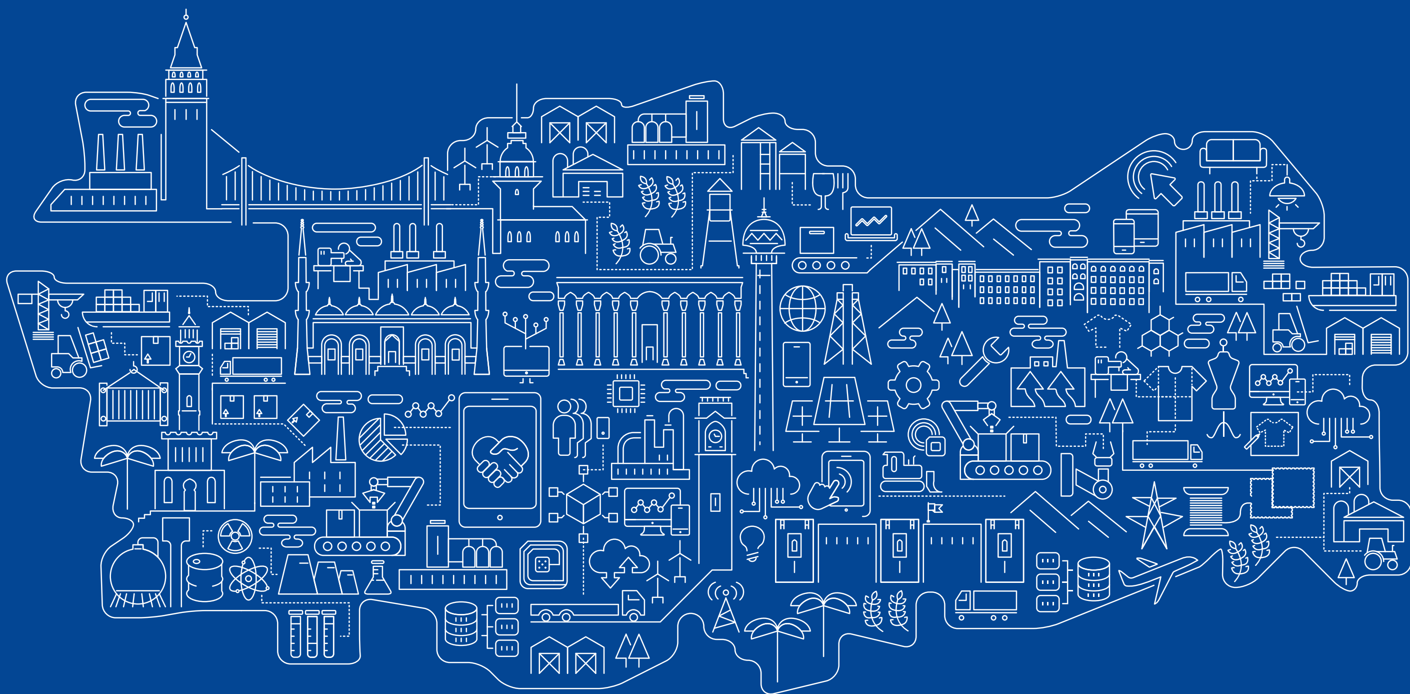
türkonfed

EMERGING LEADERS OF TURKEY 2017



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Research and Report Editor
Dr. Burak Koçer

ASPEN FAMILY BUSINESS GROUP

Research Team
Ali Korhan Özen, Ali Güneysu

Advisory Committee
Arda Batu, Giacinto Oriolo, Dr. Haluk Tükel,
Pelin Yenigün Dilek, Assoc. Prof. Pinar Büyükbalci

Design
Graphic Design and Implementation: Derya Balci
Cover Illustration: Romy Spekreijse

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34196 Yenibosna - İstanbul
Tel: (0212) 496 11 11 (Pbx)

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SECTORS AND COMPANIES DRIVING THE COMPETITIVENESS

THE SIGNIFICANCE OF BRAND CREATION, PROFESSIONALISM AND CORPORATE GOVERNANCE REMAIN IMPORTANT FOR THE NATIONAL WELFARE AS WELL.

40+ thousand

The number of companies that meet under the roof of TÜRKONFED

TÜRKONFED, the largest business organization in Turkey, was founded on the principles of “independence” and “volunteerism”. It is the country’s broadest SME-based civil society organization with over 40,000 companies under its roof. Our members range from small businesses with an annual turnover of 1 million dollars to the top 500 companies of Turkey, which shape the country’s economy, contribute to the exports, and possess brand visibility and recognition in the international market. For this reason, TÜRKONFED operates in this broad business world perspective; and publishes research reports to create added value to its members, sectors, cities, regions and Turkey overall.

In today’s world the competitiveness among countries derives from the competitiveness among cities, while major industries and companies constitute its driving forces. The sustainability of these promising companies, which increase Turkey’s competitiveness, make a difference on a global level. The SME segment constitutes 96 per cent of our economy, thus the Emerging Leaders of Turkey have the potential to expand the contribution of the SMEs beyond their quantitative weight into a qualitative level. This will be realized with more exports, employment growth, efficiency and innovation, which will eventually strengthen the sustainable growth of Turkey.

The Emerging Leaders of Turkey report assesses the impact of the 100 leading companies on their respective industry, and simultaneously, provides a snapshot of their future value creation potential for the national economy. Within the scope of the TÜRKONFED and LSE ELITE Programme collaboration, the companies with an annual turnover of less than 1 billion Turkish liras have been identified based on publicly available data. In the second stage, the qualified set of companies was analyzed according to various criteria.

As they grow, these companies not merely increase their profitability, but also serve as a remedy to our country’s unemployment problem by creating jobs. In order to become a global player, we believe that the significance of the issues of brand creation, professionalism and corporate governance is not limited to the growth of the 100 companies featured in our report. These issues remain important for the sustainable development and the national welfare as well.

It has been clear how effective SME-focused policies have been in boosting Turkey’s growth rates above 5% in the first two quarters. Policies specific to companies in our Emerging Leaders of Turkey report, such as tax breaks, incentives and simplifying regulations among others, are of great importance for our economy as they contribute to the structural and economic transformation.

The responsibility rests on all of us so that these companies develop their potential in the future. This will happen with the help of not only SME-focused policies but also of high quality and high added-value production. Thus, TÜRKONFED, fully aware of this responsibility, produces and strives for Turkey with the preparation of the Emerging Leaders of Turkey report.

Kind regards,

Tarkan Kadooğlu
TÜRKONFED PRESIDENT

türkonfed

Volunteer, Transparent, Independent and Impartial...

TÜRKONFED'S STRENGTH AND EFFECTIVENESS COMES FROM

THE SYNERGY CREATED BY
25 FEDERATIONS,
205 ASSOCIATIONS AND
40.000 COMPANIES

TÜRKONFED members contribute to the Turkish economy by producing **60%** of the total non-energy economic added value, conducts **90%** of the non-energy commercial activity, thereby creating **7** million jobs, more than **75** billion dollars export and **300** billion dollars total business volume.

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CAPITALISING ON TURKEY'S HUGE ENTREPRENEURIAL POTENTIAL

WE AT ELITE BELIEVE IT IS INNOVATIVE, DYNAMIC AND HIGH GROWTH COMPANIES THAT HOLD THE KEY TO ECONOMIC SUCCESS.

It is these companies that are scaling-up and making a significant contribution to innovation and economic development across the countries in which they operate. According to 2016 statistics by the Turkish Statistical Institute, Turkey has approximately 2.7 million SMEs. They account for 99.8 per cent of all enterprises, over 73 percent of total employment, 54 per cent of wages and salaries and 62 per cent of turnover. These figures are staggering and bring to light the vital role SMEs have to play in the growth of Turkey's economy. What's more many of these businesses are also family owned.

ELITE is committed to enriching the SME sector in Turkey, championing the country's SMEs and supporting them in their international expansion plans. In 2016, in partnership with TURKONFED, we proudly launched ELITE, our business support and capital raising programme, in Turkey.

ELITE helps ambitious private companies prepare and structure for the next stage of growth. It introduces company leaders to business school resources and gives them access to a community of like minded entrepreneurs, leading advisers and investors. Launched by Borsa Italiana in Italy in 2012, it was rolled out by London Stock Exchange Group in the UK in 2014 and across the rest of Europe and internationally in 2015.

Together, TURKONFED and ELITE are helping to grow the businesses that are the backbone of Turkey's economy. Three Turkish companies are already part of ELITE's dynamic international community. Companies include general retailer Webdenal, software and computer services firm, Vector and industrials business, Surteks. These businesses are actively engaged in the programme and benefitting from exposure to ELITE's international network.

More than 1000 companies, advisers and investors make up the growing international ELITE community. Over 600 ELITE companies in 25 countries from more than 30 sectors, including technology, food & drink, healthcare and manufacturing, are generating €49 billion in combined revenues and account for over 215,000 jobs across Europe and beyond.

Through ELITE, Turkey's fast growing businesses are receiving practical knowledge on the different sources of finance, be that venture capital, private or public equity, to help them scale-up. But importantly ELITE is funding agnostic, encouraging companies to access the most appropriate financing for their needs. In encouraging a wider range of funding sources, ELITE is ultimately contributing to deeper capital markets across Turkey. And ELITE is constantly innovating to enhance its services for companies, giving them greater opportunities to access capital. Its latest innovation, ELITE Club Deal, a private placement platform, helps to bridge a funding gap and further streamline the capital raising process for ELITE companies, bringing them together with professional investors and corporate advisers in a secure and efficient environment. ELITE Club Deal is channelling growth capital to European and Turkish businesses. But we must not rest on our laurels. More needs to be done to capitalise on Turkey's huge entrepreneurial potential, giving businesses access to appropriate funding which is critical to their success. To this day, 80 per cent of SME financing in Europe still comes in the form of debt, which is vital to the overall global funding environment but an increase in equity capital can fuel companies' longer-term ambitions.

Whilst tax deductible debt is fine for big corporations to manage their obligations, it is less well suited to high growth companies looking to expand at their full potential. Dynamic companies must strive to grow and not be tied to servicing a monthly financial obligation or risk default.

Businesses from across Europe to Turkey must know that debt finance is an important component but not the only funding solution for an optimal capital structure, especially if the goal is to compete globally. Equity is long term patient capital and allows companies to innovate and grow and in turn become the major global companies of tomorrow.

At the G20 Leaders' Summit in Antalya in November 2015, SMEs and entrepreneurship were top priorities. World leaders devoted a significant amount of time to SME development and their participation in the global economy.

Turkey is committed to creating the right environment for SMEs to grow and prosper and initiatives such as ELITE have a significant part to play in this goal. In helping to remove the obstacles these businesses face in access to finance and knowledge, ELITE is paving the way for Turkey's SMEs to innovate, drive sustainable growth and create opportunities for us all.

Luca Peyrano
ELITE, CEO

1,000+

The number of companies, advisers and investors, which make up the growing international ELITE community

FINTECH FOCUS: FAST FORWARD TO THE FUTURE

FINTECH OFFERS THE REMARKABLE POTENTIAL FOR BUSINESSES TO UPGRADE IN ONE STEP TO STATE OF THE ART AND REALISE SIGNIFICANT SCALE EFFICIENCIES IN FINANCIAL SERVICES.

The challenge is to comply with a regulatory framework that preserves resilience, safety, and transparency of the financial side of fintech. We at London Stock Exchange Group are delighted to participate in this TÜRKONFED Emerging Leaders of Turkey 2017 report and share with you our plans with TheCityUK to co chair with Borsa Istanbul (BIST) a series of FinTech round tables on: Regulatory and Legal; Promotion of Innovation; The Role of the Exchanges; Islamic Finance; and Partnering with the Universities. The purpose is to establish an operational UK-Turkey FinTech stakeholder group and related cooperative work programme to improve and protect prospects for business in the financial and related professional services industries in both countries and to identify activity areas of mutual interest or benefit. The initial stage of this initiative will run to 31 March 2018. Funds from UK Government will assist members of the working group from Turkey and UK to attend meetings in London and Istanbul implemented by TheCityUK with partners in Turkey. TheCityUK promotes policies in the UK and worldwide that drive competitiveness, support job creation and ensure long-term economic growth. Following recommendations of the Turkish-British CEO Forum in its 2011 report presented coincident with dinner in Guildhall for Republic of Turkey’s President Gül hosted by the Lord Mayor of London, TheCityUK established in 2012 the Turkey Advisory Group to connect international experts, consisting of senior capital markets, corporate and legal professionals to complement various International Financial Centre and CEO Forum objectives. Jointly with peers in Turkish public and private sectors, we are active in events, sharing insights relevant for cross border collaboration, innovation, and new business for mutual benefit. In September 2013, TheCityUK Turkey Advisory Group convened the Istanbul Financial Centre Joint Liaison Group in London. This built upon our joint publication with Mondo Visione, ‘East Meets West: Istanbul Financial Centre’, featuring contributions from Turkish and UK stakeholders, presented during the Lord Mayor’s visit to Istanbul and Ankara in March of that year. We learned about Turkey’s introduction of new legal initiatives, particularly the Turkish Commercial Code (TCC), major corporate law reform in line with EU and Swiss law, that facilitates mezzanine finance, encourages employee share options, and strengthens rights for minority shareholders; and the new Capital Markets Law which reflects content from EU legislation like MiFID – including the multilateral trading facility MTF framework that may enable links among markets. During 2015, the year Turkey held the Presidency of the G20, Borsa Istanbul and London Stock Exchange Group signed a business partnership on 20th January 2015 during the Istanbul: Regional Hub, Global Actor Forum, organised by BIST and Turkish Exporters Assembly in cooperation with the Istanbul Financial Centre Initiative. We met in September the Head of TÜSİAD UK Business Network and the newly appointed director of TÜSİAD London Representation where we suggested the potential of ELITE and Turkey. On the final day of the Turkish Presidency of the G20 promoting Inclusiveness, Implementation, and Investment, we held an event, ‘London and Istanbul: Strengthening our Partnership’ jointly with a visit of a senior TÜSİAD delegates from Turkey with UK Government. Under the BIST – LSEG partnership agreement, the first tangible benefits already have gone live: London Stock Exchange Derivatives Market now offers trading in futures and options on the BIST 30 Index; with LCH.Clearnet providing central counterparty services to LSEDM and its clearing members. We were honoured to participate by invitation at the Turkey – UK Partnership in Financial Services conference in February 2016 in Istanbul. We hosted December 2016 in London a visit organised by TOBB (Turkish Chamber of Commerce) for Turkish companies to study how British companies manage aspects of corporate governance and business ethics into their management systems. In 2017, it was our privilege to host visits to London by TÜSİAD, including its Chief Economist in February, and, in May, its new CEO Dr. Bahadir Kaleağası in the presence of both Ambassadors: H.E. Abdurrahman Bilgiç Turkey Ambassador to UK, and H.E. Richard Moore UK Ambassador to Turkey.

During this time, FinTech has evolved to become a key focus for business and investment. Since 2012, venture capital investment into UK FinTech grew by around 500 per cent to 2016, with a 35 per cent increase from 2014 to 2015 alone. In 2016, UK FinTech attracted $783 million of venture capital investment with 173 deals, according to Innovate Finance. For the first three quarters of 2017, Innovate Finance and PitchBook reported that UK VC investment into FinTech reached $1.1 billion over 162 deals, an increase of 103% on the same period in the prior year. Almost half this investment $546 million occurred in Q3. 2017 is on track to set a record year. For the past two years, London Stock Exchange Group has convened a FinTech Investor Forum: a showcase of innovation and entrepreneurship where the most exciting and ambitious FinTech companies can meet and exchange ideas with the investors and advisors who want to help them achieve their enormous potential.

Coincident with the Turkish Capital Markets Summit 2017, we shall launch our first Meeting of the UK – Turkey FinTech Group kindly hosted at BIST and aim to convene our third together at the 2018 FinTech Investor Forum in London. We look forward to sharing our work with you.

Dr. Robert Barnes
GLOBAL HEAD OF PRIMARY MARKETS AND CEO TURQUOISE, LONDON STOCK EXCHANGE GROUP - CHAIRMAN, THECITYUK TURKEY ADVISORY GROUP

PREPARING THE FAMILY BUSINESS FOR THE FUTURE

RETIREMENT PLANNING FOR ELDERS TURNING OVER CONTROL TO THE NEXT GENERATION IS ESSENTIAL. WITHOUT A GOAL FOR THE NEXT STAGE OF LIFE, TRANSITIONS ARE DIFFICULT TO ACHIEVE!

One of the common traits of the fastest growing businesses in Turkey is that they are owned by families. 73% of these businesses are controlled by the first generation of owner/leaders and at least a quarter of them have acknowledged that they will need to make decisions about the transfer of ownership in the next few years. This represents a massive transfer of ownership and leadership for the Turkish business world. Preparing for this transition is critical to success for the individual businesses and the economy.

Critical processes that needs to be managed to prepare these businesses for transition to the next generation are as follows:

- Capturing the legacy that has created the foundation of success establishes a solid basis for an effective transition. Identification of the main elements of family's wealth including the values, knowledge, investment of time, energy, equity and family support will facilitate this transition to a great extent.
- Families need to scan the environment in which the company operates and determine what changes need to be addressed for the business to continue to be successful. Owners and leaders must assure that the business has the talent and experience, which are required to identify the changes in the market, competition, regulation, and/or the need for expansion into other countries.
- The leadership requirements for the business to successfully navigate the future need to be identified with a special emphasis on how that differs from the leadership of the past.
- The "human capital" in the business and in the family need to be considered. It is vital to determine what is possible with current resources and what other talents must be accessed.
- Families need to develop a plan for transfer of knowledge to future generations of leaders and owners along with identification of the technology that will be needed to stay competitive.
- The transition of ownership must be planned in a way to address the needs for control of those operating the business while satisfying the needs of transparency for more passive owners and identifying their benefits.
- A new governance system needs to be put in place, which assures that the oversight, advice and decision-making processes are achieved with the greatest degree of professionalism.
- Effective systems of communication must be established within the company and with stakeholders including family members, advisors and employees.
- Retirement planning for elders turning over control to the next generation is essential. Without a goal for the next stage of life, transitions are difficult to achieve!

Family businesses are typically more complicated than non-family businesses, but have greater resources upon which to draw. The long-term perspective that most families have (multi-generational) allow family owners to invest without a focus on immediate results. This "patient capital" is often an important resource as business leaders make tough decisions. Maintaining the support of family members by engaging them in critical decisions, keeping them informed and helping them become educated as stewards helps to assure that family members with operational responsibilities overcome the challenges that can also be present in family business.

The legacy, long-term perspective and willingness to contribute time, talent and resources provide a competitive advantage to family-owned businesses. As long as critical transitions are handled thoroughly and sensitively, these advantages can be a great resource to capitalize on for the sustainability of Turkish businesses.

Leslie Dashew
ASPEN FAMILY BUSINESS GROUP,
MANAGING DIRECTOR

25%

Family businesses, which will need to make decisions about the transfer of ownership in the next few years

EMERGING LEADERS OF TURKEY

THE EMERGING LEADERS WHO DEMONSTRATE A CONSISTENT GROWTH PERFORMANCE PLAY A CRITICAL ROLE IN THE TRANSFORMATION REQUIRED FOR ECONOMIC GROWTH, EMPLOYMENT INCREASE AND ADDED VALUE PRODUCTION.

52%

The companies, which intend to make a new facility investment according to their strategic plans for the next three years.

We have conducted the Emerging Leaders of Turkey research in order to identify the companies with consistent high growth rates and to acquire a better insight of them. These companies, which fall beyond the SME category in terms of financial scale, have a greater tendency to shape the market's direction as opposed to giant companies, which enable the maintenance of the current economic system according to an established model. These companies are in a position to revitalize the economy with innovative breakthroughs thanks to their above-mentioned qualities. This becomes more evident during periods of high uncertainty. Moreover, their contributions are not limited to their own success. They constitute a role model for the SMEs from which they are few steps forward. Thus, a better insight of the Emerging Leaders will provide us with a clearer image of the market's tendencies. That is why we aim to raise awareness on the actions required to render their success sustainable.

We have identified the Emerging Leaders of Turkey by the three-year compound annual growth rate of net sales of the companies below 1 billion Turkish liras. During this process, we have observed that the technology companies share some common features, e.g., their smaller size and faster growth performance, which set them apart from the rest of the group. Therefore, we have decided to exclude the technology industry from the general sample, and to create a separate list under the name Emerging Leaders of Technology. Further information on the research process can be obtained in the methodology section.

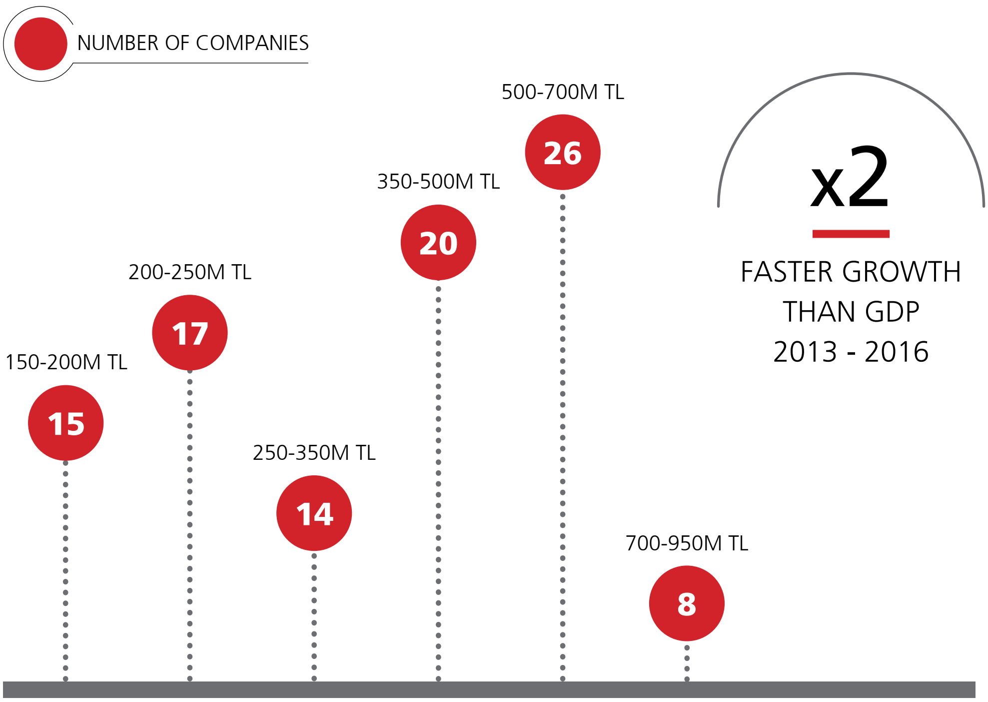
Emerging Leaders play a critical role in achieving the transformation, which constitutes a prerequisite for economic growth, job creation and value added production. From 2013 to 2016, these companies show a three-year CAGR of 25 per cent in terms of their net sales. Thus, they doubled the growth of Turkey's GDP with income approach during the same period. The Emerging Leaders boast a three-year CAGR of 13 per cent in terms of job creation from 2013 to 2016. The fact that the CAGR of job creation in Turkey during the same period was 3.41 per cent underscores the power of the Emerging Leaders to act as an accelerator in the revitalization of the economy. Relevant to the above, the strategic plans of the Emerging Leaders for the next three years indicate that 52 per cent of them plan to make a new facility investment inside the country and 25 per cent of them plan to invest abroad according to the results of our survey. The sense of uncertainty in the global trade emerges as a common theme among the businesspersons, who have contributed to this report with reviews on their respective sectors. Undoubtedly this fact renders the dynamism of the Emerging Leaders even more valuable.

The success stories, which we have included into this report, strikingly revolve around one common axis: the implementation of novel strategies. Transferring this competency the next generation, who will to take over the control of the company is vital for sustainability. As a matter of fact, 73 per cent of the Emerging Leaders is controlled by the first generation and the transfer of leadership emerges as a top priority for them. The technology-driven fast paced changes in the way we do business reveal the massive scale transformation that will be led by the next generation business owners. Furthermore, this includes the diversification of family wealth towards new areas in chime with the demands of the new era. Actually, in most cases this diversification becomes compulsory. Thus, family businesses need to build their future plans on the fact that sustainability is a matter of adaptation. In this respect, the Emerging Leaders of Turkey offer us many inspiring stories.

