

World Eye Reports

Turkey



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President Gül looks toward a more dynamic future

Turkey and Japan share a long history that goes back to the 19th century. As a tribute to those long-standing relations, the Turkish government has organized the Japan Year in Turkey in 2010, a yearlong event aimed at promoting deeper cultural understanding as well as closer economic ties.

World Eye Reports recently met with President Abdullah Gül to get his perspective on the state of Turkish-Japanese relations. Below are excerpts from that interview.



Turkish President Abdullah Gül

WER: How would you describe relations between Japan and Turkey?

Gül: Our ties with Japan are multifaceted. On the political front, we cooperate with Japan in the U.N. Security Council. On the economic front, we have extensive cooperation within the G-20 framework.

We entered the year 2010 by inaugurating the Japan Year in Turkey. Through this, we will find a very useful way of discovering each other and I'm certain that this very important event will contribute significantly to the further broadening and deepening of relations between our two nations in all fields.

What are the strongest points of the Turkish economy?

First of all, Turkey enjoys a unique geographical location.

What areas do you see the most potential for collaboration between Japan and Turkey today?

One specific area is the field of IT (information technology)

and R&D (research and development). Turkey has a very young and dynamic workforce, which is keenly interested in this area especially when it comes to software development. The Turkish market is very strong in this field. This area remains untapped so there is a great opportunity for cooperation in this specific area.

Energy is another important sector. Turkey is the most reliable energy route for EU countries when it comes to energy supply from neighboring, energy-rich countries in the Caucasus, Eastern Europe and the Middle East.

All energy outflow from these countries goes reliably through Turkey so there is a great potential for cooperation with Japan in that field.

I also believe there is great potential for cooperation in the fields of renewable energy and technology.

Turkey is looking for a new partnership with Asia. What is your trade development strategy toward Asia?

The unique geographical location of our country makes us a European country, as well as an Asian and a Middle Eastern country. It is an axis point where continents meet.

Also, historically, Turkey has had an influence in both Europe and Asia. Consequently, we have a multidirectional outlook and that's how we try to develop our

economic and political relations.

The Far East is of great importance to Turkey. We already have historical ties with a number of nations in this part of the world and we wish to strengthen our ties with them today.

If you think of Japan and Turkey on the globe, Japan is on the eastern tip of the Asian landmass and Turkey is at the western tip of the Asian landmass so there is a correlation geographically.

We are keenly aware of how important the East is and I conducted an official visit to China in 2009. And this year, I conducted an important visit to India in February.

Central Asia is also an important region. We have very strong historical ties with Kazakhstan, Turkmenistan, Kyrgyzstan, Azerbaijan and Uzbekistan.

What are your priorities for 2010 economywise?

One of the important problems that needs to be addressed is the level of unemployment. Also, it is important to attract more investment that needs to be channeled to less developed parts of our country.

What is your dream for your country?

I very much would like to see Turkey conclude its accession negotiations with the European Union and become a full EU member. ♦

Widening an old partnership

While Japan and Turkey have close diplomatic relations that go back more than a century, several government officials and business leaders from both sides agree that the two countries will benefit from strengthened trade ties.

"Relations have been excellent, though bilateral trade relations are caught in a sea with no wind. It is high time for both countries to show more goodwill toward each other," says Japanese Ambassador Nobuaki Tanaka.

In the 1980s, when Japan was experiencing a huge economic boom and Turkey's economy was being liberalized, two of the largest Turkish companies – Sabanci Holding and Koc Holding – formed partnerships with some of the most prestigious Japanese flagship companies.

But the partnerships have not grown much since then.

While a successful joint venture with Toyota ended last year, the Sabanci Group has managed to maintain its collaboration with Mitsubishi, Komatsu and Bridgestone for more than two decades.

Other Japanese investors, such as trading houses Mitsui, Sumitomo, Marubeni and Mitsubishi, made an early mark in the Turkish market as they invested in the country's automotive, metal, machinery, food processing and chemicals industries.

Among the biggest Japanese investors in the country are auto giants Toyota, Honda and Isuzu.

"As of today, there are just about 60 Japanese companies active in Turkey," says Yoshiaki Ishihara, managing director of the Japan External Trade Organization (JETRO) in Istanbul, who believes that Turkey offers many advantages as an investment location.

