



Turkey

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A SPECIAL FEATURE PRODUCED BY Synergy Media Specialists

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Turkey: Japan's gateway to the world

As Turkey celebrates its Republic Day tomorrow, Synergy Media Specialists spoke with influential figures and leaders of the Turkish-Japanese community.

Japan's Ambassador to Turkey Akio Miyajima: Japanese companies and investors should consider the mid- to long-term resilience of Turkey's economy and evident market growth potential it has shown over the last 15 years despite various internal and external shocks. Turkey should be viewed as a hub of activity and the ideal entry point for Japanese business into many parts of the world.

Turkish Minister of Culture and Tourism Mehmet Ersoy: Tourism from Japan has bounced back from its peak in 2014. With Turkish Airlines soon to be operating new direct flights to Haneda Airport, we expect tourism from Japan to soon reach an all-time high. Japan External Trade Or-



PHOTO FROM THE WEBSITE OF THE PRIME MINISTER'S OFFICE OF JAPAN
President of Turkey Recep Tayyip Erdoğan and Prime Minister Shinzo Abe

ganization, Turkey, Research Director Toshihiro Nakajima: 2019 is JETRO's 55th year of operation in Turkey and we would like to encourage more SME's from Japan to consider conducting more business in this huge potential market."

Chairman of the DEIK Turkey-Japan Business Council Serif Tosyalı: When the Japan-Turkey economic partnership agreement is complete, we believe direct investments from Japan to Turkey will increase and the bilateral partnership

will be much more active in both Turkey and surrounding countries."

Japan International Cooperation Agency, Turkey, Chief Representative Takehiro Yasui: JICA has played a key role in a number of large-scale projects completed in Turkey such as the second Bosphorus Bridge Project and the recently completed Bosphorus Rail Tube Crossing project.

Chairman of the Turkish-Japanese Foundation Cafer Tayyar Sadıklar: The future between our two nations is very bright. Turkey's central location will act as the perfect hub for entrance into the vast African markets that offer opportunities for business collaborations between our Japanese partners. ♦
www.emb-japan.go.jp
www.jetro.go.jp/turkey
www.jica.go.jp/turkey/english/office/index.html
www.tjv.org.tr/tr/
www.deik.org.tr/
www.ktb.gov.tr

Japan Tobacco International Turkey: A conscious contributor to society

Japan Tobacco International (JTI) established its production facility in Turkey in 1993 with current total capital investments exceeding \$1.4 billion.

JTI Turkey was the first Turkey-based tobacco export company. Today Turkey has become the company's second-largest market and is home to the company's third-largest factory.

The company works closely with Turkish farmers to secure the supply of high-quality oriental tobacco leaves — 75 percent is used in domestic products and 25 percent is used in products exported to international markets.

The company's 80,000 square meter factory in Torbalı, Izmir employs approximately 2,300 employees, including its sales force, produces 12 brands and is constantly expanding operations. The company's technical training center serves local and international employees and up-skills the



company's global workforce. JTI Turkey places great importance on its well-qualified workforce and combines experienced employees with university graduates to foster a balanced workforce founded on knowledge, expertise and innovation.
"We are proud of our commitment to Turkey and our ability to not only export

"We are proud of our commitment to Turkey and our ability to not only export our products, but also focus on exporting talent to the world."

MEHDI BEJAR
Factory Director
Japan Tobacco International Turkey

of natural gas and solar to power our manufacturing facility has saved one gigawatt of electricity monthly."

Inspired by the work of the country's ethnic population, JTI Turkey supports local community initiatives in correspondence with nongovernmental organizations.

The company has established numerous women-empowerment initiatives such as the My Inspiration is My Future program that supports and encourages women to build their own legacies. Approximately 420 female graduates have completed the program and 25 percent are today managing their own businesses.

"Our success is based on our ability to grow our business and as we continue to do so, we intend to support people across the country through our highly-effective corporate social responsibility activities," Bejar concluded. ♦
www.jti.com/middle-east/turkey

Itochu: Working hand in hand with Turkey towards growth

For over half a century, ITOCHU Corp. has contributed to Turkey's economic growth through trade, investment and contributions to major social infrastructure projects.

Focused on the international trade of various goods such as textiles, machinery, metals, minerals, energy and chemicals, ITOCHU has engaged in expanding multinational trading, as well as construction and infrastructure projects in Turkey.

As a country that prioritizes advancement in infrastructure and technology, Turkey has been working on several projects with ITOCHU since 1966.

