WHY INVEST IN TURKEY?

March 2021
10 reasons to invest in Turkey

1. Robust Economy
2. Domestic Market + EU
3. Strategic Location
4. Favourable Demographics
5. Skilled Workforce with Cost Advantage
6. Continuous Reform Process
7. Business-friendly
8. Lucrative Incentives
9. Benign R&D Ecosystem
10. Opportunities
ROBUST ECONOMY

13TH LARGEST ECONOMY IN THE WORLD

RANKING OF ECONOMIES BY GDP AT PPP

<table>
<thead>
<tr>
<th>2003</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>USA</td>
</tr>
<tr>
<td>2</td>
<td>CHINA</td>
</tr>
<tr>
<td>3</td>
<td>JAPAN</td>
</tr>
<tr>
<td>4</td>
<td>GERMANY</td>
</tr>
<tr>
<td>5</td>
<td>INDIA</td>
</tr>
<tr>
<td>6</td>
<td>RUSSIA</td>
</tr>
<tr>
<td>7</td>
<td>FRANCE</td>
</tr>
<tr>
<td>8</td>
<td>UK</td>
</tr>
<tr>
<td>9</td>
<td>BRAZIL</td>
</tr>
<tr>
<td>10</td>
<td>ITALY</td>
</tr>
<tr>
<td>11</td>
<td>MEXICO</td>
</tr>
<tr>
<td>12</td>
<td>INDONESIA</td>
</tr>
<tr>
<td>13</td>
<td>SPAIN</td>
</tr>
<tr>
<td>14</td>
<td>CANADA</td>
</tr>
<tr>
<td>15</td>
<td>S.KOREA</td>
</tr>
<tr>
<td>16</td>
<td>S.ARABIA</td>
</tr>
<tr>
<td>17</td>
<td>IRAN</td>
</tr>
<tr>
<td>18</td>
<td>TURKEY</td>
</tr>
</tbody>
</table>

TRACK RECORD GROWTH AND BRIGHT FUTURE WITH PROVEN RESILIENCE

AVERAGE ANNUAL GDP GROWTH (%), 2002-2020

<table>
<thead>
<tr>
<th>Country</th>
<th>2002-2020 GROWTH</th>
<th>2018-2020 GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>TURKEY</td>
<td>5.1%</td>
<td>3.6%</td>
</tr>
<tr>
<td>POLAND</td>
<td>3.4%</td>
<td>3.0%</td>
</tr>
<tr>
<td>ROMANIA</td>
<td>2.4%</td>
<td>2.0%</td>
</tr>
<tr>
<td>BULGARIA</td>
<td>1.9%</td>
<td>1.7%</td>
</tr>
</tbody>
</table>


REAL GDP GROWTH

(INDEX: 2002=100)
STRONG MACROECONOMIC FUNDAMENTALS HAVE BEEN BASED ON SUCCESSFUL PUBLIC FINANCE MANAGEMENT

Gross Public Debt Stock as % of GDP

Maastricht Criteria: 60%

Budget Balance as % of GDP

Maastricht Criteria: -3%

Annual Inflation (%)

1973-1987
CPI: 40%
Average Volatility: 23%

1988-2002
CPI: 71%
Average Volatility: 18%

2003-2020
CPI: 10.3%
Average Volatility: 4.5%

Source: IMF, Turkstat, Ministry of Treasury and Finance
Turkish economy has more than tripled over the past 18 years and is promising more growth in future.

Driven by a robust domestic market and entrepreneurial private sector which has spurred investments and exports.