"One of Turkey's greatest attributes remains its people. Turkey has a large and young population. More than half of its 76.8 million people are under the age of 35. It has a rapidly increasing per capita income and a hardworking, well-educated workforce. We also regard this country as the gateway to Europe and neighboring areas, like the Middle East, Russia and CIS countries," Ishihara adds.

Currently, Japanese investment has been focused on the basic manufacturing, assembly and distribution levels in labor-intensive industries, with the automotive sector showing the most strength.

In fact, Toyota, Honda, Isuzu

and Mitsubishi have taken advantage of the European customs union to produce low-cost cars in Turkey for export to Europe.

Another successful area of collaboration between Japan and Turkey is in construction.

The Japanese government has financed several infrastructure projects in Turkey, including the second Bosphorus bridge in 1982, the on-going Marmaray Project in Istanbul, which will link Europe to Asia through an underwater railway tunnel, as well as potable water supply projects, according to Kazuhide Nagasawa, the head of Japan International Cooperation Agency (JICA) Turkey.

"Japanese companies are interested in taking part in the construction of a third bridge across the Bosphorus Strait, the expansion of the city's underground network and upcoming energy projects in Turkey," Nagasawa adds.

Despite that, Japanese investment in Turkey has been limited.

While bilateral trade volume grew from \$1.7 billion in 2000 to only \$4.3 billion in 2008, the figure fell to \$3 billion in 2009 as a result of the global economic crisis.

"Japan is the second-biggest economy in the world. It makes direct outward investment of around \$80 billion per year. But these investments in our country's share are just 0.02 percent," says Rifat Hisarciklioglu, president of the Union of Chambers and Commodity Exchanges (TOBB).

Also, the trade balance between the two countries has remained in Japan's favor.

In 2008, Turkey imported \$4 billion worth of goods from Japan, while Japan's imports from Turkey stood at only \$330 million.

"We would like those figures to be more balanced. This situation may be redressed by promoting Turkish goods in the Japanese market and by receiving more Japanese direct investment in Turkey since we have become one of the most attractive FDI destinations in the world," says Foreign Affairs Minister Ahmet Davutoglu.

Japanese entrepreneurs have not reached their full potential in Turkey because of its chronic macroeconomic instability.

For their part, Turkish businesses have called attention on the country's remarkable and unprecedented economic performance in the last seven years.

"We have turned the economy



In what many hope to be a sign of increased bilateral cooperation, Japanese construction and engineering giant Taisei Corp. is taking part in the construction of a tunnel under the Bosphorus Strait, which will link the European and Asian sides of Turkey.

around from bankruptcy to a vibrant economic force that has enjoyed uninterrupted growth close to 7 percent between 2002 and 2007. And (the economy) is forecast to grow by at least 3.5 percent in 2010 and by 4 percent in 2011," says Finance Minister Mehmet Simsek.

Unlike the U.S. and most European countries, Turkey has experienced growth in its banking and finance sectors. Its stock exchange has been one of the world's best-performing markets the past two years, and international rating agencies have given the country a positive rating.

"The Japanese have an outdated image of Turkey. They need to realize that Turkey has changed and keeps on improving. Japanese investors can now count on a number of sound economic and monetary fundamentals, such as a relatively stable currency, low inflation, single-digit interest rates, a solid banking system and a commitment to fiscal discipline," says Simsek.

To complement efforts to improve overall relations, both sides have organized the 2010 Japan Year in Turkey.

The yearlong event will be marked by exhibitions, film festivals, fashion and art shows, dance and theater performances and other cultural events in Ankara, as well as in the cities of Izmir, Antalya, Bursa, Konya, Mersin, Samsun and Kaman-Kirsehir.

Japan's Prince Mikasa is to formally open the event on May 3 in Istanbul and in July will inaugurate a new archaeological museum in Kaman-Kalehoeyuk, where excavations were initiated and financed

by the Japanese government. The event also coincides with Istanbul's designation as this year's European Capital of Culture, which will hopefully boost Turkey's tourism industry.

"Japanese people are very interested in cultural and historical places. Yet only 150,000 Japanese tourists come to Turkey every year out of a total of 25 million tourists," says Tourism Minister Ertugrul Gunay.

"We hope more Japanese tourists will visit Turkey this year, especially as Turkish Airlines increased its number of direct flights to Tokyo from four to six and to Osaka from three to four (starting in) March," Gunay adds.

As Turkish officials believe the relationship with Japan must move beyond portfolio investment and exports to Europe, they are seeking partnerships in high technology and value-added sectors, such as the environment and energy.

