4-Bosna Herzegovina SIMFEROPOL/4 - Ukraina SKOPJE/4-Republic of Macedonia

> SOFIA/5-Bulgaria ST PETERSBURG/3-Russia

STOCKHOLM/7-Sw eden STRASBOURG/2-France STUTTGART/11-Germany

TBILISI/7 - Georgia TIRANA/5-Albania

VENICE/4-İtaly

VIENNA/14-Austria

WARSAW/4-Poland

YEKATERINBURG/2-Russia ZAGREB/5-Croatia

ZURICH/11 - Sw itzerland

#### AMERICA (2)

CHICAGO/3-USA NEW YORK/7- USA

#### N.AFRICA (5)

ALGERIA/6-Algeria CAIRO/8-Egypt CASABLANCA/3-Morocco TRIPOLI/3-Libia TUNUS/3-Tunisia

#### MIDDLE EAST (16)

ABU DHABI/4 - United Arab Emirates

AMMAN/6-Jordan BAHREY N4-Bahrain BEIRUT/3- Beirut DAMASCUS/5-Svria

DOHA/4-Katar

DUBAI14-United Arab Emirates JEDDAH/6-Suudi Arabia

KUWAIT/3-Kuw ait MEDİNAH/2-Suudi Arabia MUSCAT/4-Umman RIYAD/2-Suudi Arabia

> SANAA/3-Yemen TEBRIZ/2- İran

TFHRA N/7-Iran TEL AVIV/18-Israil

W. AFRICA (1) LAGOS/2-B.Afrika E. AFRICA (2)

ADISABABA/3-Etiyopya KHARTOUM/3-Sudan

ALMATY/7-Kazakhstan

ASKHABAT/5-Turkmenistan ASTANA/2-Kazakhstan

BANGKOK/7-Thailand BEIJING/7-China

BISKEK/7-Kyrgyzstan DUSANBE/2-Tajikistan

HONG KONG/2-Chine KARACHI/4-Pakistan

FAR EAST (17) MUMBAI/BOMBAY/3-India

NEW DELHI/3- New Delhi OSAKA/2-Japan SEOUL/3- S.Korea

SHANGHAI/7-Chine SINGAPORE/4-Singapore

TASHKENT/4-Uzbekistan TOKY O/4-Japan

31 Domestic Lines





## Company Overview Services

#### **HABOM Project**

- JV agreement on engine maintenance is signed on January 7th 2008, with Pratt & Whitney.
- By the first half of 2009 revenue stream is expected from engine maintenance JV Company.
- → MoU is signed on November 8, 2007 with Goodrich Aerostructures (Rohr Inc.) on Nacelle and Thrust Reverser maintenance.
- Under HABOM, the plan is to increase the airframe maintenance capacity to approximately 400 aircraft per annum.
- ★ Expect over 500 mn\$ revenue by 2012 from HABOM Project and First JV (Turkish Engine Center) will be established by THY Technic Inc. and Pratt & Whitney in 2008

#### **Training**

- THY has 4 full flight simulators RJ-100, B737-400, B737-800 and A320 for cockpit crew training.
- + THY has
  - A340 "First class", B737 "Economy Class" Cabin Service Trainer(CST)
  - B737/A310/A340 Cabin Emergency Evacuation Trainer(CEET)
- For cabin crew training.
  - → THY provided training to 42 other airline's cabin and cockpit training in 2007, excluding movie companies. Out of 42, 23 domestic and 19 international.
  - Besides third party training, THY has provided in-house training for its 8,673 cabin crew and 6,380 cockpit crew in 2007.

