

Acrylife

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everfresh

Everlasting freshness



Dear Partners,

We are happy to have brought you the second issue of our magazine Acrylife, where we include developments from our company and industry. In this issue of our magazine, which I think is an important work on behalf of our sector, valuable managers of our leading brands took part in interviews. I thank them for their valuable contribution.

After completing the new issue of our magazine with your contributions, unfortunately, there have been very difficult unexpected developments on a global scale. A new type of coronavirus called Covid-19, which appeared in China, has affected the entire world in the process. I would like to point out that all the content of the new issue of our journal has been prepared before the coronavirus process.

Coronavirus, described by the World Health Organization as a global epidemic; a "pandemic", has become a threat to the health of all humanity. Serious measures have been taken against the virus in many countries, including Turkey, which has been affected by the outbreak. The countries primary goal against the pandemic, which caused continued risks to the economy and health system, was to meet the urgent needs of their health systems. At the same time, several countries have prepared a package of measures worth trillions of euros to combat the damage caused by the epidemic to the economy. In our country, due to the decrease in coronavirus cases and the decrease in mortality rates, the process of normalization began.

Of course, this normalization process is not a return to the old one, but with new norms against the virus, it means living together. In the process of gradual normalization, we have taken steps to a controlled social and working life process within the framework of existing social distance regulations.

Therefore, we are in a process of change and transformation that cannot be ignored in all areas of life, in short, economy, politics, art, sports. Looking back, the consensus was made that our habits before the pandemic would be largely abandoned and new places would be put in place. Biologically, the fight against the epidemic will, of course, be successful, and everyday life will be back on track, removing the threat to human health. However, in the post-epidemic period, we will encounter new habits, approaches and trends in all areas of life. Business will naturally take its share of this radical process of change. We are in a transformation where

established perceptions are destroyed, memorization is broken, strategy and tactics are re-established. Those who read the process correctly have already started writing exemplary success stories.

After the effects of the epidemic have decreased, positive developments in terms of the Turkish textile industry are also among our long-term expectations. The distancing between the Western world and China, which is seen as possible, will create new opportunities for the Turkish textile industry, which may be an alternative to China. Therefore, as a sector, in addition to continuing to look to the future with hope, we also need to prepare by anticipating this shift in demand. As we all know, there have been significant developments in Aksa Akrilik and in our industry recently. Armora, our brand that manufactures modacrylic fiber, has taken its first steps to serve in a much stronger way in the market that we describe as flame-retardant products with an annual production capacity of up to 10 thousand tons, which we plan to implement in early 2022. I am happy to share the good news that we have achieved successful results in the first place with innovative projects in our R & D center.

One of the important issues of our industry for many years is to contribute to a sustainable environment with our recycling activities.

In this context, Aksa Acrylic was entitled to receive RCS certificate in the production of recycled acrylic fiber due to its environmental sensitivity. On the other hand, rapid developments in robotic processes are also in question. Robotic Process Automation, which provides efficient and fast management, has already consolidated its place in the world of the future.

From the companies of Akkok Holding, AKTEK, which has IBM certification, has innovative work in the digital world at an exciting level in this sense. On the other hand, in our new issue, when the epidemic was not on the world agenda, we took a general perspective on the course of the textile sector in 2020.

In fact, as a result of the contraction in the global market due to the pandemic, the concept that the sector will talk about most this year will be "sustainable production".

I would like to thank our valued business partners who have contributed to our magazine by sharing their useful views with us, and wish to get out of this process and move to normal working and social life order as soon as possible in the light of promising developments in our fight against the epidemic.

I wish everyone a healthy day.

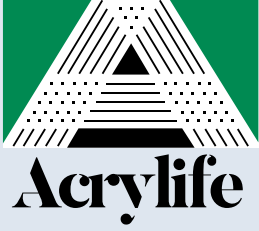
Best regards,

Cengiz Taş

Member of the Board of Directors and General Manager



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behalf of Cengiz TAŞ

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The city where history, culture, nature and taste meet; “Bursa”



Aksa's new product Everfresh puts an end to the formation of bacteria in fabrics!

Everfresh, a new product developed by Aksa within the scope of R&D studies, ensures that you always feel clean and fresh by preventing the formation of bacteria thanks to its bacteria free effect thanks to its zinc pyrithione (Inventory No. BEN.0308) content. According to tests conducted by neutral laboratories, it was measured that the formation of bacteria decreased by 99.9 percent in fabrics produced with Everfresh fiber, a health-friendly product.

everfresh Product development works in Aksa, the world's largest acrylic fiber manufacturer, are in full swing. Aksa Acrylic finally added "Everfresh" product to Acryluna textile fibers category. Everfresh, which contains zinc prition and has bacteria free properties, prevents the formation

of bacteria that cause the formation of bad odors, thanks to this property, makes users feel fresh at all times. Everfresh, which contains zinc prition and has bacteria free properties, prevents the formation of bacteria that cause the formation of bad odors, thanks to this property, makes users feel fresh at all times. Everfresh continues to maintain its bacteria free

effect even when mixed with all other fibers. Everfresh is designed to solve the problems of bad smell formation, restriction of freedom of movement, loss of comfort, difficulty in carrying many products for outdoor activities, shared and hard-to-wash items, frequent-to-wash unwanted items (airplane blankets, hotels / bedspreads).

AREA OF USE

- Underwear
- Socks
- Active wear
- Denim
- Home textiles
- Hand knitting



Bacteria free effect in addition to inhibiting the formation of bacteria, Everfresh also has a strong preventive effect against the formation of fungi and mold. It also has an indirect anti-allergen property, as it also acts against house mites, which are too small to be seen by the eye. With this bacteria free properties, Everfresh is a health-friendly product.

Friendly to skin and health Everfresh has been proven in tests that it does not contain any additives that harm the skin during and after use and does not release heavy metals.

Lasting impact Products made with Everfresh retain their first-day bacteria free properties even after washing dozens of times.

DISTINCTIVE FEATURES OF EVERFRESH

Odor Control
Since Everfresh prevents the reproduction of bacteria that cause the formation of bad odors, preventing the odor problem that occurs with the use of the product.

Less washing needs with its structure preventing unwanted odors. Products produced with Everfresh are suitable for use for much longer without washing thanks to their structure, which prevents the formation of bad odors. Thanks to the spacious and fresh feel of the product, which provides the comfort of moving as much as desired, there is much less need for washing. The service life is also much longer with less washing needs.

Environment conscious
Everfresh, which creates less washing needs thanks to its structure that prevents bad odors, also reduces the use of resources with this feature. It also contributes to the environment by not releasing heavy metal to the environment during use and washing.

“Homopolymer fiber provides high strength and thermal resistance”



Mehmet Aydost Aras
Acryterna Director (Deputy)

Stating that the homopolymer fiber produced by Aksa contains acrylonitrile at a rate close to pure, Acryterna Director (Deputy) Mehmet Aydost Aras said, “With this structure, our homopolymer fiber, which has almost twice the strength and higher thermal strength compared to standard acrylic fiber, is used as a raw material in solid particle filtration glands.”



Aksa, which aims to grow in the technical products group too, develops innovative products within Acryterna. Acryterna Director (Deputy) Mehmet Aydost Aras, who gave information about homopolymer fiber, which has almost twice the strength and higher thermal strength compared to standard acrylic fiber, said that homopolymer allows use as a filter cloth raw material in the filtration of high-temperature air.” Mehmet Aydost Aras answered our questions about homopolymer fiber.

First of all, can you tell us about the properties of homopolymer fiber?

Homopolymer fiber is a subcategory in Acryterna product range and produced under AT200 and AT203 product codes with 0,9 - 1,7 and 2,2 dtex thicknesses, as standard or trilobe profiled, ecru profiled fiber. In cement factories, coal plants

and iron and steel factories, it is used as the raw material of filter cloths that decompose solid particles in polluted air up to a maximum temperature of 135° C. For above 135 ° C, it is used with higher temperature resistant fiber blends such as P84, aramid, PTFE.

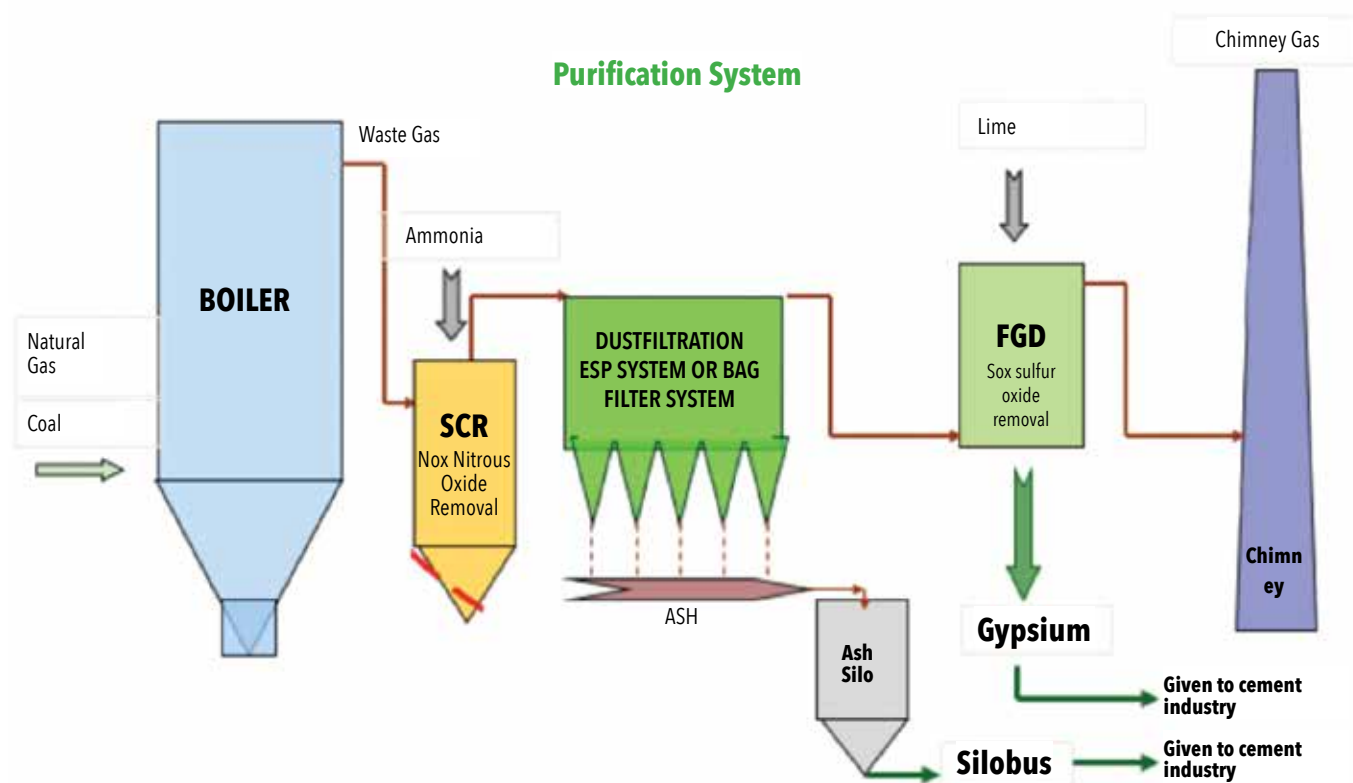
USED AS A FILTRATION MATERIAL

How is the filtration process done?

If we define filtration roughly, we can collect it under two main headings as purification of solid particles and toxic gases.

Solid particle filtration is done through filter cloth or ESP systems. Toxic gases (NOx and SOX), SCR (Selective)





(Catalytic Reduction) and FGD (Flue Gas Desulfurisation) systems are filtered through. NOx gases are filtered through the SCR system and Sox Silobus industry gases are filtered through the FGD system. Our homopolymer fiber is used as raw material in solid particle filtration cloths.

What is the function of homopolymer fiber in filtration?

As the name suggests, homopolymer fiber contains acrylonitrile in close proportion to purity. With this structure, it has almost twice the strength and higher thermal strength compared to standard acrylic fiber. With these properties, homopolymer allows to be used as filter cloth raw material in high temperature air filtration. On the other hand, another feature of homopolymer acrylic fiber is its high resistance to acid-base and hydrolysis. All these features allow it to be used as filtration material in certain parts of coal plants and steel production plants, more commonly cement plants.

SUPERIOR PROPERTIES COMPARED TO OTHER FIBERS

What are the different properties of homopolymer fiber compared to other fibers?

Filter cloths of different fiber origin are used in particle (dust) filtration systems depending on the working conditions. Homopolymer acrylic fiber has superior properties against other fibers in its segment, its service life is also two, even almost three times longer. Due to its low costs, homopolymer acrylic against polyester, which is more wi-

dely used in the industry, shows higher hydrolysis resistance, especially in humid environments.

Although PES fiber resists higher operating temperatures, it loses strength in the face of moisture (low hydrolysis resistance) and its service life is reduced. Beyond maintaining this advantage, we are trying to better understand the expectations of the current market for the continuous development of homopolymer, exploring alternative areas that can be used, and aiming to increase our market share.





FEATURES OF FILTRATION SYSTEMS

Can you tell us about filtration systems?

In general, we can divide industrial dust filtration systems into Electro Static Precipitator (ESP) and bagged systems. ESP, in general, is a method of filtering dust in the air passing through electrically charged plates by sticking to the plates.

Bagged systems are based on the fact that polluted air passes through the bag-shaped

cloth, and the dust inside is kept on the side of the bag.

Can you tell us the basic difference between these systems?

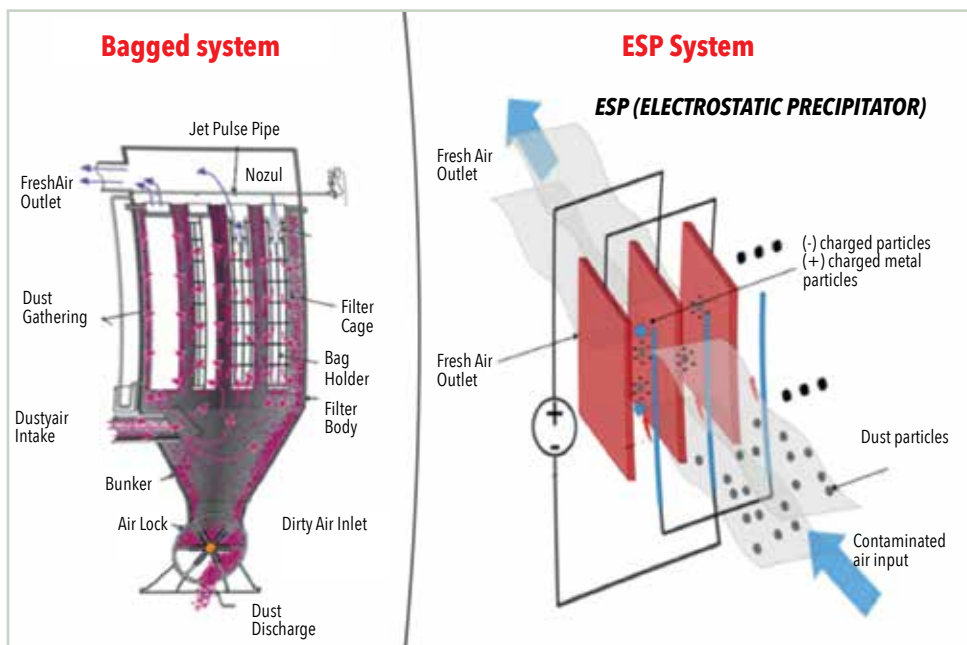
If we talk about the main differences between the system, bagged systems are systems that perform better filtration, lower investment costs, but slightly higher operational costs.