Dr. Burak Koçer
ASPEN FAMILY BUSINESS GROUP,
COUNTRY DIRECTOR - TURKEY

EMERGING LEADERS OF TURKEY IN NUMBERS

TOP 100 COMPANIES BELOW 1 BILLION TL WITH THE HIGHEST 3-YEAR CAGR



BREAKDOWN BY 2016 REVENUES

x2

FASTER GROWTH THAN GDP 2013 - 2016

3,776

NUMBER OF REGISTERED TRADEMARKS

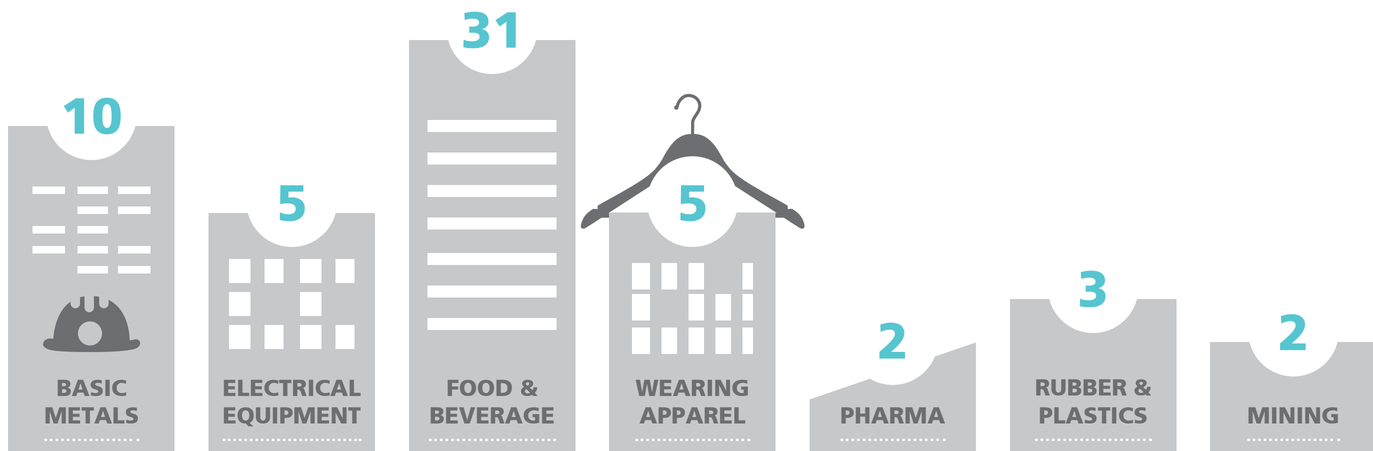
65

NUMBER OF PATENTS

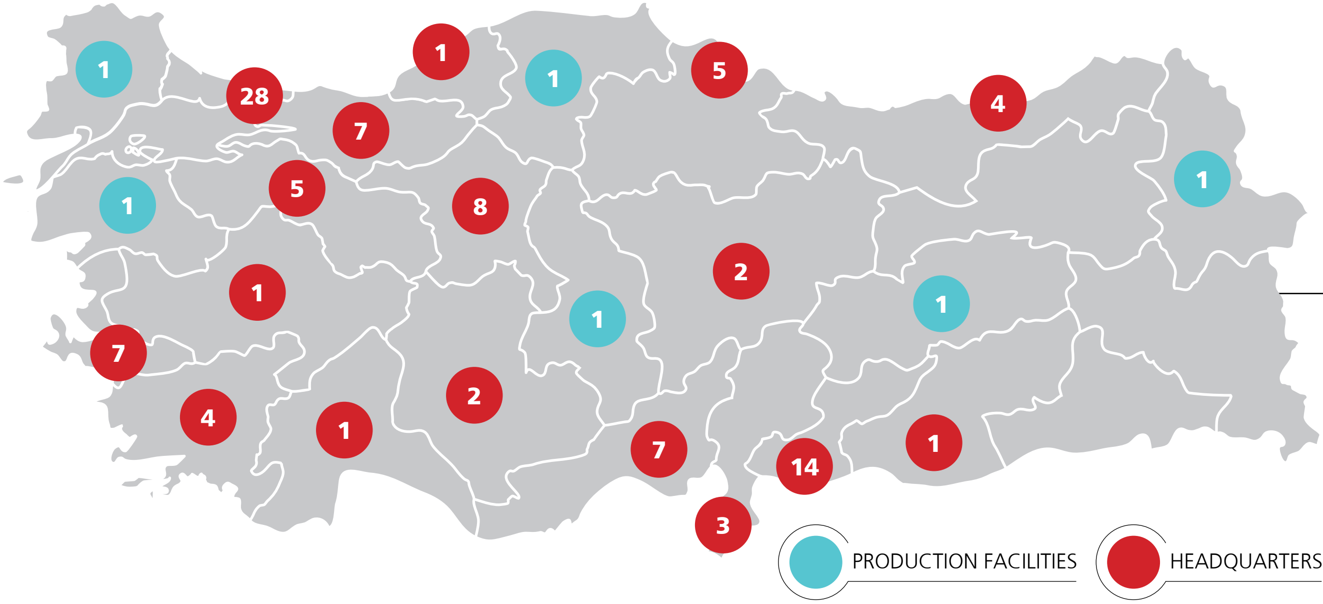
25%

COMPOUND ANNUAL GROWTH RATE 2013 - 2016

SECTORS DRIVING THE GROWTH



EMERGING LEADERS COVER 17 REGIONS (23 INCLUDING THEIR PRODUCTION FACILITIES) OUT OF 26 NUTS-2 REGIONS OF TURKEY



GROWTH ENGINE

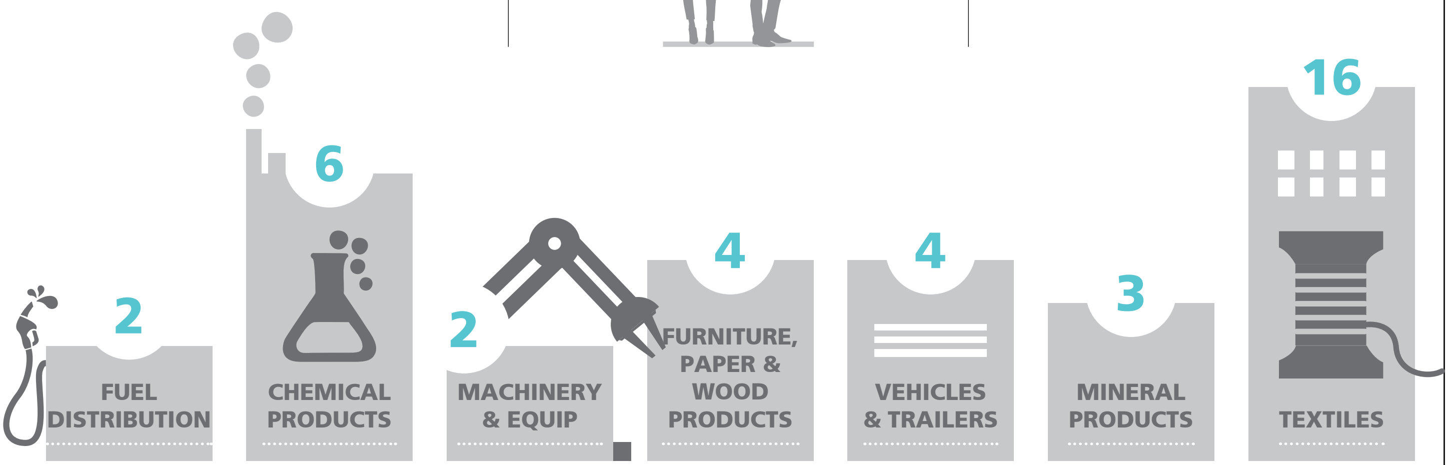
• AVERAGE NET SALES **403M TL**
• EBITDA MARGIN: **11%**
• BEFORE TAX INCOME MARGIN: **7%**
• RETURN ON EQUITY: **20%**
• EBITDA 3-YEAR CAGR: **37%**

ACCELERATOR OF EMPLOYMENT

• HEADCOUNT 2013 - 2016
46.720 → 67.500
• 3-YEAR GROWTH **13%**
• 1-YEAR GROWTH **7.40%**

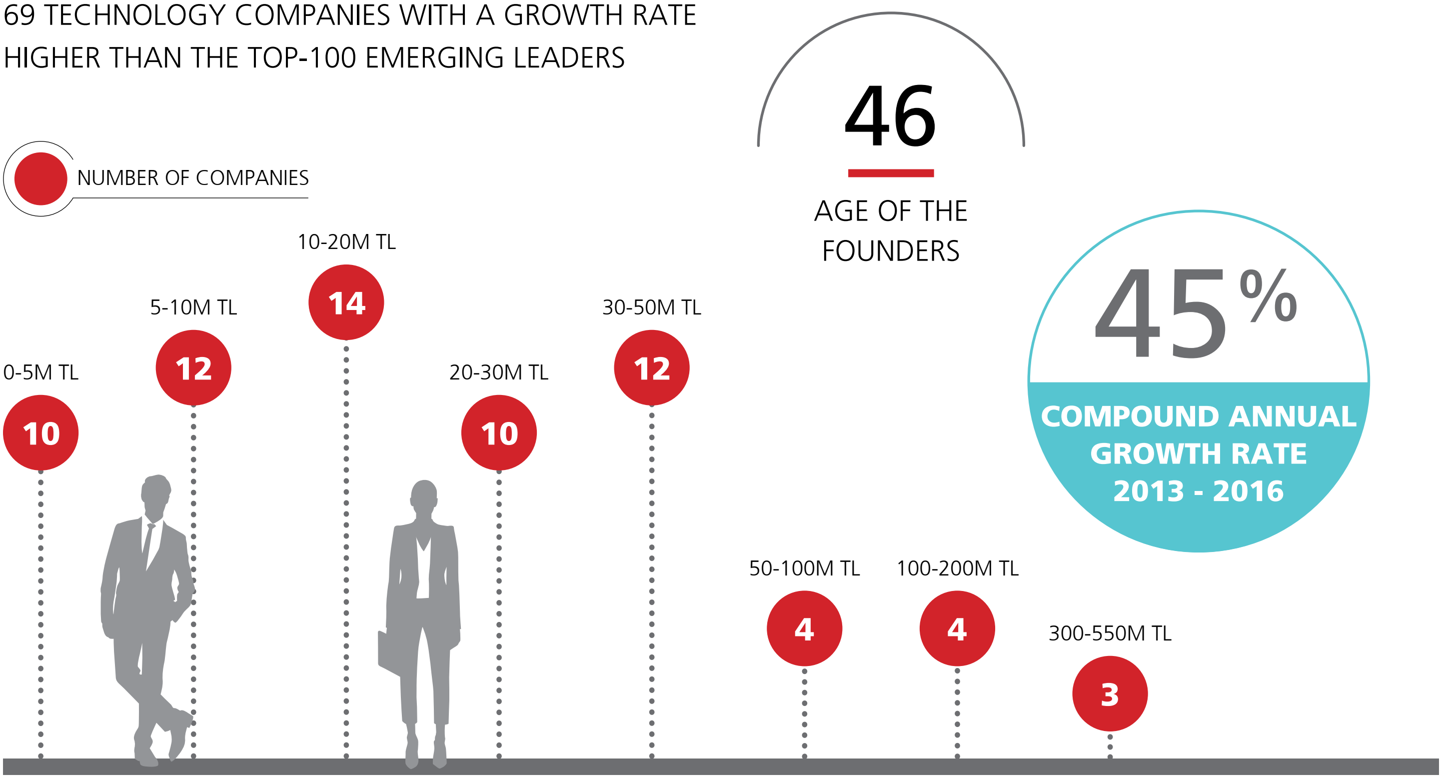
GOVERNANCE PROFILE

• AGE OF THE FOUNDERS **62**
• AGE OF THE CEO **52**
• BOARD SIZE **3.98**
• WOMEN DIRECTORS **0.58**
FIRST GENERATION **73%**
SECOND GENERATION **22%**



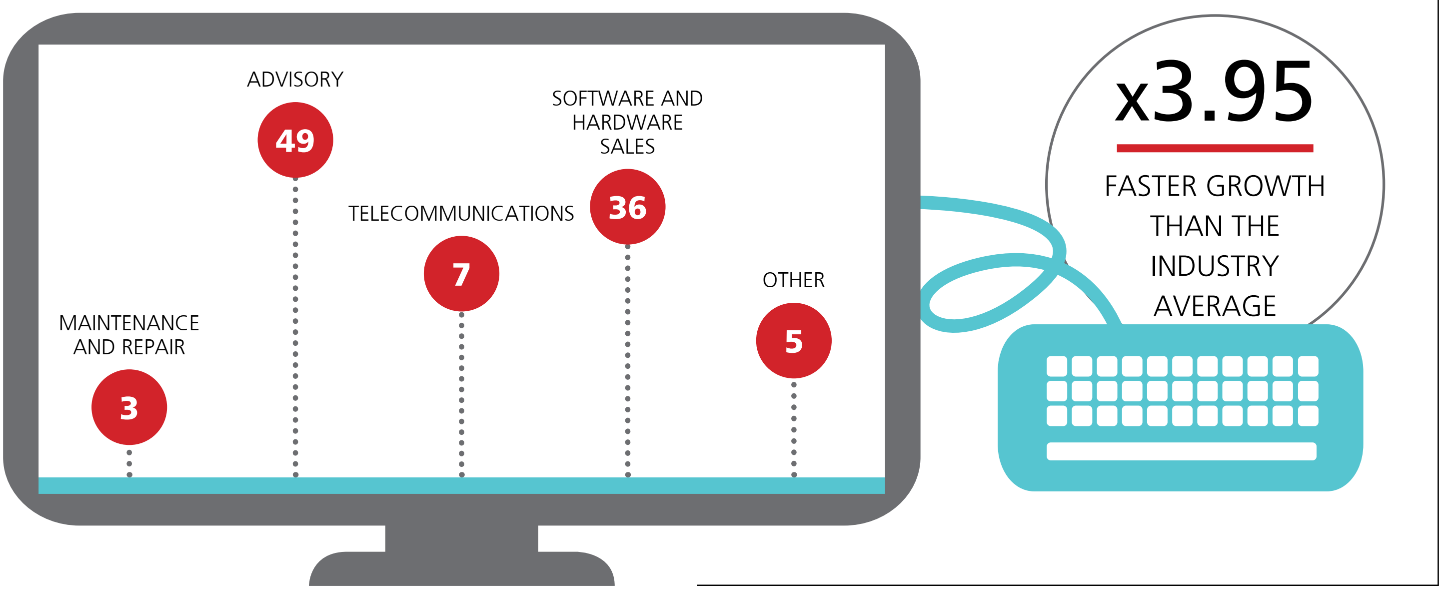
EMERGING LEADERS OF TECHNOLOGY IN NUMBERS

69 TECHNOLOGY COMPANIES WITH A GROWTH RATE HIGHER THAN THE TOP-100 EMERGING LEADERS



BREAKDOWN BY 2016 REVENUES

BREAKDOWN BY SECTOR



TECHNOLOGY »

WE NEED TO INVEST MORE AND PUT MORE EFFORTS IN ORDER TO POSITION THE INFORMATION TECHNOLOGY INDUSTRY STRATEGICALLY SO THAT OUR COUNTRY BECOMES A MANUFACTURER AND TECHNOLOGY DEVELOPING COUNTRY.

AT A GLANCE

94.3 BILLION TL
TECHNOLOGY INDUSTRY SIZE IN 2016

3.1 BILLION TL
TOTAL EXPORTS IN 2016

65%
THE SHARE OF SOFTWARE IN TECHNOLOGY EXPORTS

SECTOR
REVIEW

A WORLD RATHER DIFFERENT FROM WHAT WE KNOW TODAY LIES AHEAD AS INDICATED BY THE ISSUES ON THE AGENDA OF THE EVER-DEVELOPING INFORMATION INDUSTRY.

THE INNOVATION IS QUINTESSENTIAL IN THE NEW WORLD

KPMG

Sinem Cantürk
KPMG TURKEY, PARTNER
HEAD OF INFORMATION SYSTEMS & RISK MANAGEMENT

In recent years, digitalization and disruptive technologies constitute a trending topic in Turkey, as it has been the case all over the world. In the years to come as well, the strategic importance of the information technology in terms of competitiveness of the countries, level of welfare and generation of qualified employment will continue to increase. Thus, we need to invest more and put more efforts in order to position the information technology industry strategically so that our country becomes a manufacturer and technology developing country. The development of the information sector, of which telecommunications is an essential part as well, should be of top priority because it creates a multiplier effect in the country's economy.

The unfavorable economic and political circumstances in 2016 led some companies to suspend their projects. Nevertheless, the information sector continued to grow in double digits in Turkish lira terms. In 2016, institutions have begun to develop and even implement digital transformation strategies in order to keep up with the national and international competition resulting from the rapidly evolving technology. Since digital transformation utilizes technology and leaves its footprint on all different aspects of human life, the actors in the information industry have a very important role reserved for them.

According to Information and Communication Technologies 2016 market data by TÜBISAD Informatics Industry Association, the size of the industry valued at 94.3 billion TL in 2016. Information technologies and communication technologies account for 29.6 billion TL and 64.7 billion TL, respectively. In the field of information technologies, the hardware, software, and service sales account for 12.9 billion TL, 11.9 billion TL, and 4.8 billion TL respectively out of the total turnover. Regarding the communication technologies, electronic communications and hardware sales fetched 45.4 billion TL and 19.3 billion TL, respectively. In 2016, the IT sector's total export figure valued at 3.1 billion TL, of which 65% was software exports, signaling a 41% increase over the previous year.

The bigger the information industry grows and the more digitalized the other industries become, the higher the risks that come along. Cyber threats come to the top of these risks. The European Commission is investing in research and development projects in order to take measures against cyber attacks. The Horizon 2020 program, which is expected to reach up to 1.8 billion euros by 2020, aims to develop high-tech solutions against all kinds of cyber attacks, especially in the energy, health, transportation and finance industries.

A world rather different from what we know today lies ahead as indicated by the issues on the agenda of the ever-developing information industry: the Fourth Industrial Revolution, the Internet of Things, artificial intelligence, robotic technology, cloud computing, startup companies, fintech / insurtech / regtech, cyber security, programming, big data, unmanned vehicles, robotics ... Innovation is a sine qua non in this new world. Thus, it needs support in all fields and industries.

SOLUTIONS IN EMBEDDED SYSTEMS

TEKTRONiK

www.tektronik.com.tr
Sector: Technology
Region: Ankara

Tektronik is the leading Hardware-Software integration company, deriving from a 23 years of expertise in Embedded Systems design and integration. It serves a plethora of sectors including Defence, Aviation, Telecommunications, and Industrial/Automotive/Medical Electronics sectors. Tektronik was founded in 1994 concentrating in Test and Measurement solutions. In pursue of technology and market changes, it has gradually shifted centre of business towards embedded solutions, systems integration, and distribution Tektronik, headquartered in Cyberpark Ankara, represents and distributes the leading embedded electronic hardware and software along with complimentary solutions; moreover in this product range it provides its customers either as supplier or as subcontractor, with integration, module and subsystem services. CEO Hakan Yavuz states that Tektronik invests a minimum 5% of its annual turnover to R&D activities. The

company offers technology solutions around embedded computers, embedded hardware and software integration, real time operating systems, hardware and driver integration, model-based real-time system design and aviation/rail systems certification solutions, distributed real-time systems, integrated software and embedded system solutions. The Turkish Environmental Information Exchange Network constitutes one of the large scale, European Union IT integration projects, which Tektronik has successfully launched to the public by having completed its IT and communication infrastructure. The scope of this Network is to enable environment related information from 71 cities all over Turkey to be gathered at the Ministry. The solutions offered by Tektronik contributed to a plethora of unique projects in Turkey's defence and aviation fields, such as signal intelligence, image processing, different types of radars, manned and unmanned aircrafts, mission computers, military ships, rail transportation control systems among others. Tektronik develops its own solutions in its R&D centre in the field of driver information and warning systems in the topic of IoT (Internet of Things) around IoT gateways, in vehicle passenger warning and light rail systems. In 2012, Tektronik was awarded as the first fastest growing company in Deloitte Fast500 EMEA. In the following years as well, Tektronik has been qualified to get featured among Fast 50 Turkey and Fast500 EMEA programs.

WE INVEST A MINIMUM 5% OF OUR ANNUAL TURNOVER TO R&D ACTIVITIES.

Hakan Yavuz
CEO

337%

The growth rate of 2016 net sales of 9.2 million TL in comparison to 2013

CREATING HAPPY CUSTOMERS

F. Kerem Gömi
MANAGING PARTNER

Regna follows new technologies on behalf of its customers and act as their partner. The company has experience in both B2B and B2C fields. It has also started to operate in the field of B2B2C (business to business to customer), which adopts cutting edge technologies and rapidly spreads around the world. Regna started its operations in 2012 with two partners and one project. It protects the brand value of its customers thanks to its Turquality accreditation which it has been qualified for since the first year of its operations. Based on the past experience of the two managing partners, they have been concentrated on SAP CRM (Customer Relationship Management), SD (Sales & Distribution) and SLCM (Student Life Cycle Management) modules. During the span of five years and within the scope of a project on construction, energy, university, building materials and retailing, its customers have been asked the question: "How do you describe Regna?" The most frequent answer was "Trustworthy & Perfectionist." As of the end of 2017, more than 40 consultants work in both domestic and international projects covering more than 10 industries with only aim to create happy customers.

The CRM project realized with Rönesans Holding Heavy Industries in 2013 is Turkey's very first Fiori for CRM Project. Upon the purposes of this project, Regna has combined the previously acquired experience of the construction industry and the mobile project with new generation products. The company has completed fast projects in the construction industry by packaging the project that combines the practical and dynamic screens of SAP Fiori with the consistent infrastructure of SAP CRM.

The company that first stepped into the energy sector with the Trepaş project in 2014, Regna implemented SAP's new technologies for this project's set up, and continued its work in the energy sector with Turkey's four leading energy companies. At the same time with Trepaş, it developed Turkey's first Social Media & SAP CRM integration project. By integrating social media channels such as Facebook and Twitter into SAP CRM, the workload of the Trepaş CRM team has been alleviated. This application signaled innovation in SAP projects.

Universities are one of the niche and leading sectors for Regna. Since 2013, it has been running an end-to-end ERP project with İstanbul Kültür University. Following this experience, it launched the Regna University Solution package and had the opportunity to work with other universities. The joint Regna and Istanbul Kültür University project ranked 3rd in the business tranformation category of 2015 SAP Quality Awards and received the bronze prize. At the same time, Istanbul Kültür University was rewarded at the Herug 2016 Summit in the USA for its visionary viewpoint and the world's first Fiori for SLCM project (the integration of the SLCM module into the Fiori interface). Within the scope of the SAP CRM project developed in 2015 with Ay Marka, it has de-duplicated five million records and has carried out the most comprehensive SAP CRM deduplication project in Turkey. In addition to its expert CRM, SD and SLCM modules, Regna has also developed projects in the Hybris products, the ERP and SAP's next generation CRM products.

Regna

www.regna.com.tr
Sector: Technology
Region: Istanbul

Within the scope of the SAP CRM project developed in 2015 with Ay Marka, it has de-duplicated five million records and has signed the most comprehensive SAP CRM de-duplication project in Turkey.

198%

The growth rate of 2016 net sales in comparison to 2013

CRITICAL TASK, HUGE SUCCESS

BITES Defence and Aviation serves Turkey as a national and high technology oriented defence industry company with its expert staff including 130 people in its 11th year of operation. BITES continues its operation in its brand new 6,000 square meters facilities in Incek, Ankara and it holds all the required international certifications. In 2015, and after an 11-year long service in the defence industry, it has been certified as R&D Centre in order to provide its domestic and international customers with a service of higher standards and to get involved into more innovative enterprises.

BITES is an innovative technology-based company developing training / simulation solutions for the requirements of defence, aviation and aerospace industries including virtual and augmented reality applications, global intelligence, remote sensing software and embedded software for mission-critical systems. By implementing the latest software technologies, BITES offers next generation mission planning, task support, logistics and avionics software solutions. It conducts successful R&D activities in a plethora of technology areas such as

artificial intelligence, swarm intelligence, robotic systems, wearable technologies, augmented reality, image and signal processing.

In 2012, the company has made its first export to Germany and has expanded its business network with many fairs and events in America, Europe, Asia Pacific and the Middle East. BITES has been collaborating in many different fields with companies such as Airbus Defence & Space, Telespazio, Telespazio Vega Deutschland, Vitrociset, Sikorsky, BAE Systems, and Agusta Westland.