### Welcome D TURKISH AIRLINES

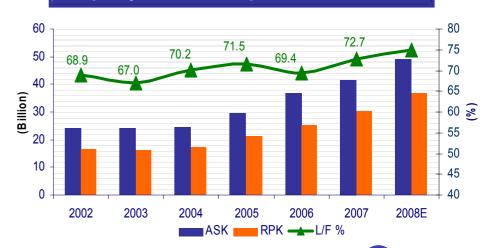


# **Company Overview Passenger Traffic**

- In 2007, capacity on domestic routes increased by 13,5%, traffic increased by 13,2%, load factor decreased by 0.3 pt to 72,9%
- On international routes; capacity increased by 12.5%, traffic increased by 21%, while load factor increased by 5.6 pt to 73,3%
- Total capacity increased by 13% while traffic increased by 19%. Load factor at the end of 2007 was 72,7% (+4 pt)

THY Passenger Traffic									
THY Passenger Traffic Domestic	2005	2006	2007	06 vs '07					
Landings	65,140	78,910	86,825	10.0%					
ASK (million)	5,431	7,123	8,087	13.5%					
RPK (million)	3,992	5,213	5,899	13.2%					
Passenger # (million)	7,151	8,906	9,935	11.6%					
L/F %	73.5	73.2	72.9	-0,3pt					
THY Passenger Traffic Int'l	2005	2006	2007	06 vs '07					
Landings	56,864	73,626	80,739	9.7%					
ASK (million)	22,741	29,811	33,532	12.5%					
RPK (million)	16,355	20,170	24,370	20.8%					
Passenger # ( '000)	6,483	8,040	9,711	20.8%					
L/F %	71.9	67.7	73.3	5,6 pt					
THY Passenger Traffic Total	2005	2006	2007	06 vs '07					
Landings	122,004	152,536	167,564	9.9%					
ASK (million)	28,172	36,934	41,618	12.7%					
RPK (million)	20,347	25,383	30,269	19.2%					
Passenger # (million)	13,634	16,946	19,646	15.9%					
L/F %	71.6	68.7	72.7	4 pt					

#### **Capacity-Traffic Development Load Factor %**



Total Passenger Traffic
(2006 vs 2007)

Landing : up by 10%

ASK : up by 12,7%

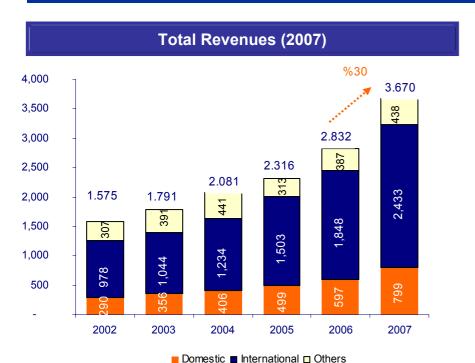
RPK : up by 19,2%

Passenger : up by 16%

L/F : 4 point

Source: Company

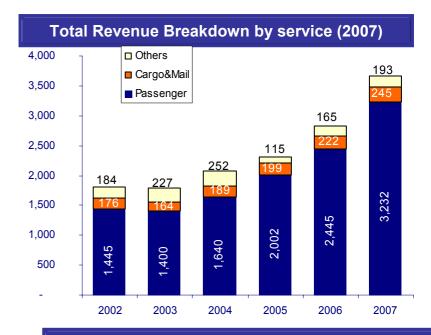
## Financial Highlights Revenues



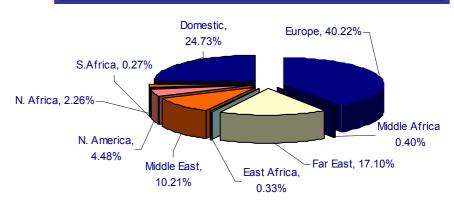
Source: Financial statements released under Turkish CMB standards, converted to US\$ using exchange rates 1.634.501, 1.3958, 1.3421, 1.3418, 1.4296, 1.3003 for the years 2002,2003, 2004,2005,2006 and 2007 respectively.