In line with that objective, JICA, JETRO and Turkey's EIE are organizing in June a seminar to introduce Japanese environmental technology in Turkey.

Also, the Japanese ambassador announced that a high-profile delegation of Japanese executives will visit Turkey to look into trade and investment opportunities.

The TOBB is also planning an economy and investment conference.

"It is my belief that economic and commercial collaboration will strengthen within the context of the Japan Year in Turkey. We wish to see more Japanese investment in Turkey and we are willing to cooperate in all fields," says Hisarciklioglu. ♦

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Sony dominates the Turkish market

"Turkey is one of the most important growth markets for Sony and has been identified as one of the countries to invest in for future growth," says Sony Eurasia Managing Director Mohsen Noohi, a 30-year veteran who has overseen the company's expansion in the country and the region.

"Over the last eight years since I arrived, sales have increased 600 percent. This is a faster rate than in most other countries and much faster than the Turkish market's growth. Our market share is about 17 percent or 18 percent, depending on the product category," Noohi adds.

The Japanese electronics giant holds a 70 percent market share in the camcorder category, the largest held by Sony anywhere in the world and almost twice the average market share of 45 percent in the rest of Europe.

In Turkey, Sony's Cyber-shot brand leads the digital camera market while its gaming consoles have captured around 80 percent of the market. The affiliate has also sold the most number of MP3 players in the last half of 2009.

"As you can see, our market share shows that Turkish customers love Sony," stresses Noohi.

According to a recent survey by market researchers GfK, Sony is among the top 10 most recognized brands in Turkey and the No. 1 international consumer electronics brand.

Unfazed by local competitors, Noohi intends to further consolidate Sony's reputation in the market, particularly in the consumer electronics and IT categories through more aggressive marketing and the improvement of its retail spaces.

Noohi attributes Sony's success in the country also to the excellent performance of its third-party retail stores. To date, Sony Turkey has 94 Sony Centers in 38 cities.

"Sony Eurasia is made up of around 250 people, 150 of whom are software engineers providing central Web design support to the whole of Europe. We brought jobs from the U.K. and India to Turkey. On top of this, 94 Sony Centers employ 500 people all over Turkey," he says.

"We've also done a lot of work with other retailers, like Carrefour, Media Markt and Arçelik, which agreed five years ago to sell our products in their stores. Last year, we started SKD (semi-knocked down) operations at Grundig factories owned by Arçelik to manufacture some of our products," he adds.

Through its chain stores, Sony highlights the unique value of its brand – access to a complete range of media and entertainment products.



Sony Eurasia Managing Director Mohsen Noohi

"There is no other brand in Turkey that can offer such a variety of products. We have such a wide lineup that we can grow in a variety of categories," Noohi says.

With a population of more than 76 million (half of which is under 35 years old), a growing middle class and more tech-savvy women in Turkey, Sony believes in localizing its marketing strategy if it is to meet its goal of doubling sales in the next three years.

In line with that plan, Sony has designed products specifically for the market, such as developing a Turkish keyboard for the VAIO notebook computer.

"We have huge growth expectations for the VAIO. We saw a 75 percent growth in our VAIO in 2009. We are one of the very few markets with a localized keyboard and operating system. We expect to get an even more prominent position this year with 60 percent to 80 percent growth," Noohi says.

Sony will introduce its 3-D product range in the next couple of months.

"3-D is going to be a major part of our growth strategy. We've already announced a number of collaborations wherein content will be shared and developed so that there is an ecosystem created around 3-D. 3-D does not make sense unless you have the content. We'll have both the content and the devices. So it means Sony is leading in the 3-D platform with its from-lens-to-eyes technologies," he says. ♦

www.sony.com.tr

Daikin boosts presence in Turkish market

Over the past two years, Turkey has been the fastest-growing and among the most promising markets for Japanese air conditioner manufacturer Daikin, which was among the first Japanese companies to establish a presence in the country.

"In the beginning, we had an alliance with a local manufacturer to produce window units under license from Daikin. However, market demand has evolved and nowadays, single split units remain the major future growth area in the air conditioning market," says Daikin Turkey Managing Director Takayuki Kamekawa. "In 2006, we enjoyed a volume increase of 30 percent as compared to 2005. Despite the economic crisis, the growth of the single split market continues to grow at a high rate."