In 2014, BITES ranked among the world's top 100 simulation companies by Military Training Technology, the leading US Simulation and Training Industry publication. In 2015 and 2016, BITES features among Deloitte Fast 50, the Fastest Growing Technology Companies. BITES, which creates functional solutions since its foundation, has gained an important place in the industry thanks to its continuous development and strategies, which make a difference. Adding experience and sustainability to its young and dynamic structure, as a result of the past years, BITES continues its fast-paced development with enthusiasm, as a company that invests in R&D and contributes to the achievement of Turkey's goals in the field of high technology.

130 persons

The number of staff specializing in high-tech defence industry

BITES

www.bites.com.tr
Sector: Technology
Region: Ankara

In 2014, Bites ranked among the world's top 100 simulation companies by Military Training Technology Magazine.

Uğur Coşkun
CEO

SOLUTIONS FOR TOMORROW

Emre İyibilir
GENERAL MANAGER

WE RECENTLY OPENED OUR FIRST OVERSEAS OFFICE IN BOSTON, USA. OUR TARGET IS TO TRANSFORM IDEA INTO A GLOBAL COMPANY.

Idea Technology Solutions develops software solutions for field sales force management and tax compliance. Headquartered in Turkey, the company employs more than 80 engineers. Idea is currently the long-term solution partner of global companies in 19 countries in EMEA and its exports account for 10% of its revenue.

Idea Technology Solutions, a cloud company since 2008, has been an authorized R&D Centre since 2014 accredited by the Ministry of Science, Industry and Technology. It has set the example as the R&D centre with the most extensive network of partnerships with universities. The company has three patented solutions in the field of information and document management Idea Technology Solutions offer two main solution groups with VisionPlus trademark: Operational Business Applications focusing on centrally managing field sales forces and Electronical Financial Applications pioneering e-transformation in the Turkish taxation field by combining tax and technology."

In 2013, Idea Technology Solutions was granted the first e-Invoice Special Integrator, and e-Ledger Solutions Producer and e-Archive Invoice Service Provider licenses by the Revenue Administration of Turkey.

The company's vision is to be "one step ahead" and their mission is to "remain a lifetime solution partner" of their clients. Idea develops products that customers will "need tomorrow", and prepare them for the next step. Idea has an in-depth sector expertise of the field sales force management, and especially in the FMCG, tobacco and alcohol markets. Its international clientele includes some of the most well-known brands such as Imperial Tobacco, Carlsberg, Diageo, Pernod Ricard, and Perfetti Van Melle.

Third time in a row, Idea Technology Solutions becomes the largest Turkish company in CRM category in the "Turkey First 500 ICT Companies. According to the 2016 version Idea ranks 14th among Turkey-based software manufacturers.

"Our global target is to grow in field sales force management and establish our presence in the newly developing bioinformatics market. We recently opened our first overseas office in Boston, USA. Our target is to transform Idea into a global company," General Manager İyibilir says.

141%

The growth rate of 2016 net sales of 25.6 million TL in comparison to 2013

idea teknoloji çözümleri

www.ideatechsol.com
Sector: Technology
Region: Istanbul

Third time in a row, Idea Technology Solutions becomes the top-ranking Turkish company in the CRM category in ICT 500.

The first e-Invoice special integrator

A TRACEABLE SUCCESS STORY

Vektör Barkod was founded in 2009 in order to offer corporate business solutions to the companies to help them operate more effectively. The company operates in the field of AIDC (Automatic Identification and Data Capture) as a software and hardware seller, and a technical service provider. Vektör Barkod is a long-term partner ensuring its customers in different sectors a competitive advantage in the fields of corporate mobility, post-sale services, software solutions and mobile data traceability thanks to its founders and its team of professionals with over 20 years of experience. For this purpose, we are selling barcode readers, hand terminals, mobile printers to our customers as a re-seller. At the same time, we provide our customers with the technical service of the devices in this field. Our company, which operates in the field of traceability, makes a difference in the sector by offering the products of our subsidiary Trinoks Software A.Ş.

General Manager Halit Erol Şengünler shares the success story of the company as follows: "Our company, which started its activities as a limited liability company in 2009, completed the first year with 2 million Turkish liras revenues. The following year, Vektör Barkod has upgraded its partnership with Motorola to the "Business Partner" level. In 2011, our cooperation with Zebra, the largest barcode printer of the AIDC sector and the producer of RFID labels, was upgraded to the level of "Associate Partner" since we have managed to repeat the sales growth of the previous year. Vektör Barkod was announced as the 4th ZASP point of Zebra in

Turkey. In 2012, our excellence in doing business has been awarded with the ISO 9001:2008 Quality Management System Certification."

In order to provide more confidence to its customers and investors, Vektör Barkod became a joint stock corporation in 2013. The company ranked second in the Deloitte Fast 50 in Turkey and 9th in the Fast 500 in the EMEA region. In 2014, the company made the biggest investment in its history, when it acquired 50% of the shares of Trinoks Software A.Ş., a "traceability/production monitoring" software company. The same year, Vektör Barkod has won the "Century International Quality Era-International Star in Quality" award given by the Business Initiative Direction and the "Best Commercial Brand Excellence & Quality" award given by the Otherways Association.

Vektör Barkod has managed to qualify for the Deloitte Fast 50 List for four consecutive years between 2013 and 2016. In 2016, it was honoured with the Gold Medal by the Bizz World Confederation of the Business in the Companies to Inspire category. Furthermore, it has been included in the 100 Fastest Growing Companies List by TOBB, the Union of Chambers & Commodity Exchanges of Turkey. The most precious award came from the employees, when Vektör Barkod has been selected for the Best Employers list compiled by the Great Place to Work Institute for two years in a row. In 2015 and 2016, the company ranked among the 25 best employers in Turkey. Moreover, the importance Vektör Barkod reserves for its clients has been showcased with the inclusion among the Best Suppliers of Brisa, a Sabanci Holding company. In 2016, Vektör has become one of the first three Turkish companies to join the LSE Elite Programme. Finally, the company has registered its Ankara office, and has launched its Izmir office as a contact point.

www.vektor-tr.com
Sector: Technology
Region: Istanbul

Halit Erol Şengünler
CEO

11,187

The number of hand terminals and software sold in 2016, in comparison with the 462 pieces sold in 2009 when the company was founded.

A MORE SUCCESSFUL STRUGGLE AGAINST THE IMPACT OF THE GLOBAL CLIMATE CHANGE ENTAILS MORE INTERNATIONAL TRADE OPPORTUNITIES FOR TURKEY, HENCE A REINFORCEMENT OF OUR POSITION AS A SELF-SUSTAINED COUNTRY.

AT A GLANCE

206.3 BILLION TL
TOTAL NET SALES IN 2016

5.6 BILLION DOLLARS
FOREIGN TRADE SURPLUS IN 2016

42,520
THE NUMBER OF FOOD AND BEVERAGE OPERATIONS IN TURKEY

485,000
THE NUMBER OF PEOPLE EMPLOYED BY FOOD AND BEVERAGE COMPANIES

SECTOR
REVIEW

THE TURKISH FOOD AND BEVERAGE INDUSTRY PROVIDES RELIABLE PRODUCTS TO THE 80 MILLION PEOPLE POPULATION OF THE COUNTRY, THE APPROXIMATELY 30 MILLION TOURISTS WHO VISIT TURKEY EVERY YEAR AND THE MORE THAN 3 MILLION REFUGEES.

THE FUTURE OF FOOD AND BEVERAGE LIES IN SUSTAINABILITY

TÜRKİYE GIDA VE İÇECEK SANAYİİ DERNEKLERİ FEDERASYONU
FEDERATION OF FOOD & DRINK INDUSTRY ASSOCIATIONS OF TURKEY

Turkey is one of the regional leading countries in the food and beverage industry. The fertility of the soil and the suitability of the climate bring our country to an advantageous position in terms of agricultural products, which are the basic raw materials of the food and beverage industry. Subsequently, this increases the industry's global competitiveness. Thanks to the food and beverage industry's production, Turkey, which is one of the few self-sustained countries, also earns a significant part of its export income from this industry.

The Turkish food and beverage industry provides reliable products to the 80 million people population of the country and to the approximately 30 million tourists who visit Turkey every year as well as to more than 3 million refugees. The total production of the food and beverage industry in the year 2015 worth 171.4 billion TL. The growth rate of the sector in 2015 compared to the previous year is around 12.5%. The added value contributed to the Turkish economy by the companies operating in the food and beverage sector reached 27 billion TL. 42,520 food and beverage enterprises operating across Turkey provide employment for more than 485,000 people. In 2016, the industry fetches 5.6 billion dollars in foreign trade surplus and the rate of exports meeting imports equaled to 200%. According to the latest data, the share of Turkish food and beverage industry contributes 321 billion dollars towards GDP.

Agriculture constitutes the most important raw material source for the food and beverage industry. Therefore, the problems of the agriculture industry directly affect the sector. Global climate change is already one of the fundamental problems both Turkey and the world are faced with. Despite the agreements signed in order to keep the resulting global temperature increase at a certain level, according to different studies, our country's climate and soil conditions will undergo an inevitable change. In this context, the definition and protection of the agriculture and water basins in our country should be defined and protected, and the support of appropriate agricultural products in the appropriate regions should be our top priority. A more successful struggle against the impact of the global climate change entails more international trade opportunities for Turkey, hence a reinforcement of our position as a self-sustained country.

The increase in non-communicable diseases such as obesity and diabetes is another issue that needs to be addressed in our country same as in the rest of the world. The food and beverage sector, which gives priority to the co-operation with all stakeholders in order to eliminate these diseases which are triggered by a sedentary life-style and an unbalanced diet, endeavours to present innovative solutions that will help the consumers to acquire a more balanced diet.

Şemsi Kopuz
TURKISH FEDERATION OF FOOD AND BEVERAGE INDUSTRY ASSOCIATIONS PRESIDENT

Likewise, issues such as reducing food and packaging waste and more efficient production technologies in order to cope with an increasing population also depend on research and investments made by our industry. State supported incentives for these initiatives will be an important step towards the development of the industry, for they accelerate innovation by strengthening the cooperation between universities, the industry and the state.

DRIVING A NEW ERA IN THE INDUSTRY

www.hastavuk.com
Sector: Food
Region: Bursa

Founded in 1972, HasTavuk operates in every field of the poultry business and produces 70% of Turkey's layer chicks. The company is the largest parent stock company under a single roof in Europe and Turkey with its hatchery capacity. HasTavuk runs its operations in a total of 1.85 million square meters open space and has three administrative offices located in Bursa, Sivrihisar, and Susurluk. The company's operations spread all over Turkey with various facilities including feed factories, parent stock facilities, pullet production units, hatcheries, slaughterhouses, and further processing facilities. Employing more than 1,600 people, HasTavuk's contribution to the industry and national economy goes far beyond by creation of more than 5 thousand jobs in the regions where it operates.

Consumers are able to trace back every step in the process thanks to the barcode as a part of the full integration approach "from the farm to the table.

Keeping up with the latest technology and a close follow up of the industry trends enable HasTavuk to gain its rapid growth momentum. Chairman Müjdat Sezer explains that their success is based on the business model, which is based on the "From the Farm to the Table" approach and carried out within full integration in every stage. Mr. Sezer puts an emphasis on the fact that the consumer is able to trace back every step in the production process thanks to the barcode on every product found in the shelves.

At HasTavuk, production starts with the creation of high quality breeds and in order to obtain the highest productivity from those breeds, the best parent stock are brought in from abroad with special equipped vehicles. Then, they are placed in sophisticated facilities under the best suitable conditions according to the Good Agricultural Practices. The chicken meat facility with slaughtering capacity of 12,500 broilers per hour, which was established in the first half of 2013, operates with the Golden Innovation awarded AEROSCALDER (Dry Slaughtering) method. This process provides the consumers with products that meet their expectations with a natural colour, aroma and taste. Moreover, AERSCALDER has contributed to the industry's modernisation and has showcased HasTavuk as a trusted brand in a very short time. In this system, the chicken feathers are softened by densified air currents rather than water. The aeroscalder/dry slaughtering method is used both in the slaughtering phase, where halal procedure is followed, and in the pluck phase. This system extends to the freezing and the further processing phases as well. Avoiding contact with water during the whole process results in more delicious and hygienic products with longer shelf life.

HasTavuk has eventually launched this year its innovative products, as a result of long-term R&D activities. The further processing products under the name HasLezzetler (delicacies) include the crispy chicken, the chicken with yayla sauce, döner and tantuni. Furthermore, it has developed a product called HasKanat (wings) made of drumettes as the only producer in Turkey.

Müjdat Sezer
CHAIRMAN OF THE BOARD

201%

The growth rate of 2016 net sales of 510,6 million TL in comparison to 2013

A FAMILY COMPANY FEEDS THE WORLD

Şerafettin Memiş
CHAIRMAN OF THE BOARD

Memişoğlu Agro was established in Mersin in 1991 to produce, sell and export rice, chickpeas, lentils, cranberry beans, bulgur, beans, black eyed beans, corn, broad beans, peas and wheat. Pulse milling, sieving, selection, packaging, and dry goods export and import also fall within the company's scope of activities. Generating net sales in of 550 million Turkish liras in 2016, Memişoğlu constitutes an exceptional case in the sector for focusing both on domestic and international markets, and being successful in both. Chairman Şerafettin Memiş stresses the importance of the investments they make on a regular basis which contributes to their achievements.

Owing to its sales volume the company ranks among Turkey's largest pulse and food companies. Due to its 2016 sales it ranks 237th among the Turkey's 500 largest industrial companies according to Istanbul Chamber of Industry and 302nd among the countries biggest exporters in the TIM 500 list of the Turkish Exporters Assembly.

www.tatbakliyat.com
Sector: Food
Region: Mersin (Adana Sub-region)

The company's investments on a regular basis assure our two-tiered focus on markets both in Turkey and abroad.

Memişoglu is a family company run by four partners Şerafettin, Nasip, Gıyasettin and Tuncer Memiş. With facilities expanding over 200 thousand square meters in total Memişoğlu possesses two rice milling plants in Mersin and in Uzunköprü. Moreover, in Mersin it owns a bulgur plant, a lentils plant along with areas for pulse milling, sieving, packaging and storing. It also has other facilities in Mersin Free Trade Zone, in the Mersin-Tarsus Organized Industrial Zone, in Istanbul, Izmir and Edirne.

Memişoğlu holds approximately 32 retailer points all over Turkey operating under the brand name TAT, which is the company's brand for both in the domestic and the international markets. The company exports its goods to many countries in Europe, Central Asia, Middle East, North Africa, and South East Asia, along with exports to South Africa, Russia, the USA and Canada.

Memişoglu Agro has also proceeded with a new investment in Mersin, which will offer logistics services under the TATLOG name. The company holds TSE-EN-ISO 22000 Food Safety Certificate, TSE-EN-ISO 9001:2000 Quality Management System Certificate, Halal Certificate and Kosher Certificate.

119%

The growth rate of 2016 net sales of 505,2 million TL in comparison to 2013

SUSTAINABLE FOOD PRODUCTION

www.yaylabakliyat.com.tr
Sector: Food
Region: Ankara

Established in 1982, Yayla Agro is among Turkey's leading companies in terms of pulses, rice and bulgur. The company's headquarters are located in Ankara. Along with its four factories in Turkey, Yayla Agro has offices in Germany, Canada and Russia. The company ranks in the 159th place with its 2016 net sales according to 2016 ranking of the Istanbul Chamber of Industry.

Yayla Agro has been endeavouring for quality and service in the industry since its foundation. The company has constantly improved its quality standards together with the industry and reached its well-deserved position. CEO Hasan Gümüş describes the key to the success as follows: "We provide our services with a value-added product range through our facilities where customer satisfaction and needs are treated as a top priority, and with our supply chain that adds value both to our end users and our business partners."

Yayla Agro's high-quality and sustainable goods are produced at its high-capacity facilities with the use of state-of the-art technology. The facilities do not produce any harmful waste to the environment and all the necessary precautions are taken for the protection of the nature. Yayla Agro has established a network of dealers in 65 provinces and has more than 20 thousand retail points all over the country's 81 provinces. The company's activities expand into the international market as well. Thus, a specialized team with a focus abroad has been set up.

Yayla Agro, which exports to more than 100 countries, produces private label goods as well, both for domestic retail stores like BIM, Migros and A101 and many large-scale retailers abroad.

Hasan Gümüş
CEO

Yayla Agro, a company following quality operations in every product and channel it is involved with, has been qualified with every certification that it is required for a company in the industry such as the Codex Alimentarius (Food Code) and the TSE Turkish Standards Institute Certificate. Apart from the above, Yayla Agro maintains a sensitive perspective towards the industry and has obtained the ISO 9000, ISO 22000, BRC, IFS, and Halal Food certificates. These certificates showcase that the company's production process meets the food production standards in the European Union.

YAYLA AGRO RUNS ITS OPERATIONS ACCORDING TO THE PRINCIPLES OF SUSTAINABLE AND ENVIRONMENTALLY FRIENDLY GROWTH.

20+ thousand

Number of retail sales points in the domestic market

HEALTH COMES WITH HAZELNUT

Burhan Erçal
CHAIRMAN OF THE BOARD

WE ARE A RELIABLE, INNOVATIVE AND STRONG BRAND, WHICH PLAYS AN ACTIVE ROLE TOWARDS THE DEVELOPMENT OF THE INDUSTRY.

In 1960, Erçal Fındık started its activities by purchasing and selling in-shell hazelnuts. In 1992, the first factory was built in the Kumru district of Ordu and started to produce natural hazelnut kernels. In 1998, the Kumru facilities were expanded thanks to the addition of one of the biggest hazelnut cracking plants of the Black Sea with an internal processing capacity of 35 thousand tonnes of hazelnut per annum. Thus, Erçal Findik carried on operating in these facilities, which offer larger capacity and are equipped with state-of-the-art laser sorting system. The facility, which includes a single unit equipped with a drying machine for both in-shell hazelnuts and kernels, and an Optyx Camera Laser Sorter (KEY) for the sorting phase, is located within 35 km from the seaside at 500 meters altitude. It protects the nuts from humidity, not visible to the naked eye mold, and aflatoxin formation. In 2006, Erçal Fındık opened its facilities in the Alaplı district of Zonguldak. This plant is equipped with a four stone cracking unit and a voice sensitive laser system (SEA) used in the sorting phase. It boasts an internal processing capacity of 80 tonnes of in-shells hazelnut per day, which translates into 28 thousand tonnes per annum.

In 2010, the company increased its product range by launching the production of processed hazelnuts at its Kumru plant, which was equipped with state-of-the-art integrated machines specially designed for this purpose. Since 2010, Erçal Fındık, which produces natural hazelnut kernels, processed hazelnut varieties and specialty products, ranks among the top 20 largest hazelnut exporter thanks to its well planned growth and investments. The company exports hazelnuts to approximately 90 countries; whereas the European Union countries account for approximately 80% of these exports.

Chairman of the Board Burhan Erçal explained that they are building a company, which provides reliable, innovative and quality products and services thanks to its corporate infrastructure. Furthermore, he puts an emphasis on their targets: to become the first choice for both customers and suppliers in the industry, and to rank among the top three in Turkey.

Erçal Fındık contributes to the country's economy as a regional leader, who closely follows up-to-date information and technological developments and attaches importance to qualified human resources and identifies in the most accurate way the needs of its customers and produces customized solutions. Burhan Erçal describes the company's corporate philosophy as follows: "We are a reliable, innovative and powerful brand that embraces its national culture and self-values, while simultaneously remains solicitous and respects universal values. We make the most out of cutting edge technology opportunities in an integrated manner with all stakeholders and play an active role in the industry's development."

ERÇAL GROUP

www.ercal.com.tr/findik.php
Sector: Food
Region: Samsun

90+

The number of countries, which Erçal Fındık exports its products to

THE STRONGEST LINK IN THE FOOD CHAIN

www.matli.com.tr
Sector: Food
Region: Bursa

Matlı, the feed manufacturing company of Turkey, aims to become the food group which meets the protein needs of the Turkish market. It has the capacity of producing 1.32 million tonnes of animal feed per annum in its six factories. The target of Matlı, which produced 892 thousand tonnes of feed in 2016, is to raise its production up to 2 million tonnes of feed by 2020. Matlı launched its operation in the egg production field in 2010 under the Burdan Yumurta brand and it is quite ambitious about it as well. Currently, it produces 2.15 million eggs daily and approximately 650 million eggs per year.

General Manager Önder Matlı explains that the aim of the group for 2020 is to produce 2 billion eggs per year: “Matlı Food Group employs 650 persons and does business with 2 thousand suppliers. The number of our feed dealers is 450. By starting to produce white meat, red meat, milk and dairy products, we aim to become a food group, which meets the protein needs of Turkey. Thus, Matlı Group will be the strongest link of the food chain in Turkey, by providing feed for animals and food for people.”

2 million tonnes

2020 target of Matlı which produced 892 thousand tonnes of feed in 2016

The Matlı Food Group’s history starts with the onion trade business founded by Ömer Matlı in the Karacabey district of Bursa back in 1965. In early 1970, Ömer Matlı passed on to live animal trade and dairy farming. The success in this business gave him the necessary commercial reputation and seed capital to enter the rice industry. In 1980 he founded his rice factory, thereby moving from trade to production. He started the bovine feed production in 1988. In the Karacabey factory 10 tonnes of milk and feeder cattle feed were produced per hour. In 1992, the first modern corn drying facility of the area was added to this factory. In April 2010, Matlı stepped into a brand new field and started to produce eggs. Currently, the Matlı Food Group operates in the areas of feed manufacturing, food production, full fat soy production, corn drying and raw material trade.

The company, paying great attention to R&D, collaborates with the Faculty of Veterinary within the protocol signed with Uludağ University. These activities are carried out at the Ömer Matlı Academy, which is named after the group’s founder, and Animal Husbandry Research and Development Centre and Training Farm established under the academy. The cattle feed with more efficiency, higher energy, better nutrient values and higher milk yield which is developed at Ömer Matlı Academy is first fed to animals in the training farm and then made available to the breeder. The average milk yield of each cow increased up to 37 litres per day thanks to the R&D activity at the academy, as opposed to 6 litres per day, the average yield of a dairy cattle. In 2013, the Online Livestock Academy was developed with the support of Ömer Matlı Academy as a social responsibility project. Animal breeders can easily access the information they need at www.hayvancilikaakademisi.com, where the latest information about the global and Turkish livestock industry can be found, in addition to the expert opinions.

Önder Matlı
GENERAL MANAGER

BY STARTING TO PRODUCE WHITE MEAT, RED MEAT, MILK AND DAIRY PRODUCTS, WE AIM TO BECOME A FOOD GROUP WHICH MEETS THE PROTEIN NEEDS OF THE TURKISH MARKET.

THE TEXTILE INDUSTRY CONTINUES ITS ACTIVITIES IN SEARCH OF NEW MARKETS, OPERATIONAL EFFICIENCY AND QUALITY ORIENTATION IN ORDER TO MAINTAIN AND IMPROVE ITS COMPETITIVENESS.

AT A GLANCE

107.5 BILLION TL
TOTAL NET SALES IN 2016

865,000
TOTAL EMPLOYMENT IN THE SECTOR

7.87 BILLION DOLLARS
EXPORT VALUE IN 2016

77.4%
CAPACITY UTILISATION RATE IN 2016

SECTOR
REVIEW

WE EXPECT TO CLOSE THE YEAR 2017 WITH AN INCREASE OF APPROXIMATELY 5% IN EXPORTS THANKS TO OUR TEXTILE FIRMS' INITIATIVES IN SOUTH AMERICA, SUB-SAHARAN AFRICA AND IN THE FAR EAST, PARTICULARLY IN JAPAN.

WHEN THE GOING GETS TOUGH THE TOUGH GETS GOING

Based on thousands of years of tradition, the Turkish textile sector ranks in the first place in Turkey in terms of job creation. It is estimated that the sector employs approximately 865 thousand people in manufacturing only and provides 2 million jobs together with the retail and secondary sectors. In addition to employment, the contribution of the textile industry to the country's exports places it at a special position. The EU countries accounted for the largest part of the Turkish textile exports with 50%, followed by Russia, Iran and neighbouring countries. However, unfavourable developments in the global markets affected both textile exports and general exports of Turkey. The export figures of Turkey and the textile industry in the last three years are summarised as follows: In 2014, Turkey's total exports amounted to 157.61 billion dollars. In 2015, following a decrease of 8.7%, total exports equalled to 143.93 billion dollars. In the same period, textile products and raw materials exports decreased by 11.1% from 8.53 billion dollars to 7.59 billion dollars. Turkey completed the year 2016 with exports of 142.6 billion dollars, while textile exports amounted to 7.87 billion dollars in the same period. Diminishing demand in the Middle Eastern market was particularly influential in this downward movement. Another challenge for the industry came with the unexpected increase in the minimum wage in 2016. The unpredictable increase in workers' wages in textiles, which is a labour-intensive sector, has been a major difficulty for us to compete in the world markets.