- Revenue breakdown has been relatively constant over the years, passengers accounting for around 80%
- → THY benefits from the large Turkish population living in Europe, creating a steady revenue stream

Source: Company



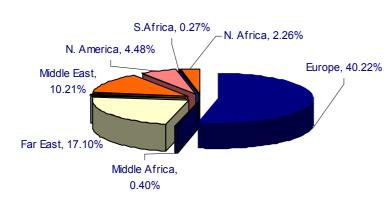
### Passenger Revenue Breakdown by Geography (%)





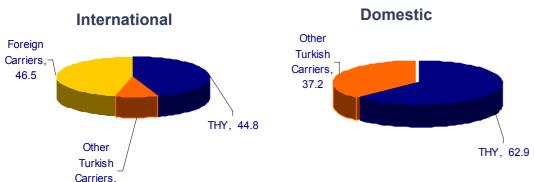
# Company Overview Passenger Breakdown

#### Int'l. Traffic Breakdown by Geography (2007)

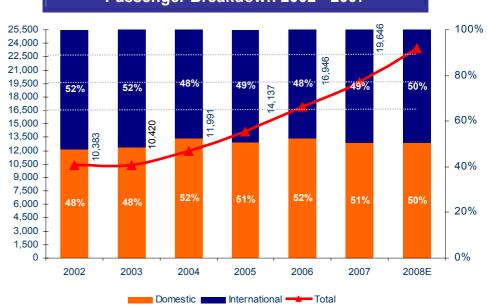


East Africa, 0.33%

#### **Market Shares (2007)**



#### Passenger Breakdown 2002 - 2007



- → THY carried 19,6 million passengers in 2007, with an increase of 16% compared to 2006
- In 2008 around 20% increase is expected on pax growth
- Domestic and International passenger breakdown consistent over the years
- Haj and charter passengers each accounted for 2% of the passenger traffic

Source: SAA

8.7



Fleet ( As of March 11th 2008)								
TYPE	#	Owned	Financial Lease	Operational Lease				
B737-800	41	-	31	10				
B737-400	9	-	-	9				
A320-200	16	-	6	10				
A321-200	15	-	10	5				
A319-100	2		-	2				
A330-200	5	-	5	-				
A340	7	7	-	-				
A310	5	4	-	1				
A310 Cargo	2	1	-	1				
Total	102	12	52	38				

Additions										
TYPE	2008	2009	TOTAL							
B737-800	8	-	8							
A320-200	6	-	6							
A321-200	2	-	2							
A340	2		2							
A330-200	-	2	2							
Total	18	2	20							
Seat capacity	21588	22150	22150							

Fleet Exits								
TYPE	2008	2009	TOTAL					
A 321 - 200	0	1	1					
A310	1	0	1					
Total	1	1	2					

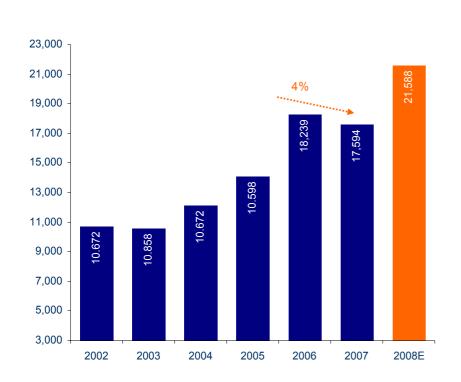
- Out of 59 aircraft, 43 of them joined the fleet as of March 2008
- At the end of 2008 average age of the fleet will be around 6 yrs
- → Total of 2.7 billion dollars financing were completed for the aircraft delivered in 2005,2006, 2007 as well as 19 aircraft in 2008, at Libor and Euribor without T.C. Treasury's Guarantee
- ★ At the end of 2008, annual lease expenses will be approximately around \$545 million; of which 77% Financial leases and 23% Operational Leases

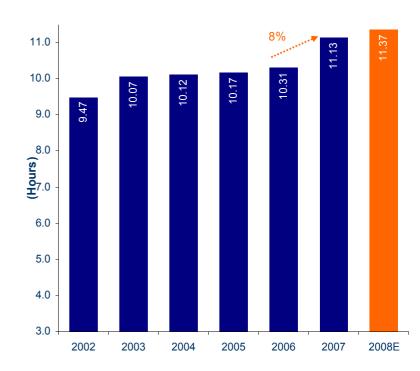
CAPEX 1.043 Mn\$					
Items	%				
Aircraft & Engine & Upgrade	93%				
Others (IT,Flight training)	7%				