Depending on the legal regulations, we can express that there is a return to bag systems in new investments, considering a return to a better filtration every day. Currently, while legal legislation in Turkey allows an upper limit of 30 mg/m³ of emissions, there are legal requirements for 10 mg/m³ of emissions in the West, and even 5 mg/m³ of emissions in Northern Europe.

“WE START QUALITY IN AKSA”

What is Aksa’s goal in homopolymer fiber production?

Aksa aims to ensure that homopolymer fiber is accurately transferred to end users and turned into a preferred product. The way to do this is to analytically explain the advantages of homopolymer over existing fibers, creating total consciousness from the fiber to the end user. In this sense, we see all stake holders in the chain from fiber to final product as partners. All processes of production, quality control, efficiency, shipment, customer service work with team spirit with full meaning, we constantly improve ourselves and start quality in Aksa.





armora

Armoring you for safety and comfort



Aksa will improve
modacrylic fiber
production with
its brand which is
named Armora



Aras Mutlu
(Acting) Director of Armora

Aksa, which started production of modacrylic fiber with the brand “Armora”, is currently continuing production with a thousand tons / year capacity. Aras Mutlu, director of Armora (vice), who stated that Aksa can serve the market of flame retardant products in a much stronger way with a capacity of 10 thousand tons/year, which is planned to be fully activated at the beginning of 2022, gave the following information:



Flame retardancy has become a feature that has gained importance in many areas in recent years and is increasingly in demand. Because of the growing awareness around the world, regulations are coming into force in many countries that make the use of textile materials mandatory.



Modacrylic fiber has flame retardancy feature due to its chemical structure. For this reason, fabrics produced with modacrylic fiber retain these features during use. Cotton, viscose, etc. can be easily mixed with cellulosic fibers and wool, as well as synthetic flame-retardant fibers. Another important feature of modacrylic fiber is that it makes the entire mixture flame retardant, even if the other fibers used in the mixture do not have a flame retardant feature. On the other hand, easy paintability, high chemical resistance, better UV resistance than other flame retardant materials and comfort for daily use are other prominent features.

Aksa has started production of modacrylic fiber under the brand name “Armora” and is currently continuing production with a thousand tons/year capacity. Certification and customer trials were carried out and positive returns were received from the market after production started in the second half of 2018. “Armora”, which stands out with innovative products in the flame retardant products market, can create new areas of use, as well as existing areas of use of modacrylic fiber. For example, DOP painted “Armora” stands out as a product that will provide long life and high performance for sunlight-resistant and flame retardant awnings and outdoor furniture. Our yellow product with high visibility (HiVis) is also appreciated by our customers.

INNOVATIVE PRODUCTS HAVE BEEN DEVELOPED IN R & D CENTER

On the other hand, research work continues intensively for the Orange “Armora” with HiVis, which is the expectation of the market. Many projects carried out in the R & D Center for the development of modacrylic fiber can be seen as a harbinger of an increase in the number of innovative products. The growth trend in the flame retardant products market, the potential for an increase in the use of modacrylic fiber and the positive reaction from our customers make us eager to increase our production capacity.

There fore, it was decided to increase our



ARMORA'S DIFFERENCE MAKING QUALITY

We can sort out the important characteristics which distinguish Armora fibers as follows:

- Dop painting technology provides permanent colors for life.
- It offers flexibility to its customers with a wide range of color supplies.
- The needs of the industry, especially protective clothing are being met with high visibility colors.
- It has Oeko-Tex Class I certification thanks to its environmental production.
- It meets the current flame retardancy standards in the US and Europe.

modacrylic fiber capacity at the end of 2019. We will be able to serve much more strongly to the flame retardant market with a capacity of 10 thousand tons/year, which is planned to be fully operational at the beginning of 2022. For this purpose, strategic collaborations are being established in North America, Europe and Asia Pacific, which are designated as target regions.



Life-long permanent colors with dope dye technology



Cost-efficient alternative dyeing techniques



Hi-vis color options



Oeko-Tex Class I certification for ecru and all colored Armora products



Protectiveness with conformity to the standards



ISO 11611



ISO 11612



IEC 61482-1-2



NFPA 2112



Eco-friendly and sustainable production with recycled acrylic fiber

Due to the importance it has in the textile industry, recycling is gaining speed. Aksa acrylic continues its production by having RCS certificate for 10 percent, 15 percent, 30 percent and 100 percent recycled acrylic fiber. Come and be apart of this change, contributing to the value chain using recycled fiber.

WASTE IS CONVERTED INTO PRODUCT WITH ACRYCYCLE

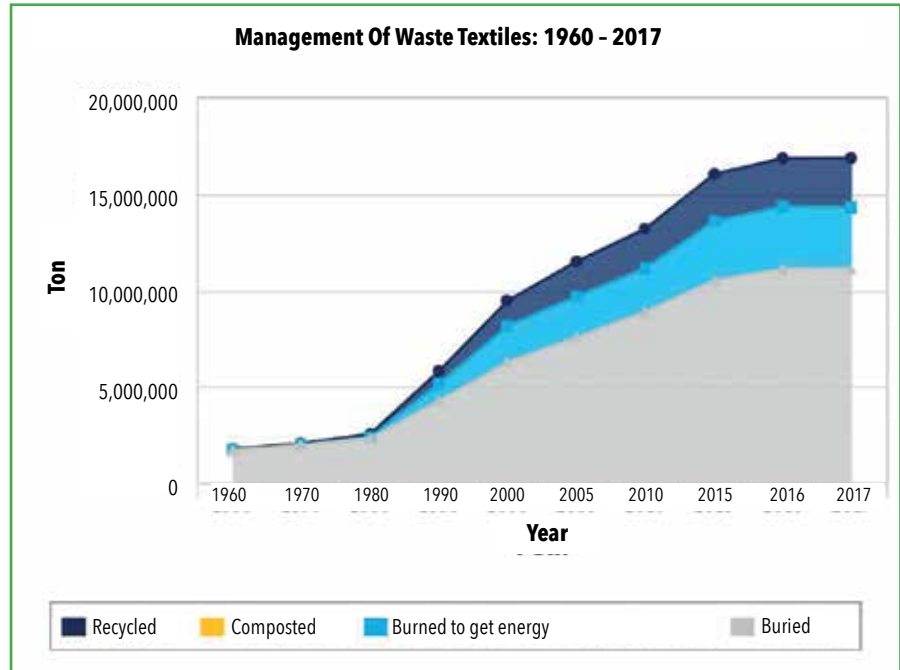
With Acrycycle, the world's first recycled acrylic fiber, the waste generated by production processes is converted back into a product.

Environmental pollution is prevented by Acrycycle, which allows waste to be included in production instead of buried. Protection of nature is contributed by 30 percent less CO2 emissions, 86 percent less water consumption and 99.7 percent solvent recycling rates. Products produced with Acrycycle stand out with their long-lasting and environmentally sensitive properties. Acrycycle, which retains its first-day features for many years without getting deformed, it is aimed to reduce the consumption of natural resources required for production to a minimum by reducing the need for a new product. The next goal of Acrycycle, which does not use any harmful chemicals in the recycling process, is to include textile products

that have completed their lifespan in the production process without losing their value. In this way, it is aimed to increase the contribution to nature by recycling more waste.

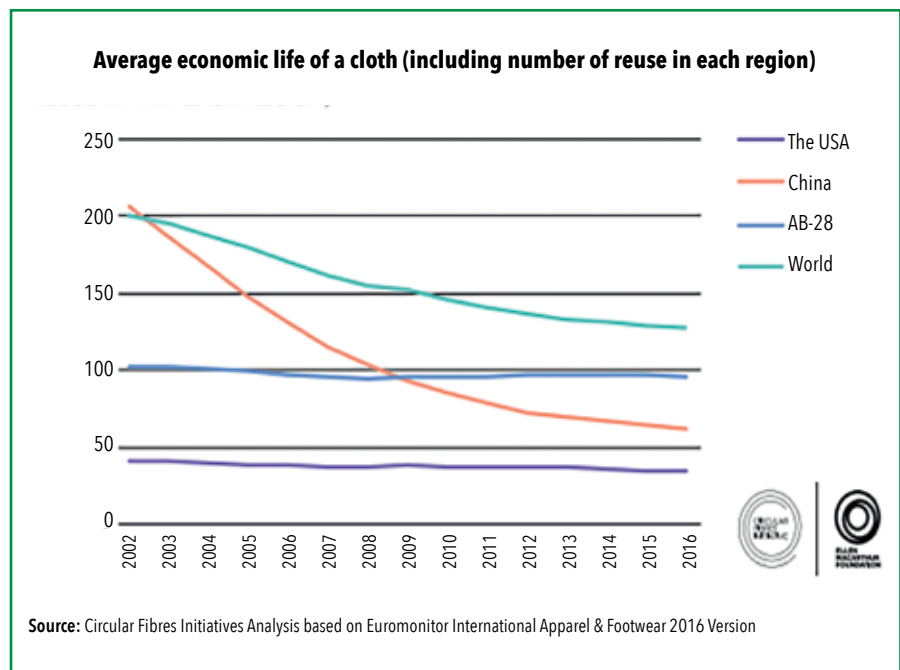


Recycling is the general name given to the processes of turning materials to be discarded or used as energy sources into raw materials by passing through various processes. Until recently, textile waste was burned to obtain energy or buried in solid waste landfills and disposed of. However, it should be said that instead of all these actions, recycling textiles is much more valuable when considering its social, economic and environmental impact. Preserving the value of textiles through



reuse before recycling is the most value-added method. The second use of textiles provides savings in raw materials, labor and the resulting cost of storage in solid waste landfills. In this way, a positive and contributing situ-

ation arises from both social, environmental and economic point of view. Textiles that are in a state that will not be reused in their current state creates raw material in put by losing value to various sectors such as cleaning cloths, filling materials production.



However, the recycling of textiles for use in textiles still has difficulties due to technological deficiencies or ethical concerns about recycling used textiles and making them functional again.

- In fact, it is very useful to examine the figures in order to see the serious dimensions of the concerns caused by textile waste.

- In the United States, while more than 16 million tons of textile waste emerged each year, this amount has doubled in the last 20 years.

- According to the EPA, more than 16 million tons of textile waste emerged in 2014. 2.62 million tons of this waste were recycled, 3.14 million tons were burned to produce energy, and 10.46 million tons were buried and disposed of.

- According to another data, an American living on average living standards creates 36.3 kg of clothing waste per year.

- The cost of disposing of a ton of waste textiles to cities is \$ 45.

- While 75 percent of textile waste occurred during production is recycled, the recycling rate is only 15 percent for textiles that have completed their service life. So, here, it seems that consumers are the people who need to focus on the issue with great importance and pay the necessary attention.

- The average person buys 60 percent more clothes each year than the previous year, and uses and throws them away in half less time than 15 years ago.

- Extending the life of clothes with an average life of 3 years by 3 months reduces carbon, water footprint, and waste generation by 5 to 10 percent.

- 50 percent of the collected textiles are evaluated in the second-hand clothing sector, 20 percent in the cleaning cloth, 26 percent in the furniture sector as a packing material and in the automotive sector as an insulation material.

BENEFITS OF RECYCLING

According to EPA data , the textile sector, which today has a size of 1 trillion dollars





In 2015, approximately 16 million tons of waste was generated and approximately 65 percent of this amount was buried in solid waste landfills. Carbon dioxide, methane, or toxic chemicals released into the soil from textiles buried in these areas, according to their composition, threaten life in terrestrial and aquatic environments. For this reason, the importance of recycling should be understood and the process should be accelerated in order to protect our ecosystem. It is possible to summarize other effects of recycling as follows;

- Energy and water usage rates decrease.
- The effect of textiles in the process of environmental pollution is reduced.
- Greenhouse gas emissions are reduced.
- Natural resource consumption rate decreases.

THE IMPORTANCE OF RECYCLING MUST BE UNDERSTOOD TO PROTECT OUR HABITAT

In today's world, textile sector has 1 trillion dollars of trading volume and according to EPA data, in this sector approximately 16 million tons of wastes were produced in 2015 and nearly 65 percent of such amount of wastes produced were buried in solid waste disposal sites.

Carbon dioxide, methane or other toxic chemicals released to soil in various amounts based on the compositions of buried textile products pose a threat to the life in terrestrial and aquatic environments. Because of this, how significant recycling is in the name of preservation of our ecosystem should be understood firstly and then the process should be accelerated.

- Decrease in effects that cause water scarcity

CREATING AWARENESS

In recent years, many initiatives have been launched by non-governmental organizations, government organizations and brands in order to ensure the success of the efforts to involve consumers in recycling. It can be mentioned as an example of these initiatives; the responsibility of collecting clothes that H&M and I:CO carry out together. In the process, run by the two institutions, consumers earn discount coupons that they can use on their next purchases after delivering their old clothes to any H&M store. As in this study, which can be given as an effective example of increasing recycling in textiles, the goal is to increase social awareness by explaining the importance and benefits of recycling. Apart from projects carried out by brands such as H&M, many companies have educational content on their websites. In addition, the collection of textile waste by collection trucks at regular intervals is another important step taken to raise awareness. In this way, more and more attention is paid to the sustainability and interaction of fashion, and the orientation from fast fashion to slow fashion is increasing. Consumers can contribute to reducing the effects of environmental pollution and climate change caused by increased solid waste landfills caused by the fast clothing sector by purchasing products from brands made from longer-lasting fibers such as Acrycycle that promise to reduce their negative impact on climate change.

STEPS OF RECYCLING PROCESS

Recycling process can be inspected under three topics; collection, separation and processability.