Nevertheless, we observe that the sector's efforts for new market development have had positive results in the first half of 2017. We expect to close the year 2017 with an increase of approximately 5% thanks to our textile firms' initiatives in South America, Sub-Saharan Africa and in the Far East, particularly in Japan. The fact that the capacity utilization rate reached 77.4% is another hopeful development for us. We observe that most of the manufacturers in the industry has started to work on a three-shift basis in the past four to five months.

On the other hand, if the Textile Free Trade Agreement signed with Pakistan in 2016 goes into effect in 2017 without any change, our industry will face a serious challenge. Free import from Pakistan, which is a major player in cotton production on the global scale, will adversely affect the Turkish manufacturer, which have cost disadvantages against Asian countries because of trade policies such as tax increases on the imports of synthetic yarn.

Haşim Büyükbalcı
TETSIAD ASSOCIATION OF TURKISH HOME TEXTILE INDUSTRIALISTS AND BUSINESSMEN, ADVISOR TO THE BOARD

In addition to cotton, oil prices also have a major impact on the costs of the textile sector. Therefore, in addition to the course of the Middle East problem, which remains to be unpredictable, Turkey's relations with the US and the EU countries will play a significant role in the future of the sector. Under these conditions, the textile industry continues its activities in search of new markets, operational efficiency and quality orientation in order to maintain and improve its competitiveness. At the end of the day, "when the going gets tough, the tough gets going."

OUR VISION IS BEYOND THE EYE GAZE

www.harputtekstil.com
Sector: Textiles
Region: Bursa

There is no doubt that the world turns around the textiles sector. As the market grows bigger and bigger every day, the bitter race between the companies become fierce. On these conditions, you have to be one of a kind to stand strong for your business. That is what Harput Tekstil is doing the best for about 59 years.

Harput Tekstil is one of the oldest and most influential companies in the field since its foundation in 1958. Having expanded its manufacturing facilities from a 20 square meters small shop to 200 thousands square meters total indoor area, Harput Tekstil has 40 registered trademarks, four of which are international. Harput Tekstil started as a trading company and in the 1980s it entered the textile business and commenced its transformation to become an industrial company.

Chairman Muhammed Etkeser describes the progress so far as follows: "We know the significance of branding and that is why we have approximately 40 registered trademarks. Miranlı, Miranda, and Hoya Bella stand among the main brands representing us both in domestic and global markets. Thanks to all these achievements, our global sales in 2016 valued at more than 150 million euros and we project to raise them up to 160 million euros by the end of 2017. We believe our future is intertwined with innovation and continuous personal development. At the end of 2016, we recently founded our R&D centre for textiles and chemical applications. Ministry of Science, Industry and Technology. We allocated a research and development budget of 1 million euros for our 2017 projects."

40

The number of Harput Tekstil's trademarks, four of which are international

Muhammed Etkeser
CHAIRMAN OF THE BOARD

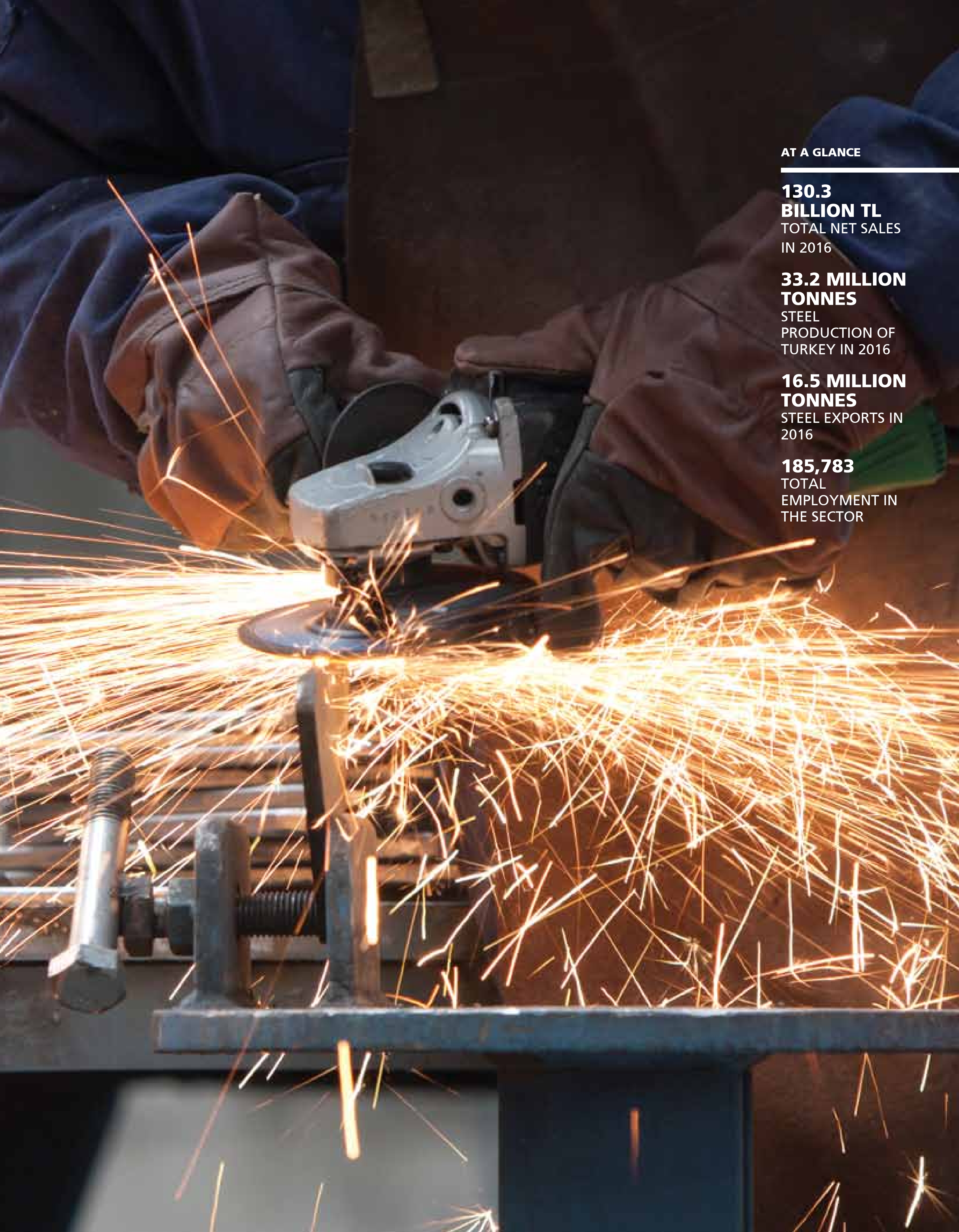
Harput Tekstil ranks 848th among the Top 1,000 exporters of Turkey, and 60th in the textiles industry. Keeping up with the changing market conditions, flexible management of high production capacity and absolute compliance with the required laws and ethical rules constitute the main features that differentiate Harput Tekstil from its competitors.

Harput Tekstil believes that a company should not only care about profits, but also about the environment and cultural heritage. The company has contributed to various social responsibility projects since its foundation. Let us take the case of the Green Mosque in Bursa as an example. The mosque, constructed by the Ottoman Sultan Celebi Mehmed in 1419, is under the protection of UNESCO and its renovation took place thanks to the cooperation of Harput Tekstil, the Governorate of Bursa and the Regional Directorate for Foundations.

160 million euros

Projected global sales by the end of 2017

IN ADDITION TO CATERING THE NEEDS OF THE DOMESTIC MARKET, AS A DEVELOPING COUNTRY, THE TURKISH STEEL SECTOR IS IN A POSITION TO SERVE THE EUROPEAN, AFRICAN AND ASIAN MARKETS THANKS TO ITS CENTRAL POSITION.



AT A GLANCE

130.3 BILLION TL
TOTAL NET SALES IN 2016

33.2 MILLION TONNES
STEEL PRODUCTION OF TURKEY IN 2016

16.5 MILLION TONNES
STEEL EXPORTS IN 2016

185,783
TOTAL EMPLOYMENT IN THE SECTOR

SECTOR
REVIEW

IF WE PRODUCE THE SAME VALUE ADDED PRODUCTS AS THE US, OUR STEEL EXPORTS WILL INCREASE FROM THE CURRENT 12.5 BILLION DOLLARS TO 50 BILLION DOLLARS, WHICH WOULD EVENTUALLY CANCEL OUT THE CURRENT DEFICIT OF TURKEY.

STRUCTURUAL TRANSFORMATION FOR INCREASED ADDED VALUE

The steel industry has always played a vital role in the industrialization of Turkey, which started in 1930s, both in terms of the establishment of the main industry and new industrial branches and the accomplishment of the superstructure and infrastructure of the country. With a capacity of 50 million tonnes per annum our industry provides the main input for various sectors including mainly construction materials, automotive, ship, railway, wagon as well as all machinery, equipment and goods production. Turkey has increased its production from 14.3 million tonnes in 2000 to 35.9 million tonnes in 2012, making it the world's 8th biggest producer. The exports of 19.8 million tonnes rank 7th in the world and first in terms of construction steel. Despite the recession in the world economy in the year 2016, the sector remains as the 8th largest producer with 33.2 million tonnes per annum in steel production, while it ranks 9th with 16.5 million tonnes of exports.

In addition to catering the needs of the domestic market, as a developing country, the Turkish steel sector is in a position to serve the European, African and Asian markets thanks to its central position, thereby providing a high level of contribution to the country's economy. However, it needs to overcome some obstacles in order to realize this potential. First, protective policies such as anti-dumping import duties should be put in place just like in developed countries, to avoid unfair competition particularly from China, Ukraine and Russia.

The second major obstacle in the development of the sector is the excess capacity problem, which creates unfair competition. The capacity utilization rate remains generally at 67% and as low as 45% in the flat steel production in the private sector. We should increase the capacity utilization rate by providing incentives to higher value added products, which would eventually bring the sector into a highly competitive structure. The US, which uses the same iron ore, coke and iron scrap, exports 2,000 dollars per ton of average unit steel, while Turkey's average unit price of 550 dollars per ton is due to low added value. If we produce the same value added products as the US, our steel exports will increase from 12.5 billion dollars to 50 billion dollars, which would eventually cancel out the current deficit of Turkey. Exporting low added value products and importing high added value also negatively affect Turkey's current account deficit.

Faruk Ekinci
BOARD MEMBER, TÜRKONFED
CO-CHAIR, EKINCILER HOLDING A.Ş.

The main problems of the sector are the overcapacity; the import of dumped goods and the informal economy, which prevent the formation of sufficient capital accumulation. If these obstacles are removed, we would definitely hold a leading position in the world markets by taking advantage of our geographical position by investing in producing high value added steel. The return to the Zero Problem with Neighbours policy, which the government has previously initiated, will accelerate the sector to reach its goal.

SUCCESS CONDUCTING TO THE FUTURE

Founded by Cüneyt Ali Turgut in 2001, Mega Metal has been producing in its Kayseri facilities since 2008. The company employs about 500 people on 75 thousand square meters area with 30 thousand square meters of indoor space. Producing high-tech and quality oxygen-free electrolytic copper wire products, Mega Metal maintains its place among the leading producers in Turkey and Europe.

A fearless approach in investing in technology lies within the heart of the company's success as Cüneyt Ali Turgut describes it. Mega Metal products are used in electricity, electronics, communications, power generation and distribution, electrotechnics, solar and renewable energy, home appliances, defence and automotive industries. The company, which exports about 60 per cent of its production, focuses on all the countries in Europe and America. Mega Metal manufactures products for international brands such as Johnson & Johnson, FIAT, Volkswagen, BMW, and Seiko and continues to contribute to the export power of Turkey. The company plans to open a head office in Europe and the United States and as of the beginning of the year; it will start its operation in Milan with an office and a production line. Focusing on production diversity, the company's target is set on solar energy investments.

Mega Metal, which attracts attention with its technology investments, hones in on robotics, artificial intelligence, space technology and medical technology. The company, which is active in the construction and automotive sectors, has an annual production capacity of 30 thousand tonnes. The target of the company, which grew by 30 per cent per year in the last 3 years, is to raise the production capacity to 45 thousand tonnes by reaching 50 per cent growth in 2018.

www.megametal.com.tr
Sector: Basic Metals
Region: Istanbul

Mega Metal attracts the attention with its technology investments, hones in on robotics, artificial intelligence, space technology and medical technology.

Cüneyt Ali Turgut
CHAIRMAN OF THE BOARD

45 thousand tonnes

The targeted production capacity in 2018

FROM ANTIOCH TO 3 CONTINENTS

Mehmet Kılıçlar
CHAIRMAN OF THE BOARD

Hatboru is the manufacturer of spirally submerged arc welded (SSAW) pipes and PVC pipes in Hatay, Turkey's steel production centre. The company, which is one of the biggest producers of SSAW steel pipes in Turkey, exports its products to more than 40 countries. The products range from piling pipes to pipelines with outer diameter ranging from 219.1 mm to 3.048 mm suitable for oil, gas, potable water, and irrigation.

Chairman Mehmet Kılıçlar explains the path to success as follows: "The actual foundation of our company dates back to 1964. When we took over with my two partners in 1993, it was a local company housed in a 150-square-meter workshop, had nine employees and produced seam welded casing pipes and springer irrigation systems using traditional methods. In 1998, we switched to SSAW pipes production and in the early 2000s we became one of the major suppliers of steel pipes in the domestic market. From now on, the target was the world market. In 2002, we carried out our first exports by providing all the certifications in respect of international validity for SSAW steel pipe production.

ww.hatboru.com
Sector: Basic Metals
Region: Hatay

In 1993, Hatboru was a local company housed in a 150-square-meter workshop, had nine employees working with traditional methods, whereas now, it reaches more than 40 countries in three continents.

In 2009, we started the production of PVC casing pipes by establishing a PVC pipe factory in the direction of customer demands in drilling pipes, which is the first breakthrough moment for the company. Hatboru Plastic Pipes Limited Company, which produces PVC pipes, appeared in 2013 among the 100 fastest growing companies in Turkey list prepared by AllWorld Network."

Lastly, in 2013, the company commissioned new production lines for steel pipes and completed a modernisation process. The company employs 350 people on its 100,000 square meter facilities and produces SSAW steel pipes with an outer diameter of 120" (3048 mm) and wall thickness of up to 40 mm. They are used with confidence in many projects of vital importance in a span of three continents and 40 countries.

The company, which produces pipes suitable for oil, natural gas, potable water and irrigation, as well as pipe construction systems and pile pipes, is among the biggest industrial establishments of Turkey as reported by the Istanbul Chamber of Industry. According to the data provided by the Turkish Steel Manufacturers Association and the Turkish Exporters Assembly, it ranks among the top three companies in terms of exports of steel pipes.

40+

The number of countries, which Hatboru exports its products to

PRODUCING IS A PASSION

Nevsac* started its adventure with a small retailer shop in 1964. In 2006, it took steps towards a more corporate structure with a 10,000 square meter covered area, and a total area of 25,000 square meters. Nowadays, Nevsac has been transformed into a significant player in the region with approximately 200 experienced employees and thanks to its factory, which operates in a 60,000 square meter covered space situated on an open area of 115,000 square meters. In 2016, the production capacity of Nevsac reached 250 thousand tonnes, whereas back in 2006, when it produced its first pipes and profiles, its capacity did not exceed 30 thousand tonnes.

Nevsac's main plant is located in the Nevşehir Organized Industrial Zone, and its steel service centres are found in Karadeniz Ereğlisi and Gebze Dilovası Organized Industrial Zones. Under the brand name Nevsac Boru, the company manufactures anti-rust primer, galvanized and straight seam industrial pipes, scaffolding and greenhouse pipes, steel construction pipes and profiles. Board member Arif Öbekli shares the company's motto as "Producing is a passion; we produce for Turkey." Mr. Öbekli emphasizes that it is a family business, which combines the most important parameters of success: ability to produce 24/7 according to the demands and needs; and focus on customer satisfaction. Since its foundation, the company has been focusing on quality, zero-defect policy and uninterrupted service thanks to a close follow up of the technology progress. The company's vehicle fleet enables it to deliver the manufactured products directly to its customers. Nevsac, which sends its products to every corner inside the country, aims to become a brand with a world reach by continuing its investments while manufacturing in Europe, Asia and overseas countries.

* Nevsac's profile has been presented as the leader of the Kırıkkale Sub-region but the company is not included in the statistical analysis because it did not make the Top-100 list.

250 thousand tonnes

The pipe and profile production capacity reached in 2016 from 30 thousand tonnes in 2006

www.nevsac.com
Sector: Basic Metals
Region: Nevşehir (Kırıkkale Sub-region)

Arif Öbekli
MEMBER OF THE BOARD

THE CHEMICAL PRODUCTS, WHICH ARE NOT MANUFACTURED IN TURKEY, SHOULD BE IDENTIFIED AND THE INVESTORS' INTEREST SHOULD BE DRAWN UPON THEM WITH THE MEDIUM OF ATTRACTIVE INCENTIVES.

AT A GLANCE

66 BILLION TL
TOTAL NET SALES IN 2016

341 MILLION TL
THE INDUSTRY'S AMOUNT SPENT IN R&D DURING 2015

12%
THE ANNUAL R&D GROWTH RATE BETWEEN 2012 AND 2015 IN THE CHEMICAL INDUSTRY

73.4%
CAPACITY USAGE RATIO OF 2016 IN THE CHEMICAL INDUSTRY

SECTOR
REVIEW

INVESTING IN THE CHEMICAL INDUSTRY IS EXPENSIVE; THEREFORE, THE INVESTMENTS THAT CONTRIBUTE TO OUR ECONOMY SHOULD BE MADE ATTRACTIVE WITH PARTIAL FINANCIAL GRANTS.

STRATEGIC STEPS TOWARDS BECOMING A REGIONAL POWER

Gültekin Okay Salgar
TÜRKONFED BOARD MEMBER
MERCAN KİMYA A.Ş. CHAIRMAN OF THE BOARD

The chemical sector boasts multiple contributions to the country's economy. In recent years, Turkey has been able to produce the chemical products needed by different sectors in our country by demonstrating a rapid development in this field, while until 20 years ago, we were paying a considerable amount of money for importing the chemicals in demand. As a result, by both preventing huge expenses otherwise required for the import of chemical products and by carrying out export operations of chemicals, we have made major contributions to the Turkish economy.

Nowadays, the products of the chemical industry are in an ever-growing demand by companies that operate in a plethora of sectors. Hence, the interest in the sector and the increasing demand have encouraged Turkish investors and enabled foreign investment capital to enter the country. The chemical industry in Turkey continues to grow in chime with the increasing needs of the countries of the region in chemical products. The proximity of Turkey to the developing Middle East and Turkic Republics and its logistic advantage increase the desire of large chemical companies in Europe to invest in Turkey.

Thanks to the opportunities in the sector, the R&D support provided by the government in recent years and the resources allocated to special projects, the chemical industry will emerge as a regional power. However, for this to happen, it is of the outmost importance to give priority to the added-value chemical products. For example, in the developing cosmetics industry, branding should be given importance and should be supported by government incentives.

The inadequacies and increasing needs of the chemical industry in the neighbouring countries create significant opportunities. On the other hand, expenditures such as special consumption tax, customs duty and laboratory fees limit the competitive position of chemical companies. Parallel to the priority given to the chemical industry in developed countries, investors have been supported and large chemical companies have come to the fore. In similar vein with the Turkish construction companies, which are in a position to compete abroad, the chemical industry as well needs to be reinforced with government subsidies. In particular, chemical products not yet manufactured in Turkey should be identified. Then, the investors' interest should be drawn upon them with the help of attractive incentives. All sorts of financial support needs to be provided to companies that are in a position to manufacture products in a quality that enables them to compete with international companies that develop new products. The investments in the chemical industry are met with some restrictions by the municipalities; thus, the investors lose time due to the narrow location selection options, the issue of license and other bureaucratic obstacles. Our commercial attachés abroad should identify the chemical needs in each country, and subsequently inform the exporters' associations on the matter. Institutions such as the Export Development Centre should open branches in cities crucial to the chemical industry.

Companies that contribute to the country's economy by exporting their chemical products, which at the same time render the import of such products unnecessary, should receive both material and non-material reward. Investments in the chemical industry are expensive; therefore, the investments that contribute to our economy should be made attractive with partial financial grants. All these initiatives will ensure that our chemistry industry is further strengthened on a regional scale.

THOUSAND OF BRANDS IN SAFE HANDS

Sapro, the largest manufacturer of wet wipes in Turkey, which started its activity in 1997, has reached a production capacity of 120 million sheets per day in its integrated plant which features a closed area of 35,000 square meters and a 7,000 pallet storage capacity. Sapro's products are delivered in 62 countries. Sapro, which has been the leader par excellence in the export of wet wipes for years, for its having been exporting an average of 75% of its production since its foundation; manufactures products for 1,152 different brands. The company that exports a considerable part of its goods to the EU carries out hourly shipments to every corner of Turkey and Europe from its factory in Istanbul Silivri. 35 chemistry engineers and 5 biologists are employed at the R&D centre of the company, which features project development, chemical analysis, a microbiology laboratory, access control and graphic units. Since 2017, Sapro has been the only company in Europe producing its raw materials, for it has been producing nonwoven products as well.

ww.sapro.com.tr
Sector: Chemicals
Region: Istanbul

Since 2017, Sapro Cleaning has been the sole company in Europe producing its raw materials on its own facilities, since it has been manufacturing nonwoven products as well.

Ceyhun Zincirkıran and Mehmet Gündoğdu
CO-CHAIRMEN

According to the Founding Partners and Co-Chairs Ceyhun Zincirkıran and Mehmet Gündoğdu who have 30 years of experience in the FMCG market, the secret of their success stems from their command of the private label supply philosophy: "We embrace the trust of the brands and we hand it back to our customers with the highest quality. Quality, continuity, flexibility and speed, all four are quintessential for the private label products. As Sapro, our endeavour revolves around making sure that our investments with no exception pre-eminently accommodate these four elements. We are very proud if we take into consideration that our expansion in the domestic market last year is 31.2%, and that 87 out of every 100 product in the market shelves from top-notch private label brands are actually Sapro manufactured products. If we look at the total market that includes branded products, our domestic market share rises up to 41%. We are the first company in Turkey and still the only wet wipes producer accredited with the BRC and IFS certificates. At the same time, our FSC, PEFC and AISE quality certifications put us in a special position with respect to environmental awareness and sustainability. We know everything starts with respect and we act in harmony with this. Every single year since 2011, we receive the Human Respect Award in the field of human resources."

Sapro has been in the spotlight of attention as the company has put into practice many innovations for the first time in the category of wet wipes, which has seen an expansion in the customer's awareness and their span of usage in the last decade. The company has introduced innovations to consumers such as individual package for all kind of products so that they are easily transportable. Sapro is the first company in Turkey to use interfold folding and in-line soaking systems. What is more, many years ago thanks to its collaboration with material and chemical producers Sapro directed the suppliers towards non-allergenic perfume production, yet another first in Turkey. Sapro's R&D studies, which has introduced for the first time many products such as white soap, rose scented products, wet toilet paper, eyeglass cleaning wipes to the Turkish consumers, has led other wet wipe producers in the sector as well.