Since 2007, Daikin Turkey has collaborated with Isisan Istima ve Klima Sanayil A.S. to boost sales all over the country.

"Today, with the support of our new dealer, the company is focused on establishing itself as a quality and reliable brand in a growing and highly competitive market," says Kamekawa.

Offering a wide range of air conditioning, heating and ventilation products, Daikin is able to serve clients in the domestic, corporate and industrial markets.

"Commercial products account for 90 percent of our sales while residential products make up 10 percent," Kamekawa says.

Daikin experienced robust business thanks to a recent boom in the construction sector.

"Turkey experienced remarkable investment in the construction sector over the past seven years. This gave Daikin the opportunity to grow consistently by servicing a wide range of clients in the corporate and industrial markets," says Kamekawa.

"However, the market came to a standstill in 2008 as the construction sector was affected negatively by the economic crisis and contracted around 20 percent. But I am very hopeful about the future of the construction industry. I believe this is a temporary setback and I see a lot of potential growth. The recovery signs are already here," he adds.

Daikin dominates the market thanks to its cutting-edge technology, which saves more energy and reduces greenhouse gas emissions.

"As environmental issues are becoming more and more pressing, consumers are looking for systems that are user-friendly as well as energy-efficient," he says.

Facing growing competition from well-established local and Japanese manufacturers, Kamekawa believes the Daikin Group must consider building a new factory in Turkey to shorten lead times, respond faster



Daikin Turkey Managing Director Takayuki Kamekawa

to volatile market demands and increase production capacity.

"Daikin sees a need to be close to its markets. In Turkey, demand for commercial air conditioning units is predicted to grow rapidly. For this reason, Turkey should become a candidate state for a new production center," he says.

With the commercial sector accounting for 90 percent of Daikin's sales, Kamekawa sees huge potential in increasing residential units while maintaining its position in the commercial market.

"The penetration rate of air conditioning in houses is less than 10 percent in Turkey compared to almost 95 percent in Japan and 30 percent in Southern Europe. As Turkey's climate is Mediterranean and as purchasing power is increasing, I think that the potential in the residential market is significant, especially in big cities such as Istanbul, Ankara, Adana and Izmir," he says.

Though residential sales are low, Daikin has already achieved the No. 1 share in Turkey for its VRV (variable refrigerant volume systems) models and aims to capture 50 percent market share for this product range.

According to recent statistics, the VRV market is growing at a rate of 15 percent every year in terms of volume. ♦

www.daikin.com.tr

Mazda revs up business in Turkey

In just 20 years, Turkey has become a leading regional hub for some of the world's largest automotive manufacturers, including Fiat, Ford, Toyota, MAN and Renault.

Last year, the country exported 72 percent of its cars and commercial vehicles, valued at \$16.9 billion, to Europe, according to Turkey's Exporters Association.

The Japanese auto giant Mazda, present in Turkey since 1990 as part of the Mermerler Group, took a huge step two years ago when it took over control of operations and promoted Mazda Turkey to a full national sales company incorporated under Mazda Motor Europe.

"We have made great progress since 2008. Our first priority was

to establish a very good logistics and dealer structure. Today, 90 percent of our dealer structure is established. We have 30 authorized dealers covering 85 percent of the territory," says Mazda Turkey Finance Director Holger Boeversen.

For 2010 and beyond, Mazda expects further growth and hopes to achieve a local market share of 2 percent within the next three years. It predicts sales volume to reach 3,600 units in 2010 from 3,032 units the previous year, with the Mazda 3 sedan accounting for about 50 percent.

"Our goal is to bring our market share in line with the Mazda European average of 1.5 percent. When we assumed control of the brand in 2008, we started with a 0.3 percent market share and we are now very

close to 1 percent," says Communications Director Hülya Pamuk.

Mazda ranks No. 4 among Japanese car brands in Turkey, after Toyota, Honda and Nissan.

"After the German brands, Japanese brands have the best image because they are strong and durable. But as we don't have a long history in Turkey, the Mazda name does not come to mind immediately. Our goal is to change that and become one of the leading brands in the passenger car market in the next few years," says Pamuk.

Boeversen credits much of Mazda's success in the country to the brand's reputation for style and innovation.

As part of plans to strengthen its brand in the country, Mazda will be launching a new line of "green" models next year.

"Mazda will officially launch the SKY engine series in 2011. These engines will consume 30 percent less fuel and will be emission-efficient," Pamuk says.