**Turkish Economy (GDP at current prices, $Billion)**

- 2002: 236
- 2020: 717

**Contribution to GDP Growth 2002-2020 (%)**

- Domestic Consumption: 72
- Investment Expenditures: 32
- Exports: 21
- Stocks: -1
- Imports: -24

Source: TurkStat
TURKEY’S ECONOMIC GROWTH HAS PAVED THE WAY FOR EMERGENCE OF A SIZEABLE MIDDLE-CLASS WITH AN INCREASING PURCHASING POWER

Income per capita
(GDP per capita at purchasing power parity)

<table>
<thead>
<tr>
<th>Year</th>
<th>Income per capita</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>10,685</td>
</tr>
<tr>
<td>2019</td>
<td>28,518</td>
</tr>
</tbody>
</table>

Source: TurkStat, IMF

Stock of Automobiles
(millions of passenger cars)

<table>
<thead>
<tr>
<th>Year</th>
<th>Stock of Automobiles</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>4.6</td>
</tr>
<tr>
<td>2020</td>
<td>13.1</td>
</tr>
</tbody>
</table>
THE DOMESTIC MARKET IS FURTHER SUPPORTED BY EMERGING URBAN CENTERS ACROSS TURKEY

Source: TurkStat, 2020

Total Population in 2020
83.6 MILLION

24 urban centers with populations over 1 million
Customs Union with the EU allows direct access to the EU Market.

DOMESTIC MARKET + EU MARKET + FREE TRADE AREA

Free access 987 Million consumers

446 million in EU +

457 million in FTA Area +

84 million in Turkey +

Source: Eurostat, World Bank; Population as of 2019, Ministry of Trade, TurkStat

*In ratification process
PROXIMITY TO MAJOR MARKETS
1.3 billion people and $26T GDP in Europe, MENA and Central Asia at 4 hour flight-distance

CONNECTIVITY
Turkish Airlines connects you to 323 destinations in 127 countries

MANUFACTURING & EXPORT HUB FOR MULTINATIONALS

AS WELL AS MANAGEMENT HUB FOR MULTINATIONALS

16 TIME ZONES

TO MANUFACTURE, EXPORT AND MANAGE

Exporting 85% of its production
Exporting 77% of its production
Production base for MENA

B/S/H/

Its largest production facility worldwide

89 countries
80 countries
80 countries

72 countries
67 countries
63 countries

60 countries
30 countries
25 countries
THE CONVENIENT LOCATION HAS ENABLED TURKEY TO TAP SIGNIFICANT EXPORT OPPORTUNITIES WITH INCREASING DIVERSIFIED MARKETS AND PRODUCTS

Exports of Goods in Turkey and World

Source: TurkStat, ITC
THE CONVENIENT LOCATION HAS ENABLED TURKEY TO TAP SIGNIFICANT EXPORT OPPORTUNITIES WITH INCREASING DIVERSIFIED MARKETS AND PRODUCTS

Merchandise Exports by Geography

- 2002: $36 BILLION
- 2020: $169 BILLION

- EU: 57%
- Middle East and Africa: 29%
- Other Countries: 14%

Number of Export Products over $1 Billion

- 2002: 9
- 2020: 39

Turkey’s Share in Global Exports of Goods

- 2002: 0.5%
- 2003: 0.6%
- 2004: 0.6%
- 2005: 0.7%
- 2006: 0.7%
- 2007: 0.7%
- 2008: 0.8%
- 2009: 0.8%
- 2010: 0.8%
- 2011: 0.9%
- 2012: 0.9%
- 2013: 1.0%
- 2014: 1.0%
- 2015: 1.0%
- 2016: 1.0%
- 2017: 1.0%
- 2018: 1.0%
- 2019: 1.0%

Source: TurkStat, ITC
### TURKEY

<table>
<thead>
<tr>
<th>Age Groups (Index: 2014=100)</th>
<th>2014</th>
<th>2017</th>
<th>2020</th>
<th>2023</th>
<th>2026</th>
<th>2029</th>
<th>2032</th>
<th>2035</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>100</td>
<td>105</td>
<td>110</td>
<td>115</td>
<td>120</td>
<td>125</td>
<td>130</td>
<td>135</td>
</tr>
</tbody>
</table>