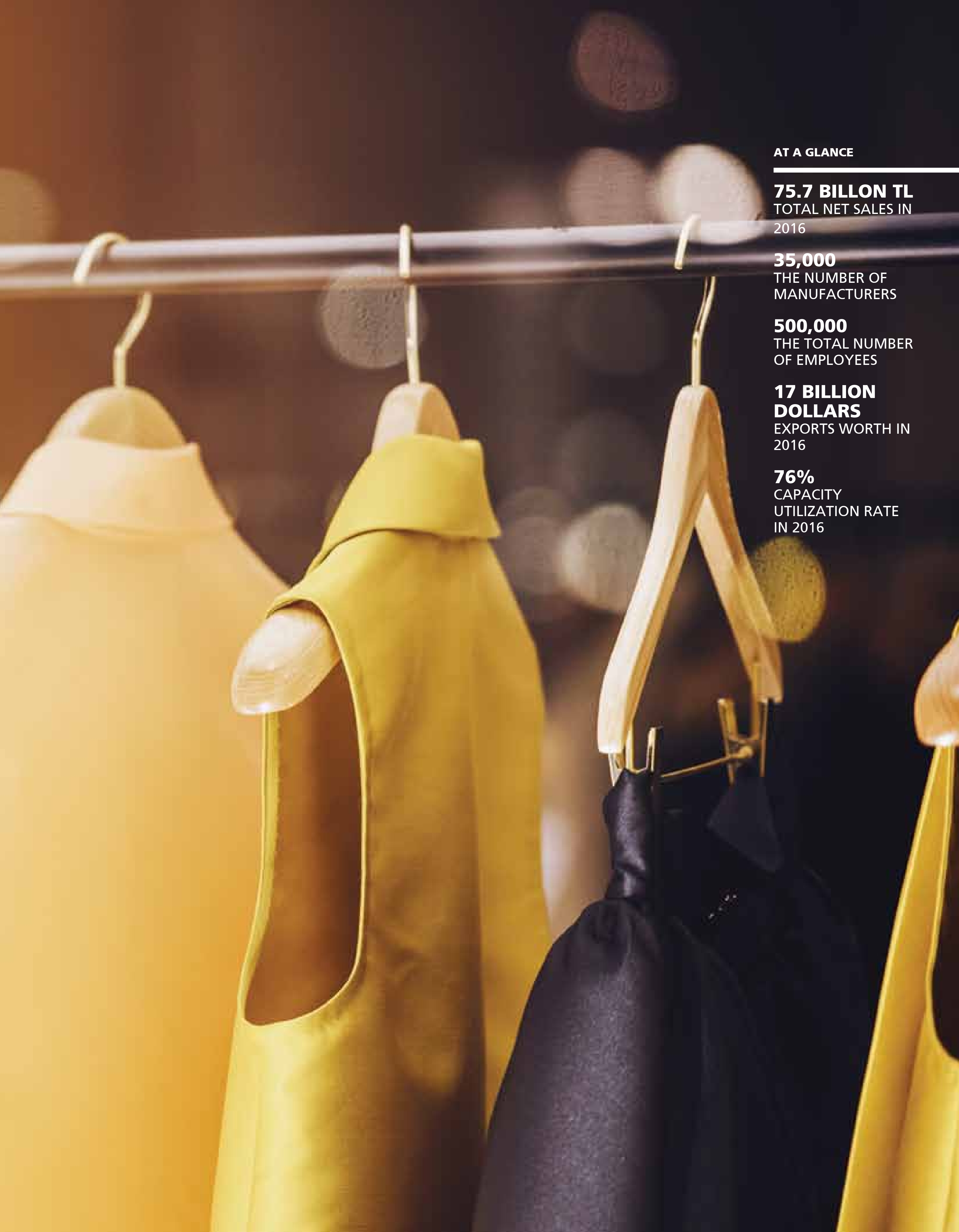
WE EMBRACE THE TRUST OF THE BRANDS AND WE HAND IT BACK TO OUR CUSTOMERS WITH THE HIGHEST QUALITY.

1,152

The private label brands manufactured by Sapro

WEARING APPARELS

THE TURKISH READY-TO-WEAR INDUSTRY HAS DEVELOPED NEW FEATURES, WHICH ENHANCE ITS COMPETITIVENESS. DESIGN POWER HAS BEEN ADDED ATOP THE INDUSTRY'S FLEXIBLE PRODUCTION METHODS AT SHORT LEAD TIMES.



AT A GLANCE

75.7 BILLON TL
TOTAL NET SALES IN 2016

35,000
THE NUMBER OF MANUFACTURERS

500,000
THE TOTAL NUMBER OF EMPLOYEES

17 BILLION DOLLARS
EXPORTS WORTH IN 2016

76%
CAPACITY UTILIZATION RATE IN 2016

SECTOR REVIEW

THE TIME SPAN BETWEEN THE MOMENT A TURKISH READY-TO-WEAR MANUFACTURER RECEIVES AN ORDER AND THE MOMENT THE APPAREL CAN BE SEEN IN THE STORES IS AS SHORT AS FOUR WEEKS. THIS MAJOR OPERATION IS THE INDICATOR PAR EXCELLENCE THAT THE ENTIRE SUPPLY CHAIN, FROM COTTON TO THE FINISHED PRODUCT, IS INTEGRATED AND COMPETITIVE.

FLEXIBLE PRODUCTION STRONG DESIGN

Being the world's 7th largest exporter in the ready-to-wear industry in 2016, Turkey is also the world's third largest supplier of socks, the sixth largest of woven and the fifth knitted garments supplier. Taking into account the integrated production chain including cotton to yarn, fabric, and accessory garment production, the wearing apparel is one of the leading industries in Turkey in terms of production capacity and employment. An estimated 500 thousand people are employed only in the 35 thousand garment manufacturing companies. Among 24 sectors, the wearing apparel industry represents the highest number of employees in the social security system. As of 2016, 17 billion dollars of apparel products have been exported from our country. Our industry is the second largest exporter right after the automotive industry, contributing a net foreign exchange inflow of around 14-15 billion dollars per annum. Large firms in the industry have recently been focusing on going retail both domestically and abroad.

The Turkish ready-to-wear industry has generally developed new features, which enhance its competitiveness instead of competing with countries known for their cost advantages. Rapid delivery, proximity to target markets, historical ties with the West, technical, social and administrative know-how, experience, wide product range and design capacity stand among its main advantages.

The emergence of the fast fashion concept in the last two decades has enhanced the industry's design capabilities in addition to its strength of flexible production in short lead times. Now, a plethora of garment manufacturing companies with global presence design and develop apparel collections for their clientele, and always pursue the latest trends. Many companies now sell their own designs to ready-to-wear chains all over the world. The time span between the moment a Turkish ready-to-wear manufacturer receives an order for one of the apparels it has presented its customers with, and the moment the apparel can be seen in the stores is as short as four weeks. This major operation is the indicator par excellence that the entire supply chain, from cotton to the finished product, is integrated and competitive.

Elvan Ünlütürk
EIB AEGEAN WEARING APPAREL EXPORTERS UNION
CHAIRWOMAN OF THE PROMOTION COMMITTEE
SUN TEKSTIL A.Ş., CHAIRWOMAN OF THE BOARD

I think that our industry should continue to diversify the market in order to sustain this trend. In traditional markets, there are still a significant number of customers operating in different segments to be reached. Therefore, our companies should set marketing as a top priority. Provided that in doing so, we must also maintain our

17 billion dollars

Turkey's apparel product exports

competitive production capacity. Notwithstanding Turkish companies' being price-driven competitors, the nature of the industry is more cost-oriented. Accordingly, in such a strategic industry, production costs should always be kept under control and on an equal footing with those of the competitors. Particularly, for all the cost advantages, which have been gained thanks to the recent incentives, it should be ensured that they result in a higher volume of export and production. One of the most important issues for apparel exporters is to be able to operate in a reliable, dynamic production environment integrated with the global world. Unfortunately, the political developments in our country, along with the geopolitical risks affect our business relations with Europe, which is one of our biggest markets. The more stable the political image of our country, the more we have the potential to do business and communicate with our foreign partners. This translates into more production and exports for Turkey.

The industry must closely keep up with the recent developments in terms of innovation, R&D and particularly, in the field of technical textiles. I think that these products will increase in demand from sectors using sportswear and performance fabrics. Another development that needs to be closely monitored is the increase in e-commerce in recent years. We should keep in mind that such retailers will grow even larger in the future.

It is important to emphasize that education is still one of the top concern subjects in the apparel industry agenda. Unfortunately, we are hard at finding intermediate staff trained within the industry. The recent problems in the education system in our country are reflected in our industry as well. Both the blue-collar and the white-collar workforce education do not allow them to immediately get absorbed into the industry. Especially graduating with an engineering degree without speaking a foreign language is just one of the examples that illustrates this situation. Our industry needs employees, who have a different perspective in terms of competencies, who grasp the nitty-gritty of social media, and who are aware of the true dynamics of the market and brands we are trying to sell our products to. This can only be achieved if students take care of their personal development with extracurricular activities and internships during the course of their education. The education system should be definitely reviewed in line with our needs. In countries featuring production and export-oriented growth strategies, young people's education should be directed towards a production culture and their participation in the workforce should be ensured. Moreover, an unfortunate image of the industry has been created in recent years regarding its popularity. However, a look at the industry in terms of women's employment, social contribution and economic position reveals how significant our industry is. If we can promote these aspects of the apparel industry in a more lucid manner, we can encourage more qualified young people to join us.

IN COUNTRIES FEATURING PRODUCTION AND EXPORT-ORIENTED GROWTH STRATEGIES, YOUNG PEOPLE'S EDUCATION SHOULD BE DIRECTED TOWARDS A PRODUCTION CULTURE AND THEIR PARTICIPATION IN THE WORKFORCE SHOULD BE ENSURED.

SECTOR
REVIEW

TAKING STEPS TO IMPROVE THE TRADE RELATIONS IN THE PROCESS OF EXTENSION OF THE CUSTOMS UNION AGREEMENT BETWEEN THE EU AND TURKEY COULD PROVIDE A COMPETITIVE ADVANTAGE FOR THE READY-TO-WEAR SECTOR.

BECOMING AN INNOVATIVE AND FAST FASHION SUPPLIER

Nur Ger
TÜRKONFED BOARD MEMBER
SUTEKS A.Ş., CHAIRWOMAN OF THE BOARD

The ready-to-wear sector generates the highest export revenue and the highest net foreign exchange inflow in the manufacturing industry. The share of our sector in the total exports of Turkey is approximately 10 per cent. The ready-to-wear sector, which is a net exporter, provides our economy with net foreign exchange inflows of approximately 15 billion dollars per annum. The Turkish ready-to-wear sector is rapidly gaining momentum in terms of high value-added production, international merchandising, design and branding. The labour-intensive structure of the sector, which is predominantly composed of SMEs, provides a high employment rate. At the same time, Turkey is one of the world's largest garment producers. As of 2016, the top five countries in world garment exports are China, Bangladesh, Vietnam, Italy and Germany. At the same time, Turkey ranks 7th with 17 billion dollar exports, its share in total exports equals to 3%. China is the leader with an export volume of 148 billion dollars, corresponding to 33% of the total exports.

In recent years, Turkish firms have increased their stores in Eastern Europe where Chinese companies have investment plans as well. This is a sign that competition in the region in which Turkey is located will become even more intense. On the other hand, increasing security risks around the world and the anxiety that they create affect all the trade sectors, the garment industry included. There is also the risk stemming from the Brexit-related economic problems, which may eventually cause our sector to lose market. Taking steps to improve the trade relations in the process of extension of the Customs Union Agreement between the EU and Turkey could provide a competitive advantage for the ready-to-wear sector. If Turkey could benefit from the Free Trade Agreements signed by the EU thanks to the extension of the Customs Union Agreement, it is estimated that the sector's market share will grow and exports will increase. The ever-increasing digitalization and particularly the growth in the field of e-commerce allow some cost cutting in the sector.

High quality production, fast delivery, expansive know-how, flexible production responsive to new orders in line with shifting fashion trends, a wide product range and design capacity increase the competitiveness of Turkey's ready-to-wear industry. However, the industry needs to invest in training to meet the needs for qualified workforce. We must position ourselves as a smart, sustainable, innovative and fast fashion supplier in line with the recent technological developments. It is very important for the sector to create branded products with high added value. This requires innovative design, branding and R&D investment. Whereas, diversifying our export markets is also of great importance. The fact that the European Union, which is our biggest export market, keeps growth potential of the population at a limited level will necessitate us to focus on markets with higher consumption potential. Thus, we need to increase our exports with accessible regional brands based on more original designs and collections. Finally, we must disseminate environmentally friendly production and invest in recycling by highlighting sustainability. In addition to these, we must be able to offer an organization, marketing and distribution service that meets customer needs.

THE MOST VALUABLE ASSET: OUR PEOPLE

www.tyh.com.tr
Sector: Wearing Apparel
Region: Izmir

Founded in 2000 in Izmir, TYH Textile owns and operates six manufacturing facilities, three in the Northwest Region, one in the Marmara Region, one in the Black Sea Region and two on the Aegean coast. TYH Textile ranks among the major players in the men's, women's, and kid's ready-to-wear sector with its 2,650 employees, two R&D offices located in Istanbul and Izmir, a production capacity of 14.5 million units per year and exports to over 40 countries.

TYH's team of expert professionals offers highly flexible service in three main production categories: fast fashion, private label and corporate wear. The company has unparalleled expertise in each of these categories, especially in active wear, sportswear and loungewear. All production units are fully audited and certified by international organizations for social compliance conformity, including Code of Conduct, Health & Safety and Code of Ethics.

Selçuk Mehmet Kaya, chairman of the board, summarizes TYH Textile's success story with the following words: "We are aware of the fact that tomorrow can only be built today in advance. By raising this awareness, we will keep investing in most precious factor, our people. At this point, we must figure out that the future means high quality, maximum technology compatibility, qualified people, and of course better planned production. The future will belong to the ones who invest in it."

TYH's key success factors are innovation, creativity and market intelligence. We are experts in technical solutions and sourcing, challenging our limits to develop new and specialized fabrics, apparel and processes. Each of the company's development hubs houses dynamic and experienced design and development teams with a global vision for fashion. In order to meet the market needs, TYH's design and development teams attend major international fashion, fabric and technology events, and do seasonal shopping and research trips to fashion trendsetting centres in Europe and all over the world.

TYH Textile puts sustainable quality, which is customized to each brand and concept, at the forefront of service in order to ensure a solid presence in the industry and creates value for its retail partners.

WE ARE AWARE OF THE FACT THAT TOMORROW CAN ONLY BE BUILT TODAY IN ADVANCE. BY RAISING THIS AWARENESS, WE WILL KEEP INVESTING IN THE MOST PRECIOUS FACTOR, OUR PEOPLE.

14.5 million

Annual production capacity in units

2,650

The number of employees

Selçuk Mehmet Kaya
CHAIRMAN OF THE BOARD

ELECTRICAL EQUIPMENT

THE MAJORITY OF EMERGING LEADERS IN THE ELECTRICAL EQUIPMENT SECTOR OPERATE IN THE AUTOMOTIVE SUPPLY INDUSTRY, WHICH IS REVIEWED IN THIS CHAPTER.

AT A GLANCE

10 BILLION DOLLARS
2017 EXPORT PROJECTION IN THE AUTOMOTIVE SUPPLY INDUSTRY

3%
THE SHARE OF R&D IN REVENUES IN THE AUTOMOTIVE SUPPLY INDUSTRY

250
THE NUMBER OF FACILITY INVESTMENTS ABROAD

SECTOR
REVIEW

AS THE TURKISH AUTOMOTIVE SUPPLY INDUSTRIALISTS, WE CONSTANTLY GROW AND PLAN NEW INVESTMENTS TOGETHER WITH OUR PARTNERS. WE EXPECT FOREIGN INVESTORS AND ALL OF OUR STAKEHOLDERS TO EVALUATE TURKEY'S POTENTIAL, AGILITY AND ABILITY TO DO BUSINESS.

DESIGN, TECHNOLOGY, LOGISTICS: WORLDWIDE TOP 10

Alper Kanca
TAYSAD ASSOCIATION OF AUTOMOTIVE PARTS AND COMPONENTS MANUFACTURERS
CHAIRMAN OF THE BOARD

The Turkish automotive supply industry, with its wide product range, high capacity and standards, provides original parts to all vehicle manufacturers on a global scale. We produce for many domestic and international brands including the luxury segment. The automotive industry, which was an export champion in 2016, breaks its own record every year. We must admit that this is not a surprise for us. Even if we go through difficult times in economic, political and social terms, the only way to fix this situation is to continue spinning the wheel. Even if a bigger effort is required... As the automotive and supply industry we work with heart and soul. The export figures announced at the end of the year constitute the proof of our work.

We live in one of the brightest periods in the industry. The automotive industry is creating significant momentum for exports and commercial partnerships, whereas all other industries suffer from serious contraction. The Turkish automotive industry has a steady and ever-increasing progress. By the end of September, the total exports of the automotive industry reached 20.7 billion dollars with an increase of 22%. Out of this figure, the main industry and the supply industry account for 13.7 billion dollars and 7 billion dollars, respectively. We expect our exports to fetch over 27 billion dollars by the end of the year and our supply industry's exports to fetch 10 billion dollars. With these figures in unprecedented levels, we are happy to break a record.

Looking at the leading countries in automotive production, we observe that the automotive sector, which holds a significant place in innovation, has a higher share in total R&D spending in comparison to other industries. Last year, the R&D Reform Package was announced at a meeting held in TAYSAD. The incentives increased with this package, which we consider as a development that will accelerate the R&D activity in our sector. Experts predict that Turkey will increase its R&D spending from the current 1% to 3%.

As a matter of fact, 93 TAYSAD members which are R&D accredited centres, already allocate about 3% of their sales to R&D. As of today, our members have the potential to produce a vehicle at a level of 75 to 80%. We must develop our competence in product groups such as motor and engine parts, powertrains, electric-electronic components, embedded software and active-passive safety components to direct this potential to produce high value-added technological products. With the incentives provided, we firmly believe that our R&D activities will grow even more and we will create more added value. To support TAYSAD's vision, we work for our goal: " Global Top 10 through Design, Technology and Supply". We aim to increase the share of the Turkish automotive supply industry in the world and increase our contribution to the country's economy. As of today, 65 of our members have 250 facility investments in more than 50 countries. We expect all of our domestic stakeholders and foreign investors to exploit Turkey's potential, agility and ability to do business.

GAME CHANGING STORIES

Farplas was established in 1968 to manufacture and maintain vehicles and equipment and constitute a rare case of company that was able to build a corporate enterprise with the spirit of a family company. Having 50 years of experience, the spirit of an investor, a global understanding and a human and customer-oriented approach have enabled Farplas to excel in every field it operates. The strategy of controlling the value chain as a whole has enabled Farplas to excel in not only production but in R&D, project management, quality and logistics as well. Farplas has reached a universal structure with its modern management systems, innovative approach and the use of SAP for ERP and MRP applications.

With a vision to become a game-changer, Farplas has entered into global partnerships through license agreements and joint ventures, and has become a company that grants license to companies abroad. The company is also in the process of evaluating new international investments. Employing approximately two thousand people at four different locations, Farplas continues to serve as one of the top 300 industrial companies in the country. The company aims to grow further and remain strong for its employees, stakeholders and shareholders with a strong commitment to its country and support to various social responsibility projects including the art and sports.

Chairwoman Ahu Büyükkuşoğlu Serter, a second generation family member, who leads the company that was founded by her father and uncle 50 years ago, is one of Turkey's successful entrepreneurial business women. While expanding her family businessi she helps women entrepreneurs to develop their business through the Arya Women's Investment Platform. Arya Women's Investment Platform also awards the women with success stories that change the world and inspire other women with the "Fatoş Büyükkuşoğlu Strong Woman Award", which is held in the memory of Serter's mother. Ahu Serter states that women are very successful at work, but they are not as brave as men when it comes to become an investor and they need to learn this.

Diverting the company's focus to the technology that brings radical changes in all sectors in the world, to that end Serter has also led the establishment of a venture capital fund called F+ Ventures. Serter expresses their intention to identify technologies and companies that will radically change the transportation to improve people's quality of life. Noting that companies will start to downsize or even disappear as long as they do not aim at cutting-edge technology and value-added products and markets, Serter says that intelligent transportation technology is a new trend in the world and keeping up with it constitutes a pre-requisite for sustainable development. Embracing art as a corporate value that distinguishes Farplas from the rest, the company's factory and headquarters are like art galleries themselves, where the employees choose the works to be exhibited. Also, gallery and museum tours are held every month.

FARPLAS

www.farplas.com.tr
Sector: Electrical Equipment
Region: Istanbul

The factory and HQ of Farplas are indeed like art galleries themselves.

Ahu Büyükkuşoğlu Serter
CHAIRWOMAN

132%

The net sales for 2016 reach 552.6 million TL, recording a 132% growth rate from 2013

VEHICLES AND TRAILERS »

THE INDUSTRY IS CONSIDERED ONE OF THE MOST IMPORTANT IN EUROPE THANKS TO ITS DOMESTIC MARKET SIZE OF 25 THOUSAND UNITS. ACCORDING TO TURKSTAT RECORDS, THE TRAILER FLEET IN TURKEY HAS GROWN FROM 75 THOUSAND TO 318 THOUSAND TRAILERS WITHIN THE LAST DECADE AS OF AUGUST 2017.

AT A GLANCE

123.8 BILLION TL
TOTAL NET SALES IN 2016

252
NUMBER OF TRAILER MANUFACTURERS IN TURKEY

300 MILLION DOLLARS
ANNUAL EXPORTS VOLUME

100,000
INSTALLED CAPACITY

318,000
THE SIZE OF TURKEY'S FLEET OF TRAILERS AS OF AUGUST 2017

SECTOR
REVIEW

THERE IS A NEED TO ELIMINATE THE OBSTACLES AND SUPPORT THE DEVELOPMENT OF THE INDUSTRY, SO THAT IT IS EMPOWERED TO MAKE EVEN MORE PROGRESS IN THE NEAR FUTURE.

THE 1 BILLION DOLLAR EXPORTS TARGET OF THE TRAILER INDUSTRY

The trailer industry is of paramount importance for our country and has followed a brilliant track so far. Production and sales figures seem to be relatively small in comparison to the rest of the world, but the trailer industry is in a position to increase exponentially, if it can get the support it needs. According to an inventory analysis conducted by our association, there are 252 trailer manufacturers in our country. More than 10 thousand people are employed in the industry and its annual exports have exceeded 300 million dollars.

The industry is able to successfully produce all types of trailers such as tankers, taut liners, lowbeds, and dampers. Thus, it features among the most developed in Europe with installed capacity of 100 thousand units. Moreover, our industry is one of the most important in Europe thanks to its domestic market size of 25 thousand units. According to Turkstat records, the trailer fleet in Turkey has grown from 75 thousand to 318 thousand trailers within the last decade as of August 2017. The industry's imports are very limited, which is not the case for the exports. As of the end of August 2017, exports amounted to 5,212 units. These figures are estimated to exceed 8 thousand by the end of the year; same as in 2016. Even if imports are very limited, it is a positive result per se.

Despite the great potential, Turkey's trailer market has been declining for the last three years. Domestic market sales figures have shrunk from 27,129 in 2014 to 24,645 in 2015 and to 18,729 in 2016 according to Turkstat records. On the other hand, the trailer industry, which is constantly increasing its exports, has set its targets at 1 billion dollars. There is a need to eliminate the obstacles and support its development, so that this industry is empowered to make even more progress in the near future. We are pleased to watch the point we reached thanks to the efforts by our government to implement conventions such as ADR and ATP. With the effective implementation of these conventions, the number of ADR and ATP vehicles will increase and will make an important contribution to the growth of the market.

On the other hand, reducing the VAT rate will be a salient support. A key factor in the revitalization of the industry is to provide clunkers incentive. Tax discounts can be offered to scrap vehicle owners as incentives in order to purchase new vehicles. For those transportation companies wishing to replace their trucks and the trailers or buy new vehicles, incentives such as value added tax and special consumption tax exemptions, tax reduction and interest rate support in bank financing will prove themselves very effective. The Turkish Trailer Industry is important and valuable featuring a huge growth potential. Thus, despite the hardships it has experienced, it has an optimistic view of the future.

TREYLER SANAYİCİLERİ DERNEĞİ

Kaan Saltık
TREDER TRAILER INDUSTRIALISTS ASSOCIATION
CHAIRMAN OF THE BOARD

A GLOBAL PLAYER IN THE AFTER MARKET

www.sampa.com
Sector: Vehicles and Trailers
Region: Samsun

Sampa Automotive defines its vision as following: “Become the pioneer company of the heavy vehicle after market sector worldwide with our innovative, rational, principled, and responsible brands by giving utmost importance to investment our workforce and technology.” Located in Samsun, the company operates in an 80,000 square meters integrated campus composed of nine factories. Exporting to 138 countries, SAMPA is a global company with offices, warehouses and business partners in the United Arab Emirates, Germany, Russia, Kazakhstan, Nigeria, South Africa, and the United States.

Sampa renders its manufacturing and supply services in the global arena with a wide product range consisting of the complete set of 24 different groups from engine parts to suspension, from cabin to electrical systems in commercial heavy vehicles including trucks, trailers, and buses. Out of its variety of 30 thousand different products, 15,358 different references are manufactured at the company’s

cutting-edge plants with 3,300 units capacity. Also, it is a significant supplier of over 14 thousand products and collaborates with thousands of partners all over the world. Chairman of the Board Tarık Altuncu and General Manager Bülent Üstündağ explain the four key strengths, which constitute an absolute competitive edge in global markets as follows:

(i) A wide product range and high inventory level and high availability thanks to warehouses in different locations, and logistics capacity

(ii) In-house manufacturing of majority of its product range, which means it specializes in many products at the most advanced level, and retains full control over the quality;

(iii) Advantage in price competition on a worldwide level, thanks to its economies of scale at its integrated factory campus using cutting-edge technology;

(iv) Capacity to continuously improve the product design and manufacturing thanks to its 3,000 square meters R&D and test centre.