Beyond sales, Mazda Turkey takes pride in its dedicated team and contribution to the local community.

Following the March 8 earthquake in Elazig, Mazda donated two 2010 BT-50 4x4 pickups to the Civil Defense and Red Crescent to support their aid efforts in the region. ♦

www.mazda-tr.com



Finance Director Holger Boeversen (standing 5th from left) and Communications Director Hülya Pamuk (seated 5th from left) with the rest of the Mazda Turkey team

TAT steps up expansion plans around the world

When completed in 2047, Turkey's ambitious Anatolia Project, or GAP, will consist of a network of dams, irrigation channels and hydroelectric power stations spanning 1.8 million hectares of potentially arable land.

GAP has reported that 15 percent of the allotted area is now irrigated and accounts for about half of the country's production of cotton and food crops, such as lentils, soybeans, pistachios and vegetable oils. The project has attracted significant investment from neighboring countries and local firms.

TAT, the food production unit of Turkish giant Koç Holding, has spent more than \$80 million to build a tomato paste processing plant in the southeastern city of Şanlı Urfa as part of an aggressive expansion program.

"Our vision is to be more dominant in world markets. We want to do large-scale agribusiness in Anatolia and become one of the largest players in Europe," says Tat KonsERVE Managing Director Guclu Toket.

In the traditional agricultural areas along the western coast, TAT has eight plants, all

of which have an average production capacity of 400,000 tons of tomatoes per season destined for the domestic and export markets. Its new factory in Anatolia processed around 140,000 tons of tomatoes last year.

"Our target is to become the world's fifth largest by reaching an annual processing capacity of 1 million metric tons of tomatoes by 2013 or 2014," Toket says.

Because of a long-standing partnership with leading Japanese exporters Sumitomo and Kagome, Japan has remained TAT's largest export market.

While TAT has signed another 30-year contract with Kagome, the Turkish company is also determined to gain new customers in Japan and other international markets, particularly in Russia and Europe.

Nevertheless, given the huge quantities being produced by the Harranova facility (TAT's joint venture with California-based Morning Star), TAT is also looking at getting new customers.

"The success of Harranova is very important because we are close to Europe, the



Tat KonsERVE Managing Director Guclu Toket

Sound instruments for well-being

Having more than 70 pharmaceutical companies, 47 medical schools, and more than 1,140 public and private hospitals, Turkey's health sector offers huge growth potential that has attracted the interest of several foreign investors.

Taking advantage of the good prospects, Shimadzu, a world-class supplier of scientific instruments and diagnostic imaging products, has stepped up efforts to develop its business by moving its Middle East and Africa headquarters from Egypt to Turkey in 1995.

Founded in Kyoto in 1875, Shimadzu designs and manufactures precision instruments for measurement and analysis, many of which have garnered awards for their innovative features.

"Our business line in the region is concentrated mainly on medical and analytical equipment. In the medical segment, we work with hospitals, both public and private. We provide X-ray equipment and service to radiology departments," says General Manager Yoshiyuki Fujino.

Shimadzu also develops analytical and measuring instruments called HPLC (high-performance liquid chromatograph), which have a wide range of applications.

"We work closely with leading pharmaceutical companies as they use HPLC systems to monitor the quality control process of drugs to make sure the final product meets particular specifications. Our customers also include government quality control laboratories and some universities that require the latest technology," Fujino says.

Shimadzu Middle East and Africa commands a 35 percent market share in HPLC in Turkey.

Fujino identifies two advantages over its competitors - size of its distributor network and the growth prospects in its territory.

"Unlike other markets in Africa or smaller countries like Bahrain and Qatar where one sole distributor is responsible for every business line, we have four distributors in Turkey. So they can have daily contact with our customers and can visit and service them immediately," he says.

"In developed countries like Japan, the U.S. or Western Europe where the market is saturated, the goal to capture market share from competitors is not easy. In our region, the industry and market volume is growing. If we increase or even keep our market share constant, business still grows," he adds.

Fujino remains confident about the company's prospects in the region, as it identifies a new area of growth in its business.

"Our target for 2010 is to develop our business in Iraq. As the country rebuilds itself, it needs a lot of medical and laboratory equipment. Besides, it has serious concerns about water pollution," he says.