Collection

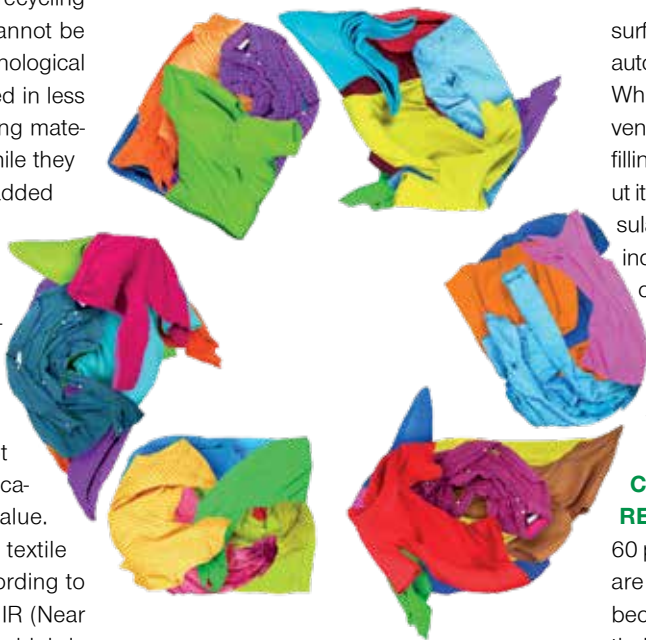
Collection is the first stage of recycling process. Collector boxes placed in the stores or collection of wastes from household on regular basis are first actions to be taken at this stage. As a strategy to increase number of donations, collector boxes can be placed in public, preferably crowded and visible areas. I:CO collected 17 thousand tons of clothes and shoes in 2015 by this way and introduced 7 thousand tons of them to recycling.

Separation

Collected textiles are divided into three categories by people working in separation facilities. The separation process, which is called second-hand use, use as a cleaning cloth and the part that will be converted to raw material and is performed in three categories, is generally done manually. But auxiliary systems such as banded carriers and collection boxes are also involved in this process. Recently developed projects on automatic separation systems provide a more precise separation process, enabling higher quality recycled materials to be obtained.

Therefore, automatic separation machines play an important role in the recycling process. However, textiles that cannot be adequately separated due to technological deprivation are generally evaluated in less valuable applications such as filling material, cleaning cloth production, while they can be evaluated in more value-added practices.

Automatic separation technology was developed by the Textiles for Textiles (T4T) project group, supported by the European Commission Economic Innovation Initiative, to address the problem of evaluating textiles that cannot be adequately separated in applications with relatively little added value. With this technology developed, textile raw materials are separated according to their composition and color by NIR (Near Infrared) spectroscopy device, which is also often used in plastic bottle recycling. This project has an investment value of 1.3 million euros. Textiles are taken and cut into an automatic separation machine after they are roughly separated as they will go to the second-hand clothing sector and become part of the recycling chain. The development process of this project continues with the contributions of seven different companies from the sector as FIBERSORT project. The success criterion of the project is the precise rate of separation in unit time.



Processing

Textiles are taken to the cutting process after they are separated according to their composition and color. Decomposition of these products according to their colors eliminates the need for repainting, therefore reduces the contaminants caused by dyeing, as well as saving energy and labor. Then, the cut clothes are mixed with the appropriate material according to their area of use. In this process, long fibers go to clothing and home textile applications, while short fibers are evaluated in non-woven

surface applications such as personal care, automotive and insulation.

While home textile applications can be given as an example of bed pad or furniture filling material, it is also possible to talk about its use in applications such as thermal insulation and panel lining in the automotive industry. To mention textile wastes that is composed of polyester, which is another type of fiber, these wastes are granulated after the cutting process applied and as a result the raw material of polyester fiber is produced.

CHALLENGES IN THE RECYCLING PROCESS

60 percent of the textiles collected by I:CO are exported to the second-hand sector because they are still usable. At the end of their second lifetime, 95 percent of these clothes sent for reuse are recycled, and 5 percent are still in usable form. 35 percent of the textiles collected join the recycling chain. The remaining 5 percent of all these are unable to take part in the recycling chain for reasons such as moisture and mold. Another difficulty encountered here occurs due to textiles with multiple compositions. As textiles containing different types of fiber cannot yet be 100 percent separated, they are classified according to the type of fiber contained in them in greater quantities, but different types of

fiber make the recycling process difficult in processes that cannot be recycled by mechanical recycling.

In response to these difficulties, SOEX aims to successfully complete its efforts to raise awareness of consumers on leaving the textiles left in collection boxes and centers in a more suitable (dry) form and to separate the textiles with different fibers in 100% precision within the next five years.

CERTIFICATES

Fiber types that can be included in recycling are pre-consumer waste and post-consumer textiles collected from consumers that have completed their lifetime. 75 percent of the waste generated during the production phase is already being transferred to recycling. But only 15 percent of textiles that have completed their lifetime are recycled. While recycling is becoming even more important with the initiatives of companies such as soex, the fact that the resource is reliable and traceable was the main concern. For this purpose, two standards were created by Textile Exchange, a non-profit organization and in close relations with all stakeholders in the sector, which pioneered the formation of standards that will accelerate the transformation of the industry. One of the standards created by Textile Exchange is called the Recycled Claim Standard (RCS) and the other is called the Global Recycled standard (GRS). The two mentioned standards focus on the use of recycled raw materials and aim to provide an innovative perspective in environmental/social areas. The amount and form of recycled raw materials, which are the subject of both certificates, are inspected and certified by independent auditors.

GRS, RCS LOGOS

The main criterion for GRS is that the product contains 20 percent recycled raw material. Apart from this, it includes the management of environmental issues such as the traceability of the product throughout the supply chain from the production process, the use of harmful chemicals,



THE RECYCLING RATE OF TEXTILES THAT HAVE COMPLETED THEIR SERVICE LIFE IS 15 PERCENT

While 75 percent of textile waste produced during production is recycled, the recycling rate for textiles that have completed their service life is only 15 percent.

Therefore, it seems that consumers are the ones who need to focus on the issue with great importance and take the necessary care here.

HOW ARE COLLECTED TEXTILES EVALUATED?

Currently, 50 percent of the textiles collected and included in the recycling chain are evaluated in the second-hand clothing sector, 20 percent in the furniture sector as a filling material and in the automotive sector as an insulation material.

protection of worker rights, water and waste management.

The main criterion of the RCS certificate is the use of 5 percent recycled raw materials. Other expectations are that the product can be traced and commercialized throughout the entire supply chain from the production process. Products with GRS and RCS certification must be certified by all businesses in the supply chain until they reach the end-user. You can visit "<https://textileexchange.org/integrity>" for more detailed information about GRS and RCS certificates, their requirements, and the application process.

Aksa Acrylic has RCS certification for 10 percent, 15 percent, 30 percent, and 100 percent recycled acrylic fiber. Recycling is gaining momentum due to its importance in the textile industry. In the new law, it is stated that the infrastructure must be completed for the separate storage of textile wastes until 2025. The aforementioned new law will also help to overcome the difficulty posed by consumer habits. Companies such as H&M Group, Inditex Group, Patagonia have already started the change, come and be a part of this change, and contribute to the value chain by using recycled fiber.





Fast and Efficient Business Management with Robotic Process Automation

Robotic Process Automation (RPA), a technology that has been rapidly developing recently, provides companies with fast and efficient business management. Is RPA a luxury or a requirement for your company? Aktek, one of the Akkok Group Companies, guides companies with its highly experienced and certified IBM Automation Anywhere product team in making this decision.

In RPA, robots perform repetitive and precise tasks with artificial intelligence, workflow automation approaches.

In this way, these pre-programmed robots can control e-mail, connect with applications and AP. Is that they can

access, and they do all this work pretty quickly and minimizing the error.



AKTEK PROVIDES SOLUTIONS TO FIRMS WITH ITS EXPERTISE IN INFORMATION TECHNOLOGIES

Aktek was established in 2007 to be a technology service that offers modern applications in information technologies to all companies with in Akkok Holding with one-stop, efficient, value-adding solutions and services. Closely follow the developments in the field of Information Technology and its R&D activities, Aktek produces end-to-end integrated applications and solutions that will keep the technological infrastructures of holding companies up to date by targeting high standards in its services. In addition to these activities, Aktek has also focused on its activities outside Akkok Holding since 2010. Aktek, which moved its headquarters to YTU Davutpaşa Technopark Campus in 2014, aims to take part in the same ecosystem as technology companies and develop projects together by providing University and industry cooperation with the projects it has developed. In 2015, a structure called "Aktek Garage" was created within Aktek. With this structuring, Aktek offers opportunities for people with creative ideas to turn their ideas into projects.



ROBOTIC PROCESS AUTOMATION IMPLEMENTATION AREAS

● Customer Service:

RPA can help companies provide better customer service by automating contact center tasks, including verifying e-signatures, loading scanned documents, and verifying information for automatic approvals or rejections.

● Accounting:

Organizations can use RPA for general accounting, operational accounting, transaction reporting, and budgeting.

● Financial Services:

Companies in the financial services sector can use RPA for currency payments, automating account opening and closures, managing audit claims and processing insurance claims.

● Human Resources:

RPA can automate HR tasks, including onboarding and offboarding, by updating employee information and timeline submission processes.

● Supply Chain Management:

RPA can be used to automate purchasing, order processing and payments, track inventory levels, and track shipments.

● Health Services:

Medical organizations can use RPA to handle patient records, claims, customer support, account management, billing, reporting, and analytics.

GAINS

- Provide better customer service
- Ensure compliance of business operations and processes with regulations and standards
- Ensuring faster completion of processes
- Enhanced productivity by digitizing and auditing process data
- Create cost savings for manual and repetitive jobs
- Ensuring that employees are more efficient

RPA'S CAPABILITIES

- Oracle, SPA etc. integration with enterprise systems
- Integration with Microsoft Excel
- OCR (Optical Character Recognition)
- Optical Character Recognition
- PDF integration
- Service on / off
- Email automation
- Access to databases
- File and class operations
- Error capture and reporting
- Data Control and operation
- Logging

EXPECTATIONS FROM RPA

Companies expect RPA to get rid of processes that waste employee time, repeat, increase workload, and make it possible to implement technology quickly and efficiently, without changing existing infrastructure and systems. This software ensures the continuity of the workflow with increased speed, efficiency and accuracy at the forefront. In a few years, RPA will be widely applied around the world. This will allow companies to plan development in this direction by increasing their productivity levels and determining which potential areas the labor force at hand can be developed.

SOLUTIONS OFFERED BY RPA

With RPA technology, various data sources integration is achieved using (Oracle, SAP, etc.), and the manual processing of the data provided from these sources is automated. RPA offers a controlled structure and enterprise business solutions for fast, economical and complete completion of many processes in unit time, with all the features provided by the application to users integrated with each other. The RPA can do all the work related to realistic rules, but the RPA cannot be implemented in all areas. For this reason, it is necessary to analyze well which process is compatible with RPA and then automate it. Is RPA a luxury or a requirement for your company? Aktek, one of the companies of Akkok Group, guides companies with its highly experienced and certified IBM Automation Anywhere product team.



The textile and raw materials sector, the locomotive of the Turkish economy, closed 2019 with exports worth about \$ 10 billion despite the contraction in the EU market and all the negative events in global trade. Stating that sustainable products in textiles are becoming more and more important, Istanbul Textile and Raw Materials Exporters Association (ITHIB) President Ahmet Öksüz said in a statement to Acrylife magazine, “On behalf of the textile and raw materials industry, our focus will be sustainability in 2020.”

Textile industry focused on **sustainable production in 2020**

While the contraction in the global market also negatively affected the exports of the textile and raw materials sector in 2019, exports increased on the basis of quantity, although they declined on the basis of value. According to the Information System of Exporters' Associations, the textile and raw materials sector, which increased its exports by 4 percent in 2018, realized exports of about 10 billion dollars with a decrease of 5.5 percent in 2019. Exports of the sector in January-December 2019 increased by 1.2 percent compared to the same period of the previous year and amounted to 2.3 million tons. Istanbul Textile and Raw Material Exporters Association (ITHIB) President Ahmet Öksüz, who stated that the world economy has been going through a difficult process due to the trade wars in 2019 and the political tensions occurring in our close geography, told Acrylife magazine about the targets of 2020 by making an assessment of the sector in 2019.



He said that “The shrinkage in the market affected our industry’s exports to some extent. One of the important reasons for the decline in our exports is that the global purchasing groups from which we supply raw materials have directed their orders to our domestic market and we have provided orders to our local ready-made clothing companies”.

HIGHEST PRODUCTION INDEX INCREASE IN 27 MONTHS AS OF DECEMBER 2019

Öksüz emphasized that the exports of the world’s leading exporters in the industry such as China, USA, Germany, Italy, South Korea, Taiwan, and Japan decreased by up to 10 percent in the third quarter of 2019, saying, “Despite all the negative course in global trade as the leading sector of the textile and raw materials sectors of Turkey’s economy in 2019 have closed nearly 10 billion dollars worth of exports.” According to the textile and raw materials industry production index data announced in December 2019, Öksüz stated that the industry reached the highest production index of the last 27 months with an increase of 11.6 percent and said, “This rate is the highest in our domestic market and It is one of the clearest indicators.”

RECORD EXPORTS TO TURKIC REPUBLICS AND AFRICA

Stating that despite the market contraction in our largest export market in the EU, there have been significant increases in exports to alternative markets with fairs and promotional attacks, ITHIB President Ahmet Öksüz said that in 2019, they realized the highest textile and raw materials exports to the Turkic republics and the highest yarn exports to the emerging market in Africa. Öksüz also said, “At the same time, we have realized the highest exports of knitted fabrics to Africa, Turkic Republics and Asian countries of all time.” Noting that capacity utilization rates and industrial production index data in the last quarter of 2019 in particular have moved to a rapid growth trend, Ahmet Öksüz said, “ While the average capacity utilization rate of our sector in 2019 was 80 percent, it was three points higher than the manufacturing industry average. The production index of our sector increased by 11.6 percent in December and was at the highest level in the last 27 months,” he said. Underlining that sustainable products are gaining more and more importance in textile, Öksüz emphasized that the focus of the textile and raw materials industry will be “sustainability” in 2020.

Stating that all global brands and international procurement groups have implemented sustainability projects such as the “Green Deal” project implemented by the European Union, Öksüz said: “Awareness of sustainability issues such as less water use, clean environment, recycling and re-use of textile products increasing day by day.