"Turkey has always been a nation that focuses on the improvement of its social in-



frastructure," said Toshiyuki Abe, general manager of ITOCHU Turkey.
"ITOCHU aims to further

"Our long-term goal is to study and fully understand the potential of Turkey and the region in order to achieve long-term success."

TOSHIYUKI ABE
General Manager
ITOCHU Corporation Turkey

better access to surrounding markets.

"We are expanding our export trade business, mainly focusing on Europe, CIS (the Commonwealth of Independent States) and the Middle East — areas where our Turkish partners goes," Abe said.

Based on revenue, ITOCHU sees great potential for growth in this field.

"On average, half of our yearly earnings comes from trading with the other half coming from our projects," he shared.

ITOCHU also sees huge potential in the field of energy and social infrastructure. Thanks to Turkey's strategic location, the country acts as an effective channel in the energy market between Europe, Middle East, North Africa and CIS.

As the company continues to move forward, Abe's vision for the future of ITOCHU involves working closely with the neighboring countries around Turkey.

"Our vision is to be able to find more projects and more opportunities where we could show our various technical capabilities and expertise. Our long-term goal is to study and fully understand the potential of Turkey and the region in order to achieve long-term success," Abe said. ♦

www.itochu.co.jp/en/about/network/middle-east



ProManage and ITO Corp. come together to serve Japanese industry digitalization

Running the digital transformation processes of over 300 factories worldwide with great success, Chicago-based ProManage Smart Manufacturing Solutions Corp. recently partnered with ITO Corp. as the company's Asia Pacific business partner.

Listed among research and development partners of the DMDII-MxD (The Digital Manufacturing Design and Innovation Institute), which aims to develop digital manufacturing concepts and technologies in the United States under the main body of the University of Illinois Labs, ProManage aims to manage all manufacturing-related operations in factories via digital tools.

"Auto-improve your business is our corporate motto. Our goal is to enable businesses to continuously and automatically improve operations by identifying bottlenecks, weak points and other aspects to further improve business operations and provide instant feedback through alerts and other indication methods," said Aylin Tulay Ozden, managing director of ProManage.

The company manages its research and development mainly from their Istanbul office. In 2018, over 55 per-



Aylin Tulay Ozden, Managing Director of ProManage and Hiroshi Ito, Executive Vice President of ITO Corp.

cent of revenue was reinvested in research and development.

By targeting key markets where digital transformation of industry is of top priority, ProManage aims to boost global growth through introducing competitive technologies in these markets.

Adding to the U.S. and Turkey offices, ProManage plans to expand globally, taking its first step into the Asian market with ITO.

Established in 1953, Japan-based ITO has also locally incorporated subsidiary companies in China and

Thailand. ITO specifies its products and services to factory automation devices, energy conservation systems, social infrastructure devices and international product sourcing support services. ITO offers a wide range of solutions to fit customer needs, from various motors and processing machinery to systems that optimize production lines. To further strengthen its position and serve the market better, ITO has also begun providing a range of software solutions for the manufacturing sector.

"As the first manufacturing operations management system fully integrated with artificial intelligence and augmented reality technologies, ProManage trends confidently toward becoming the world's most used manufacturing operations management system," Ozden said. ♦
www.promanage.com
www.itnet.co.jp/en/



Introducing Japanese technology to Turkey's rapidly developing railway and mass transit system

Sun Group, established in 1993, began by importing goods, materials and equipment for Turkey's flourishing construction industry. The company has since diversified into numerous sectors such as renewable energy, engineering, agriculture, mining and railway systems making up their core sectors.

"We have over two decades of experience in the railway industry and are proud to have been involved in some of Turkey's largest projects over the years," said Murat Atik, CEO and co-founder of Sun Group.

Sun Group began cooperation with Japan's Hitachi Railway Systems (HRS) in 2014, exclusively importing their innovative railway signaling and telecommunication systems to Turkey.

"I am delighted with our partnership, the timing couldn't have been better," Atik said. "In the course of five years, we have managed

"With Japanese technology and know-how, combined with Turkey's young and active business minds, we can build new opportunities..."

MURAT ATIK
CEO and Co-founder
Sun Group



to introduce and integrate Japan's best railway technologies to our country's rapidly growing infrastructure projects. By improving safety,

efficiency and reliability of railway and mass transit systems, HRS products have been very well received thus far."