#### **Seat Capacity**

#### **Average Daily Flight Utilization (hrs)**



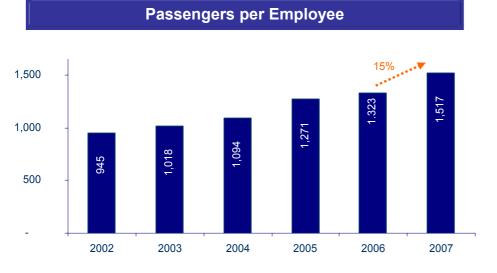


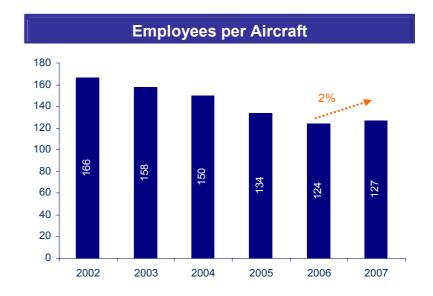
- → Since 2004, seat capacity has increased by 45% as of 2007
- Aircraft utilization has been rising due to a good mix of fleet composition and dynamic scheduling process

### Company Overview Employees



- → Due to fleet expansion the total number of personnel increased by 1% from 2006 to 2007 due to fleet expansion.
- → THY Technic AŞ. personnel 2,498 is included
- The number of employees per aircraft decreased by 24% since 2002

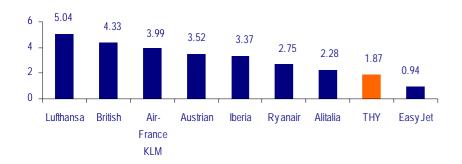






# **Company Overview Operating Efficiency**

#### Personnel Cost per ASK (US¢, 2007)



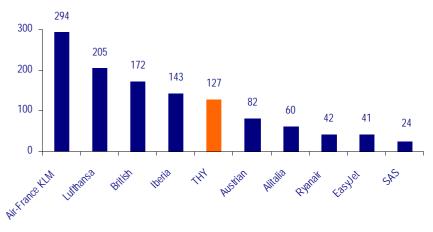
Source: Company annual reports & websites

#### Passenger per Employee (2007)



- → THY enjoys high personnel efficiency compared to its competitors
- Personnel cost of THY per ASK was only 1.87 US cents for 2007
- → 127 employees per aircraft and 1,517 passengers per employee renders THY as one of the most efficient airline.

#### **Employee per Aircraft (2007)**

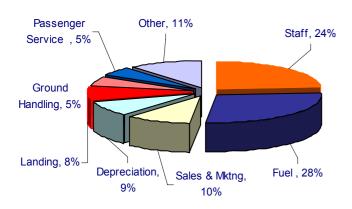


Source: Company annual reports & websites



# **Financial Highlights Operating Expenses**

#### **Operating Expenses Distribution (9M 2007)**

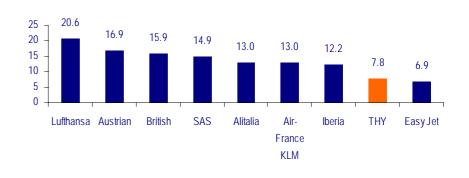


- Fuel and staff expenses constitute 52% of operating expenses
- Staff expenses increased with the expansion in fleet and operations
- → THY has enhanced quality in catering during the year of 2007 with new subsidiary Turkish Do&Co Inc.