### EUROPE

<table>
<thead>
<tr>
<th>Age Groups (Index: 2014=100)</th>
<th>2014</th>
<th>2017</th>
<th>2020</th>
<th>2023</th>
<th>2026</th>
<th>2029</th>
<th>2032</th>
<th>2035</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>100</td>
<td>95</td>
<td>90</td>
<td>85</td>
<td>80</td>
<td>75</td>
<td>70</td>
<td>65</td>
</tr>
</tbody>
</table>

### Working Age Population

<table>
<thead>
<tr>
<th>Age Groups (Index: 2014=100)</th>
<th>2014</th>
<th>2017</th>
<th>2020</th>
<th>2023</th>
<th>2026</th>
<th>2029</th>
<th>2032</th>
<th>2035</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>100</td>
<td>105</td>
<td>110</td>
<td>115</td>
<td>120</td>
<td>125</td>
<td>130</td>
<td>135</td>
</tr>
</tbody>
</table>

Source: Turkstat, Eurostat, UN, 2019

FAVORABLE DEMOGRAPHICS

...HALF OF POPULATION UNDER AGE 32.7
TURKEY’S EDUCATION SYSTEM HAS BEEN UPGRADED TO SUPPORT A SKILLED LABOR POOL THAT MEETS BUSINESS REQUIREMENTS.

Annual Number of Graduates (thousands)

<table>
<thead>
<tr>
<th>Year</th>
<th>University</th>
<th>Vocational &amp; Technical High School</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>287</td>
<td>177</td>
</tr>
<tr>
<td>2019</td>
<td>891</td>
<td>495</td>
</tr>
</tbody>
</table>

Labor Force by Education Level

<table>
<thead>
<tr>
<th>Year</th>
<th>University</th>
<th>High School &amp; Below</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>27.5%</td>
<td>72.5%</td>
</tr>
<tr>
<td>2020</td>
<td>10%</td>
<td>90%</td>
</tr>
</tbody>
</table>

Availability of Qualified Engineers (10=Available; 0=Unavailable)

<table>
<thead>
<tr>
<th>Country</th>
<th>2002</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turkey</td>
<td>7.35</td>
<td>6.74</td>
</tr>
<tr>
<td>Poland</td>
<td>5.75</td>
<td>5.65</td>
</tr>
<tr>
<td>Romania</td>
<td>5.75</td>
<td>5.65</td>
</tr>
<tr>
<td>Czechia</td>
<td>6.47</td>
<td>4.86</td>
</tr>
<tr>
<td>Bulgaria</td>
<td>4.68</td>
<td>4.92</td>
</tr>
<tr>
<td>Hungary</td>
<td>6.47</td>
<td>4.86</td>
</tr>
<tr>
<td>Slovakia</td>
<td>4.68</td>
<td>4.92</td>
</tr>
</tbody>
</table>

Availability of Competent Senior Managers (10=Available; 0=Unavailable)

<table>
<thead>
<tr>
<th>Country</th>
<th>2002</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turkey</td>
<td>6.15</td>
<td>5.72</td>
</tr>
<tr>
<td>Poland</td>
<td>4.45</td>
<td>4.18</td>
</tr>
<tr>
<td>Czechia</td>
<td>3.91</td>
<td>3.39</td>
</tr>
<tr>
<td>Bulgaria</td>
<td>3.91</td>
<td>2.75</td>
</tr>
</tbody>
</table>

Labor Cost per hour in Manufacturing

<table>
<thead>
<tr>
<th>Country</th>
<th>2002</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>47.2</td>
<td>44.4</td>
</tr>
<tr>
<td>France</td>
<td>43.6</td>
<td>39.6</td>
</tr>
<tr>
<td>USA</td>
<td>31.1</td>
<td>14.9</td>
</tr>
<tr>
<td>UK</td>
<td>14.3</td>
<td>14.3</td>
</tr>
<tr>
<td>Slovakia</td>
<td>11.5</td>
<td>11.5</td>
</tr>
<tr>
<td>Hungary</td>
<td>10.7</td>
<td>10.7</td>
</tr>
<tr>
<td>Poland</td>
<td>7.0</td>
<td>5.6</td>
</tr>
<tr>
<td>Romania</td>
<td>5.6</td>
<td>5.6</td>
</tr>
<tr>
<td>Bulgaria</td>
<td>5.6</td>
<td>5.6</td>
</tr>
<tr>
<td>Turkey</td>
<td>5.6</td>
<td>5.6</td>
</tr>
</tbody>
</table>