We, as the textile and raw materials sector, will build all our works such as fairs, design competitions, trade and purchasing delegations with the theme of sustainability. We came together with the leading purchasing groups of the USA by setting our ‘I Of The World’ sectoral export products fair with the sustainability theme, which we organized on 21-22 January 2020.”





EXPORT REPORT CARD OF THE INDUSTRY IN 2019

- The country group with the highest increase in textile and raw materials exports in that year was the Turkic Republics with an increase of 10.4 percent.
- Germany took the biggest share in that sector's exports in 2019. In 2019, our exports to Germany decreased by 2 percent to 856 million dollars.
- O Textile and raw materials exports, which constitute 23.5 percent of exports, decreased by 6.6 percent in 2019 compared to the previous year and reached 2.3 billion dollars.
- Especially in the textile and apparel industries, global purchasing groups emphasize that they will not buy any unsustainable
- The yarn group export, which product in the short term and develop projects on the subject. constitutes 18.2 percent of that sector's exports, was 1.8 billion dollars in 2019.
- The exports of the home textile group, which is included in the textile sector, which constitutes 15.9 percent of the textile and its raw materials exports, decreased by 1.5 percent in 2019 to 1.6 billion dollars. In that year, fiber exports decreased by 13.7 percent to 638 million dollars.
- The most important sub-We, as the textile and raw materials sector, will build all our works such as fairs, design competitions, trade and purchasing delegations with the theme of sustainability. We came together with the leading purchasing groups of the USA by setting our 'I Of The World' sectoral export products fair with the sustainability theme, which we organized on 21-22 January 2020.



"THE SECTOR SIGNAL SIEW INVESTMENT"

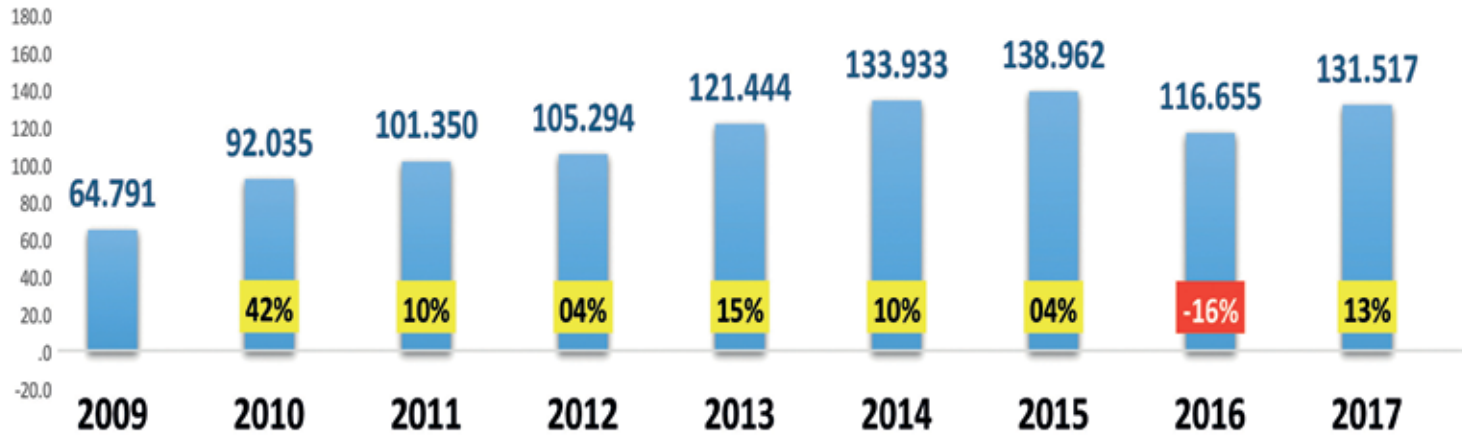
Noting that their other priority in 2020 is to implement new clustering projects alongside the two already existing clustering projects, Öksüz said that in this context, they aim to implement a new clustering model in line with the demands that will come from companies with the support of the Ministry of Commerce in the fabric industry. Stating that the sector has given new investment signals when looking at capacity utilization rates that are three points higher product group in fiber exports than the manufacturing industry average with 80 was synthetic-artificial fibers, percent, Öksüz said; "However, in order for our sector which recorded exports worth to achieve the export targets we aim for in the coming 389 million dollars with a decrease of 10 percent and period, a review of Free Trade Agreements, especially in countries where we have a foreign trade deficit, is constitute 60.9 percent of our one of our most important expectations from our total fiber exports.

In that year, the most important country in fiber exports was Iran, with an government. In addition, although our most important export markets are applied in the United States and European Union countries, there is no obligation to use textile products with antibacterial properties, increase of 8.5 percent, worth breathable, non-flammable, non-wrinkled properties in 126 million dollars. While Italy, Germany, and the USA were the other prominent countries, 224 million dollars were exported to EU (28) countries, which have a 35.1 public buildings, dormitories and hotels in Turkey. In our country, the absence of the requirement to use qualified textile products in question negatively affects human health and can even cause our people to lose their lives in fires that occur from time to time.

Turkey is a country specializing in the production and export of nano-technological, antibacterial properties, breathable, non-

ALL-TIME HIGH FIBER EXPORT TO AFRICA

Unit: Million \$

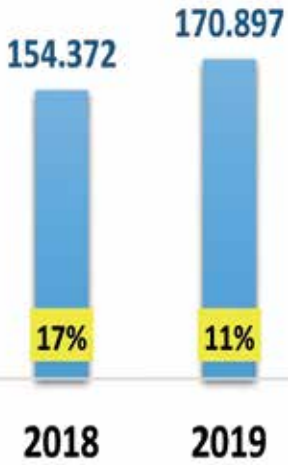


burning, non-wrinkling, non-sweating textile products. Textile products used by our ministries in areas such as public buildings, schools, dormitories, hotels, hospitals, etc. will be encouraged to carry out production in this field by contributing to the technological transformation of our textile companies, which are already producing traditional textiles, together with ensuring that their use is mandatory with featured textile products.”

“AFRICA, ASIA AND THE USA ARE PRIORITY MARKETS”

Stating that Turkey received a share of 9 thousand of the world’s overall exports, the textile and raw materials sector received a share of 3 percent, Ahmet Öksüz continued his words: “As the textile and raw materials sector, we receive a share of 15 percent of the EU’s imports. We export half of our products to European Union countries. As the textile and raw materials sector, which is the sixth largest supplier in the world and the second largest supplier in the EU, our most important priority is not to lose market share in international competition and to increase our share in the global league. Accordingly, as ITHIB, increasing our competitiveness with alternative markets while maintaining our market share in the EU is our main strategy. Therefore, the African market, which we export over 1 billion dollars in 2019 and which has a great potential not only in the textile and raw materials sector but also in all our sectors, is one of our priorities. However, we also care about the Asian market where we can realize value-added exports. In addition to the fair organization we have organized in Japan in 2019, we aim to carry out special qualified commerce and purchase delegations in order to ensure sustainable export growth in Asia in the coming period.





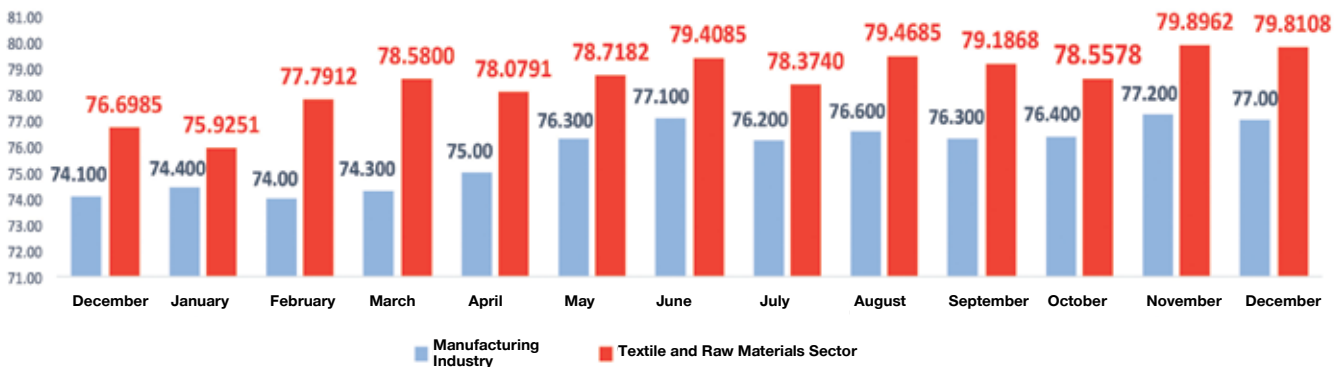
USTAINABILITY REQUIREMENT FROM GLOBAL PURCHASING GROUPS

ITHIB President Ahmet Öksüz stated that all global brands and international purchasing groups have implemented sustainability projects such as the "Green Deal" project carried out by the European Union, and said; "Awareness of sustainability issues such as less water use, clean environment, recycling and reuse of textile products in production is growing every day. Global purchasing groups, especially in the textile and apparel sectors, emphasize that they will not buy any products that are not sustainable in the short term and develop projects on this issue. We, as the textile and raw materials sector, will organize all our works such as all fairs, design competitions, trade and purchase delegations with the theme of sustainability."



The United States is one of our most important priority markets. The United States ranks first with a 9.4 percent share of world imports of textiles and raw materials, worth \$ 311 billion in 2018. The United States is one of our most important priority markets. The United States ranks first with a 9.4 percent share of world imports of textiles and raw materials, worth \$ 311 billion in 2018. China, India and Mexico are the most important suppliers of the United States, which imports textiles and raw materials worth about \$ 30 billion annually. Turkey, which exports much more value-added than its competitors, receives a 2.2 percent share of U.S. imports. As ITHIB, we aim to increase our effectiveness in the United States with our 'I of the World' fair and promotional attacks."

CAPACITY USE RATIOS FOR THE LAST 12 MONTH PERIOD FROM THE END OF 2019 (%)





“TECHNICAL TEXTILES

carries great potential
in value added exports”

Stating that Turkey, which has continuously increased its exports in the technical textile product group for the last five years, realized the highest technical textile exports of all time with 1.7 billion dollars in 2018. Technical textile exports maintained the same level in 2019. Istanbul Textile and Raw Materials Exporters Association (ITHIB) President Ahmet Öksüz said that “Technical textiles have great potential in terms of our value-added export targets.”

Technical textiles, which are resistant to chemicals, weather conditions, micro-organisms, have superior performance characteristics such as high strength, non-flammability and work integrated with many sectors, gradually increase their importance in human life with the development of technology. While the share of technical textiles in the exports of textiles and raw materials in the world is 32.4 percent, the share of technical textiles in the total exports of textiles and raw materials in Turkey is 17 percent. Saying that “Due to the discovery of new products, meeting the needs in a rapidly changing world and replacing traditional products and materials, technical textiles have great potential in terms of our value-added export goals”, ITHIB Chairman Ahmet Öksüz said that they anticipate that the sector will evolve rapidly from traditional textiles to technical textiles, where R & D and innovation are at the forefront in the medium and long term.

What should we understand when it comes to technical textiles?

Technical textiles are textile materials and products manufactured within the scope of their technical and performance characteristics. Textile product groups are used in many different sectors such as construction, agriculture, medical, automotive industry and are

expanding their use every day. Bed linen that listens to heartbeats, car seats that wake up drivers about to sleep, weavings that change color according to room temperature, fibers that are 15 times more durable than steel, military camouflage, and nanotechnological fabrics that do not burn or sweat are examples of technical textile products that are now frequently included in our lives besides traditional technical textiles. Technical textiles, which are resistant to chemicals, weather conditions, micro-organisms, have superior performance characteristics such as high strength, non-flammability and work integrated with many sectors, rapidly increase their importance in human life with the development of technology.

How do you evaluate the place and importance of technical textiles in the industry ?

Due to the discovery of new products, meeting needs in a rapidly changing world and replacing traditional products and materials, technical textiles offer great potential in terms of our value-added export goals. For this reason, we anticipate that our sector will evolve rapidly from traditional textiles to technical textiles, where R & D and innovation are at the forefront in the medium and long term. Therefore, we



closely follow global developments and carry out cluster projects that will enable the digital transformation of our sector for the development of the technical textile sector, which is expected to be more integrated with many sectors such as defense industry, automotive, aerospace, construction and agricultural sector.

What is the share of technical textiles in Turkey's total textile exports? How did technical textile exports go on in 2019? Which countries are most exported to?

The share of technical textiles in the world's exports of textiles and raw materials stands out as 32.4 percent. In Turkey, the share of technical textiles in total exports of textiles and raw materials is 17 percent. We have been continuously increasing exports in the Technical Textile product group for the last five years. In 2018, we realized the highest technical textile exports of all time with 1.7 billion dollars. In 2019, our exports of technical textiles remained at the same level as the previous year and again amounted to 1.7 billion dollars. In 2019, our most important export markets in the technical

textile sector gained attention as Germany, USA and UK respectively. In 2019, our exports of technical textiles to Germany amounted to 140 million dollars, 124 million dollars to the United States and 109 million dollars to the United Kingdom. However, as the technical textile sector, we have realized the highest technical textile exports of all time to Africa, the Americas and Asia countries. In the world of imports of technical textiles worth \$ 103 billion, the United States ranks first with a 14 percent share, Germany ranks second with an 8 percent share, and China ranks third with a 5 percent share.

How do you see the future of technical textiles? What are the goals for 2020? What is ITHIB doing for the development of technical textiles?