One such project is Ankara's Metro system, which is expanding to four lines and upgrading current lines. Sun Group are supplying Hitachi signaling systems to handle and operate the capital's entire metro system. The Turkish government also recently announced plans to connect all of Turkey's major cities with high-speed rail, an ambitious project that Sun Group is confident in contributing to.

The group is very open to developing new partnerships with Japanese organizations in other areas of activity, particularly renewable energy and mining.

"I believe more collaborations can be made between the two countries," Atik said. "With Japanese technology and know-how, combined with Turkey's young and active business minds, we can build new opportunities, not just in Turkey, but in neighboring countries, as well as in Africa." ♦
www.sunltd.com.tr/eng/

Mizuho Bank: Building the future with Turkey

As a leading international financial institution with one of the largest customer bases in Japan, Mizuho Bank Ltd. aims to become one of the top financial houses in the European, Middle Eastern and African regions, specifically in Turkey.

"Our goal is to become the primary 'financial-bridge' across the key regions where we are active," said Akio Inoue, managing director and chief representative of Mizuho in Turkey.

The institution plays a key role in Turkey as it provides both commercial and financial services to companies in the region.

"By providing high-quality services, clear explanations and financial backing to our clients, we are well-positioned to deliver the best



Akio Inoue, Managing Director and Chief Representative of Mizuho Bank Turkey

possible support to domestic and regional customers," Inoue said.
Mizuho (and its previous

iterations) have supported Turkish clients since 1990. The institution began further improving its relationships with firms in Turkey in 2012 when it established a representative office in Istanbul.

As Japan and Turkey strengthened their bilateral economic ties, Mizuho fostered a strong relationship with both Japanese and non-Japanese companies in the country and across the region.

In recent years, Mizuho in Turkey has grown significantly thanks to its strong reputation within the financial market. The institution continues to play a major role in facilitating investments to Turkey, not only from the Japanese, but also from other worldwide investors.

Meanwhile, the Turkey Asia Investors Conference, which was held in Hong Kong and Taipei in May 2018, was seen by more than 100 Asian investors and major Turkish financial institutions as an opportunity for the diversification of their investment funding.

"Our strong partnership with Turkey has always played an important role in the success of our institution," said Inoue.

"By continuing to work together, we'll be able to further provide the country with our best interest and guide the way toward the growth of the Turkish economy." ♦
www.mizuhoibank.com



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Turkey

Dydo embraces innovation leading to success

Driven by its vision to extend its presence outside Japan, Dydo Group Holdings Inc. continues to produce high-quality products for the Turkish market.

Dydo has seen a promising future with Turkey and its neighboring countries, which led to the acquisition of the beverage arm of Turkish company, Yildiz Holding in 2016.

Seeing the potential of Turkey's domestic market and its surrounding regions, we decided to explore the possibility of doing business in the country."

TADASHI SAKASHITA
President and CEO
Dydo Drinco Turkey



possibility of doing business in the country."

Through research and development, Dydo was able to introduce its Maltana line of malt-based drinks.

"Our new Maltana line of beverages has been well received in Turkey, as well as in other Islamic countries in the Middle East," Sakashita said. Despite going through

some difficulties, Dydo managed to recover through its investments.

"2016 proved to be a tough year for us, but through good investments, our revenue has doubled in growth," Sakashita said.

Dydo aspires to look for something new to offer its consumers, which is why the company is allocating most

of its efforts toward research and development.

"We will continue investing in R&D to give our customers better and more exciting products in the future," Sakashita said.

Looking into the company's future development, the group plans to focus on the expansion of its exports this year.

"As we introduce our goods to more countries outside Turkey, we would be able to gain more stability and ensure our clients are given the best products available to the market," Sakashita concluded. ♦

www.dydodrinco.com.tr



Tosyali Holding creates a solid foundation across nations

Armed with a vision to become one of the most successful companies in Turkey, Tosyali Holding has become one of the world's largest iron and steel manufacturers.

Because of the company's long history in the industry, dating back to 1952, Tosyali Holding was able to expand its business and strengthen its global presence, specifically in Japan.

Due to its various achievements throughout the course of its business, Tosyali Holding formed a joint venture in 2012 with Japan's Toyo Kohan Co., which is one of the leading companies in manufacturing high-tech steel products.

As the two companies strengthen their bonds, Tosyali Holding sees an opportunity to develop its



Fuat Tosyali, Chairman of Tosyali Holding

products as it continues to expand its operations abroad.