Remuneration of Management/Engineer

<table>
<thead>
<tr>
<th>Country</th>
<th>2002</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>160</td>
<td>121</td>
</tr>
<tr>
<td>France</td>
<td>113</td>
<td>94</td>
</tr>
<tr>
<td>USA</td>
<td>69</td>
<td>69</td>
</tr>
<tr>
<td>UK</td>
<td>62</td>
<td>45</td>
</tr>
<tr>
<td>Slovakia</td>
<td>42</td>
<td>42</td>
</tr>
<tr>
<td>Poland</td>
<td>41</td>
<td>36</td>
</tr>
<tr>
<td>Hungary</td>
<td>36</td>
<td>23</td>
</tr>
<tr>
<td>Czechia</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td>Bulgaria</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td>Turkey</td>
<td>23</td>
<td>23</td>
</tr>
</tbody>
</table>

Source: Ministry of National Education, Council of Higher Education, Turkstat, IMD World Competitiveness Yearbook Executive Opinion Survey based on an index from 0 to 10; Eurostat
TURKEY HAS IMPLEMENTED SWEEPING REFORMS IN MANY AREAS AND CONTINUES TO INTRODUCE NEW REFORMS

**MAJOR REFORMS**

- **2001**
  - New FDI Law
  - New Labor Law
  - Ease of company establishment (Law No: 4884)

- **2004**
  - New Banking Law

- **2006**
  - New Insurance Law
  - Investment Incentives

- **2008**
  - Overhaul of Social Security System
  - R&D and Innovation Incentives

- **2011**
  - New Commercial Code
  - New Code of Obligations
  - Unifying All Exchanges (Stock, Derivative, Gold, etc.) under BIST

- **2013**
  - New Capital Market Law
  - Upgrading Investment Incentives
  - Removing Restrictions on Foreigners’ Purchases of Real Estate

- **2016**
  - Istanbul Arbitration Center
  - Industrial Property Law (IPR)
  - Production Reform Package
  - New Labor Courts Code

- **2018**
  - Ease of Doing Business Reform Package I
  - Tech-Driven Industry Initiative

- **2020**
  - Ease of Doing Business Reform Package II

---

- **2003**
  - Coordination Council for the Improvement of the Investment Environment

- **2005**
  - Establishment and Operating Licenses

- **2007**
  - Tax Reform (Corporate Tax %20 down from 33%)

- **2009**
  - Overhaul of Social Security System
  - R&D and Innovation Incentives

- **2012**
  - New Commercial Code
  - Upgrading Investment Incentives

- **2014**
  - Amendments to improve doing business (Law 7099)

- **2017**
  - Personal Data Protection Law

- **2019**
  - Unifying All Exchanges (Stock, Derivative, Gold, etc.) under BIST
  - Upgrading Investment Incentives
TURKEY HAS IMPLEMENTED SWEEPING REFORMS IN MANY AREAS AND CONTINUES TO INTRODUCE NEW REFORMS

Number of Days to set up a Company, 2020

FDI Regulatory Restrictiveness Index, 2019

Ease of Doing Business Ranking, 2020

Ease of Doing Business Ranking (y-o-y)

Source: OECD, World Bank
OFFERS PROTECTION AND EASE OF DOING BUSINESS

Foreign Direct Investment Law

Bilateral Investment Protection Treaties with 82 countries

Treaties to avoid Double Taxation with 86 countries

Source: Ministry of Trade, Foreign Direct Investment Law 2003
OFFERS PROTECTION AND EASE OF DOING BUSINESS

