WHY INVEST IN TURKISH AGRI-FOOD INDUSTRY
Executive Summary

Turkish Agri-Food Industry Outlook

Growth Drivers in Turkey

Opportunities in Turkish Agri-food Industry

Success Stories
Turkey has a strong and growing agricultural industry offering opportunities in many areas…

**Strengths of the Industry**
- Agriculturally sufficient country with favorable climate, large arable lands, and abundant availability of water resources
- Considered to be one of the leading countries in the world in the field of agriculture and food
- Export opportunities thanks to Turkey’s proximity to regional markets
- Strong food and agriculture sector, which employed about 20% of the active population of the country and represented approximately 6.1% of GDP in 2016

**Favorable Investment Environment**
- Strong macroeconomic growth with increasing income per capita and a bourgeoning middle-class
- Favorable demographics with a dynamic, young, and skilled labor force
- Cost-competitive labor prices. Compared to Europe and the rest of the world, the labor costs in the sector are 70% -80% lower
- Strong government support through incentives
- Developed industrial and commercial infrastructure

**Lucrative Opportunities**
- Geographically well-placed to take advantage of trade opportunities in Europe, Middle East, and former Soviet countries
- With a growing population of more than 80 million, Turkey is one of the largest markets in the region
- The government invests heavily in irrigation projects and improvements to infrastructure

**Strong International Presence**
- Global agri-food giants are present in Turkey with significant productive activities, using Turkey as a hub to access regional markets
- Successful partnerships with local companies to grow in the region, capitalizing on locals’ experience and networks
Executive Summary

Turkish Agri-Food Industry Outlook

Growth Drivers in Turkey

Opportunities in Turkish Agri-food Industry

Success Stories
Turkish Agri-food Industry Outlook

Turkey is:

1st largest country in Europe in terms of agricultural economy (2016)

9th largest country in the world in terms of agricultural economy (2016)

2nd largest agricultural economy among OECD countries

1st flour exporter in the world

Source: Ministry of Food, Agriculture and Livestock
Basic economic indicators in agricultural sector (2016)

**Agricultural land**
- 25 million ha

**Arable land**
- 5.1 million ha

**Total exportation of agricultural products**
- USD 16.9 billion

**Total importation of agricultural products**
- USD 15.6 billion

**Number of agricultural enterprises**
- 3,076 million

**Average enterprise size**
- 6 ha

**Total agricultural trade volume**
- USD 32.5 billion

**Employment in agriculture**
- 5.3 million people

**Agricultural GDP**
- USD 53.4 billion

Source: TurkStat, Trademap and Eurostat
The sector’s value has increased by **43%** between 2002 and 2016.

**THE SECTOR’S VALUE BY CURRENT PRICES**

(billion USD)

In 2016, 298 of the top 1,000 companies were agri-food companies.

Source: TurkStat
Breakdown of the available land and the vegetable production in main groups

VEGETABLE PRODUCTION IN MAIN GROUPS (2016-million tons)

Source: TurkStat
Turkey has a strong agriculture and food industry sector.

**PLANT PRODUCTS**
(million tons)

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cereal</td>
<td>30.8</td>
<td>35.3</td>
</tr>
<tr>
<td>Oilseed crops</td>
<td>1.1</td>
<td>3.4</td>
</tr>
<tr>
<td>Total Fruits</td>
<td>13.3</td>
<td>17.0</td>
</tr>
<tr>
<td>Citrus</td>
<td>2.5</td>
<td>4.3</td>
</tr>
<tr>
<td>Total Vegetables</td>
<td>25.8</td>
<td>32.8</td>
</tr>
</tbody>
</table>

Source: TurkStat
In 2016, Turkey produced 18.4 million tons of milk, making our country the leading milk and dairy producer in its region.

**ANIMAL PRODUCTS**

(million tons)

<table>
<thead>
<tr>
<th>Product</th>
<th>2002</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Milk</td>
<td>8.4</td>
<td>18.4</td>
</tr>
<tr>
<td>Red meat</td>
<td>0.7</td>
<td>1.1</td>
</tr>
<tr>
<td>Aquaculture</td>
<td>0.06</td>
<td>0.2</td>
</tr>
<tr>
<td>Poultry meat</td>
<td>0.7</td>
<td>1.8</td>
</tr>
</tbody>
</table>

Source: TurkStat
Global player in plant production and exports

Abundant production allows Turkey to maintain a significantly positive trade balance thanks to its position as one of the largest agricultural product exporters in the Eastern Europe, Middle East, and North Africa region.