Operating Expenses (US\$ mn)									
(\$ Mn)	2006	% in Total	2007	% in Total					
Staff	570	21%	779	24%					
Fuel	775	28%	903	28%					
Sales & Mktng	303	11%	325	10%					
Depreciation	236	9%	280	9%					
Landing	233	8%	255	8%					
Ground Handling	136	5%	172	5%					
Passenger Service	125	5%	162	5%					
Other	395	14%	373	11%					
TOTAL	2,773		3,250						
Op.Cost per ASK	7.50		7.81						

Source: Financial statements released under Turkish CMB standards, converted to US\$ using 1.42 and 1.30 exhange rates for 2006 and 2007 respectively

#### Operating Costs per ASK (US¢, 2007)

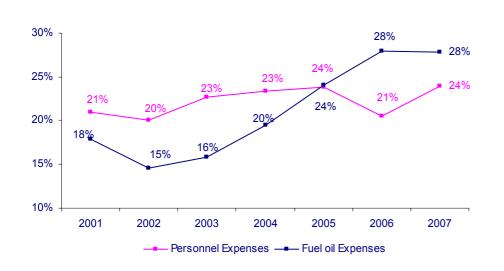


Source: Company annual reports & websites



#### % in Total Operating Expenses 2001 - 2007

#### Per ASK 2001-2007



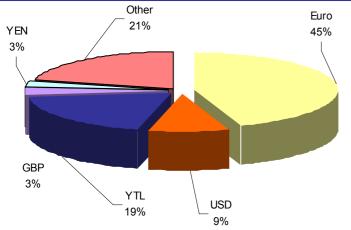


Operating Expenses (%)	2001	2002	2003	2004	2005	2006	2007
Rents	3.8	3.0	3.1	4.3	4.7	5.8	5.8
Maintenance Expenses	5.4	4.8	4.5	5.5	4.7	5.9	3.6
Insurance	1.3	1.2	1.2	2.5	1.7	1.1	0.9
Depreciation	10.7	11.7	12.7	11.3	10.2	8.5	8.6
Landing and navigation expenses	9.5	9.1	9.6	9.1	8.1	8.4	7.9
Ground handling expenses	7.8	7.5	7.1	4.6	3.9	3.4	4.2
Passenger service and catering expenses	5.7	6.2	6.5	4.9	4.9	4.5	4.8
Sales and Marketing	12.6	14.0	12.9	11.7	10.8	10.2	9.6
General Administration	3.6	3.7	3.7	0.8	0.7	0.8	0.9
Others	0.7	4.1	0.0	2.5	2.4	2.5	2.4

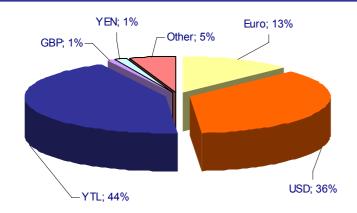
## THY Currency Breakdown







#### **Expenses by Currency (2007)**



- → THY's income is diversified among the major currencies
- Due to its currency basket THY is very flexible on fx position
- Although USD income is lower then USD expenses THY is able to cover its USD expenses from Euro income due to strong Euro against USD
- Same concept on USD/Euro is applicable to cover Turkish Lira expenses

Source: Company



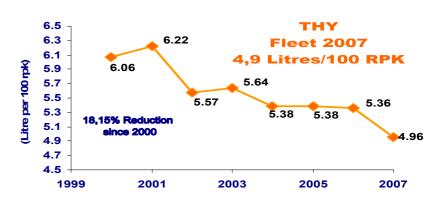
### Fleet Expansion will Reduce Fuel Cost as well as Fleet Age

#### **Crude Oil Prices (Brent US\$/bbl)**

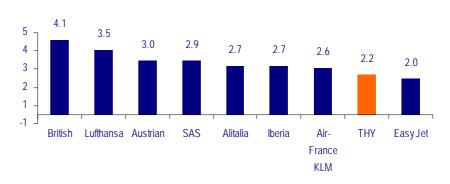


- Daily average crude oil prices increased by 11% in 2007 compared to 2006
- Although THY does not hedge, its fuel expense per ASK is lower in average compared to its peer groups.
- → Due to fleet expansion, the fleet average age will be lower which inreturn will increase THY's fuel efficiency.