Total Tax and Contribution Rate*, 2019
(% of Profit)

<table>
<thead>
<tr>
<th>Country</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>36.6</td>
</tr>
<tr>
<td>Hungary</td>
<td>37.9</td>
</tr>
<tr>
<td>Poland</td>
<td>40.8</td>
</tr>
<tr>
<td>Turkey</td>
<td>42.3</td>
</tr>
<tr>
<td>Czechia</td>
<td>46.1</td>
</tr>
<tr>
<td>Russia</td>
<td>46.2</td>
</tr>
<tr>
<td>Japan</td>
<td>47</td>
</tr>
<tr>
<td>Spain</td>
<td>48.2</td>
</tr>
<tr>
<td>Germany</td>
<td>48.7</td>
</tr>
<tr>
<td>India</td>
<td>49.7</td>
</tr>
<tr>
<td>Slovakia</td>
<td>51.4</td>
</tr>
<tr>
<td>Austria</td>
<td>55.1</td>
</tr>
<tr>
<td>Mexico</td>
<td>59.1</td>
</tr>
<tr>
<td>Italy</td>
<td>59.2</td>
</tr>
<tr>
<td>China</td>
<td>60.7</td>
</tr>
<tr>
<td>France</td>
<td>65.1</td>
</tr>
<tr>
<td>Brazil</td>
<td>69.9</td>
</tr>
</tbody>
</table>

Source: World Bank, Tax Foundation. *Total Tax Rate: Profit or corporate income tax, social contributions and labor taxes paid by the employer, property taxes, turnover taxes and other taxes (such as municipal fees and vehicle taxes). (Tax competitiveness measures countries’ tax policies in five categories: corporate income tax, consumption taxes, property taxes, individual taxes, and international tax rules.)

International Tax Competitiveness**, 2020
(Index=100 as most competitive)

<table>
<thead>
<tr>
<th>Country</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Czechia</td>
<td>73.1</td>
</tr>
<tr>
<td>Turkey</td>
<td>69.9</td>
</tr>
<tr>
<td>Slovakia</td>
<td>68.7</td>
</tr>
<tr>
<td>Austria</td>
<td>67.9</td>
</tr>
<tr>
<td>Hungary</td>
<td>67.9</td>
</tr>
<tr>
<td>Germany</td>
<td>63.1</td>
</tr>
<tr>
<td>Ireland</td>
<td>62.9</td>
</tr>
<tr>
<td>USA</td>
<td>61.6</td>
</tr>
<tr>
<td>UK</td>
<td>61.6</td>
</tr>
<tr>
<td>Korea</td>
<td>59.9</td>
</tr>
<tr>
<td>Japan</td>
<td>59.1</td>
</tr>
<tr>
<td>Spain</td>
<td>58.5</td>
</tr>
<tr>
<td>Mexico</td>
<td>51.5</td>
</tr>
<tr>
<td>France</td>
<td>50.7</td>
</tr>
<tr>
<td>Poland</td>
<td>50.3</td>
</tr>
<tr>
<td>Italy</td>
<td>44.3</td>
</tr>
</tbody>
</table>
Manufacturing Incentives
- Tax deduction & exemption +

Employment Incentives
- Payroll & Training support +

R&D and Innovation Incentives
- Tax deduction & exemption +

Incentives for Service Exporters
- Tax deduction for exporting services in:
  - Engineering
  - Architecture
  - Design
  - Software
  - Medical Reporting
  - Accounting
  - Call Center
  - Datacenter
  - Education
  - Healthcare

Technology Development Zones
- To support R&D
- Tax deduction & exemption +

Exclusive Zones
- Free Zones
  - Tax deduction & exemption +
- Organized Industrial Zones
  - Developed infrastructure
R&D INCENTIVES ARE FURTHER SUPPORTED BY A FAVORABLE ECOSYSTEM

Number of Researchers (thousands)

Over 210 R&D centers by foreign companies

Increasing R&D Spending ($ Billion, PPP)

Source: OECD, Turkstat, PPP: Purchasing power parity, Ministry of Industry and Technology
Selected Foreign Companies conducting R&D in Turkey

BENIGN R&D ECOSYSTEM

R&D INCENTIVES ARE FURTHER SUPPORTED BY A FAVORABLE ECOSYSTEM
STRONG HEALTHCARE SYSTEM IN THE FIGHT AGAINST COVID-19 PANDEMIC..