With its ambition to exceed the OEM quality level, Sampa boasts one of the best infrastructures worldwide in the after market in terms of expansion of the product life in various references thanks to new patents, product development tests.

138

The number of countries which Sampa Otomotiv’s production reaches to

Tarık Altuncu
CHAIRMAN OF THE BOARD

BY MANUFACTURING 15,358 DIFFERENT PRODUCTS IN OUR OWN PREMISES, WE RETAIN FULL CONTROL OVER THE QUALITY OF OUR PRODUCTS.

Bülent Üstündağ
GENERAL MANAGER

PHARMACEUTICALS

SAME AS IN THE REST OF THE WORLD, WE THINK THAT OUR COUNTRY'S PHARMACEUTICAL INDUSTRY'S FUTURE AS WELL LIES WITHIN THE BIOTECHNOLOGICAL PRODUCTS. OUR COMPANIES MAKE SIGNIFICANT INVESTMENTS IN THIS FIELD WITH A LONG-TERM PERSPECTIVE.

AT A GLANCE

14.8 BILLION TL
TOTAL NET SALES IN 2016

84
PHARMACEUTICAL AND RAW MATERIAL PRODUCTION FACILITIES OPERATING IN ACCORDANCE WITH THE INTERNATIONAL STANDARDS

25
R&D ACCREDITED CENTRES IN THE INDUSTRY

150+
NUMBER OF TURKEY'S EXPORT MARKETS

73.9%
CAPACITY UTILISATION RATE

SECTOR
REVIEW

R&D EXPENDITURES, TO WHICH THE INDUSTRY ALLOCATES MORE SOURCES WITH EVERY PASSING YEAR, HAVE INCREASED BY 154% WITHIN FIVE YEARS AND REACHED 234 MILLION TL IN 2015.

BIOTECHNOLOGY IS THE FUTURE

The Turkish pharmaceutical industry ranks among the forefront sectors with a strategic importance on the success of our country's industrial transformation in consequence of its high value-added and advanced technology-based structure, qualified labour force, production culture of many years and export potential. The industry, where 35,000 people are employed, works to add value to the country's economy and public health with about 500 organizations; and delivers more than 11 thousand products to patients. The industry boasts 84 pharmaceutical and raw material production facilities operating in accordance with the international standards and 25 R&D centres accredited by the Ministry of Science, Industry and Technology.

As the Pharmaceutical Industry Employers' Union, we aim and work towards this end to increase Turkey's R&D competency and to become a global pharmaceutical manufacturer and exporter, especially in the field of biotechnology, producing higher value-added products. Same as in the rest of the world, we think that our country's pharmaceutical industry's future as well lies within the biotechnological products. Our companies make significant investments in this field with a long-term perspective. R&D expenditures, to which the industry allocates more sources with every passing year, have increased by 154% within five years and reached 234 million Turkish liras in 2015.

Another important value of our industry is its production power and capacity. We endeavour to make the most effective use of it. Production, which has increased by 89% in the last decade, has demonstrated a double-digit growth since 2014. In this context, we are pleased to observe and support the recent public policies aiming to support the domestic production. We are also making an important leap forward in terms of exports. We sell our products in more than 150 countries, mainly the European Union, the Commonwealth of Independent States, North Africa and the Middle East. In recent years, the rate of increase in the exports of our industry has doubled the rate of increase in Turkey's total exports.

We believe that the Turkish pharmaceutical industry will become a global player with close and constructive co-operation, effective coordination and proper support mechanisms for all parties. It is of the utmost importance that all the regulations created for the industry are to support our development in order to increase our competitive power in the international arena. We are trying to draw attention to the importance of making effective regulations especially in the areas of licensing, pricing and reimbursement systems that will render the investments meaningful. What is more, we believe that increasing the support provided by the government to the investments in the pharmaceutical industry and fostering different incentive mechanisms will accelerate the growth of our industry and its contribution to the economy.

Turgut Tokgöz
IEIS PHARMACEUTICALS INDUSTRY EMPLOYERS' UNION, GENERAL SECRETARY

BIOTECHNOLOGICAL TRANSFORMATION

Koçak Farma Pharmaceutical and Chemical Industry A.Ş. founded in 1971 in Istanbul, manufactures pharmaceutical drugs and pharmaceutical active ingredients. The company ranks among the Top 500 Industrial Enterprises of Turkey according to the Istanbul Chamber of Industry. Koçak Farma has 1,600 employees in total and the production facilities in Çerkezköy Organized Industrial Area are established on 140,000 square meters land with 100,000 square meters indoor area. The facilities in Istanbul Ayazağa manufacture intravenous solutions.

In the Koçak Farma R&D centre, which is accredited by the Ministry of Science, Industry and Technology, innovative projects of high added value are carried out, with an emphasis on the field of biotechnology. The company has attended many International Biotechnology Congresses in the US representing Turkey. Koçak Farma's innovative R&D projects have been awarded on several occasions by TÜBİTAK and other respectable foundations.

CEO, Internal Medicine Doctor Hakan Koçak has stated that Koçak Farma produces pharmaceuticals for every field of medicine and manufactures locally 1 of every 2 boxes of medicine against cancer used in Turkey, highlighting the following information:

"Koçak Farma has a unique status in the pharmaceutical industry considering its current products and R&D activities to develop innovative products with higher added value, its clear policies for scientific development and cooperation, and its innovative, human oriented and environmentally friendly sense of management embracing clear and effective communication. The company has been rewarded twice by the Ministry of Health for our contribution to the treatment of cancer patients with locally manufactured drugs. Koçak Farma established the first Oncology & Biotechnology manufacturing facilities in Turkey and has been granted the EU GMP conformity certificate. The products manufactured with cutting edge technology in line with cGMP rules are exported to more than 40 countries including the EU countries, former Soviet Union countries, Australia and South Korea.

The biotechnology product, Enoxaparin Sodium and the recombinant Insulin, Insulin Glargine were manufactured in our Çerkezköy Biotechnological Products Manufacturing facilities equipped with advanced technology devices. They are the first locally produced drugs, which have been introduced to the public."

Koçak Farma, which possesses 5 patents and 482 trademarks, managed to increase its turnover from 288 million TL in 2013 to 531 million TL in 2016 with a combined growth rate of 23%.

Koçak Farma has certified its quality and environmental policies with DIN EN ISO 9001 Quality Management, DIN EN ISO 14001 Environmental Management, DIN EN ISO 17025 Accreditation of Quality Control and Calibration Laboratories, DIN EN ISO 18001 OHSAS Occupational Health and Safety, and DIN EN ISO 27001 Information Security Certificates.

KOÇAK FARMA 46.yıl

www.kocakfarma.com
Sector: Pharmaceuticals
Region: Istanbul

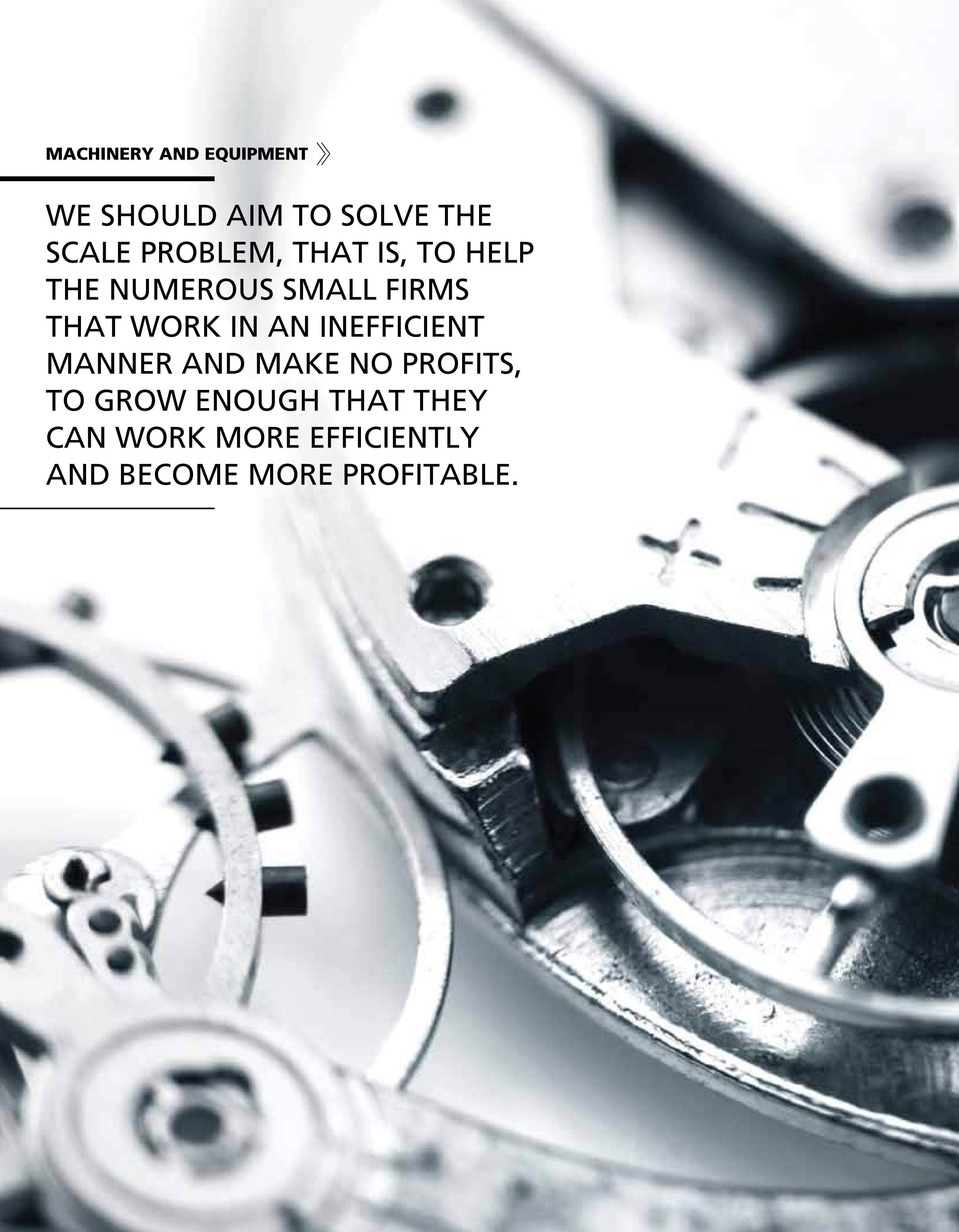
Koçak Farma established the first Oncology & Biotechnology manufacturing facilities in Turkey and has been granted the EU GMP conformity certificate.

Internal Medicine Dr. Hakan Koçak
CEO

50%

Produces one out of two boxes of the drugs against cancer in Turkey

WE SHOULD AIM TO SOLVE THE SCALE PROBLEM, THAT IS, TO HELP THE NUMEROUS SMALL FIRMS THAT WORK IN AN INEFFICIENT MANNER AND MAKE NO PROFITS, TO GROW ENOUGH THAT THEY CAN WORK MORE EFFICIENTLY AND BECOME MORE PROFITABLE.



AT A GLANCE

63.1 BILLION TL
TOTAL NET SALES IN 2016

290,106
THE TOTAL NUMBER OF EMPLOYEES

8.58 BILLION DOLLARS
TURKEY'S MACHINERY EXPORT IN 2016

77.8%
CAPACITY UTILISATION RATE

SECTOR
REVIEW

MANUFACTURE OF MACHINERY AND EQUIPMENT IS ESSENTIAL FOR COUNTRIES TO HAVE PRODUCTION TECHNOLOGY AND INDUSTRIALIZATION. A LOOK TO THE FIVE MOST DEVELOPED COUNTRIES REVEALS THAT THESE COUNTRIES ARE ALSO IN THE FOREFRONT OF THE MACHINERY INDUSTRY.

MACHINERY: THE LOCOMOTIVE OF THE MAIN INDUSTRIES

Manufacture of machinery and equipment is essential for countries to have production technology and industrialization. A look to the five most developed countries reveals that these countries are also in the forefront of the machinery industry. The sub-sectors involved in the machine manufacturing, which produce goods in the form of fixed capital investment, boost the economy by activating other sectors, demonstrating its multiplier effect, and trigger the increase of wealth. Industrial activity means producing and using machinery, which is the locomotive of the main industries such as automotive, food, iron and steel, construction, and chemistry. An examination of the recent education and economic history along with the demographic movements, it becomes clear that Turkey has embraced the importance of this issue. We can even say that this conception has become an obsession and causes a problematic machine industry due to the scale problem.

MAKFED's 2017 report on the Review of Turkish and Global Machinery Industry reveals that Turkey's machinery and equipment manufacturing sector's competitiveness is developing faster than other sectors despite all the adverse conditions. As of 2016, 5% share of the manufacturing industry's turnover belongs to the machinery industry, which was 3.66% in 2009. Turkey's machinery exports, which amounted to 6.87 billion dollars in 2008, showed a significant increase in the 2010-2014 period after the recession caused by the global crisis in 2009, reaching 9.94 billion dollars in 2014. However, due to the contraction in global trade and the slowdown in global investment, it decreased to 8.58 billion dollars in 2016. The share of machinery industry in total exports increased from 5.20% in 2008 to 6.02% in 2016. This data indicates that the increase in Turkey's machine exports is faster than the total increase in exports, and that the machine sector's competitive power has improved. On the other hand, the same situation is observed in imports. While the share of machinery imports in total imports was 7.69 per cent in 2008, it rose to 10.25 per cent in 2016.

A great opportunity lies ahead in the investment needs of the region, in addition to an important domestic market, more than 20 billion dollars of which is covered by imports. Both incentives and raising the profile of the industry with more reliable products, can help increase the share of local products. The competitive power of the machinery industry increases in direct analogy with the capacity for rapid technology development. Insufficient human resources, the weakness in STEM education, either in direct connection to the above or as a result of them, pose a major challenge to the industry.

Sefa Targıt
TÜRKONFED VICE PRESIDENT
ASRAY GENERAL MANAGER

In order to overcome these difficulties, we should aim to solve the scale problem, that is, to help numerous small firms that work in an inefficient manner to reach an adequate size so that they can become more profitable. Establishing an effective "Market Surveillance and Inspection System" will provide a faster way to deal with this issue. Being selective and focusing on specific centres, production targets and even certain companies in investment and R&D support will serve the end in the best way. The image problem is huge. We need to get into closer communication with the machinery buyers. From this point of view, the machine promotion group, which is said to have changed in structure, but actually remains closed, is very important. Another way out is to open up to foreign investments. For example, the export of machinery and accessories to Germany is a great success. This is a significant contribution of the German investment in production in Turkey. Creating favourable climate for foreign investors in Turkey is crucial.

SOLUTION PARTNER OF GLOBAL LEADERS

TORUN

www.torunmetal.com
Sector: Machinery and Equipment
Region: Kocaeli

Founded in 2000, Torun Copper Alloys serves as the OEM of leading firms both abroad such as Bosch, Schneider, Honeywell, Danfoss and Hans Grohe and within Turkey such as Eczacıbaşı, Demirdöküm, and Aygaz. It offers its services from its headquarters, which comprises of a 33,000 square meters closed area located in the Organized Industrial Zone of Gebze. It is a contractor company that designs and manufactures its own tools and molds with its extensive engineering staff and according to customer drawings and pictures and operates in the field of hot forging / low pressure casting and machining. Serving as a solution partner to manufacturers in 19 different sectors such as health, heating and cooling systems, automotive, security, medical devices, liquid control and test equipment, Torun is a manufacturer with extensive brand awareness, ranking in the top five companies in Europe in its sector and among the top 10 companies in the world. The company has production sites in Turkey, the Czech Republic and Italy, and logistics centres in Germany, the Czech Republic, Hungary and Slovenia.

When it was founded in 2000, Torun started its journey with 30 employees. Nowadays, it provides its services to its customers worldwide with 450 employees. General Manager Ömer Faruk Öz reflects on the company's success: "Owing to an export rate of 92%, we cater 167 customers based in 34 different countries with our variety of 1,500 products. Our key success factors are to become a global strategic business partner by catering customer needs at their regional offices from the closest destination in line with cost leadership approach. Our activity in advanced production technologies, automation, R&D, and different logistics solutions along with our investments in the above fields set us apart from our rivals. Thanks to our latest investments in Turkey and Europe, we have incorporated the processes of brass low-pressure casting, aluminium high-pressure casting and aluminium forging into the Torun system."

In 2016, Torun has increased its turnover by 8% in comparison to previous year and during the last 2 years has made an investment for more than 20 million euros. Torun has set its target in contributing to social development by running projects in partnership with the academy and in assuming an active role in social responsibility projects. The company is confidently proceeding to become global brand, which meets the expectations of world's elite industrial organisations by producing components and parts.

250

The average number of new parts launched into the market every year

OWING TO AN EXPORT RATE OF 92%, WE CATER 167 CLIENTS BASED IN 34 DIFFERENT COUNTRIES WITH OUR VARIETY OF 1,500 PRODUCTS.

Ömer Faruk Öz
GENERAL MANAGER

10%

The percentage of the annual turnover devoted to new investments

FURNITURE, PAPER AND WOODEN PRODUCTS

RANKING IN THE 12TH POSITION IN TERMS OF EXPORTS, PRODUCTION OF THE TURKISH FURNITURE INDUSTRY INCREASED TENFOLD SINCE 2001.

AT A GLANCE

75 BILLION TL
TOTAL NET SALES
IN 2016

1.9 BILLION TL
TOTAL EXPORS IN
2016

381,000
THE NUMBER OF
PEOPLE DIRECTLY
EMPLOYED IN THE
SECTOR

SECTOR
REVIEW

TURKEY RANKS FIRST IN EUROPE AND SECOND IN THE WORLD IN THE FIBERBOARD PRODUCTION; THIRD IN EUROPE AND FIFTH WORLDWIDE IN THE PARTICLE BOARD; AND SECOND IN EUROPE AND THIRD IN THE WORLD IN THE LAMINATED PARQUETS.

MOSFED
Federation of Furniture Associations

WORKING TOWARDS 16 BILLION DOLLARS EXPORT IN 2023

The furniture, paper and wood product industry is of strategic importance, which continuously increases thanks to the employment opportunities created and the volume of exports carried out. For instance, in the furniture sub-sector, Turkey ranks 13th in the production and 12th in the exports. In 2001, and for the first time, a foreign trade surplus was recorded in Turkey; since then the country has increased tenfold both its production and exports. The industry has managed to increase the value per kilogram from 2 dollars to 3.7 dollars carrying out 2.6 billion dollars worth of exports. The furniture industry stands out for it possesses a strong supply chain and it directly impacts 19 other industries. The paper and paper products sub-industry constitutes another successful case. It managed to rank 20th in the world for increasing its exports from 164.2 million dollars in 2000 to 1.9 billion dollars in 2016.

A closer look to the wood products reveals a well-structured industry, which invests in R&D and brand creation, and continuously increases its exports. Nowadays, in the fibreboard production Turkey ranks first in Europe and second worldwide, and in the particleboard production it ranks third and fifth respectively. It also ranks second in Europe and third in the world in the laminated parquet production. The exports of the industry fetch an estimated 1.9 billion dollars.

The 2016 exports of the furniture, paper and wood products industry rose by 0.7% to 4.1 billion dollars from the previous year. It is worth to note that the exports totalled only 507 million dollars in 2001. In the first nine months of 2017, we realized exports worth 3.2 billion dollars with an increase of 5.2% compared to the same period of the previous year. In 2016, the industry has increased its share in Turkey’s total exports to 2.9%. According to this data, we qualify to rank among the top 10 exporting industries of Turkey. Furthermore, we aim to export a total of 16 billion dollars in 2023, including 10 billion dollars furniture exports, to get a 1.60% share in world exports. Our leading export destinations in 2016 were Iraq with 651.1 million dollars, Iran with 308 million dollars, United Kingdom with 223.4 million dollars, Saudi Arabia with 143 million dollars, and Germany with 140.2 million dollars.

The direct employment of the furniture, paper and wood products industry has reached 381 thousand jobs in total. In addition, hundreds of thousands of forest villagers who make a living with non-timber forest products should be considered as our contribution to employment as well.

While the cost pressures due to taxation and access to raw materials stand out as a common problem in our industry, the sub-sectors face their own particular problems. The furniture sector suffers from the low rate of capacity utilization and the need for a more professional organization structure, wood products deal with the issues of international promotion, brand development and access to finance, paper products face the challenges of waste paper management, high energy costs and the need to create an inventory in non-timber forest products. The expansion of our international competitiveness will depend on the development of the industrial forestry, the economies of scale, the improvement of professionalism, the strengthening of the pool of human resources as a result of the cooperation with the academy and the Ministry of Education, a permanent VAT deduction especially in the furniture sector, and the optimization of waste paper management systems.

Ahmet Güleç
FURNITURE ASSOCIATIONS FEDERATION, PRESIDENT

TECHNOLOGY THAT ENHANCES THE WOOD

AGT

www.agt.com.tr
Sector: Wooden Products
Region: Antalya

AGT (Technology that Enhances the Wood) which was founded in 1984 in Antalya operates as one of the world's leading companies in furniture components sector. AGT offers its services to the furniture and decoration sector by producing MDF, laminated MDF, panels, profiles and to the construction sector by producing flooring and skirting in its modern 400.000 square meters facilities in the Organized Industrial Zone of Antalya. AGT ranks 164th in the list of 500 largest industrial companies of Turkey in 2016, and 1st in Antalya on the list of Istanbul Chamber of Industry.

"Quality is not a target to reach, but it's a target that is continuously renewed in accordance with circumstances" says CEO Şirzat Subaşı who credits the company's success to its innovative approach. AGT aims to contribute to development of innovation culture in the sector, and to provide added value to both the national economy and the sector by performing marketing innovations, and to contribute to employment. The brand which operates with a professional R&D team, being the first such centre in the sector, conducts these activities at its facility in the Organized Industrial Zone of Antalya to put more innovative products on market.

Having sales points throughout five continents as well as a well a broad dealer network in Turkey, AGT carries out exports to more than 60 countries, in particular Eastern Europe, Balkans, Iran and Russia, garnering almost half of its income through these operations in the international markets. AGT ranks among the largest industrial organizations of Turkey, significantly contributing to branding in Turkish furniture sector. AGT which ranks 2nd in the world in MDF production further fortifies its competitive position, by participating in fairs and performing marketing activities. The company continues to spearhead the sector, by opening showrooms and offices in Dubai, Iran and Istanbul; through fair participations and marketing activities in up to 30 countries, particularly USA, Britain and Canada.

MDF facility of AGT, the most modern and high tech in Turkey, has 500.000 cubic meters production capacity with its ContiRoll Generation8 technology. Almost 10% of the 6 million cubic meters MDF produced in Turkey is produced by AGT. Also, AGT has increased its capacity for the laminated flooring over 20 million square meters, obtaining the 2% of the global market. The brand foresees that its 700 million Turkish liras net sales in 2016 will increase to 900 million Turkish liras in 2017 and plans to increase its export market share further by the facility investment that will be realized in Iran.