IN PRODUCTION
(2016)

TOP PRODUCER
Hazelnut, apricot, fig, dried raisin and cherry

ONE OF TOP 5 PRODUCERS
Melon, watermelon, cucumber, lentil, pistachio, quince, sour cherry, chestnut, pepper, honey, green beans

ONE OF TOP 10 PRODUCERS
Apple, cotton, wheat, barley, almond, sunflower, tobacco

Source: TurkStat
Global player in plant production and exports

Turkey exports 1,690 kinds of agricultural products to more than 185 countries

IN EXPORTS
(2016)

TOP EXPORTER

Hazelnut, dried raisin and apricot, fig, chickpea

ONE OF TOP 5 EXPORTERS

Cherry, lemon, lentil, tobacco, olive oil, chestnut

ONE OF TOP 10 EXPORTERS

Pepper, olive, pistachio, orange, tomato, cucumber, peach, grape

Source: TurkStat
In 2016 the trade balance surplus for foodstuffs was USD 5.3 billion and for agricultural products was USD 1.2 billion.

Source: TurkStat
Turkey is a part of the Customs Union with the EU since 1996 and has signed Free Trade Agreements with 27 countries.

**CUSTOMS UNION WITH EU COUNTRIES**
- Albania
- Bosnia & Herzegovina
- Chile
- Egypt
- Faroe Islands
- Georgia
- Ghana
- Iceland
- Israel
- Jordan

**FREE TRADE AGREEMENTS WITH 27 COUNTRIES**
- Kosovo
- Lebanon
- Lichtenstein
- Macedonia
- Malaysia
- Mauritius
- Moldova
- Montenegro
- Morocco
- Norway
- Palestine
- Serbia
- Singapore
- South Korea
- Switzerland
- Syria*
- Tunisia

*Agri-food manufacturers in Turkey can access these markets without any custom restrictions.*

Source: Ministry of Economy 2017

*Suspended*
Turkey is also very advantageous for maritime transportation, allowing agri-food producers to export easily.
Executive Summary

Turkish Agri-Food Industry Outlook

Growth Drivers in Turkey

Opportunities in Turkish Agri-food Industry

Success Stories
### ADVANTAGES

Record growth and a bright future...

#### 13th LARGEST ECONOMY IN THE WORLD

2016 GDP ($ Trillion, PPP)

<table>
<thead>
<tr>
<th>Country</th>
<th>GDP Growth 2002-2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>21.3%</td>
</tr>
<tr>
<td>US</td>
<td>18.6%</td>
</tr>
<tr>
<td>India</td>
<td>8.7%</td>
</tr>
<tr>
<td>Japan</td>
<td>5.2%</td>
</tr>
<tr>
<td>Germany</td>
<td>4.0%</td>
</tr>
<tr>
<td>Russia</td>
<td>3.8%</td>
</tr>
<tr>
<td>Brazil</td>
<td>3.1%</td>
</tr>
<tr>
<td>Indonesia</td>
<td>3.0%</td>
</tr>
<tr>
<td>UK</td>
<td>2.8%</td>
</tr>
<tr>
<td>France</td>
<td>2.7%</td>
</tr>
<tr>
<td>Mexico</td>
<td>2.3%</td>
</tr>
<tr>
<td>Italy</td>
<td>2.2%</td>
</tr>
<tr>
<td>Turkey</td>
<td>2.0%</td>
</tr>
</tbody>
</table>

#### Average Annual GDP Growth

<table>
<thead>
<tr>
<th>Country</th>
<th>2003-2016</th>
<th>2017-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turkey</td>
<td>5.6%</td>
<td>3.4%</td>
</tr>
<tr>
<td>Poland</td>
<td>3.7%</td>
<td>3.3%</td>
</tr>
<tr>
<td>Romania</td>
<td>3.5%</td>
<td>3.4%</td>
</tr>
<tr>
<td>Czechia</td>
<td>2.6%</td>
<td>2.7%</td>
</tr>
<tr>
<td>Hungary</td>
<td>1.8%</td>
<td>2.4%</td>
</tr>
</tbody>
</table>

Turkey's economic growth has paved the way for the emergence of a sizeable middle-class...