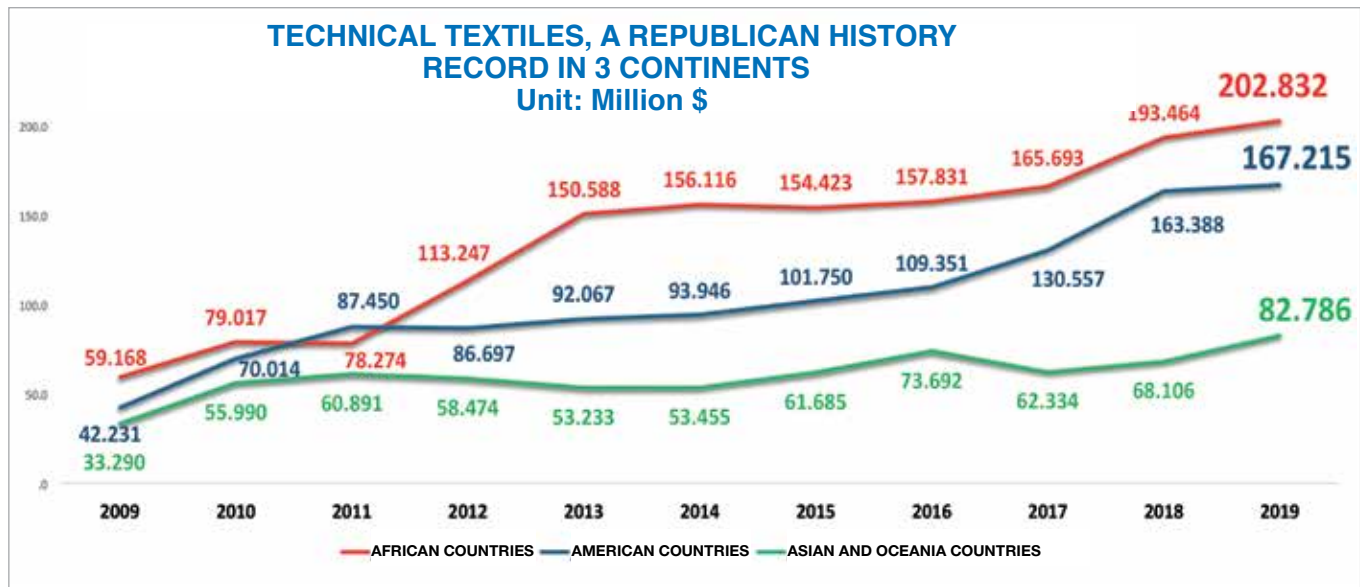
Technical textiles are one of the sectors that shape the future vision of our sector and which we anticipate will provide the most added value to our sector. We have implemented the "Digital Transformation and Innovation in Technical Textiles" cluster project in 2019 with the support of our Ministry of trade and with the leading company

of our sector, based on the importance we attach to our technical textile sector as the roof organization of the Turkish textile and raw materials sector.

In our project, where we have conducted a comprehensive training on technical textile trends and recent applications in the world, we plan to make foreign market visits in the second quarter of 2020 by receiving a consultancy service for the digital transformation of the sector in 2020.

ITHIB also works to provide qualified people to the sector. Can you tell us about these studies?

As ITHIB, we have signed important projects to reach qualified human resources and to bring our young people to our sector in 2019. Within the scope of our project, where we gave scholarships up to minimum wage to students who prefer textile engineering, textile engineering occupancy rates increased from 42 percent to 92 percent in a period of one year. Practical education is another title of our project. As part of our project, we will conduct practical training of students in factories in 2020 and work on curricula within the framework of university-industry cooperation. Technical textiles are also one of our most important priorities in curriculum studies. However, in cooperation with Istanbul Technical University, we have implemented Turkey's first and only master's project of technical textiles with thesis for our young people who can bring new horizons to our sector, especially in our R & D centers. In 2020, we will continue our work to produce projects in technical textiles, which we believe will transform our sector, and to increase our market share in the technical textiles market of the world by setting new records in exports with the projects we have implemented.



“We want our country to be in the top three in the Global League in **ready made clothing sector**”

Despite the negative repercussions of the economic contraction, the ready made clothing and apparel sector, which increased its exports by 5 percent in 2019 to over \$ 17.7 billion, has grown its target. Mustafa Gültepe, Chairman of the Board of Directors of the Istanbul Ready Made Garment and Apparel Exporters' Association (IHKIB), who stated that Turkey is the 6th largest garment supplier in the world, said; “As IHKIB, we want to take our country to the top three in the global league.”

Ready made clothing and apparel sector, which ranks first among the strategic sectors for the Turkish economy with its production power, created added value, contribution to employment and exports of \$ 17.7 billion, aims to increase its exports even more in 2020. Stating that despite a very difficult year in 2019, exports did not slow down, IHKIB President Mustafa Gültepe said; “In 2018, we increased our exports which was 17.6 billion dollars in 2018 to 17.7 billion dollars in 2019. Although there is a limited increase in dollars, our sector completed 2019 by growing. Increasing exports in quantity strengthens our positive expectation for the future.” Gültepe who stated that Turkey is the 6th largest ready made garment supplier in the world, said; “As IHKIB, we want to take our country to the top three in the global league. In line with this goal, we have prepared the ‘Vision Document of the Ready Made Garment Sector. Within the framework of the new strategy, we have created our four by-four action plan, which aims to increase our exports to \$ 33 billion in the medium term.” We talked about the sector and the goals of IHKIB with Mustafa Gültepe.

First, we would like you to briefly mention the activities of IHKIB.

Ready made garment and apparel is one of the traditional and strategic sectors of Turkey. IHKIB was founded in 1986 with the aim of transforming Turkey's ready made garment and apparel industry into the fashion industry, introducing the sector to the world and increasing its exports. IHKIB, which also undertakes the mission of protecting the interests of the sector at home and abroad and currently has about 15 thousand members, performs 75 percent of our country's ready made garment exports, which are 17.7 billion dollars. Our association,

which is the flagship of the Turkish fashion industry, is also leading the sector in terms of providing qualified labor, promotion, digital transformation and sustainability.

What is the place of ready made garment and apparel sector in the Turkish economy?

The ready made garment and apparel sector has existed in Turkey's past, exists today, and will continue to exist in its future in a stronger and different way. We rank first among the strategic sectors for the country's economy with our production power, our created added value, our contribution to employment, our exports totaling \$ 17.7 billion. We are clearly in a leading position with a net foreign currency of \$ 15.8 billion that we make our country earn in a year. As the Turkish fashion industry, we are a big player not only on a local scale, but also on the global arena. We are the 6th largest supplier of ready made garments in the world and the 3rd in EU. We're in the top three in categories like socks and denim. Last year, we demonstrated once again our strategic importance for the country's economy. At a time when production was shrinking, our capacity utilization was based on 85 percent, and on the other hand, we continued to invest. In a very difficult year, we created 53 thousand new jobs.

How did the ready-made garments and apparel industry go through 2019

Although it was a very difficult year, we did not slow down in exports in 2019. We increased our exports from \$ 17.6 billion in 2018 to \$ 17.7 billion in 2019.





However there was a limited increase in dollar terms, our industry completed 2019 by growing. The increase in exports in terms of quantity strengthens our positive expectation for the future.

To which countries do Turkey carry out the most exports of ready made garments and apparel ?

The most important market of the Turkish fashion industry is the European Union. We realize 69 percent of our exports to EU countries. With the departure of England, where we export 2 billion dollars of ready-made garments per year, the rate will decrease slightly in 2020. When we evaluate it as a country, Germany takes first place, followed by Spain and England.

What do you attribute the contraction in exports to EU countries and especially Germany, which is Turkey's largest market?

Although our exports to EU countries increased by 2.6 percent in quantity in the 11-month part of 2019, they decreased by 2.3 percent in dollar terms.

We can say that as well as Brexit uncertainty, slowing in economic growth of EU countries, especially Germany, has played a role in the relative decline of our export performance.

Which product categories increased in exports of the sector in 2019?

In 2019, exports increased in sportswear, baby-child clothing, accessories and top clothing categories such as coats.

Ready made clothing and apparel are the top priority sectors in the \$ 100 billion trade target with the United States. Do you expect a remarkable jump in exports to the United States in 2020?

I care very much about the goal of increasing trade between Turkey and the United States to \$ 100 billion on behalf of our sector. Ready made clothing and apparel is one of the most advantageous sectors in the 50 billion dollars of exports that our country is projected to make to the United States. Our exports to the United States, which is the largest

importer of ready made clothing in the world with 103 billion dollars in 2019, amounted to 647 million dollars.

As IHKIB, we are conducting an intensive promotional campaign in the USA. For several years, we have been organizing national participation in the Magic Show in Las Vegas under the leadership of IHKIB. In addition to the Magic Show, we also take our place at The New York Coterie Fair, and this year we are the focus of the organization. We also consider the Turkish Trading Center in New York as a promotional base for our fashion industry. Recently, we have been in intensive cooperation with the US Fashion Manufacturers Association (USFIA). We took part in Usfia's event as a cooperative organization and held a joint board meeting on November 6-7, 2019. We anticipate that with the impact of these activities, we will be able to catch a jump in our exports to the United States from 2020. If we can turn the trade war with China in our favor, we have the potential to increase our exports to the United States to \$ 5 or even \$ 10 billion in a few years.

How do you expect that your cooperation with AliExpress will contribute to the E- export of IHKIB members?

As you all follow closely, the e-commerce and e-export market in the world is growing at an incredible pace. It is expected that global e-exports, which totaled \$ 401 billion in 2016, will grow to \$ 994 billion in 2020. The share of ready made clothing and footwear in retail e-exports is 31 percent. In addition, the consumer profile, especially in the Middle East and Europe, provides important advantages to our companies in e-exports.

The Turkish fashion industry needs to take this opportunity well. The share of our e-exports was only 358 million dollars in ready made clothing and apparel exports worth 17.6 billion dollars in 2018. For our \$ 33 billion export target, we need to move that amount to a very high level. As the flagship of the sector, we have made a new leadership for our companies. Thanks to the agreement we signed with AliExpress, one of the world's largest B2C e-commerce platforms, we are



"I APPRECIATE AKSA'S INNOVATIVE WORK"

"I follow with great interest and appreciation the contribution and innovative work of Aksa, which is the largest acrylic fiber manufacturer in the world, to our textile and ready made clothing sectors.

Acrylic fiber has a wide range of applications from ready-made clothing to technical textiles. I think that cooperation between Aksa and the ready made clothing industry can increase even more today, when today technical textiles are gaining importance."

opening the doors of the world to all our small and large members. Our members will be able to reach countless buyers around the world through the aliexpress platform. Even our micro-entrepreneurs will be able to retail directly to the most remote corner of the world.

Especially while the recognition of our branded products all over the world is increasing, the competitive power of our country will also increase. I believe that these new advantages will encourage many of our entrepreneurs to become exporters.

'Textile Engineering is My Preference Project', which aims to train equipped engineers to the sector, also brought a voice. What would you like to say about the project?

Turkey is the 6th largest garment supplier in the world. As IHKIB, we want to take our country to the top three in the



global league. In line with this goal, we have prepared the Vision Document for the Ready Made Clothing Sector'. In the framework of the new strategy, we have created our Four-by-Four Action Plan, which aims to increase our exports to billion dollars in the medium term.

We can only make the leap that will carry us to the target with well-trained, well-equipped textile engineers. In recent years, there has been a very serious decline in the interest of our young people in Textile Engineering. We managed to reverse the perception with the 'Preferred Textile Engineering Project' that we started this year. In cooperation with our Exporters' Associations, Textile Employers' Union and Higher Education Council (YOK), we have brought the occupancy rate of textile engineering departments closer to 100 percent, which was 42 percent. We will take the perception much higher with our young people, who we will give all kinds of support during and after education. These young people, who will have the opportunity to practice in the field from the student period without waiting for graduation, will be one of the most important trumps of our sector in global competition.

On the other hand, the issue of strengthening vocational high schools has also been on our agenda since the establishment of IHKIB. Apart from our four schools, which we support in cooperation with the Mi-



nistry of Education, we plan to organize the skills competition that we held throughout Istanbul last year throughout the region this year. This competition both increases interest in the sector and improves the talents of our students.

The ready-made clothing and apparel industry is also directly related to fashion. What is the importance of design for the industry? What are your activities in fashion and design as IHKIB?

High value-added production, branding and promotion are of vital importance in IHKIB's export target of 33 billion dollars. We lead and inspire both our fashion industry and other sectors in these matters. With the KOZA Young Fashion Designers Competition, which we have been organizing since 1992, we bring together young

"WE MUST INCREASE E-EXPORT

"In 2018, our exports of ready made clothing and apparel worth 17.6 billion dollars, the share of our e-exports is only 358 million dollars. We must move this amount far higher for our export target of \$ 33 billion. As the flagship of the sector, we have made a new leadership for our companies. Thanks to the agreement we signed with AliExpress, one of the world's largest B2C e-commerce platforms, we are opening the doors of the world to all our small and large members."

talents who want to pursue a career in fashion design with the industry. Thanks to KOZA, we have brought hundreds of designers to the sector in 27 years. Today, we are proud of our designers who prepare collections for national and international brands.

We showcase the collections of our brands and designers globally at Mercedes Benz Fashion Week Istanbul (MBFWI) organized under the leadership of IHKIB. Buying groups and fashion writers from all over the world visit our country twice a year for MBFWI, which is among the top 10 fashion weeks among over 130 fashion weeks in the world. We show the dynamism of Turkish brands and designers to the world with MBFWI, which IHKIB has made a global brand. We transformed The Core Istanbul, which we organized simultaneously with MBFWI, into a platform where our brands and designers meet. In The Core Istanbul, our producers create a design economy by buying not only collections but also models from our designers.

How do you expect a performance in the exports of ready-made clothing in 2020?

We aim to increase our country's ready-made clothing exports by at least 10 percent every year. However, it is not always easy to reach the target due to cyclical factors and reasons arising from global markets. In 2020, despite the negative effects of Brexit and economic contraction in EU countries, we anticipate that we will increase our exports by 5 percent to over \$ 17.7 billion.

Can you share your prediction about the exchange rates in 2020?

Considering global and regional risks, it is not possible to make an accurate forecast for the exchange rate. Instead of guessing, we can only say our expectations. As exporters, we want the exchange rate to be stable and predictable.

Acrylic fiber is an important raw material for the ready-made clothing and apparel industry. Aksa is the largest acrylic fiber producer in the world. How do you evaluate the success of Aksa? What is the importance of Aksa for the textile industry?

As the world's largest acrylic fiber manufacturer, I follow Aksa's contribution and innovative work to our textile and ready made clothing sectors with great interest and appreciation. Acrylic fiber has a wide range of area of use from ready-made clothing to technical tekstistles. I think that cooperation between Aksa and the ready made clothing industry can increase even more today, when technical textiles gained importance. I am aware of the intensive work that Aksa, which has been leading innovative technologies since its foundation, has done on sustainability. I also believe that convertible products will make a much greater contribution to our fashion industry. I also believe that they will make a much greater contribution to our fashion industry in terms of convertible products.

“Export is the future of Turkey”

Merinos, whose foundations were laid half a century ago with two carpet looms in Gaziantep, today is proud of being the number one in the sector by exporting to 74 countries. Merinos Carpet chairman of the executive board Ali Erdemoğlu sums up the secret of this success as “Working hard, honesty, being like a family with employees, following both the domestic market, the world and technologies”. Erdemoğlu who stated that they export 85 percent of their production, says “Exports are the future of Turkey. We also aim to increase our exports.”