20 million square meters

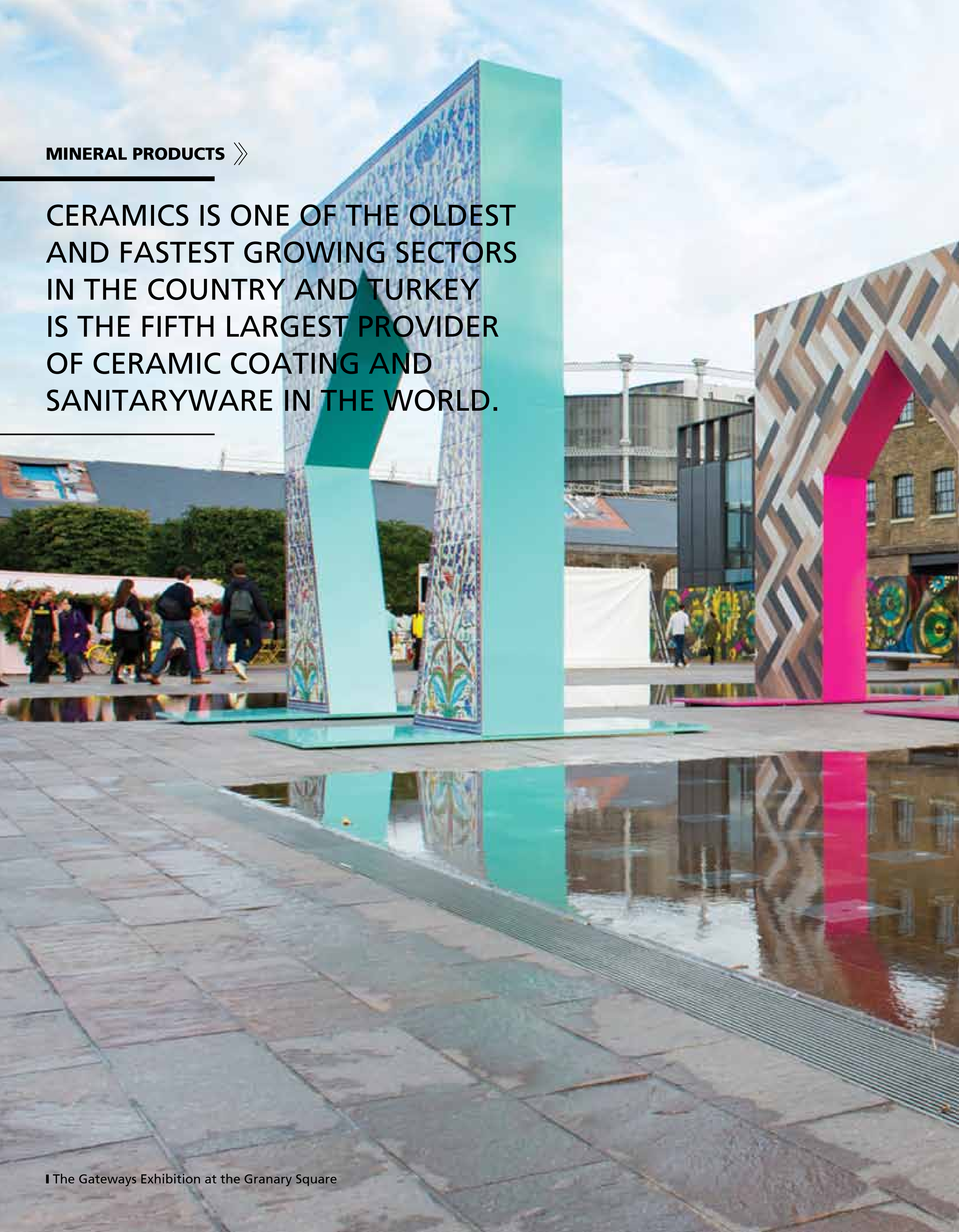
The laminated flooring production capacity of AGT which is equivalent to 2% of the global market

QUALITY IS NOT A TARGET TO REACH, BUT IT IS A TARGET THAT IS CONTINUOUSLY RENEWED AND DEVELOPED IN ACCORDANCE WITH THE CIRCUMSTANCES.

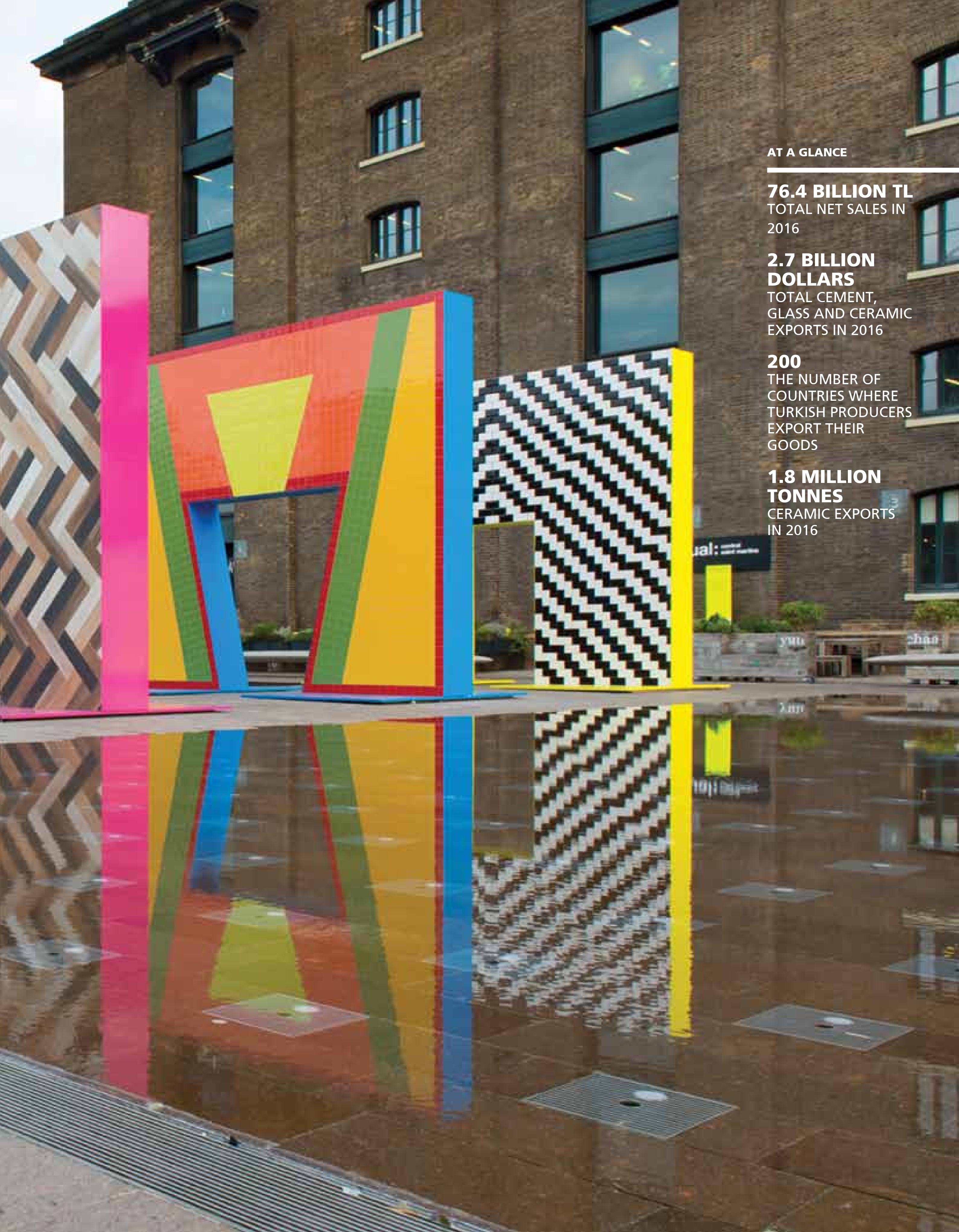
Şirzat Subaşı
CEO

MINERAL PRODUCTS

CERAMICS IS ONE OF THE OLDEST AND FASTEST GROWING SECTORS IN THE COUNTRY AND TURKEY IS THE FIFTH LARGEST PROVIDER OF CERAMIC COATING AND SANITARYWARE IN THE WORLD.



The Gateways Exhibition at the Granary Square



AT A GLANCE

76.4 BILLION TL
TOTAL NET SALES IN 2016

2.7 BILLION DOLLARS
TOTAL CEMENT, GLASS AND CERAMIC EXPORTS IN 2016

200
THE NUMBER OF COUNTRIES WHERE TURKISH PRODUCERS EXPORT THEIR GOODS

1.8 MILLION TONNES
CERAMIC EXPORTS IN 2016

OUR EFFORTS TO FOUND A TURKISH DESIGN CENTRE IN LONDON HAVE ALMOST COME TO AN END.

DESIGN AND DIFFERENTIATION: THE KEYS TO THE GLOBAL COMPETITION

CEMENT, GLASS, CERAMICS AND SOIL PRODUCTS EXPORTERS' UNION

Bahadır Kayan
PRESIDENT, CEMENT, GLASS, CERAMICS AND SOIL PRODUCTS EXPORTERS' ASSOCIATION

The Association of Exporters of Cement, Glass, Ceramics and Soil Products, which has a long history stretching back one quarter of a century, is the only coordinator of the cement, glass and ceramics industries, which uses completely domestic resources in its production and contributes positively to Turkey's foreign trade balance through net foreign exchange inflows. While our association exports to more than 200 countries, it provides employment opportunities to 65 thousand people with its nearly 10,0000 members.

Turkey ranks fifth in the world in cement and ceramics exports and 17th in glass exports. Recently, the Fed's interest rate policy in 2016, the troubles in the Chinese economy, the decline in oil prices and the political problems in our geography have negatively affected our exports. Total exports declined by 5.5% in 2016 to 2.7 billion dollars. In January-September 2017, exports amounted to 2 billion dollars accounting for 2% of Turkey's exports.

The ceramic industry is one of the oldest and fastest-growing sectors in Turkey, which is among the top three countries in this field on a global level. In the last decade, many tile and vitrified product brands have been awarded in design competitions all over the world. Turkey ranks 5th in the world in exports of ceramic coating materials and sanitary ware. In 2016, we performed exports mostly to developed markets such as Germany, the US and the UK and our export increased by 1.3% to reach 946 million dollars and 1.8 millions tonnes. We have been conducting intensive publicity activities in London for the past four years within the context of Turquality programme. Our activities mainly include: the "Gateways" exhibition in Granary Square, four doors made of Turkish ceramics symbolizing the history of architecture, during the London Design Week in collaboration with the Royal Academy of Arts; participation in the London Design Biennial, BluePrint Awards sponsorship, and an exhibition on Mimar Sinan's work, life and artefacts, in cooperation with the Architects Journal, which have been influential on the history of architecture. We are also in close contact with the UK's leading architectural firms, magazines, art studios and academies. According to studies carried out by independent firms, eventually the popularity of the Turkish ceramics among the British architectures has increased. Our efforts to found a Turkish Design Centre in London have almost come to an end.

IN FLAT GLASS TURKEY RANKS FIRST IN EUROPE, AND FIFTH IN THE WORLD, IN HOUSEHOLD GLASSWARE RANKS SECOND IN EUROPE AND THIRD IN THE WORLD.

In 2016, the USA, Israel and Syria have absorbed the main volume of Turkey's cement industry's exports. Taking into account the geopolitical risks in our region, the industry has long been turning towards market diversification. In 2016, our exports reached 11.4 million tonnes and an estimated 500 million dollars.

The glass sector uses exclusively domestic raw materials and provides a net added value to the country's economy. We rank 12th in the world glass production and 5th in the European glass production. The total production capacity of the Turkish glass industry is 4 million tonnes per year. Thanks to this capacity, almost all main glass types are produced. In flat glass Turkey ranks first in Europe, and fifth in the world, in household glassware ranks second in Europe, and third in the world, in glass packaging ranks fifth in Europe and in the world, in fibre glass ranks sixth in Europe and eleventh in the world. In 2016, the glass sector has earned 792 million dollars in export revenue and exported 678 thousand tonnes. Our main export markets are Italy, UK, USA and Germany. The glass industry in Turkey has a great potential to create global brands based on extensive international experience.

In order to boost our exports, Turkish companies maintain their focus on cost controlling, sales organization with advanced service quality, improved supply chain capabilities, and marketing activities for increased brand awareness, in addition to differentiation with innovative products. As the sector representatives, our aim is to improve our position among the world's largest ceramic, glass and cement producers and exporters.

THE TOTAL FUEL OIL SALES IN TURKEY HAVE GROWN BY AN AVERAGE OF 7% PER YEAR IN THE LAST 5 YEARS REACHING 35 MILLION TONNES.

AT A GLANCE

123.3 BILLION TL
NET SALES IN THE YEAR 2016

35 MILLION TONS
TOTAL FUEL SALES

100+
THE NUMBER OF FUEL DISTRIBUTION COMPANIES IN THE COUNTRY

13,000
ACTIVE DISTRIBUTION AGENTS

SECTOR
REVIEW

THE MEASURES TAKEN AGAINST UNRECORDED FUEL SALES AND THE DEMAND DRIVEN BY MAJOR INFRASTRUCTURE PROJECTS HAVE LED TO A GROWTH OF 14% IN SALES IN 2015.

THE THIRD LARGEST DEALER NETWORK IN EUROPE

The fuel distribution industry, which is one of the locomotive sectors in the Turkish economy, has grown by an average of 7% per year in the last five years. Our country ranks 6th among European countries with total fuel sales of about 35 million tons.

Turkey holds the third largest network in Europe after Germany and Italy in the fuel distribution sector, boasting over 100 distribution companies, 102 depots and 13,000 active distributing agents. Thus, this industry, which is a major contributor to the Turkish economy, has a direct influence on more than 30 major sectors including construction, production, energy, engineering, real estate, transportation/logistics and agriculture.

As mentioned above, the total fuel oil sales in Turkey have grown by an average of 7% per year in the last 5 years reaching 35 million tons. The principal sources of this increase are a 9% and 7% growth in diesel and aviation fuels respectively. Fuel costs comprise more than about 30% of the total cost of the aviation industry, one of the most important in the country. A rise in demand is predicted with the opening of the 3rd airport in Istanbul with an annual average growth of 6-7% until 2020. Transit sales account for 80% of the total sales to the maritime sector, whereas domestic sales account for 20% of sales. It is expected that this figure will increase annually by 5-6% on average until 2020.

The measures taken against unrecorded fuel sales and the demand driven by major infrastructure projects have led to a growth of 14% in sales in 2015.

A closer look to the employment provided by the industry reveals that it offers directly employment opportunities to 150,000 people, out of whom approximately 95,000 are gas pump attendants, 45,000 transportation/other station personnel and 10,000 distribution company employees.

Batu Aksoy
BOARD MEMBER, TÜRKONFED
CEO AND BOARD MEMBER, TURCAS PETROL

A THREE-GENERATION SUCCESS STORY

Sadık Otomotiv, whose foundation was laid by Hacı İrfan Mersin as a small business at Sarayköy, Denizli in 1947, continues its activities under the leadership of Chairman Turgay Mersin from the second generation, Vice Chairman Oktay Mersin and board member İrfan Cihan Mersin from the third generation. Sadık Otomotiv has achieved a great market share in the wholesale fuel industry, which started as a regional activity, with five leading brands (Petrol Ofisi, Shell, Opet, Total and BP). The company provides services in Turkey through both its filling stations and wholesale fuel sales. In addition, Sadık is a distributor of Petrol Ofisi for the wholesale mineral oil products. The company plans to empower its position in the sector by enhancing its fleet with a reliable fuel logistics having a strong network in every corner of Turkey.

SADIK GRUBU
www.sadik.com.tr

www.sadik.com.tr
Sector: Fuel Distribution
Region: Denizli (Aydın Sub-region)

Sadık Oto's social responsibility projects have been recognized with the worldwide Salute to Dealers Program award by Ford.

Besides the importance given to the fuel sector, the company owns the dealership of Renault, Dacia, Ford and BMC in the automotive industry and performs fleet sales of the above brands all over Turkey. Moreover, the company is extending its business in second hand fleet purchases and sales. Sadık Group sets higher goals each year by determining business strategies matching the economic developments in Turkey to ensure the consistency of its investments. The group carries out its activities with the principle of prioritizing their business partners, employees, and all other stakeholders. The human is at the core of Sadık Oto's social responsibility oriented business strategy.

The sustainable performance, achieved thanks to the strategic planning and accuracy in market analysis in order to exploit the opportunities, has allowed the company to gain recognition all over Turkey. Accordingly, Sadık ranked 346th in the Fortune 500 Companies 2017 and 49th in the Anadolu 500 of the Economist Magazine. Sadık Oto's social responsibility projects have been recognized with the worldwide Salute to Dealers Program award by Ford. In fact, social responsibility is an integral part of the company's business activity. Sadık has completed and is carrying out a number of ongoing social responsibility projects especially in the education field. Mersin family is honoring the name of their elders in the schools they have donated to Turkey.

Chairman Turgay Mersin explains their motivation for achievement as follows: "We continue to move towards our goals which we set higher every passing year. It is vital to make steps that will ensure the sustainability of our investments. We are moving on with confident steps. Our achievements so far constitute the best indicator of where we have started from and where we have managed to arrive." Turgay Mersin adds that they perceive their achievements as the new starting point and they define their new goals accordingly. This practice derives inspiration from the company's motto: "Success is the distance between where you have started and where you ended up."

Turgay Mersin, Oktay Mersin, İrfan Cihan Mersin

72%

The growth rate of 2016 net sales of 491 million TL in comparison to 2013

THE METHODOLOGY
CUTTING DOWN TO 100

THE 100 EMERGING LEADERS OF TURKEY HAVE BEEN DETERMINED BASED ON PUBLICLY AVAILABLE FINANCIAL INFORMATION. IN ORDER TO REACH THE MOST INCLUSIVE GROUP OF COMPANIES, THE ISTANBUL CHAMBER OF INDUSTRY FIRST 500, SECOND 500 AND FORTUNE 500 RANKINGS FOR THE YEARS 2013 AND 2016 HAVE BEEN USED. THE EMERGING LEADERS OF INFORMATION TECHNOLOGY HAVE BEEN DETERMINED BASED ON BT HABER IT 500 LIST.

Sample

The research sample consists of the companies which disclosed their net sales revenues for the years 2013 and 2016 in the First 500 and Second 500 Lists of the Istanbul Chamber of Industry, as well as in the Fortune 500 list. By eliminating 323 companies with net sales above 1 billion Turkish liras and 26 companies which appear in the list without disclosing their names, as well as duplications in the Istanbul Chamber of Industry and Fortune 500 lists, a sample of 990 companies has been achieved.

In line with the purpose of the research, companies with a main shareholder who has net sales greater than 1 billion Turkish liras, listed companies, banks and financial institutions, and state owned enterprises have been excluded. Additionally, according to the principle of sustainability, the companies with an equity deterioration of 20% or more, the companies run by an administrator appointed by court, and the companies who have been established after December 31, 2012 have been eliminated from the sample.

Financial Performance

Sustainable growth performance of the companies has been calculated using the three-year Compound Annual Growth Rate (CAGR) formula for the three periods between the years 2013 and 2016.

Data Sources

Missing data in the company rankings and data on other variables in the research have been compiled from secondary data sources including the Trade Registry Gazette records, the Turkish Exporters Assembly and the Turkish Patent and Trademark Office. Additionally, in order to complement financial and corporate governance data, a survey has been conducted with the companies, which constitute the Emerging Leaders sample and the data of the respondents have been included in the analysis.

Information Technology

It is observed that the information technology companies present a completely different character both in terms of financial scale and growth rates. Therefore, IT companies have been secluded from the main sample and 69 IT companies with a net sales growth higher than the average growth of the main sample have been analysed as a separate group.

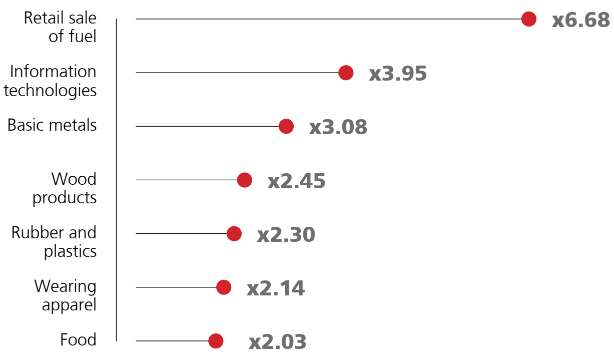
Limitations

It is worth to note that publicly available financial information regarding Turkish privately held companies is considerably limited. In order to reach the most inclusive group of companies, publicly available company listings have been used. Yet the companies, which rank below the smallest company in the above-mentioned lists, cannot be included in the research. The minimum limits in the Istanbul Chamber of Industry Second 500 and Fortune 500 rankings are 106 million and 315 million Turkish liras, respectively. On the other hand, the companies, which appear in the 2016 rankings but do not take part in the 2013 rankings due to their size being below the minimum limit in that year could not be analysed.

CLOSE UP LOOK

Almost two times faster growth than the GDP

According to the data provided from Turkstat, Turkey's GDP with income approach has shown a compound annual growth rate of 12.96 per cent from 2013 to 2016, whereas the Emerging Leaders of Turkey boast a growth of 24.64 per cent; almost double the GDP increase in the country. Among the Emerging Leaders we have identified seven sectors, which have more than doubled the growth of their sector peers according to the Income Statement by Sectors published by the Ministry of Industry.



The need for structural transformation

The Emerging Leaders of Turkey hold 65 patents and 3,776 registered trademarks in total, which correspond to 0.65 patent and 3.78 trademarks on average per company, whereas 1,000 Companies to Inspire Europe, which have been identified with the same approach, i.e., 3-year CAGR of net sales, hold a total of 4,884 patents and 2,877 trademarks (4.88 patents and 2.87 trademarks on average per company). In recent years, the need for structural transformation of the country's economy in order to obtain a greater added-value production, constitutes a trending topic in Turkey. The above observations come to the reinforcement of these arguments.

Accelerator of employment

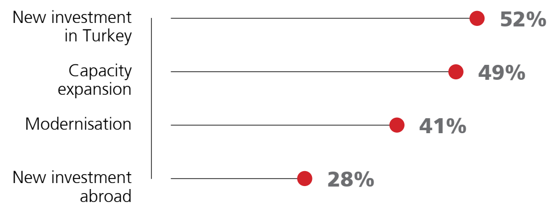
Turkey's CAGR of a three-year (2013-2016) job creation has been 3.41 per cent, whereas the Emerging Leaders of Turkey performed an employment growth of 13 per cent during the same period. In 2016, the Emerging Leaders of Turkey took credit for a job creation of 7.40 per cent as opposed to Turkey's average employment growth of 2.19 per cent. These figures signal that the Emerging Leaders of Turkey play a major role in accelerating employment growth in the country with a pace 3.81 faster than the employment growth in the country.

x3.81

TIMES FASTER JOB CREATION

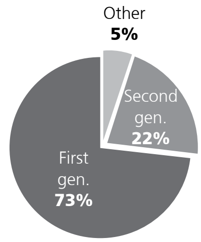
New facility investments rank in the first place among strategic priorities

The new investment plans of the Emerging Leaders for the next three years clearly highlight their importance in revitalizing the economy.

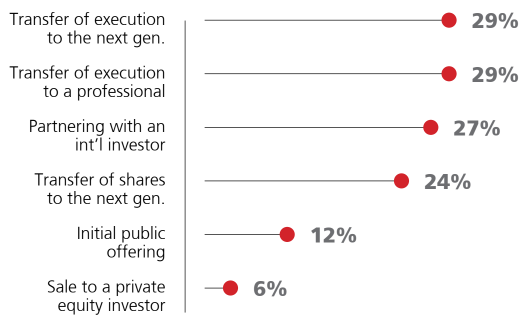


A widespread governance transition in the next three years

The majority shares of 73 per cent of the Emerging Leaders are controlled by the first generation family members and the average age of the founders is 62 years old (46 for the technology companies). These findings reveal that a significant portion of the Emerging Leaders will face the challenge of effectively handling a critical governance transition such as transfer of the control to the next generation, and/or succession planning to determine the next executive officer.



Transfer of the executive responsibilities ranks in the first place among the expected governance transitions, which the Emerging Leaders of Turkey will go through in the next three years.



İSTANBUL
24 Manufacturing and
4 Trade Co.
CAGR 23%
48 Technology Co.
CAGR 50.7%

BALIKESİR
1 Technology Co.
CAGR 29%

KOCAELİ
6 Manufacturing and
1 Trade Co.
CAGR 24.1%
1 Technology Co.
CAGR 33.5%

BURSA
5 Manufacturing Co.
CAGR 25.5%
1 Technology Co.
CAGR 26.6%

İZMİR
6 Manufacturing and
1 Trade Co.
CAGR 26.7%
3 Technology Co.
33.3%

MANİSA
1 Manufacturing Co.
CAGR 27.5%

AYDIN
3 Manufacturing and
1 Trade Co.
CAGR 26.2%

ANTALYA
1 Manufacturing Co.
CAGR 35.3%

ZONGULDAK
1 Manufacturing Co.
CAGR 19.3%

ANKARA
7 Manufacturing and
1 Trade Co.
CAGR 24.6%
13 Technology Co.
CAGR 34.4%

KONYA
2 Manufacturing Co.
CAGR 21.8%
1 Technology Co.
CAGR 39.6%

ADANA
7 Manufacturing Co.
CAGR 26.7%

HATAY
3 Manufacturing Co.
CAGR 22.4%

GAZİANTEP
14 Manufacturing Co.
CAGR 25.1%

ŞANLIURFA
1 Manufacturing Co.
CAGR 30.9%

KAYSERİ
2 Manufacturing Co.
CAGR 21.2%
1 Technology Co.
CAGR 28.1%

SAMSUN
5 Manufacturing Co.
CAGR 25.1%

TRABZON
4 Manufacturing Co.
CAGR 26.6%

EMERGING LEADERS OF TURKEY

Net sales values are provided for the years 2013 and 2016. Growth rates in parentheses represent 3-year compound annual growth rate for these periods.
(*) Companies, which did not make the Top-100 Emerging Leaders list, but included in this directory, as the fastest growing companies in their NUTS-2 regions.