TRIPLING INCOME PER CAPITA (GDP per capita, current prices)

<table>
<thead>
<tr>
<th>Year</th>
<th>GDP per Capita</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>$3.581</td>
</tr>
<tr>
<td>2016</td>
<td>$10.807</td>
</tr>
</tbody>
</table>

Among countries with population over 50 million, only 8 countries have GDP per capita over $10,000.

INCOME GROUPS (Annual disposable income per capita)

- **High** (> $55K)
- **Upper-middle** ($25K – $55K)
- **Middle** ($10K – $25K)
- **Low** ($5K – $10K)
- **Poor** (< $5K)

Source: IMF, TurkStat, Euromonitor
FAVORABLE DEMOGRAPHICS

...half of population under age 30

TURKEY

EUROPE

AGE GROUPS (%)

WORKING AGE POPULATION (15-64)

(Index: 2014=100)

Turkey’s education system upgraded to support a skilled labor pool.

**ANNUAL NUMBER OF UNIVERSITY GRADUATES**
- 2002: 287,000
- 2015: 801,000

**ANNUAL NUMBER OF GRADUATES FROM VOCATIONAL & TECHNICAL HIGH SCHOOLS**
- 2002: 177,437
- 2016: 515,465

**LABOR FORCE BY EDUCATION LEVEL**
- **2002**
  - University: 10%
  - High School and below: 90%

- **2016**
  - University: 23%
  - High School and below: 77%

**Source:** Ministry of National Education, Council of Higher Education, TurkStat
SKILLED & COST-COMPETITIVE LABOR FORCE

Availability of skills with cost advantage provides a competitive edge

AVAILABILITY OF QUALIFIED ENGINEERS, 2016
(10=Available; 0=Unavailable)

<table>
<thead>
<tr>
<th>Country</th>
<th>2016 Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turkey</td>
<td>7.51</td>
</tr>
<tr>
<td>Romania</td>
<td>7.21</td>
</tr>
<tr>
<td>Poland</td>
<td>6.72</td>
</tr>
<tr>
<td>Slovakia</td>
<td>6.40</td>
</tr>
<tr>
<td>Czechia</td>
<td>5.83</td>
</tr>
<tr>
<td>Hungary</td>
<td>5.50</td>
</tr>
</tbody>
</table>

LABOR COST PER HOUR IN MANUFACTURING ($)
2015

<table>
<thead>
<tr>
<th>Country</th>
<th>2015 Cost Per Hour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>42.2</td>
</tr>
<tr>
<td>France</td>
<td>40.9</td>
</tr>
<tr>
<td>USA</td>
<td>37.4</td>
</tr>
<tr>
<td>Ireland</td>
<td>34.0</td>
</tr>
<tr>
<td>UK</td>
<td>31.4</td>
</tr>
<tr>
<td>Slovakia</td>
<td>11.3</td>
</tr>
<tr>
<td>Czechia</td>
<td>8.7</td>
</tr>
<tr>
<td>Hungary</td>
<td>8.4</td>
</tr>
<tr>
<td>Poland</td>
<td>6.8</td>
</tr>
<tr>
<td>Turkey</td>
<td></td>
</tr>
</tbody>
</table>

AVAILABILITY OF COMPETENT SENIOR MANAGERS, 2016
(10=Available; 0=Unavailable)

<table>
<thead>
<tr>
<th>Country</th>
<th>2016 Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poland</td>
<td>6.76</td>
</tr>
<tr>
<td>Turkey</td>
<td>6.42</td>
</tr>
<tr>
<td>Slovakia</td>
<td>5.37</td>
</tr>
<tr>
<td>Romania</td>
<td>5.12</td>
</tr>
<tr>
<td>Czechia</td>
<td>5.05</td>
</tr>
<tr>
<td>Hungary</td>
<td>3.12</td>
</tr>
</tbody>
</table>

LABOR COST PER HOUR IN MANUFACTURING
Turkey vs. USA (US=100)