"Recently, every country is also interested in establishing environmental regulations. They need our equipment to measure pollution levels and control water, soil and air quality. Also, our analytical instruments can be used to measure the level of pesticides," he adds. ♦

www.shimadzu.com.tr



Shimadzu Middle East and Africa General Manager Yoshiyuki Fujino with a gas chromatograph mass spectrometer

Sabancı Group scores huge with Japanese partner

With interests ranging from financial services to retail, cement, tire-making and power generation, the Sabancı Group is one of Turkey's largest family-owned conglomerates, employing more than 55,000 people and generating a total turnover of more than \$13 billion.

Unlike most Turkish businesses, Sabancı has achieved success by forming partnerships with several of the world's top companies, believing they benefit from its local business knowhow and experience in the country.

Among its most profitable joint ventures is Brisa, formed in 1988 with Japanese tire manufacturer Bridgestone.

In just 22 years, the partnership has grown to become the country's biggest tire maker, with a yearly production capacity of 10 million tires and sales of \$502 million.

"Turkey has become a production center for car manufacturers in the past six years and our company has become the main tire supplier of all the European and Japanese OEMs (original equipment manufacturers) based in Turkey. We are market leaders with a 30 percent market share and a strong network of 600 exclusive dealers," says Brisa President Hakan Bayman.

Brisa has a 360,000-hectare plant in Izmit, where it produces over 400 different types of tires for passenger and commercial vehicles.

Sabancı Holding CEO Ahmet Dorduncu acknowledges the success of the partnership with its Japanese partner.

"We have learned a lot from our Japanese partner. We learned the way of doing business in factories and the Japanese methodology of kaizen, or the continuous improvement on efficiency, and increased productivity of the manufacturing process," Dorduncu says.

"As a result, Brisa got the European quality award after getting the national quality award. Bridgestone today is one of the best companies within the Sabancı portfolio and I am confident that Bridgestone would consider the Brisa factory as one of their best factories," he adds.

Despite the recent global economic crisis, which affected the automotive industry and consequently car parts manufacturers, Brisa still grew last year, thanks to a few provisional government measures aimed at lessening effects of the recession on the industry.



Brisa President Hakan Bayman

Looking to the future, Bayman has stressed that the company will now focus on strengthening its sales network and improving productivity and efficiency.

"We are expecting a slow recovery in 2010. Overall, we are expecting 10 percent growth in 2010 in terms of volume, which means we will probably produce about 9 million tires in 2010," he says.

Though the crisis tested the joint venture, Bayman is confident that the alliance will grow stronger.

"During these 22 years of working together, we developed a nice mixed culture. Together, we managed to successfully combine long-term business perspective with flexibility, which I believe is at the root of our success and helps us achieve our targets," he says. ♦

www.brisa.com.tr; www.sabanci.com

eBOX

Aside from being the official diplomatic representative in the country, the Embassy of Japan in Turkey facilitates cultural exchanges by organizing events that promote Japanese culture locally. This year, the embassy is hosting several activities to celebrate the Japan Year in Turkey 2010 and commemorate 140 years of relations between the two countries. www.tr.emb-japan.go.jp; www.japonya2010.org

Situated in Istanbul, JETRO Turkey plays a leading role in strengthening trade and investment between Japan and Turkey, as well as the Caucasus area. It provides information and support to Japanese and Turkish companies that want to expand their overseas businesses in those countries. www.jetro.go.jp/turkey

The Japan International Cooperation Agency (JICA) provides official development assistance through a combination of technical cooperation, concessionary loans and grant aid. The JICA Turkey office has ongoing projects in the following areas: environmental improvement, human resources development, disaster management, measures to reduce disparities and south-south cooperation. www.jica.go.jp/turkey

The Investment Support and Promotion Agency of Turkey (ISPAT) offers comprehensive information, data and reports to businesspeople about Turkey. www.invest.gov.tr

The International Investors Association of Turkey, or Yased, founded in 1980, is a private-sector organization whose members are international companies operating in Turkey. It provides useful information about foreign direct investment (FDI) inflows to Turkey. www.yased.org.tr

The Turkish Japanese Foundation Cultural Center, based in Ankara, promotes cultural exchange between Turkey and Japan, which includes the holding of Japanese language classes. www.tjv.org.tr



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After spending 41 years with tomatoes and vegetables we have learned that: When food loses its natural nutrients, it also loses its real taste. This is why, while growing and producing Tat products, we are committed to protecting natural tastes.

Tat KonsERVE Sanayii A.Ş.
www.tat.com.tr