ISTANBUL

Istanbul Subregion

Elvan Gıda
www.elvan.com.tr
Sector: Food
Net Sales: 181M TL-432M TL
(33.70%)

Farplas
www.farplas.com.tr
Sector: Electrical Equipment
Net Sales: 238M TL-553M TL
(32.45%)

Ünteks Boya Baskı Apre Tekstil
www.unteksgrup.com
Sector: Textiles
Net Sales: 115M TL-253M TL
(29.96%)

Erişler Yem
www.erisyem.com
Sector: Food
Net Sales: 115M TL-232M TL
(26.46%)

Mega Metal
www.megametal.com.tr
Sector: Basic Metals
Net Sales: 220M TL-442M TL
(26.09%)

Boğaziçi Beton
www.bogazicibeton.com
Sector: Mineral Products
Net Sales: 256M TL-505M TL
(25.39%)

Şık Makas
www.sıkmakas.com.tr
Sector: Wearing Apparel
Net Sales: 301M TL-592M TL
(25.37%)

Alfa Metal Alüminyum
www.alfa-metal.com.tr
Sector: Basic Metals
Net Sales: 89M TL-168M TL
(23.60%)

Öz-sel Ecza Depoları
www.ozsel.com
Sector: Pharmaceuticals
Net Sales: 262M TL-491M TL
(23.27%)

Aster Tekstil
www.astertextile.com
Sector: Wearing Apparel
Net Sales: 142M TL-262M TL
(22.79%)

Koçak Farma
www.kocakfarma.com
Sector: Pharmaceuticals
Net Sales: 288M TL-531M TL
(22.65%)

Sapro Temizlik
www.sapro.com.tr
Sector: Chemical Products
Net Sales: 133M TL-244M TL
(22.49%)

Sanica Isı
www.sanica.com.tr
Sector: Rubber and Plastics
Net Sales: 119M TL-218M TL
(22.27%)

Çamsan Entegre Ağaç
www.camsan.com.tr
Sector: Wood Products
Net Sales: 254M TL-462M TL
(22.15%)

Kanca El Aletleri
www.kanca.com.tr
Sector: Vehicles and Trailers
Net Sales: 120M TL-216M TL
(21.71%)

Erkul Kozmetik
www.goldenrose.com.tr
Sector: Chemical Products
Net Sales: 114M TL-205M TL
(21.59%)

Ege Kimya
www.egekimya.com
Sector: Chemical Products
Net Sales: 132M TL-236M TL
(21.37%)

Akplas Plastik
www.akplas.com.tr
Sector: Electrical Equipment
Net Sales: 107M TL-191M TL
(21.33%)

Ümran Çelik Boru
www.umran.com
Sector: Basic Metals
Net Sales: 295M TL-526M TL
(21.33%)

Alce Elektrik
www.alce-elektrik.com.tr
Sector: Electrical Equipment
Net Sales: 94M TL-168M TL
(21.26%)

Akpa Alüminyum
www.akpaas.com.tr
Sector: Basic Metals
Net Sales: 159M TL-282M TL
(21.15%)

Safi Katı Yakıt
www.safikomur.com
Sector: Mining
Net Sales: 296M TL-510M TL
(19.79%)

ABC Deterjan
www.abcdeterjan.com.tr
Sector: Chemical Products
Net Sales: 148M TL-253M TL
(19.54%)

Umur Basım
www.umur.com.tr
Sector: Printing and Reproduction
Net Sales: 195M TL-332M TL
(19.50%)

Akım Metal
www.akimmetal.com.tr
Sector: Vehicles and Trailers
Net Sales: 120M TL-204M TL
(19.37%)

Baydemirler Tekstil
www.baydemirler.com.tr
Sector: Textiles
Net Sales: 209M TL-353M TL
(19.15%)

Çekok Gıda
www.cekok.com.tr
Sector: Food
Net Sales: 374M TL-624M TL
(18.56%)

Milteks Tekstil
www.milteks.com.tr
Sector: Wearing Apparel
Net Sales: 106M TL-177M TL
(18.48%)

WEST MARMARA

Tekirdağ Subregion

Muratlı Karton*
www.muratlikarton.com.tr
Sector: Paper and Paper Products
Net Sales: 121M TL-177M TL
(13.51%)

Balıkesir Subregion

Teksüt*
www.teksut.com
Sector: Food
Net Sales: 195M TL-302M TL
(15.58%)

AEGEAN

Izmir Subregion

TYH Uluslararası Tekstil
www.tyh.com.tr
Sector: Wearing Apparel
Net Sales: 136M TL-354M TL
(37.66%)

İmbat Madencilik
www.imbatmadencilik.com
Sector: Mining
Net Sales: 369M TL-810M TL
(29.88%)

Üniteks Tekstil Gıda
www.uniteks.com.tr
Sector: Wearing Apparel
Net Sales: 326M TL-686M TL
(28.19%)

Norm Cıvata
www.normcivata.com.tr
Sector: Fabricated Metal Products (Except Machinery & Equipment)
Net Sales: 279M TL-543M TL
(24.87%)

Tankar Oto Petrol
www.tankar.com.tr
Sector: Fuel Distribution
Net Sales: 307M TL-583M TL
(23.79%)

Baylan Ölçü Aletleri
www.baylanwatermeters.com
Sector: Manufacture of Electronic and Optical Products
Net Sales: 92M TL-173M TL (23.67%)

Verde Yağ Besin
www.olioverde.com.tr
Sector: Food
Net Sales: 115M TL-193M TL (19.01%)

Aydın Subregion

Seval Kablo
www.sevalkablo.com
Sector: Electrical Equipment
Net Sales: 287M TL-585M TL (26.79%)

Sadık Otomotiv
www.sadik.com.tr
Sector: Fuel Distribution
Net Sales: 286M TL-491M TL (19.75%)

Kılıç Deniz Ürünleri
www.kilicdeniz.com.tr
Sector: Food
Net Sales: 297M TL-733M TL (35.13%)

Gümüşdoğa Su Ürünleri
www.gumusdoga.com.tr
Sector: Food
Net Sales: 276M TL-513M TL (23.01%)

Manisa Subregion

PİLENPAK AMBALAJ
www.pilenpak.com
Sector: Paper and Paper Products
Net Sales:112M TL-231M TL (27.52%)

EAST MARMARA

Bursa Subregion

Hastavuk Gıda
www.hastavuk.com.tr
Sector: Food
Net Sales: 169M TL-511M TL (44.46%)

Matlı Yem
www.matli.com.tr
Sector: Food
Net Sales: 496M TL-931M TL (23.33%)

Erbak-Uludağ İçecek
www.uludagicecek.com.tr
Sector: Beverage
Net Sales: 127M TL-231M TL (21.95%)

Uludağ Maden Suları
www.uludagicecek.com.tr
Sector: Beverage
Net Sales: 114M TL-193M TL (19.08%)

Harput Tekstil
www.harputtekstil.com.tr
Sector: Textiles
Net Sales: 282M TL-473M TL (18.85%)

Kocaeli Subregion

Teklas Kauçuk
www.teklas.com.tr
Sector: Rubber and Plastics
Net Sales: 395M TL-922M TL (32.64%)

Ayhanlar Yol Asfaltlama
www.ayhanlar.com.tr
Sector: Mineral Products
Net Sales: 162M TL-351M TL (29.28%)

Torun Bakır
www.torunmetal.com
Sector: Machinery and Equipment
Net Sales: 85M TL-158M TL (22.97%)

Kalibre Boru
www.kalibreboru.com
Sector: Basic Metals
Net Sales: 132M TL-227M TL (19.78%)

Koruma Klor
www.koruma.com
Sector: Chemical Products
Net Sales: 314M TL-539M TL (19.71%)

Balsu Gıda
www.balsugida.com
Sector: Food
Net Sales: 392M TL-757M TL (24.48%)

Tersan Tersanecilik
www.tersanshipyard.com
Sector: Building of Ships and Boats
Net Sales: 412M TL-705M TL (19.65%)

WEST ANATOLIA

Ankara Subregion

Ankara Ofis Yem
www.ofisyem.com
Sector: Food
Net Sales: 98M TL-216M TL (30.19%)

Yayla Agro
www.yaylabakliyat.com.tr
Sector: Food
Net Sales: 368M TL-797M TL (29.44%)

Emek Boru
www.emekboru.com.tr
Sector: Basic Metals
Net Sales: 207M TL-433M TL (27.80%)

Bien Yapı
www.bienseramik.com.tr
Sector: Mineral Products
Net Sales: 191M TL-379M TL (25.75%)

Yiğit Akü
www.yigitaku.com
Sector: Electrical Equipment
Net Sales: 202M TL-392M TL (24.65%)

Mikropor Makina
www.mikropor.com.tr
Sector: Machinery and Equipment
Net Sales: 97M TL-170M TL (20.48%)

Şahinler Metal
www.sahinler.com.tr
Sector: Basic Metals
Net Sales: 203M TL-354M TL (20.34%)

Reis Rs Enerji
www.reisgrubu.com
Sector: Production of Electricity
Net Sales: 389M TL-646M TL (18.37%)

Konya Subregion

Safa Tarım
www.safatarim.com
Sector: Chemical Products
Net Sales: 95M TL-184M TL (24.43%)

Aydınlar Yedek Parça
www.aydtr.com
Sector: Vehicles and Trailers
Net Sales: 180M TL-306M TL (19.23%)

MEDITERRANEAN

Antalya Subregion

AGT Ağaç
www.agt.com.tr
Sector: Wood Products
Net Sales: 282M TL-698M TL (35.33%)

Adana Subregion

Sepaş Plastik
www.sepasplastik.com.tr
Sector: Rubber and Plastics
Net Sales: 150M TL-405M TL (39.11%)

Abdioğulları Plastik
www.abdiogullari.com
Sector: Textiles
Net Sales: 236M TL-459M TL (24.87%)

Zahit Alüminyum
www.zahit.com.tr
Sector: Basic Metals
Net Sales: 121M TL-214M TL (21.18%)

Oğuz Gıda
www.daren.com.tr
Sector: Food
Net Sales: 136M TL-233M TL (19.63%)

Gürsoy Yem
www.torosyem.com.tr
Sector: Food
Net Sales: 182M TL-304M TL (18.61%)

Başhan Tarımsal
www.bashan.com.tr
Sector: Food
Net Sales: 288M TL-683M TL (33.29%)

Memişoğlu Tarım
www.tatbakliyat.com
Sector: Food
Net Sales: 230M TL-505M TL (29.93%)

Hatay Subregion
Hatboru
www.hatboru.com
Sector: Basic Metals
Net Sales: 115M TL-202M TL
(20.57%)

Şirikçioğlu Mensucat
www.sirikcioglu.com.tr
Sector: Textiles
Net Sales: 293M TL-593M TL
(26.60%)

Yaşar Dondurma
www.yasardondurma.com
Sector: Food
Net Sales: 132M TL-229M TL
(20.08%)

CENTRAL ANATOLIA
Kayseri Subregion
Gürkan Ofis
www.gurkan.com.tr
Sector: Furniture
Net Sales: 98M TL-178M TL
(22.04%)

Beşler Tekstil
www.beslertekstil.com.tr
Sector: Textiles
Net Sales: 88M TL-153M TL
(20.26%)

Kırıkkale Subregion
Nevsac Metal*
www.nevsac.com
Sector: Basic Metals
Net Sales: 186M TL-237M TL
(8.53%)

WEST BLACK SEA
Zonguldak Subregion
Mescier Demir Çelik
www.mescier.com.tr
Sector: Basic Metals
Net Sales: 387M TL-657M TL
(19.33%)

Samsun Subregion
Karaçuha Tarım
www.karacuha.com.tr
Sector: Food
Net Sales: 255M TL-595M TL
(32.57%)

Özyılmaz Fındık
www.ozyilmazfindik.com
Sector: Food
Net Sales: 227M TL-462M TL
(26.74%)

Erçal Fındık
www.ercal.com.tr
Sector: Food
Net Sales: 179M TL-344M TL
(24.28%)

Sampa Otomotiv
www.sampa.com
Sector: Vehicles and Trailers
Net Sales: 152M TL-254M TL
(18.66%)

Kozlu Gıda
www.kozlu.com.tr
Sector: Food
Net Sales: 181M TL-339M TL
(23.31%)

EAST BLACK SEA
Trabzon Subregion
Arslantürk Tarım
www.arslanturk.com.tr
Sector: Food
Net Sales: 194M TL-501M TL
(37.22%)

Özgün Gıda
www.ozgungida.com
Sector: Food
Net Sales: 212M TL-445M TL
(28.08%)

Altaş Yağ
www.cotanak.com.tr
Sector: Food
Net Sales: 175M TL-321M TL
(22.29%)

Poyraz Poyraz Fındık
www.poyrazpoyraz.com
Sector: Food
Net Sales: 150M TL-251M TL
(18.76%)

NORTHEAST ANATOLIA
Erzurum Subregion
Aşkale Çimento*
www.askalecimento.com.tr
Sector: Mineral Products
Net Sales: 539M TL-679M TL
(7.99%)

CENTRAL EAST ANATOLIA
Van Subregion
Ak-Ay Gıda*
www.akaygrup.com.tr
Sector: Wholesale Food & Drink and Cleaning Products
Net Sales: 257M TL-407M TL
(16.52%)

SOUTHEAST ANATOLIA
Gaziantep Subregion
Beşler Makarna
www.beslerun.com
Sector: Food
Net Sales: 278M TL-847M TL
(45.04%)

Melike Tekstil
www.meliketekstil.com
Sector: Textiles
Net Sales: 229M TL-516M TL
(31.20%)

Şireci Tekstil
www.sireci.com.tr
Sector: Textiles
Net Sales: 251M TL-530M TL
(28.27%)

Oba Makarnacılık
www.obamakarna.com.tr
Sector: Food
Net Sales: 337M TL-694M TL
(27.14%)

Mutlu Makarnacılık
www.mutlumakarna.com.tr
Sector: Food
Net Sales: 264M TL-531M TL
(26.28%)

Kartal Halı
www.kartalcarpets.com
Sector: Textiles
Net Sales: 199M TL-396M TL
(25.65%)

Unat Yağ
www.unat.com.tr
Sector: Food
Net Sales: 204M TL-393M TL
(24.48%)

Ünal Sentetik
www.unalsentetik.com.tr
Sector: Textiles
Net Sales: 114M TL-212M TL
(23.13%)

Çelikaslan Tekstil
www.celikaslan.com
Sector: Textiles
Net Sales: 107M TL-194M TL
(21.96%)

Erdem Soft Tekstil
www.erdemsofttextile.com
Sector: Textiles
Net Sales: 87M TL-156M TL
(21.37%)

Yasin Kaplan Tekstil
www.kaplancarpet.com
Sector: Textiles
Net Sales: 117M TL-202M TL
(20.10%)

Eruslu Tekstil
www.eruslutekstil.com
Sector: Textiles
Net Sales: 154M TL-263M TL
(19.52%)

Zafer Tekstil
www.zafertekstil.com
Sector: Textiles
Net Sales: 100M TL-167M TL
(18.59%)

Selçuk İplik
www.selcukgroup.com
Sector: Textiles
Net Sales: 279M TL-462M TL
(18.32%)

Şanlıurfa Subregion
Mes Yağ
www.mesyag.com.tr
Sector: Food
Net Sales: 128M TL-288M TL
(30.94%)

EMERGING LEADERS OF TECHNOLOGY

Net sales values are provided for the years 2013 and 2016. Growth rates in parentheses represent 3-year compound annual growth rate for these periods.

ISTANBUL

Istanbul Subregion

Türkkep
www.turkkep.com.tr
Net Sales: 0.8M TL-14.6M TL
(165.10%)

Mebitech Bilişim
www.mebitech.com
Net Sales: 1.3M TL-14.5M TL
(124.03%)

Numeko Bilişim
www.numekotech.com
Net Sales: 1.5M TL-13.3M TL
(108.02%)

Cloudteam Bulut
www.cloudteam.com.tr
Net Sales: 1M TL-9.3M TL
(107.99%)

Beyaz Bilgisayar
www.beyaz.net
Net Sales: 4.4M TL-35.4M TL
(101.12%)

Metod Bilişim Hizmetleri-Metod It Akademi
www.metod.com.tr
Net Sales: 1.6M TL-8.6M TL
(76.76%)

Birleşik Uzmanlar
birlesikuzmanlar-it.com
Net Sales: 1M TL-5.3M TL
(72.87%)

P.I. Works TR
www.piworks.net
Net Sales: 14.5M TL-71.3M TL
(69.99%)

Artı Bilgisayar
www.arti.net.tr
Net Sales: 75M TL-362.9M TL
(69.17%)

Es Dil Hizmetleri
www.estr.com
Net Sales: 1.8M TL-8.3M TL
(65.85%)

LGC 7/24
www.724tikla.com
Net Sales: 7.3M TL-30.7M TL
(61.11%)

Netcore Bilişim
www.netcore.com.tr
Net Sales: 9.5M TL-39.4M TL
(60.58%)

Data Sistem Hizmetleri
www.data-sistem.com
Net Sales: 1.4M TL-5.5M TL
(59.10%)

Percom Bilişim Sistemleri
www.percom.com.tr
Net Sales: 5.2M TL-20.9M TL
(58.80%)

Argenit Akıllı Bilgi Teknolojileri
www.argenit.com.tr
Net Sales: 0.9M TL-3.4M TL
(58.18%)

Destel Bilişim Çözümleri
www.destel.com.tr
Net Sales: 3.4M TL-13.2M TL
(56.89%)

Ekin Teknoloji
www.ekin.com
Net Sales: 44.1M TL-167.5M TL
(55.98%)

Fortech Bilişim
www.fortechbilisim.com
Net Sales: 3.4M TL-12.3M TL
(53.40%)

BNK Dış Ticaret
www.bnkgrup.com
Net Sales: 7.7M TL-26.3M TL
(50.74%)

Orbitel Telekomünikasyon
www.orbitel.com.tr
Net Sales: 2.3M TL-6.9M TL
(44.52%)

Regna Bilgisayar
www.regna.com.tr
Net Sales: 1.4M TL-4.1M TL
(43.98%)

Lidya Dağıtım
www.lidyagrup.com.tr
Net Sales: 12.8M TL-36.7M TL
(42.06%)

OBSS Bilişim
www.obss.com.tr
Net Sales: 21M TL-59.9M TL
(41.82%)

Vitel Veri
www.vitel.com.tr
Net Sales: 9.1M TL-25.7M TL
(41.46%)

Fokabeks Kablo
www.focabex.com
Net Sales: 8.4M TL-21M TL
(35.62%)

Trinoks Yazılım
www.trinoks.com
Net Sales: 1M TL-2.4M TL
(35.31%)

Parge Yazılım
www.pargesoft.com.tr
Net Sales: 6.1M TL-15M TL
(35.26%)

Artı ve Artı Teknoloji
www.artivearti.com
Net Sales: 57.8M TL-142.7M TL
(35.18%)

Data Market
www.datamarket.com.tr
Net Sales: 140M TL-344.8M TL
(35.05%)

CSA Danışmanlık
www.qadturkiye.com
Net Sales: 0.9M TL-2.1M TL
(34.31%)

İdea Teknoloji
www.ideateknoloji.com.tr
Net Sales: 10.6M TL-25.6M TL
(34.15%)

Odya Bilgisayar
www.odya.com.tr
Net Sales: 4.6M TL-11M TL
(33.73%)

Artı Mobil
www.artimobil.com
Net Sales: 18.7M TL-43.7M TL
(32.67%)

Becom Bilgisayar
www.becom.com.tr
Net Sales: 1.8M-4.1M TL
(32.62%)

Teletek Bulut
www.teletek.net.tr
Net Sales: 2.1M TL-4.8M TL
(32.10%)

Compro Bilişim
www.compro.com.tr
Net Sales: 44.2M TL-101M TL
(31.9%)

Vianet Telekomünikasyon
www.vianet.com.tr
Net Sales: 28.3M TL-63.8M TL
(31.07%)

Sentim Bilişim
www.sentim.com.tr
Net Sales: 243M TL-537M TL
(30.33%)

BI Technology (Qlikview Türkiye)
www.bitechnology.com
Net Sales: 8.5M TL-18.4M TL
(29.57%)

Kafein Yazılım
www.kafein.com.tr
Net Sales: 17.2M TL-37.1M TL
(29.10%)

Netsmart Bilişim
www.netsmart.com.tr
Net Sales: 9.1M TL-19.4M TL
(28.87%)

Detaysoft-Detay Danışmanlık
www.detaysoft.com
Net Sales: 30.5M TL-65.2M TL
(28.80%)

Teknotel Bilişim
www.teknotel.com
Net Sales: 8.4M TL-17.6M TL
(28.16%)

Vektör Barkod
www.vector-tr.com
Net Sales: 15.8M TL-32.8M TL
(27.58%)

Endeks Bilişim
www.endeksbilisim.com.tr
Net Sales: 22.4M TL-45.6M TL
(26.75%)

İksap Bilişim
www.iksap.com
Net Sales: 2.2M TL-4.3M TL
(25.65%)

SYS Telekomünikasyon
www.sys.com.tr
Net Sales: 5M TL-9.8M TL
(25.50%)

VBT Bilgi Teknolojileri
www.vbt.com.tr
Net Sales: 14.3M TL-27.7M TL
(24.76%)

WEST MARMARA

Balıkesir Subregion

Bilsam Büro
www.bilsam.com
Net Sales: 0.9M TL-1.9M TL
(28.96%)

AEGEAN

Izmir Subregion

Olgu Bilgisayar
www.olgu.com.tr
Net Sales: 2.1M TL-5.9M TL
(41.10%)

Aktif İletişim
www.aktifiletisim.com.tr
Net Sales: 1.8M TL-3.9M TL
(30.29%)

Lidya Donanım
www.lidyagrup.com.tr
Net Sales: 6.8M TL-14.6M TL
(28.62%)

EAST MARMARA

Bursa Subregion

Artı ve Artı
www.artivearti.com
Net Sales: 12.3M TL-24.9M TL
(26.56%)

Kocaeli Subregion

Bimser Çözüm Yazılım Tıcaret A.Ş
www.bimser.com.tr
Net Sales: 9.4M TL-22.4M TL
(33.52%)

WEST ANATOLIA

Ankara Subregion

Tektronik Mühendislik
www.tektronik.com.tr
Net Sales: 2.1M TL-9.2M TL
(63.53%)

Bilgibim Bilgisayar
www.bilgibim.com.tr
Net Sales: 15.9M TL-42.9M TL
(39.07%)

Bites Savunma
www.bites.com.tr
Net Sales: 2.5M TL-6.7M TL
(38.21%)

Destek Bilgisayar
www.destek.as
Net Sales: 80.4M TL-195.2M TL
(34.37%)

Proya Profesyonel
www.proya.com.tr
Net Sales: 2.6M TL-6.2M TL
(34.32%)

Icterra Bilgi ve İletişim
www.icterra.com
Net Sales: 10.5M TL-24.5M TL
(32.67%)

1D Bilgisayar
www.1d.com.tr
Net Sales: 4.5M TL-10.4M TL
(31.84%)

Biznet Bilişim
www.biznet.com.tr
Net Sales: 13.8M TL-31.5M TL
(31.76%)

Başarı Teknik Servis
www.basariservis.com
Net Sales: 17.1M TL-37.4M TL
(29.67%)

Asnet Bilgi Sistemleri
www.asnet.com.tr
Net Sales: 6.6M TL-14.3M TL
(29.41%)

Plato Bilgisayar
www.plato.web.tr
Net Sales: 11.6M TL-24.7M TL
(28.55%)

Intra Bilişim
www.intra.com.tr
Net Sales: 2.6M TL-5.6M TL
(28.37%)

Sisoft Sağlık
www.sisoft.com.tr
Net Sales: 9.9M TL-19.7M TL
(25.87%)

Konya Subregion

Badel Bilgisayar
www.badel.com.tr
Net Sales: 1.1M TL-3M TL
(39.59%)

CENTRAL ANATOLIA

Kayseri Subregion

Netcom Bilgisayar
www.netcom.com.tr
Net Sales: 14.6M TL-30.6M TL
(28.06%)

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