"The Japanese view of product development enables Turkish businesses such as Tosyali Holding to market value-added products, helping us extend the reach of our presence in different regions across the globe," said Fuat Tosyali, chairman of Tosyali Holding.

The success of the group increases the investment appetite of Japanese companies in terms of cooperation for African investments with Turkish companies.

"By combining Turkish companies' regional experience with Japan's technological skills, our countries can develop successful joint projects in Africa in the future," said Tosyali.

Despite the sectoral challenges and economic recession continuing all over the

world, the company remains optimistic on conducting business in Africa thanks to the investments it has made in Algeria.

"Ever since we invested in Algeria, Tosyali Holding started to adapt to its culture and values," Tosyali said.

The company feels that this move will not only help its operations in the region, but also in other countries across the globe.

"We believe that by doing this, we are not only making industrial investments in the countries where we invest, but we are also strengthening our ties with them as we meet the social needs of their people," concluded Tosyali. ♦

www.tosyaliholding.com.tr/en



Borsa Istanbul: Solidifying Turkey's economic development and financial stability

With historical roots going back to the Dersaadet Bonds Market in 1873, Borsa Istanbul completed its demutualization and incorporation in 2012, and achieved horizontal integration via the acquisition of the derivatives and gold exchanges in 2013. The exchange offers a fully integrated business model ranging from trading, settlement, custody and registry services for equities, derivatives, fixed income and repo, precious metals and Islamic finance products to provide a broad range of financial services and efficient access to the flourishing Turkish capital markets.

Turkey's central position at the crossroads of several subregions makes it an attractive production hub. This should be one of the significant key factors that Japanese and worldwide in-



Trade floor of Bursa Istanbul

vestors continually look for investments into Turkey.

With the Japan Securities Dealers Association (JSDA) as one of Borsa Istanbul's accredited commissions, Japanese investors have the opportunity to invest in companies focused on sus-

tainability and good corporate governance.

"The JSDA certification has led to increased interest from Japanese investors regarding Turkish assets," said Mehmet Gonen, acting CEO of Borsa Istanbul. "New equity funds have been set up

facilitating Japanese investments in Turkish equities."

Borsa Istanbul aims to be a global integrated marketplace for regional financial assets by providing a reliable, transparent, competitive and sustainable trading platform. "Japanese high savings and Turkish high growth are a perfect match generating numerous high-yield opportunities and support for Turkish economic development," Gonen said. ♦

www.borsaisistanbul.com/en



Çalık Holding: Working together with Japan on the road to success

Founded in the 1980s with the initiatives of Ahmet Çalık, Çalık Holding has been active in 7 sectors, adopting the principle of adding value to people's lives in every region and geography of its activity.

Çalık Holding has accomplished collaborations and joint projects across numerous regions around the world with Japanese companies thanks to the solid ties it has established for over 30 years. Some of its most notable partnerships include Mitsubishi Corporation, which dates back to the 1990s, and the Japanese technologies giant, Secom.

"We have maintained a very strong business relationship with the Japanese companies for over three decades. Our relationships are built upon mutual respect and under-

standing," said Ahmet Çalık, Chairman of Çalık Holding.

Çalık Holding is the first company in Turkey that became a member of Keidanren and this year Ahmet Çalık was honored with the 'Order of the Rising Sun, Gold Rays with Neck Ribbon' by the Emperor of Japan.

Recently, Çalık Holding was invited by Japan to attend the seventh Tokyo International Conference on African Development (TICAD7) as part of the Turkish delegation.

At the Conference, Ahmet Çalık said, "TICAD7 was a great event for the company to envision new opportunities in Africa as we develop new projects that are currently in the pipeline as part of our expansion strategy", and added, "We are currently considering new projects where we will offer integrated solutions

in Africa together with the Japanese companies in the upcoming period. Our top priority has always been to offer added value for people's lives and to ease their lives.

Looking towards the future of the Group, Çalık said "Digitalization is our top priority in the near term. We are undertaking digitalization processes both for the entire group-wide operations, and we are also providing digitalization-oriented services in various fields."

Ahmet Çalık further said, "Japanese companies have a very significant place in the world in terms of technology and digitalization, whereas we have strong market ties across several geographies and qualified human resources. We will develop new business opportunities in the upcoming period by consoli-



Ahmet Çalık, Chairman of Çalık Holding

dating our strengths. Our capability to jointly do sustainable business as Çalık Group with the Japanese companies is also acknowledged as an added value and an assurance by our customers of different geographies and fields." ♦

www.calik.com/en/homepage



'Right time, right place' to invest in Turkey

The Presidency of the Republic of Turkey Investment Office (previously known as ISPAT) is the official organization committed to promoting investment opportunities in Turkey to the global business community. The office is dedicated to assisting investors before, during and after their entry into the dynamic Turkish economy, one of the fastest growing in the world.