#### **Average Specific Fuel Consumption**



### Fuel Expense per ASK (US Cent) 2007



## Financial Highlights EBITDAR

(US\$ mn)	2003	2004	2005	2006	2007	'07/'06
Revenue	1,791	2,081	2,316	2,832	3,670	30%
EBIT	233	106	70	63	420	567%
EBIT Margin	13%	5%	3%	2%	11%	4.14 pt
EBITDA	431	330	293	299	700	134%
<b>EBITDA Margin</b>	24%	16%	13%	11%	19%	0.81 pt
EBITDAR	480	415	399	460	874	90%
<b>EBITDAR Margin</b>	27%	20%	17%	16%	24%	0.47 pt
Net Income	153	80	103	125	224	80%
Depreciation Operating Lease	198 49	224 85	223 106	236 161	326 174	38% 8%

#### **EBITDAR Margin % Comparison (2007)**



- Decrease in Fuel price and cost cutting policies had a positive effect on operating expenses.
- 2008 Year-end targeted EBITDAR Margin is 19%
- ★ Expected average EBITDAR Margin among European Airlines for 2008 is 17,6%\*

\*Source Morgan Stanley

## **THANK YOU**

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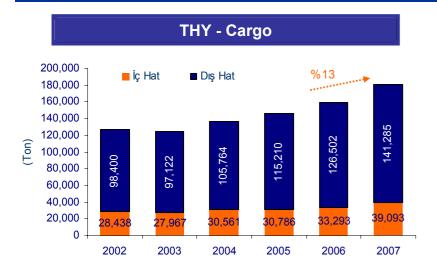
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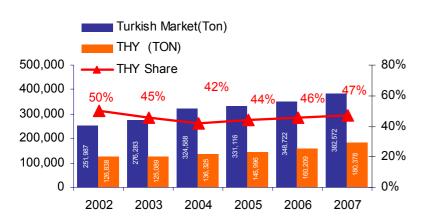
- **→** Turkish Economy
- **→ Airline Sector in Turkey**
- Company Overview
- **+** Financial Highlights

### **Appendices**

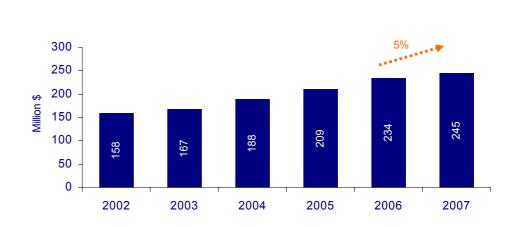
## THY Cargo Transportation



#### Turkish Cargo Market vs THY







- Domestic and International breakdown is consistent over the years
- ★ As of January December 2007 THY has carried total of 180,378 Tons cargo, increased by 13% compared to same period of 2006.
- Cargo revenue has increased by 5% in 2007 compared to 2006

Source: Company



#### THY

### **Assets & Liabilities**

Assets (in USD m)	2002	2003	2004	2005	2006	2007	07/'06
Cash and Equivalents	247	473	272	360	260	663	155%
let Trade Receivables	85	85	118	143	177	211	19%
Other Current Assets	83	71	114	113	318	404	27%
Fotal Current Assets	416	628	505	616	755	1,277	69%
Oue from Related Parties (Long Term)	26	38	0	0	11	3	-71%
Net Fixed Assets	1,690	1,413	1,355	1,965	2,201	2,786	27%
Other Long Term Assets	41	33	337	261	189	160	-15%
Total Long Term Assets	1,757	1,483	1,692	2,226	2,400	2,949	23%
Fotal Assets	2,173	2,111	2,197	2,842	3,155	4,226	34%
Liabilities (in USD m)	2002	2003	2004	2005	2006	2007	07/'0
Short Term Lease Obligations	209	175	151	133	156	193	24%
Accounts Payable	108	130	148	191	226	312	38%
Passenger Flight Liabilities	58	80	138	154	199	257	29%
Other Current Liabilities	120	140	106	415	179	218	21%
Fotal Current Liabilities	496	525	542	894	760	979	29%
ong Term Lease Obligations	1,171	861	714	638	1,027	1,347	31%
Retirement Pay Provision	53	56	74	85	83	113	36%
Other Long Term Liabilities	44	38	39	295	139	151	9%
Total Long Term Liabilities	1,269	955	827	1,018	1,250	1,612	29%
Capital	1,029	1,205	1,426	130	125	150	21%
Share Premium	0	1	1	1,396	1,330	1,608	21%
Reserves	76	89	105	6	6	7	21%
Accumulated Loss	(697)	(664)	(705)	(602)	(316)	(130)	-59%
Total Shareholders Equity	408	631	827	930	1145	1635	43%
Fotal Liabilities & Shareholders Equity	2,173	2,111	2,197	2,842	3,155	4,226	34%