<table>
<thead>
<tr>
<th>Year</th>
<th>Turkey</th>
<th>USA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>19.4</td>
<td>21.3</td>
</tr>
<tr>
<td>2008</td>
<td>21.3</td>
<td>20.6</td>
</tr>
<tr>
<td>2009</td>
<td>19.2</td>
<td>21.2</td>
</tr>
<tr>
<td>2010</td>
<td>21.2</td>
<td>21.1</td>
</tr>
<tr>
<td>2011</td>
<td>20.6</td>
<td>21.7</td>
</tr>
<tr>
<td>2012</td>
<td>21.1</td>
<td>20.4</td>
</tr>
<tr>
<td>2013</td>
<td>21.7</td>
<td>20.4</td>
</tr>
<tr>
<td>2014</td>
<td>20.4</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>18.2</td>
<td></td>
</tr>
</tbody>
</table>

Source: IMD World Competitiveness Yearbook Executive Opinion Survey based on an index from 0 to 10; Eurostat, OECD, BLS, TurkStat
### INCENTIVES

Agri-food investments can benefit from various lucrative incentives.

#### Main Incentive Tools

<table>
<thead>
<tr>
<th>Incentive Schemes</th>
<th>General Incentives</th>
<th>Regional Incentives</th>
<th>Incentives for Large Scale Investments</th>
<th>Incentives for Strategic Investments</th>
<th>Project-Based Incentives</th>
<th>R&amp;D Incentives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Tax Reduction</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>VAT/Custom Duty Exemption</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Social Security Premium Support</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Income Tax Withholding Support*</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Interest Support**</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Land Allocation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Partnership (Equity Investment by Gov.)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Guarantee of Purchase by Gov.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Energy Cost Support</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

#### MAIN INCENTIVE TOOLS

**Tax Deduction:** Reduced tax rates for investor’s income (50-90%) until the total deduction reaches a certain percentage of capex. (15-65% of capex, or in the case of project based incentives up to 200% of capex). For R&D investments, all R&D expenditures are deducted from the tax base.

**VAT Exemption:** Investment machinery and equipment imported and/or locally provided within the scope of the incentive certificate will be VAT exempt.

**Customs Duty Exemption:** Investment machinery and equipment imported within the scope of the incentive certificate will be customs duty exempt.

**Interest Rate Support:** For investment loans, a certain portion of the interest share will be covered by government. (3-7% points for TRY-denominated, 1-2% points for forex-denominated loans) (TRY 500K-900K).

**Land Allocation:** Government land will be allocated for the investments, if no land is available in OIZs.

**Income Tax Withholding exemption** will provide exemption from income tax withholding. (only for Region 6).

---

*Provided that investments are made in Region 6,
**Provided that investment are made in Regions 3, 4, 5 or 6 within the frame of the Regional Incentive Scheme

*Source: Ministry of Economy, MSTI*
Agri-food investments can benefit from various lucrative incentives.

According to the investment incentives legislation from the Ministry of Economy, investments in these sectors are considered under the “Regional Investment Incentives Scheme”

Agricultural supports are being organized on the basis of QUALITY – SAFETY - YIELD - RURAL DEVELOPMENT

- Agricultural Basin Model
- Incentives for livestock breeding
- Support for certified seed and seedling
- Support for organic farming
- Farm advisory services
- Implementation of agricultural insurance

AGRICULTURAL SUPPORT BUDGET (BILLION USD)

Source: Ministry of Food, Agriculture and Livestock
Agri-food investments can benefit from various lucrative incentives.

**RURAL DEVELOPMENT SUPPORT PROGRAM**

Initiated in 2006 for investments in

- Fixed investments on agricultural production
  - Processing, packaging, and storing the agricultural products
  - Fixed investments (bovine, ovine, poultry, fisheries, mushroom, fertilizer processing, greenhouse, renewable energy sources etc.)
- Pressurized irrigation systems
- Purchasing machinery and equipment

**TOTAL**

*TRY 2 billion* in grants

100,000 agricultural enterprises created

60,000 persons employed

**EU GRANT SUPPORTS**

Within the scope of Rural Development Program (IPARD) a EUR 1.1 billion grant was given (EUR 800 million EU, EUR 270 million national contribution)

**Supported Sectors**

- Meat and meat products
- Milk and dairy products
- Diversifying of plant production
- Aquaculture production
- Rural Development Projects
- Machinery parks
- Renewable energy investment

**IPARD - II PROGRAM (2014-2020)**

The program was approved by the EU Commission

EU grant of EUR 801 million

National contributions EUR 244 million

TOTAL EUR 1 Billion 45 Million

Source: Ministry of Food, Agriculture and Livestock
Executive Summary

Turkish Agri-Food Industry Outlook

Growth Drivers in Turkey

Opportunities in Turkish Agri-food Industry

Success Stories
Turkey is world’s 4th largest producer of fresh vegetables and 6th largest producer of fruits, with a yearly total production of 49 million tons and a trade volume of USD 2 billion.