The establishment of Merinos, which is a world brand in the carpet industry, goes back to Mehmet Erdemoğlu's starting production on two carpet looms in Gaziantep in 1971. But according to Chairman of Merinos Carpet Ali Erdemoğlu, the process that would lead Merinos to become a world-renowned brand begins when his brother, Chairman of Erdemoğlu Holding İbrahim Erdemoğlu, sold rugs to shopkeepers in Trabzon, where he went to study at the university. Ali Erdemoğlu, who said that “İbrahim provided cash flow with the sale of rugs in Trabzon, helped us grow our business” says that they continue the principle of honesty and hard work of Mehmet Erdemoğlu who is their father, and today moved Merinos to the first place in the world. We talked about the adventure and goals of the Merinos Carpet from yesterday to today with Ali Erdemoğlu.

As we begin our conversation, we first want to hear from you about the development of Merinos from the past to the present.

My father Mehmet Erdemoğlu started rug production by buying two looms in Gaziantep in 1971. They were partners with my uncle at that time. Production continued on these two looms until 1977, my uncle left in 1977. When I went to the military in 1979, my brother İbrahim tried to take care of things with my father as much as possible. In the year I completed his military service, İbrahim had won the university but did not want to go because he did not like his department. As a result, he went to Trabzon for university education with the force of

my father. One year later, İbrahim started selling rugs to shopkeepers in Trabzon.

My father first reacted, “finish school, don't go into sales,” but İbrahim convinced my father and we started sending rugs to Trabzon. İbrahim continued to sell rugs there, touring shopkeepers on weekends. At that time, we had a hard time paying the employees to their weekly salary. When İbrahim started selling rugs in Trabzon in cash, our cash flow improved. Otherwise, there was no money, and the truth is, our opportunities were limited. İbrahim finished school in five years. By selling rugs for five years, it both increased our sales and provided our cash flow. We started sub-production a few more counters.

How did the transition from carpet counter to carpet production happen?

After İbrahim finished school and returned, my father bought a carpet bench in 1983. We continued to produce both rugs and carpets for two more years. We bought two more carpet stalls in two years. We stopped producing rugs in 1985. Our place was 260 square meters, and three stalls barely fit. At that time, the acrylic carpet had just come out. My father had bought 380 square meters of land jointly with his aunt's son. After İbrahim finished school and returned, my father bought a carpet bench in 1983. We continued to produce both rugs and carpets for two more years. We bought two more carpet stalls in two years. We stopped producing rugs in 1985. Our place was 260 square meters, and three stalls barely fit.





At that time, the acrylic carpet had just come out. My father had bought 380 square meters of land in common with his aunt's son. İbrahim got my father's approval to build a place there, and after the atelier was built, we moved all three stalls there. At that time İbrahim began to visit many cities such as İstanbul, İzmir, Antalya, Ankara, Erzurum, Trabzon. He sold bags of goods, took orders, made collections. This situation lasted until about 1992. Our bench count was up to 17. In 1993, we bought 10 thousand square meters of land, and then we took the land next to it and built a new facility. We bought new Antep stalls there first. İbrahim had negotiated 26 stalls at the time. Then we bought second-hand stalls too. We brought them and built them. But we had a hard time running them since they were so old, that was a lesson to us.

How did you grow the business?

When İbrahim went to Belgium in 1995, he saw the modern stalls there; when he returned, he said to me, "I will buy these stalls." When I asked him "How are these stalls?" He praised them saying, "They are capable of mass-production, their speed is so high."

Also I also went and saw, but I said, "How are we going to make this work?." Because at that time, we worked with the master, we didn't have an engineer, we took the job with our shift chiefs. When İbrahim asked "How many stalls should we buy ?" "I said it would be enough for us to get one. He went, negotiated five stalls and took all five. Of course I reacted a little, and I said, "We should have run one, checked and then bought the others," but they were already bought.



"AKSA HAS MADE A GREAT CONTRIBUTION TO THE GROWTH OF THE TEXTILE SECTOR IN TURKEY"

"Akse's success is not a coincidence. If Akse, which makes a production necessary for this country, had not established its acrylic fiber plant in Yalova, Turkey would have had to import the fiber as an export dependent. In other words, our currency would go to foreign companies again. And perhaps the reason for the growth of carpets, knitwear or other areas of textiles in Turkey is the establishment of Akse in Yalova. In other words, raw materials are produced in Turkey. If this product is made in China, it takes 45 days to bring goods here from China. We buy 2-3 thousand tons of raw materials per month from Akse. There are also companies that we partner with, they also purchase from Akse. Acrylic plant and Akse's presence in Turkey has a great benefit to manufacturers and industrialists in our country. This is a fact."

"AKSA IS OUR BUSINESS PARTNER"

"We buy acrylic fibers from Akse. We started working with Akse in 1993. Since then, the only company we have worked with is Akse, I would say Akse is our business partner. I can say that open heartedly. Because we have common stakeholders, common aspects and business partnerships with the Dinckok family. For example, we bought Dinarsu in Cerkezoy from the Dinckok Group. We bought Akal in Alapli again from the Dinckok Group. Apart from commerce, we have a completely different relationship with Akse. By this time, we had not bought goods apart from Akse. We have a structure, we do not easily change a product, raw materials for three cents to five cents. We are a company that pays attention to work according to the principle of quality service and honesty."



Those stalls came in 1996. Our masters were technically very good, but they were not engineers.

We recruited engineers, set up the benches, and started working. Then we bought a few more stalls. Our place was not enough again. We bought 92 thousand square meters of land in the third region, which we call Merinos 2. We started the construction of the new facility there, it had a closed area of 73,500 square meters. Later, this facility was not enough for us, and we built a new facility on 1 million square meters. Of course, this was İbrahim's idea too. Since we came from a 260-square-meter atelier, my father was always cautious, trying to keep the reins. He used to say, "Appreciate what happens and be careful. Try to climb the stairs slowly. Don't be greedy." He used to keep braking by saying "That's enough for you. We have seen zero, hunger, absence."

What were the basic principles of your father Mehmet Erdemoğlu?

My father was an assimilator of ahi culture. He used to say, "Fulfill your promise. Don't bring anyone to my door as a creditor. If you're honest, the door will open all the way wherever you go. reputation, reputation, reputation... reputation and trust are more important than money. You will not eat the right of the servant, you will not eat the right of the worker, you will pay him before the sweat dries." At that time, the workers were given weekly, and on Saturdays we used to pay the worker without leaving a dime in our pocket.

My father was also very generous to his employees, every Saturday lahmacun was made and served to the employees, they must have eaten lahmacun and drank soda.

“ My principle in business life is honesty, truthfulness, hard work and achieving goals. We don't have such a philosophy that let's get very rich, have a lot of wealth, in our family. But we have to succeed. That's our only criteria, we have to achieve the goals. **”**



He used to say, “If I win, I’ll share. The employee is not an employee of the company, but a business partner.” We’ve been working with this idea that our father committed to us for years. In our family culture, we see staff as a family. If we were to be a little mad at an employee, my father would immediately file us with the saying, “You can’t talk to him like that.” We grew up in this way.

Can we say, “It was a turning point for Merinos that Mr. İbrahim went to Trabzon with the force of your father and sold rugs to the shopkeepersthere”?

Sure, absolutely. İbrahim’s selling rugs in Trabzon, having a flow of money, growing the business, increasing the number of outsourcing is a milestone for our company.

Where does Merinos have investments?

As Merinos, we are in the 3rd region in Gaziantep. There is Dinarsu in Çerkezköy under the structure of Erdemoğlu Holding. There are 700 people working there right now. Wall-to-wall tufting carpet is produced. We have a facility in Zonguldak Alaplı that produces knitwear yarns in which 840 people work.

About 100 people also work in our holding building in Istanbul. We had a furniture facility in Izmir but closed it at the beginning of 2019. We’re all out of the furniture business, we can’t deal with it. The profit rate on furniture is meager, and there is a lot of under-stairs production in the market, there is no chance of competing with them.

What is your carpet production capacity?

Last year, we produced 40 million square meters of carpet in Gaziantep. As Dinarsu tufting carpet, we have an annual production of 28 million square meters. Our entire carpet production is 48 million square meters per year.

**How much of your production do you export?
Which countries do you export to the most?**

As both Merino and Dinarsu carpet, we export 85 percent of our production. We export most to America and Europe.

How is the situation in export markets?

We don’t have a problem with exports, you buy it completely in foreign currency and sell it in foreign currency. Export is the insurance of companies. You always have risk in the domestic market. Why? You buy in foreign currency, you sell in TL and dated. You always have to live up to the exchange rate risk, and it is always possible to make a loss.

Can we find out your goals in the domestic and foreign markets?

We aim to increase our exports further. we also want to grow in the domestic market, but because of the problems in the domestic market, we have to be more cautious and careful. Because the goods are not sold insured, secured in big amounts in the domestic market. Because the payment due dates are long, when there is a problem in the

country's economy, bankruptcies, concordats begin in dealers and they return to you, putting you in trouble unintentionally. If my client doesn't pay my check, he doesn't pay his debt, what am I going to do? I can't say to the other side, "I didn't get what I was going to get, I can't pay you back." For this reason, exports are very important for both companies and the country's economy. Exports are the future of Turkey. The world market is too big, if you work indexed to the domestic market, you will be locked in the slightest crisis.

What are the most important factors in Merino's success?

It is to work hard, to be honest, to keep your word, to follow both the domestic market, the world and technologies.

Do you have a must in business?

My principle in business life is honesty, truthfulness, hard work and achieving goals. We don't such a philosophy that we should be very rich, we should have a lot of wealth, in this family. But we have to succeed. We have to achieve the goals, that's our only criteria.

Carpet used to be like durable goods, but now the trends have changed. What is the place of carpet in home decoration today?

In the past, there was no natural gas in countries like us, there was no such product as laminate. Therefore, in cold climates, all sides of the house were covered with carpet. As flooring materials developed and new products came out, carpet almost became an accessory. These developments have had an impact on carpet consumption in the world. Now you can't find any carpets in schools or hospitals. It is only available in five-star hotels that it is mandatory, it also needs to be wool. But the carpet does not go out of fashion, production continues. The world is growing, thousands of houses are being built. Carpet always has a place in home decoration.

What are the elements that determine the trend in the carpet?

It's color, pattern, raw material and price. It's a fit for furniture, curtains, wall dyeing. It's became a concept at the moment.

What is the importance of R & D and innovative products for your company?

As R & D, we do not have any technology investment. We follow the concept in color and pattern. We do not make any technological investment, but we think and put it in projects that "How can we thin the denier of the yarn, what raw materials can we use, how much do we sell it for, how can we succeed in the market?"

How do you ensure yarn diversity ?

We demand from our productions. We have polypropylene production. We say, "Make 400 filaments, 200 filament yarns or yarn in this dtex with this thickness", they do. We want yarn dtex, denier, and weight according to the product we will make in weaving. If we know



the job, we have to calculate what the product we will do. Likewise, this happens with acrylic. We already have technology for carpet weaving. As a yarn, we do not need to bring a different technology and do R&D. This technology is already available in our hands. There are polypropylene chips, which are not available not in our country originating from abroad. We buy polyester from Sasa, from our own facility. We produce cotton yarn and polyester yarns in Sasa. We also buy jut and glue from Bangladesh.

Aksa is your raw material supplier. How is your relationship with Aksa Acrylic?

Aksa is already raw material. Raw material comes to us, comes out of here as a carpet. We buy acrylic fibers from Aksa. We started working with Aksa in 1993. Since then, the only company we have worked with is Aksa, I would say our business partner. I can say that openly. Because we have common stakeholders, common aspects and business partnerships with the Dinçök family. For example, we bought Dinarsu in Çerkezköy from the Dinçök Group. We bought Akal in Alaplı again from the Dinçök Group.

Apart from commerce, we have a completely different relationship with Aksa. By this time, we had not received goods from an institution apart from Aksa. We have a structure, we do not easily change a product, raw materials for three cents to five cents. If it's true, if it's honest, if it's behind its product, if there's no problem with the product, we'll go on for years. We have such a business ethic. Our company is not



price indexed in this regard. We are a company that pays attention to work based on the principle of quality, service and honesty.

Aksa is a worldwide company.

What do you think of Aksa's success?

Aksa is the largest company under one roof in the world in acrylic fiber. Aksa produces the most successful, highest quality acrylic fiber in the world. A company that is very sensitive to quality. It has an experienced resume that knows Turkey, Iran and the region very well. Aksa attaches great importance to customer satisfaction, service and quality. We have been working with Aksa for 27 years and so far we have not had any skint for quality or any other reason.

Aksa's success is no coincidence. If Aksa, which makes a production necessary for this country, had not established its acrylic fiber plant in Yalova, Turkey would have had to import the fiber as an export dependent. In other words, our currency would go to foreign companies again. And perhaps the reason for the growth of carpets, knitwear or other areas of textiles in Turkey is the establishment of Aksa in Yalova. Aksa's success is no coincidence. If Aksa, which makes a production necessary for this country, had not established its acrylic fiber plant in Yalova, Turkey would have had to import the fiber as an export dependent. In other words, our currency would go to foreign companies again. And perhaps the reason for the growth of carpets, knitwear or other areas of textiles in Turkey is the establishment of Aksa in Yalova. In other words, raw materials are produced in Turkey. If this product is made in China, it takes 45 days to bring goods here from China. We buy a large amount of raw materials monthly from Aksa. There are also companies that we partner with, they also buy from Aksa. Acrylic plant, Aksa's presence in Turkey has a great benefit to manufacturers and industrialists in our country, this is a fact.

What productions do you have within Erdemoğlu Holding?

We have an annual production of 40 million square meters in Merinos facilities in Gaziantep. We produce 28 million square meters of tufting

carpet annually in dinarsu. We aim to increase this production to 40 million square meters in 2020.

We produce 500 - 600 tons of knitwear yarn per month in Zonguldak Alaplı. We buy fiber from Aksa, where we produce yarn. We also take fiber from Aksa and produce acrylic yarn in Merinos too. We produce blanket fabric in Usak and sell it as fabric. We produce 1 million 200 thousand square meters of blanket fabric per month. There we also produce piece carpets. we also produce acrylic yarn in our factory in Adiyaman Besni.

How many people are employed in Erdemoğlu Holding?

As Erdemoğlu Holding Group, including Sasa, we have 10 thousand employees.

What do you do outside of work?

I try to spend time with my grandchildren, I love them very much. And I have a social side... I am also the chairman of the Mehmet Erdemoğlu Foundation. Sometimes I spend more time on the foundation's activities than work. We give scholarships to students, build schools, mosques. currently, there are more than 900 college students who we grant scholarships to.