## Statement of Income

Income Statement (in USD m)	2002	2003	2004	2005	2006	2007	07/06 %
Operating Revenues	1,584	1,791	2,081	2,316	2,834	3,670	30%
Operating Expenses	(1,379)	(1,558)	(1,975)	(2,246)	(2,773)	(3,250)	17%
Operating Profit	206	233	106	70	60	420	594%
Income From Other Operations	23	64	44	317	193	87	-55%
Loss From Other Operations	(4)	(8)	(12)	(205)	(42)	(322)	659%
Income Before Financial Income/(Expens	225	290	139	181	211	184	-13%
Financial Income/(Loss)	(236)	186	28	(46)	(79)	126	61%
Monetary Gain/(Loss)	257	(270)	(84)	-	-		
Income Before Taxation	246	206	82	135	132	311	135%
Taxation	(60)	(53)	(2)	(32)	(7)	(86)	1070%
Net Income	187	153	80	103	125	224	80%

Source:In converting the TRY reported results to USD, the period average USD exchange rates were used

#### THY TECHNIC A.S.(Consolidated)

#### **Subsidiaries**

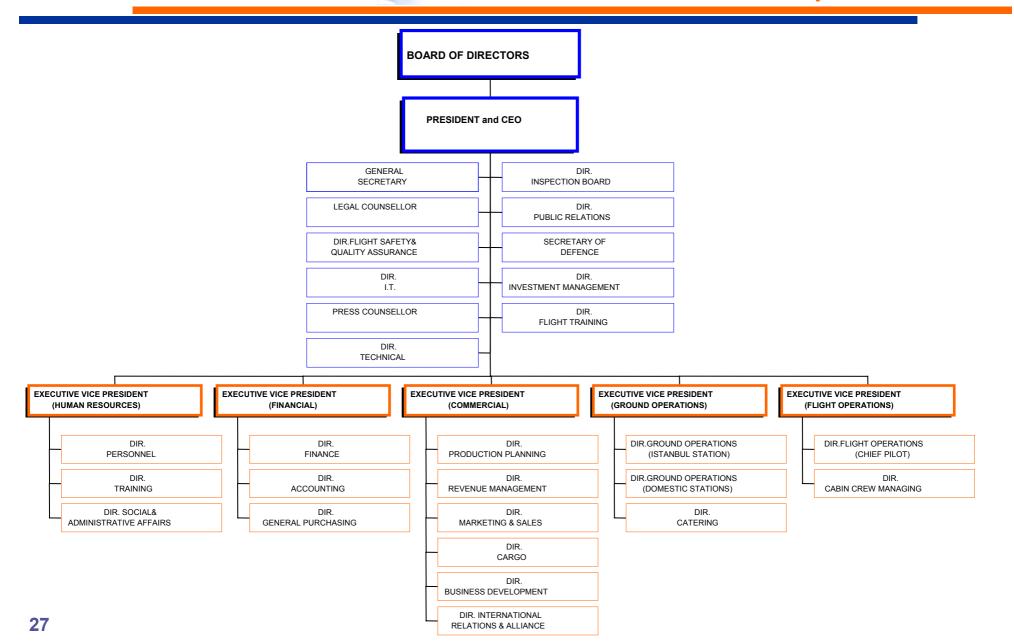
- → Owned 100% by THY
- → Established on May 23rd, 2006 with the capital-in-kind valued at 271,325,800 New Turkish Lira (appx \$169 mn) which is mainly aircraft components and aircraft spare parts. Current capital is approximately around 198 mn\$
- → For the year end 2007 posted revenues and loss of US\$506 (mn) and US\$ 5(mn) respectively
- → Provides maintenance services to more than 10 international airlines including Lufthansa, KLM, BA and Alitalia as well as domestic airlines.
- → Main goal is to become one of the biggest MRO Center in the region