Office President Arda Ermut discussed the organization's achievements and ambitions to strengthen economic relations between Turkey and the rest of the world.

Global investment destination

"In the early 2000s, comprehensive reform programs were implemented to improve the investment environment and enhance the position of foreign investors interested in Turkey," Ermut said. "Today, Turkey hosts more than 70,000 foreign-owned companies.

We continue to encourage Japanese investors to look at the opportunities Turkey has to offer."

ARDA ERMUT
Head of the Presidential Investment Office



"Foreign companies have the guarantee of international law, open international arbitration and the transfer of profits and dividends to home countries without any costs. When we look at liberalization phases and the speed of growth throughout global economies, Turkey is very well-positioned. "While the surrounding region has its share of geopolitical challenges, Turkey has been pursuing a global peace diplomacy in order to protect civilians and prevent humani-

tarian crises, thus attracting open and clear support from the international community. As Turkey is the only functioning secular democracy in the region, we want our partners and allies to trust in our experiences within the region and to make use of Turkey as a platform to boost trade and relations across the region as many of these markets remain untouched and offer ample investment opportunities."

Strengthening a historic partnership

"The investment office was established to promote the investment environment in Turkey and support incoming investors by helping them establish businesses in Turkey with ease and efficiency. Today we support existing investors as they continue to achieve success and also attract new foreign investment from Japan and around the world," Ermut continued.

"With Japan, we are in a very advantageous position. When you look at the historical ties, cultural proximity and sentiments our two countries share with one another, our bilateral relationship is very strong.

"The Japanese way of doing business, the country's service-oriented approach to customers and its technology and

engineering achievements are highly appreciated in Turkey and this makes it much easier for Japanese companies to enter the Turkish market. We continue to encourage Japanese investors to look at the opportunities Turkey has to offer," he said.

Providing valuable insight to investors

"There are many success stories regarding Japanese investments in Turkey in diverse industries. The first foreign investment in the new Republic of Turkey actually came from Japan," Ermut said.

"While we understand the Japanese way of doing business is undertaken diligently and can often take time, in Turkey business decision making tends to move more quickly. For this reason, we encourage Japanese companies to contact the investment office to assist in their feasibility studies, make necessary preparations and connect them with relevant local authorities.

"We offer valuable insights, detailed information and unbiased data that empowers investors and leads them to make well-informed decisions. Our network of international teams, including our dedicated 'Japan Team' based in Japan and Turkey, is committed to bridging Turkey and the global business community.

"We are in a unique position as the most experienced Turkish institution focused on delivering investment projects. We will continue to accompany investors during every step of their journey with us and we look forward to providing our timely world-class services to our Japanese and international friends and partners." ♦

www.invest.gov.tr/ja-JP



synergyspotlight

Kozui Otani: Turkey's first Japanese investor




Japan is Turkey's third-largest trading partner in Asia. While Japanese public and private sector players continue to support Turkey's modern-day industrialization, the relationship between the two countries goes way back.

At the beginning of the 20th century, investors from Japan began to arrive in Turkey. In 1927, Japanese entrepreneur Kozui Otani, along with Saffet Beyzade Memduh Bey, established Ankara Industry and Agriculture Ltd., a Turkish-Japanese textile mill located in Bursa, northwest Turkey. Inspired by Otani and Bey, Turkish and Japanese entrepreneurs continue to work evermore closely together to realize projects across Turkey.

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More than 70,000 companies have INVESTED IN TURKEY



how about you?

- average annual real GDP growth rate: **5.5%** (2002-2018)
- average annual real GDP growth rate forecast in OECD: **5.2%** (2015-2025)
- 13th largest economy in the world (GDP at PPP prices, 2018)
- more than **804,000** university graduates per year
- \$784** billion of GDP at current prices (2018)
- 82 million** of population with half under the age of 31

INVEST IN TURKEY

Presidency of the Republic of Turkey Investment Office, the official investment advisory body of Turkey, is a knowledge center for foreign direct investments and a solution partner to the global business community at all stages of investments. It provides customized guidance and qualified consulting before, during, and after entry into Turkey.