• Agricultural sector is growing very rapidly thanks to developed regional trade

• The sectoral advantages of Turkey, which is one of the top 10 producers of fruit and vegetables in the world, are:
  - Ecological conditions, contracted production, easy marketing and export opportunities for food processing sector
  - Rapidly increasing domestic demand and the proximity to major markets such as Europe and MENA
  - Significant investment opportunities with high-tech fruit and vegetable processing industries

Source: Ministry of Food, Agriculture and Livestock
Turkey already has a large and growing meat and dairy market…

**KEY FACTS**

Great opportunities created by the increasing domestic demand

- Sectors like confectionery, ice cream, frozen food etc. will increase demand in livestock products
- Proximity to important markets such as Egypt, Greece, Lebanon, and Algeria
- Significant investment incentives offered

**OPPORTUNITIES**

Animal production valued at TRY 152 billion in 2016

- Small cattle production has an additional potential of 25 million sheep
- 14.6 million ha of pasture
- Production of high quality meat and dairy products
- Processed raw milk → 18.4 million tons (2016)
- Red meat production → 1.17 million tons (2016)

Source: Ministry of Food, Agriculture and Livestock
Turkey has the 2nd largest increase in poultry production in the world

**OPPORTUNITIES**

Turkey benefits from increased local and regional demand growth, and there is a strong potential for growth in exports

- Proximity to Middle Eastern countries like Saudi Arabia, UAE and Kuwait, creates mega opportunities for Turkish players through "Halal food"

- Attractive investment opportunities by means of M&As

In 2016, poultry meat production was 1.8 million tons; egg production was 18 billion pieces

In 2016, Turkey’s egg exports increased 146 fold, while poultry meat exports increased 43 fold compared to 2002

---

Source: Ministry of Food, Agriculture and Livestock
GREENHOUSE

With its 664,000 ha greenhouse area, Turkey is the 4th country in the world and 1st in the Europe

KEY FACTS

• 6.7 million tons of production with a total value of approx. USD 3.5 billion
• Considerably export oriented investment area
• Greenhouse farming breakdown is as follows:
  • 88% vegetable
  • 10% fruits
  • 2% ornamental plants
• Adequate infrastructure within specialized industrial zones
• Potentially 30,000 ha area can be heated by geothermal means for greenhouse farming purposes
• In geothermal resources, Turkey is 1st in Europe 7th in the world
• 4,000 decares of area is being heated

OPPORTUNITIES

• Modern Greenhouses are expected to grow quickly and, thanks to technology, production in greenhouses will increase significantly as well
• There are already foreign operators in the greenhouse sector, mostly from Netherlands and Germany; the government has ambitious targets in the sector and therefore offers advantageous incentives

Source: Ministry of Food, Agriculture and Livestock
In 2014 world fishery products turnover amounted to 167.3 million tons.

**Turkey’s fishery products** (2016)

- → 253,400 tons come from aquaculture
- → 335,300 tons come from hunting

- Turkey’s exports of fishery and aquaculture products have risen to 145,470 tons with USD 692 million in value (2016)
- 2/3 of exports go to the EU countries

**opportunities**

- Turkey dominates markets in several EU countries and has the potential to create new market opportunities in Russia and the USA
- Obtaining higher values by selling in packaged forms to European markets rather than selling in bulk
- Turkish coasts and regulations allow for large-scale farming that is more competitive than the ones in the EU
- Catchy investment opportunities for seabass and seabream thanks to the low cost of production
- Value added products such as turbot, blue tuna, flatfish, sturgeon, white grouper, etc...
- Available incentives

Source: Ministry of Food, Agriculture and Livestock
World seed trade is about USD 45 billion (ISF)

**KEY FACTS**

- Total seed trade in Turkey is about USD 750 million
- More than 50% of seeds used to produce vegetables in Turkey are local varieties