#### **SUN EXPRESS A.S.** (Equity pick-up)

- → Owned 50% 50% by THY and Lufthansa, respectively.
- Operating mainly charter flights between Germany and Antalya (Turkey) airports. Scheduled operation have started from İzmir on November 3, 2005. Also Domestic Operations has started from İzmir as of March 26, 2006.
- → Flies to/from 20 airports in Germany, 12 in Turkey and 42 in other countries with total of 832 personnel.
- → Fleet consisted of 14 aircraft; 10 B737 & 4 B757 aircraft with total seat capacity of 2,796 as of December 31, 2007. Carried 3.001.529 passengers as of December 31,2007 by achieving load factor of 76,5%
- + For the year of 2007 posted revenues and profit of 304.8 €mn and 13.9 €mn respectively.
- → THY DO & CO Catering A.S. (Equity pick-up)
- → Owned 50% %50 by THY and Do & Co Restaurants & Catering A.G
- → For the year-end 2007 posted revenues and net income of US\$127 (mn) and US\$8 (mn) respectively



## **Corporate Structure**



#### **Brief Description of THY's Operation Safety Condition**

- → As it is very well known and appreciated "Safety" is the key concept to be adopted for existence. THY is determined to operate with the highest operational standards. Accepting and implementing the standards dictated by the aviation authorities and manufacturers as the baseline, THY strives to attain safer operation conditions in respect to continuous development process and appreciates it as a must.
- → Within the frame of this efforts, adoption of Safety Management System approach, implementation of Flight Data Monitoring (FDM) System, promotion of Voluntary Reporting System, introduction of Just Culture approach, trainings provided in risk assessed flight subjects and publications to flourish a widespread safety culture can be mentioned.
- → In this context, it must be emphasized that THY is qualified as an IOSA operator after the IATA Operational Safety Audit as of April 07, 2006. In addition to the IOSA audit, due to its vast operation network, THY is in active contact with numerous Civil Aviation Authorities and subject to their audits as well as the audits of codeshared airlines. These audits, as well as providing the opportunity to the auditors to evaluate the current situation, input the required feedback for THY's safer operation from thereupon.





#### **STOCK INFORMATION**

	2002	2003	2004	2005	2006	2007
Sales (USD mn)	\$1,584	\$1,791	\$2,081	\$2,316	\$2,832	\$3,670
Number of Shares ('000)	175,000	175,000	175,000	175,000	175,000	175,000
EPS	1.21	0.87	0.46	0.59	0.74	1.28
P/E	3.11	5.31	13.32	11.01	6.25	5.78
Last Day Closed Price (USD)	3.61	5.55	5.92	6.48	4.60	7.40
Last Day Closed Price (NTL)	5.90	7.75	7.95	8.70	6.10	8.60
	2002	2003	2004	2005	2006	2007
Avg. High (NTL)	6.38	6.60	8.29	7.65	6.70	8.53
Avg. Low (NTL)	6.02	6.33	7.98	7.75	6.49	8.24
Average Closed (NTL)	6.20	6.47	8.14	7.70	6.60	8.39
Avg. High (USD)	\$3.90	\$4.73	\$6.18	\$5.70	\$4.75	\$6.60
Avg. Low (USD)	\$3.68	\$4.53	\$5.95	\$5.78	\$4.60	\$6.37
Average Closed (USD)	\$3.79	\$4.64	\$6.07	\$5.74	\$4.68	\$6.49
Avg.Daiy Volume (USD mn)	\$1.00	\$1.02	\$0.568	\$5.88	\$9.92	\$10.30

MCAP (USD mn) - April 3rd, 2008 \$ 853