State hospitals, social security hospitals and institutional hospitals were merged for use by all citizens.

With their modern infrastructure, high-tech devices and qualified healthcare professionals, 12 city hospitals entered into service in 11 provinces. 10 more city hospitals are under construction.

1,534 hospitals, some 4,000 medical treatment facilities and over 15,000 primary healthcare centers continue to provide healthcare services without any disruption.

State-of-the art technology ambulance fleets were formed with 5,586 fully-equipped vehicles and 21 aircrafts.

Turkey exported 41.7 million USD worth of ventilators in 2020, up from 10.8 million USD in 2019.

Having 46 intensive care beds per 100K inhabitants, Turkey is leading in the list of countries including Germany (34), Austria (29), the US (26), France (16), Canada (13), the UK (11), Spain (10), Italy (9), Denmark (8) and Ireland (5).

The budget set aside for healthcare services was increased from 19 billion TRY to 190 billion TRY over the past 17 years.

An army of medical professionals was built with the employment of some 1.4 million people.

Healthcare expenditures during the past 6 years have grown by 16%.

Source: Presidency of the Republic of Turkey, Republic of Turkey Ministry of Treasury and Finance, Republic of Turkey Ministry of Health, Turkish Statistical Institute, Republic of Turkey Ministry of Industry and Technology, Statista,
TURKEY OFFERS ABUNDANT OPPORTUNITIES IN A VARIETY OF SECTORS

**AUTOMOTIVE**
- 14th largest manufacturer in the World, 4th in Europe
- 1.5 million vehicle produced
- Market: $13 billion
- Export: $25.5 billion

**MACHINERY & ELECTRICAL EQUIP.**
- Largest TV & white goods producer in Europe
- Market: $34 billion
- Export: $28 billion

**AEROSPACE & DEFENCE**
- $19 billion defence spending
- Industry: $11 billion
- Export: $2.3 billion
- Air passengers: 210 million

**ENERGY**
- Market: $66 billion
- Growing demand
- Energy corridor
- Untapped renewables

**AGROFOOD**
- Agriculture & Food Industry Market: $103 billion
- Export: $19 billion
- Export to around 200 countries

**INFRASTRUCTURE**
- $156 billion PPP contracts (2003-2020)
- More opportunities in transport, energy, health

**FINANCE**
- Robust growth with double digits
- Islamic finance to grow
- Istanbul Financial Center

Source: Turkstat, Ministry of Industry and Technology, Investment Office Sectoral Analysis
TURKEY’S VALUE HAS BEEN APPRECIATED BY FOREIGN INVESTORS WITH INCREASING FDI INFLOW TO TURKEY

FDI Inflows
($ Billion)

Number of Foreign Companies in Turkey ('000)

Geographic Breakdown of Investments (2003-2020)

Most Attractive Sectors (Cumulative 2003-2020)

Source: CBRT, Ministry of Industry and Technology, Team Analysis
*Geographic (adjusted) and sectoral breakdown of cumulative gross inflows of equity FDI from 2003 to 2020

invest.gov.tr
ASSIST YOU BEFORE, DURING AND AFTER YOUR ENTRY INTO TURKEY

A governmental agency reporting to the President

Private sector approach with public sector capabilities

Acting as your solution partner

General & customized business information & Sectoral analysis & reports

Site selection support to find appropriate location/land for your investment

Arrangements of meetings with governmental bodies and other stakeholders

Facilitating your investment at all stages

Matchmaking with local partners & establishing business linkages

Project launch & Press release Services

Facilitating your visit to Turkey

AFTERSALES