**OPPORTUNITIES**

- Favorable ecology and biodiversity
- Integration with international seed systems
- Agricultural support
- Proximity to global markets

Source: Ministry of Food, Agriculture and Livestock
**KEY FACTS**

**In Turkey**
- 524,000 ha of land
- 2.5 million tons of production (2016)
- The share of the organic farming area within the total of agricultural area has reached 2%

**World organic market value**
- USD 52 billion (2008)
- USD 80 billion (2014)

**OPPORTUNITIES**
- Suitable soil and sufficient technical infrastructure for organic farming
- Organic Agriculture Legislation in line with the EU
- Proximity to the European and the Middle Eastern markets
- Available support and incentives for organic farming

*Source: Ministry of Food, Agriculture and Livestock*
Executive Summary

Turkish Agri-Food Industry Outlook

Growth Drivers in Turkey

Opportunities in Turkish Agri-food Industry

Success Stories
SUCCESS STORIES

Multinational companies chose Istanbul as their regional hub

ALREADY A MANUFACTURING & EXPORT HUB FOR GLOBAL COMPANIES

- **TOYOTA**: Exporting 85% of its production
- **Ford**: Exporting 77% of its production
- **Nestle**: Production base for MENA
- **3M**: Using Turkey as Super Hub
- **BOSS**: Its largest production facility in the world
- **B/S/H/**: Exporting to 89 countries
- **GE Healthcare**: Exporting to 80 countries
- **Intel**: Exporting to 67 countries
- **Verifone**: Exporting to 60 countries
- **IFC**: Exporting to 52 countries
- **Unilever**: Exporting to 35 countries
- **gsk**: Exporting to 30 countries
SUCCESS STORIES

Strong international presence in Turkey...
SUCCESS STORIES

Agri-food industry giants have been manufacturing in Turkey for decades...

- **Operating in Turkey for 137 years**
  - 6 manufacturing facilities and 7 offices in Turkey for chemicals, performance products, functional materials & solutions, agricultural solutions
  - Sales of EUR 742 million in Turkey in 2015
  - Managing 78 countries from Turkey
  - 750 employees

- **Operational in Turkey for 108 years**
  - 2 manufacturing facilities
  - Employs 3,800 people directly and over 5,000 indirectly
  - Produces locally 95% of the products it sells in Turkey
  - Offers more than 800 products and around 50 brands in two different categories
  - From its production hub in Turkey, exports to the neighboring countries, particularly to MENA countries

- **Producing in Manisa OIZ since 2013**
  - Made an initial investment of 95 million EUR and expanded it to produce more varieties of products
  - More than 250 employees

- **Operational in Turkey for over 100 years**
  - 8 manufacturing facilities
  - Over 5,000 employees
  - New factory for personal and homecare categories in Turkey creates an investment ecosystem of EUR 350 million along with suppliers
  - 29 brands and presence in 9 out of 10 households with its products
  - Uses Turkey as a key regional hub for exports to 21 countries

- **Coca-Cola Icecek (CCI) is the 5th largest bottler in the Coca-Cola system in terms of sales volume**
  - Managing 94 countries from Turkey
  - Following the acquisition of Efes Invest in 2005, evolved from a bottling operation active only in Turkey to a regional beverage company
  - 3,000 employees and 9 production plants

- **Operational in Turkey for around 60 years**
  - 200 employees
  - Headquarter & innovation center in Istanbul, seed conditioning & processing plant facility in Adana, sunflower R&D center in Lüleburgaz

- **Operational in Turkey for around 55 years**
  - More than 500 employees in 6 locations in Turkey – Istanbul, Bursa, Balıkesir, Kocaeli, Adana, Ankara
  - 3 production facilities: starch & sweeteners in Bursa, fats & oils in Balıkesir, oleo-chemicals in Kocaeli
  - Uses Turkey as a management hub for 19 countries in MENA

- **Operating in Turkey since 1998**
  - Over 500 employees

- **Operating in Turkey since 1993**
  - An important production facility with an indoor area of 85,000 m2 in Gebze
  - Employs about 1,300 people directly and about 800 indirectly
  - Increased its investments in Turkey steadily over the past 20 years
INVEST IN TURKEY
INVESTMENT SUPPORT & PROMOTION AGENCY OF TURKEY

www.invest.gov.tr