We also pay salaries to about 350 widows, orphans and the indigent people. These are my hobbies. It's my hobby to help acquaintances, friends, people in trouble, this is what makes me happy. Other than that, maybe my only luxury is to go to the spa two or three times a year.

For you, what is the formula for being successful in business?

First, the secret to success is to pay the price. For success, you have to sacrifice some things. It is necessary to be honest and to fight, to work hard, to follow and control your work. You should trust the employee, but you should follow and control, and you should be a bit of a workaholic. you should do your job with love.

What are your recommendations for young executive candidates?

In school age, young people need to work in a job in the summer and learn something, learn life, learn respect, love, and bring and take something. The best time for a person to live and see how they maintain life, to learn to take and carry out orders is when they are young. With the philosophy of "The tree bends when it is alive", it is necessary to give responsibility to young people and pave the way. Not with a phone, a computer. He'll take care of his job, take responsibility, work. He may be first in school, but real life starts after that. It will come from an apprenticeship, they need to combine theory and practice. In any case, this is our problem at the moment, this is the problem of Turkey. Not all teenagers who finish school have are effective in practice. Practical training should also be provided in our schools. In Germany, when a teenager finishes school, he graduates as a qualified employee.



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Lasting comfort





Manabu Fujita
Murata Machinery (Muratec) Europe
GmbH Istanbul General Manager

Manabu Fujita, Istanbul General Manager of Murata Machinery (Muratec) Europe GmbH who stated that the vortex spinning machine, which Aksa has added to the Textile Pilot Business Institution as a result of its cooperation with Muratec, is the most efficient machine on the market, said; “Aksa is always looking for innovation. Thanks to this collaboration with Aksa, we were able to experiment on many different topics. It’s a great opportunity for us because we can try different materials.”



Murata Machinery (Muratec), where Aksa Akrilik acquired the vortex spinning machine as part of its new product and market development efforts, continues its activities in Turkey under the leadership of Manabu Fujita, General Manager of Murata Machinery Europe GmbH Istanbul. Manabu Fujita who said, "Our company motto is to look for new products that will enrich the lives of our customers and employees and to lead the society for a better tomorrow" said that in this context, their cooperation with Aksa on the vortex spinning machine is very important for them. We talked with Manabu Fujita about his company, his cooperation with Aksa and his life in Istanbul.

We'd like to get to know you first as we begin our conversation.

I have been working at Murata Machinery since 1994. I made my first business trip to Turkey in 2015. In October 2018, I was appointed as General Manager of Murata Machinery Istanbul.

How many years have you been living in Turkey, what do you say about your life here?

I have been living in Kartal District of Is-

tanbul for about 2.5 years. I'd like to say something about the Kartal. There is a pleasant view of the sea of Marmara, and here both old and new style of Turkey have come together. The city I live in in Japan is also by the sea. Therefore, I feel at home in Kartal and can be especially comfortable in Kartal/Istanbul.

Can you tell us about Muratec? What kind of company is Muratec?

Muratec is a company that can make customers and employees happy with our brand name and new technology.

Can we briefly learn about your company's activities from you?

Murata Machinery has 6 departments and also a group company. We always take into account the opinions of our customers, offer new things and investigate.

As Muratec Turkey, how many people do you work with?

There are 13 Muratec field engineers and administrative staff in Turkey.

When did your cooperation with Aksa begin?

What is the scope of this cooperation? How do you express your thoughts about Aksa Acrylic?

In 2017, we started to negotiate with Aksa for the offer of Murata vortex twisting systems named "MVS".



There are many opportunities to develop acrylic products, especially using MVS technology. With MVS system, it is possible to make new acrylic garments that are easy to maintain, less pilling.

Can you give us detailed information about the Vortex machine? What makes vortex different from other counterpart machines?

Vortex machine is the most efficient machine on the market. MVS makes success and automation possible with clean, comfortable and compact yarn twisting machines. MVS twisting systems can save energy and carbon emissions.

What were your expectations when you started this collaboration? What did you get? What do you expect next?

Aksa is always looking for innovation. Thanks to this collaboration with Aksa, we were able to experiment on many different things. It's a great opportunity for us because we can try different materials. We hope to get various ideas for next generation machines.

"WE GET OUR CUSTOMERS' OPINIONS"

"Murata Machinery has 6 departments and also a group company. We always take into account the opinions of our customers, offer new things and investigate. There are 13 Muratec field engineers and administrative staff in Turkey."

How do you see similarities between Japanese work culture and Turkish work culture?

The people of both countries are working hard and thinking about working until they finish their work. No one pays much attention to business hours. So I changed the rules for working in my branch and started the optional business hours implementation. I want to balance work and private lives with a time dependent way of working.

How do you evaluate the current situation of the textile sector?

The market is slowing down around the world. But textiles are a necessity in life. It just has to wait for the market to put itself together.

How do you evaluate your time off work? Do you have hobbies?

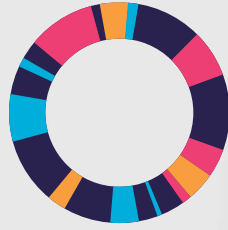
After I started living in Kartal, I run every weekend. The weather, landscape and nature are beautiful. I was able to finish the 42 km long Istanbul Marathon this year.

Can we learn your advice for young people who want to walk successfully in business life?

Think about the extraordinary things ahead, it's real. Something can be done for the better or in the name of change. Some results give us tips and ideas for the future. Continue to think.

Can you tell us about your new projects and goals for the next term?

We managed to get 10 percent of the yarn market with MVS. But most of the products are viscose and polyester with viscose blend yarn. There were almost no success stories, especially for acrylic/bulky acrylic products. Our company motto is to seek, produce new products that will enrich the lives of our customers and employees, and to lead society for a better tomorrow.



acryluna

A warm and
soft touch



“ We aim to be the
**main denim
supplier**
of textile brands ”

Bossa, the first factory established by the Sabancı family, became a global brand that set the trend in the denim sector for 68 years. Bossa Strategy and Business Development Director Besim Özek, who stated that they export more than 75 percent of their production, said; “We are a company that makes innovative products in the fashion sector. As Bossa, we aim to become the main denim supplier of world textile brands.”

Bossa which exists among the giants of the Turkish Textile Sector, plays an important role in the development of the sector with its 68-year history. Bossa, which produces towel, shirting fabric, polyester/viscose weighted outerwear fabric, is setting the trend today with innovative products in the denim fabric group in its production adventure, which started with cotton fabric. Bossa Strategy and Business Development Director Besim Özek, who stated that Bossa is a world brand with its product line, fashion direction, and past experience, said; “We are a company that makes innovative products in the fashion sector. Our collection consists of the most important, up-to-date, followed products of the sector. The most important features that distinguish our products from other brands are that they are innovative and pioneering.” We talked about Bossa and its goals with Besim Özek.

Bossa exists among the giants of the Turkish Textile Industry with its 68-year history. We’d like to hear from you briefly about Bossa’s development from the past to the present.

Bossa is the first factory established by Sabancı family in 1951 in the Adana region, where cotton is abundant, to produce cotton fabrics and grow in this way. Established to produce cotton fabric, the factory evolved over time and entered various product lines. Bossa

has produced towel, shirting fabric, polyester/viscose weighted outerwear fabric since its inception.

But at the moment where we arrive today, it continues to produce in the denim fabric group in which Bossa is also the most active and competitive which is the most fashionable in the market, the most in demand. Denim is one of the most important and successful fabric groups in both Bossa and Turkey’s international competitiveness today. As Turkey, we are the fourth largest exporter of denim fabric in the world, we are also the fourth exporter of denim clothing and manufactured jeans in the world. In the world of fashion, we are one of the most important ‘trendsetter’ with other denim companies in Turkey. Bossa is among the biggest, most powerful players here.

Does Bossa only produce denim fabric?

90-95 percent of Bossa’s production is on denim, and the part that is not on denim is the white version of denim fabrics. These are fabrics that we call ‘non-denim’, and our customers offer these fabrics for sale by dyeing them as trousers in part dyeing.

When did you cross paths with Bossa?

I started working at Bossa 13 years ago. I worked in purchasing and foreign trade departments for most of my career.





First I worked as a Purchasing Manager in Guney Industry and then as a Purchasing Manager in Berdan Tekstil. I started Bossa as purchasing manager again 13 years ago, and then I was promoted to Purchasing and Logistics Director. Later, as Director of Strategy and Business Development during the project of merging Bossa's factories from three factories to one factory, transporting the machines of the factories and collecting the entire product line in one place, in an Organized Industrial Zone, I managed the process of merging the constructions. Currently, I continue to manage Bossa's new projects as Director of Strategy and Business Development.

What is your place in the Turkish market as a company giving direction to denim sector? What do you think are the most important features that distinguish your company's products from other brands?

Today, Bossa is among the world leaders in the industry, with its product line, fashion direction, and past experience. We don't just

say that, no matter what brand you go to working in the industry, it gives you the same comment on brand awareness in Europe and similar issues. As for the criteria that allow us to come here; we make collections of the fashion industry. If you ask that "What is the thing you do best?" We are a company that makes innovative products in the fashion industry. Our collection consists of the most important, up-to-date, followed products of the sector. The most important features that distinguish our products from other brands are that they are innovative and pioneering.

How is the situation in export markets? Which countries do you export to the most? What are the target countries?

We have an export operation in almost every country in the world where there are textiles. More than 75 percent of our product range is exported on a main brand basis. As Bossa, we aim to be the main denim supplier of world textile brands.

If we count the countries to which we export the most; we have ex-

INTERVIEW

"WE ARE A COMPANY MAKING INNOVATIVE PRODUCTS IN THE FASHION SECTOR"

Today, Bossa is among the leaders of the sector, which I would not be modest to, with its product range, its direction of fashion, and its past experience. We are not just saying this, no matter which brand you go to working in the sector, it will make the same comment on brand awareness and similar issues in Europe.

As for the reasons that made us come here; we make the collections of the fashion industry. If you ask "What do you do best?" We are a company that makes innovative products in its sector. Our collection consists of the most important, current, and followed products of the sector. The most important feature that distinguishes our products from other brands is that they are innovative and pioneering.

"BOSSA IS WRITING A BEAUTIFUL STORY"

"We need to export with our own collection, our own story, our own branded fabrics. Bossa is writing a good story. Fabrics have a family, a story. We provide developments that can make this story feel in the people who take it. Italians have done this very well for years. Today, many factories are doing it in a very nice way, especially Boss in Turkey, and gives direction to the world of denim industry."

"WE INCREASED THE ANNUAL PRODUCTION TO 50 MILLION METERS"

"We made the capacity increase two years ago. With the new investments we made in 2018, we increased the annual production capacity from 36 million meters to 50 million meters in our facilities in Adana Organized Industrial Zone with a total area of 200 thousand square meters. With the increase in capacity, our exports to various regions of the world also gained momentum."



port operations and structuring in every country, starting from Scandinavia, where all the fashion suppliers in the world are located, England, Spain, Italy, Germany, United States of America, Australia, Japan, China, Korea. There is no place where we have not sold products until now, but there are countries where we want to deepen and sell more. For example, our sales to Japan, China and Korea, namely the Far East, are not too much, we want to increase this. China is now the world's favorite, fastest-growing country. Similarly, our sales in the US are high, but we are making a lot of effort to further increase it. Because there are new and growing brands there. We also have sales in England and France, but we are trying to increase. Germany, the Netherlands, and Italy are the fastest, best-growing countries in the denim industry today.

We have our own office, sales team and structuring in





Germany. However, our efforts continue to make it bigger. In short, we do our best to arrive at where we are not yet, and double our exports where we are.

**Can we learn your goals for domestic and foreign markets?
Are you planning new investments or capacity increases?**

We did the capacity increase two years ago. With the new investments we made in 2018, we increased the annual production capacity from 36 million meters to 50 million meters in our facilities in Adana Organized Industrial Zone with a total area of 200 thousand square meters. With the increase in capacity, our exports to various regions of the world also gained speed.

Working with a focus on R&D and innovation, Bossa leads the industry by developing innovative products. Could you give information about your innovative projects?

We make two collections every year and this is one of the most important issues for us as Bossa. One of our highest motivations is to sell new products in our collection. The reason for this is that if you sell the product in your collection that you have developed with new technology that will shape the fashion, you will set the price for it.



But if you try to produce a product that is favoured in the market, a competitor's product, you will have to sell it with the competitor minus 'x'. Selling with the competitor minus 'x' will neither benefit us nor the competitor. Here, what we have to do as Turkey is to sell your own product with your own brand, your own name, your own story to the customer, which should be the motivation of the industry in my opinion, not Bossa alone. Selling with your own story is the most sustainable way to increase unit prices and increase profits.

Denim fabric was produced from fiber in cooperation with Aksa. How was the idea to produce Acryluna denim fabric born?

A few years ago, we started a cooperation with Aksa during our search for innovations that will create added value in the sector. Following the collaboration, Aksa developed a special fiber for us and produced denim fabric with this fiber. Our main goal here was to produce a denim fabric with a soft touch, thermal comfort that will keep people warm in winter and cool in summer. We have achieved this thanks to Acryluna, we have developed a denim fabric with better technical properties than cotton.

What are the qualities and advantages of Acryluna denim fabric?

In general, the denim sector is not one of the sectors where acrylic is used the most highly. Acrylic is a type of fiber used mostly in carpet, sweater and knitwear industries. The denim sector, on the other hand, is a sector that is identified with cotton and continues with cotton, but today's developing technologies allow us to work with other fibers other than cotton. Thus, we are working towards increasing the performance capacity of our fabric. In this sense, one of the fibers we work with is acrylic.

There are places where acrylic performs much better. We can achieve the performance we cannot get from cotton with acrylic. You can obtain some performance characteristics that cotton fiber cannot provide from man-made fibers. Our work with Aksa is within this scope.

What kind of comments do you get from customers?

We especially received positive reactions from European countries, mainly from Scandinavia and Germany, who like these types of touches. Hopefully, the sales will increasingly continue.

How do you evaluate your relationship with Aksa?

In my opinion, in today's developing world, the denim industry should work very closely with other sectors, not just with Aksa. Aksa is a very good example for this. Aksa has an R&D center, and Bossa has also an R&D center. Right now, acrylic is in a very untouched place in the denim industry. In our industry, other than cotton, other man-made fibers are used extensively for flexibility in order to pro-



de performance. However, developments in acrylic are very recent in the denim industry. Every development that Bossa makes here will be very innovative. Today, developments regarding polyester have been around for 20 years in the denim industry. However, the acquaintance of denim with acrylic is only for a few years.

Here, if our R&D centers can come together and brainstorm, I believe that there will be innovative developments that will guide our customers and the industry.

Bossa attaches great importance to environmental sustainability as well as R&D and innovation. Can you tell us about your projects on this subject?

In fact, sustainability does not only mean environmental sustainability alone. There is economic sustainability, there is social sustainability that continues with the workers, and there is environmental sustainability. We need to talk about sustainability that comes from the sum of these three. From the angle of environmental sustainability, Bossa pioneered the field of textile both in Turkey and in the world with its completely ecological Re- Set collection launched in 2006. We contribute to recycling by reusing our yarns and fibers, which are idle in the enterprise, as raw materials. In addition, with the r-PET project, we use the fibers we obtain from plastic bottle waste as textile raw

materials. With our Re-Set collection, we are the first textile company in the world to produce 100 percent recycled fabric. We calculate and document all environmental impacts of our products in this collection with the LCA (Life Cycle Assessment) project.

One of the areas where Bossa is the best in terms of environmental sustainability is producing fabrics with low water saving. We implemented the "Saveblue" concept in this regard. By combining this concept with the use of natural fibers, we took a big step in terms of sustainability. 87% water saving is achieved in the dyeing of the products in the "SaveBlue" concept. In another project, we contribute to the protection of the environment by using carbon dioxide instead of sulfuric acid to neutralize our wastewater, which has a basic characteristic.

Another of our studies on energy and recycling is the establishment of a cogeneration facility in our business. With this setup, we started to generate our own energy and thus we have achieved 20 percent energy savings. The establishment of a cogeneration facility has contributed significantly to the reduction of environmental pollution as well as reducing our energy costs. In addition, we have developed a new environmentally friendly dyeing process and brought a new understanding to colored denim fabric production. In this concept called "Dyeart", we produce colorful and environmentally beneficial denim fabrics. I think we are probably the market leader, especially when it comes to recycling. We also have serious works on making new fabrics from old fabrics called "recycling". We collect the used denims from the consumers and turn them back into fabric. We collaborate with many of our customers in this project known as "Post Consumer Denim" in the world.

What do you think is the most important problem of the weaving industry? What should be done about this?

Instead of saying the problem of the sector, we should look at what needs to be developed in the sector. What we have to do today is write our own story. However, we need to export with our own collection, our own story, and our own branded fabrics. If you ask "What does Bossa do best?", Bossa writes a good story. Fabrics have a family, a story. We provide developments that can make this story felt by the buyers. Italians have done this very well for years. Today, many factories in Turkey, especially Bossa, do this very well and lead the world denim industry.

As someone who has a busy work life, can you find time for yourself outside of work? Do you have any hobbies?

I have been playing tennis for many years as a hobby. I play bridge at the bridge club whenever I get the chance.

What do you think is the formula for success in business life? What advice would you give young executive candidates?

They should be curious, they should read a lot, they should constantly improve themselves...





"AKSA HAS DEVELOPED A SPECIAL FIBER FOR US"

"A few years ago, we started a cooperation with Aksa during our search for innovations that will create added value in the sector. Following the collaboration, Aksa developed a special fiber for us and produced denim fabric with this fiber. Our main goal here was to produce a denim fabric with a soft touch, thermal comfort that will keep people warm in winter and cool in summer. We have achieved this thanks to Acryluna, we have developed a denim fabric with better technical properties than cotton."

"PERFORMANCE OF FABRIC WITH ACRYLIC FIBER INCREASES"

"The denim industry is generally identified with cotton and continues with cotton, but today's developing technologies allow us to work with other fibers other than cotton. Thus, we are working to increase the performance capacity of our fabric. In this sense, one of the fibers we work with is acrylic. There are places where acrylic performs much better and achieves what cotton cannot. You can obtain some performance characteristics, which cotton fiber cannot provide, from man-made fibers. Our work with Aksa is within this scope."

"THERE WILL BE INNOVATIVE DEVELOPMENTS"

"Acrylic is in a very untouched place in the denim industry right now. In order to provide performance in our industry, other man-made fibers are used extensively for flexibility, except cotton. But developments related to acrylic are very recent in the denim industry. Every development that Bossa makes here will be very innovative. Today, developments regarding polyester have been around for 20 years in the denim industry. But the acquaintance of denim and acrylic."



Bossa is a company that steers the fashion in the denim

Blending the denim images of the past with today's technological possibilities is one of the biggest trends in denim. This is called 'Heritage' in the world denim industry. The denim images of the past are combined with today's technology to produce softer and more functional denims. Another very important issue is sustainability. In this sense, almost every company produces sustainable denim using different technologies in fiber, yarn, dyeing and finishing processes and markets them to the world. Bossa is also leading the market in this sense.

How do you evaluate the place of denim fabric in the fashion world?

Today, the fashion in the world is denim anyway... If you had said 20 years ago, everyone was wearing a suit. Today, except for the financial sector and Ankara, there are not many people left wearing suits. The most important characteristic of denim is that it makes the wearer look 10 years younger. Everyone wants to look young. It is very comfortable, very easy to use, easy to iron, easy to wash, easy to everything. As you wear your denim pants, they age with you. They change day by day as you wash them, they both change color and take your body shape. They identify with you. That's why people own it more, they love denim more. The comfort of denim do not exist in any other product group.

“We will make new investments in Northern Africa,”

Diktaş, one of Turkey’s most established companies with a history of 75 years in the yarn industry, continues to grow abroad after the first investment it made in Egypt in 2007.

Stating that they export sewing thread from Egypt to Jordan, Israel and Kenya, Diktaş Sewing Thread Industry CEO Mustafa Denizer said, “Now we are considering investing in Tunisia. With the facility that we plan to start production at the end of 2020, we will supply half of Tunisia’s sewing thread need. We aim to invest in Morocco within a year or two after Tunisia.”

Having started its activities with a sewing thread workshop in Istanbul in 1945 and known for generations with Altınbaşak brand in embroidery thread, Diktaş Sewing Yarn Industry is among Turkey’s leading companies in home textile and industrial yarn production with its folding- bending-hank units, modern dyehouse with amonthly capacity of 700 tons and integrated facilities with automatic wrapping-packaging technologies, employing 1,800 people today. Diktaş Sewing thread Industry CEO Mustafa Denizer, who continues to work as the third generation in the company founded by his grandfather, said “One of the most important characteristics and strength of Diktaş lies in its family business. There are not many 75-year-old textile companies in Turkey. We are proud of being one of the first companies of the Republic in the textile industry”. Emphasizing that they aim to grow abroad as a company, Denizer says that after the modern integrated production facilities that started operating in Egypt in 2007, they plan to invest in Tunisia until the end of 2020. We had a pleasant conversation with Mustafa Denizer in which he explained Diktaş and its goals in Tuzla facilities.

First of all, we would like to hear from you about the development of Diktaş Sewing Yarn Industry from past to present.

My grandfather founded Diktaş in a small workshop next to the Istanbul Boys’ High School in 1945. First they started with the production

of reels and even made the wooden mold of the reel themselves. Later, lace yarn production started over time. My grandfather moved the company to the facility in Maltepe, which has a closed area of 40 thousand square meters, in 1971 and continued production in Diktaş Sewing Yarn Industry integrated facility. Of course, in the meantime, product items started to increase. Diktaş expanded its product range in 1988 and started producing polyester and nylon-based yarn. In 2005, it decided to enter the hand knitting market and increased its production to 200 tons per month in a short time. Our company moved to the facilities in Tuzla in 2007. In 2007, we also established modern integrated production facilities with a closed area of 50 thousand square meters in Egypt in order to provide better service to international markets. Currently, we are producing sewing yarn, industrial type hand knitting yarn, lace threads and hand- dyed kerchieves in Turkey and Egypt in four items. We have 80 thousand square meters of storage and production area. We have one of the largest factories in Europe and the Middle East in its field.

Diktaş is a family business, we think that is what it gets its strength from...

Yes, one of Diktaş’s most important characteristics and strength lies in its being a family business. This year, we are celebrating our 75th year. There are not many 75-year-old textile companies in Turkey.





We are proud to be one of the first companies of the Republic. I am in the management of the company as a junior member of the third generation. We continue to work together for the third and fourth generation.

Could you give information about your product variety and brands?

The first brand of Diktaş in 1945, when it was founded, is Altınbaşak. We are currently producing in four categories. The strategy, production, sales policy and brand management of each category are also completely different. Our main brands in sewing yarn, which we mainly produce, are Altınbaşak, Ucbasak and Oltali. In addition, we have 7-8 smaller brands. In 2008, we signed a licensed production agreement with one of the world's leading yarn manufacturers, American & Efird® (AE) for sewing yarn.

Therefore, we have also been producing and selling under their brands since 2007. Our second production category is hand knitting, our brand Ören Bayan. We produce yarns made from acrylic, acrylic wool and other blends in hand knitting.

Our third category is lace, embroidery, hand embroidery, machine embroidery, sewing threads used by tailors and used at home, needlework threads that we produce for the haberdashery market. We are considered to dominate the market in lace thread. Hand-dyed kerchief, which we started producing five years ago, constitutes our fourth category. We produce under the brands Altınbaşak, Ören Bayan and Cenk in hand-painted kerchief. We got into this business with the idea that "If we are producing the needlepoint thread on the edge of the hand-painted kerchieves, we should also produce the kerchieves themselves". Except for sewing thread, all three categories are sold through the same channels such as haberdashery,



wool shops and dowry shops. But the philosophies of all three are completely different, we evaluate them separately. In fact, this is the issue we have difficulties in our advantage. We have to manage different brands in four lanes separately. We have different competitors and different market conditions in each lane. But we can say that this product variety makes a difference for us.

Altınbaşak and Ören Bayan are among the most well-known brands in Turkey for embroidery and knitting. What is your place in the domestic market for embroidery and knitting yarns?

The market recognition of our two brands in lace and embroidery yarns, which we call the haberdashery group, is very high. But of course, there has been a decline in terms of consumption in this area over time. There are no more lace products as before. Technology has

progressed so much that the lace is made by machines. Therefore, there is no need for lace in the dowry as before. There is no longer a youth who spends that much time on this work ... But our recognition and market dominance still continues.

Hand knitting is actually a new course for us. We entered the hand knitting group in the 2000s after buying Ören Bayan. Ören Bayan is a very old brand in knitting yarn. It was very popular especially in the 80's. They left the hand knitting wool market for a while, but we re-entered after buying Ören Bayan. Therefore, we are actually just new in the market. We may not be in the top three in terms of capacity, but we have a certain position in the domestic market, especially with the investments we have made in recent years, and our recognition is increasing every year. Hand knitting has a 20-25 percent share in our production. We are focusing on selling Ören Bayan branded products. 95 percent of our production is produced in our factory. We produce very few contract products or products under someone else's brand. Our market share in the branded product category according to our volume is actually in a certain place, but we are not one of the biggest players in terms of total capacity.

What is the position of Diktaş in the sewing yarn category?

We are one of the biggest players in the upper segment in terms of quality in sewing yarn in Turkey. Our market share is higher accordingly. We also dominate the market in Egypt and Jordan. The feature of sewing thread is that you have to produce locally and provide local service. Because there are special colors and small pieces. It is easy to produce black and white, you import from China. But the important thing here is to ensure the fastest product delivery. When the customer calls and says "Can you give me my special color in 24 hours", it means that they want you to produce in their own country. You cannot sell the production in Egypt to Turkey or Bulgaria. Whichever country you are in, you serve that country. We also have two production areas. We have a market dominance in sewing yarn in Egypt, where we manufacture. We also use the US AE brand both in our own product and in licensed products when needed.

What do you think distinguishes your company's products from other brands?

The most important issue in sewing yarn is reliability, quality, fast service and stock service. A product has hundreds of colors, those colors are available in our stock. When the customer calls, we can send it immediately. Our product range is too much, and the capital we allocate accordingly is too much. And of course you will be behind your product. The cost of sewing thread in apparel is 1 percent. But when sewing yarn causes problems, the whole product goes to waste. Therefore, quality in sewing yarn is very important. There is a little more brand keenness in lace and hand knitting. The value of a product made by our women cannot be measured in money. So when you look at it as the hour they allocate, the value of the time they spend is much higher. The price will be competi-



tive but quality comes to the fore here. We have been producing embroidery yarns since 1945, which their grandmother used, then their mother, and finally themselves.

We use corn cotton as Altınbaşak. While other companies make 100 number yarn from that cotton, we 59 make 10 number yarn. Even though we don't need that cotton, we haven't changed it in years. It is very costly to hand-painted kerchief, on the other hand, it is very different. We make three patterns every week. The same patterns we make are not produced again. We sell the hand-painted kerchieves mainly to the domestic market. We produce all of the products in our own factory.

In which countries do you produce abroad?

We have been producing in Egypt since 2007. We have an important place in the Egyptian market, we have sales almost as much as Turkey. We export sewing yarn from Egypt to Jordan, Israel and Kenya. Again in Egypt, we have been selling goods to the domestic market for the last two or three years with the Ören Bayan brand.

What is the share of exports in your sales?

As Diktaş, we export to 70 countries. We export 30 percent of our production. But many products using our sewing threads are also exported. When we add this indirect export, the rate rises to a much higher figure.

Which countries do you export the most?

The Egyptian market where we produce sewing yarn is at the top. We export from Egypt to Jordan, Kenya and Israel. Next is Romania and Bulgaria. In knitting yarn, we export to many countries from Korea to Japan, from Chile to Colombia and Peru under the Ören Bayan brand. South America is an important market for us.

Can we learn your goals for domestic and international markets?

We have a new strategy. Actually, it is not new, it has been created since 2007. We had a hard time after making our first investment abroad. The country we chose was Egypt. You know what happened



"TURKEY LEARNED HAND KNITTING AND MAKING KNITWEAR YARN THANKS TO AKSA"

"Aksa is the world leader in the industry. Acrylic fiber manufacturer with the largest capacity. In fact, Aksa has a great contribution to Turkey's reach of market share in hand knitting and knitwear over time. At this point, Aksa's production is very large. Why isn't it the same in another country? Because they didn't have a fiber manufacturer. Therefore, thanks to Aksa, Turkey has learned to make hand knitting and knitwear yarn in the best way not today, but many years ago. Aksa also brought his product to a certain level over time.

Aksa products in hand knitting as quality, products that can shoot dots. We become aware of Aksa's new products and we start using. By using Aksa products, you do not have a problem with quality. We have something else in common with Aksa. Both Aksa and Diktaş have production facilities in Egypt. So we can work together in two countries."



in Egypt since 2007. But this situation taught us to do business abroad. It also taught the joy of knowing the business culture of a foreign country and growing up there. If you want to grow, you have to establish factories in different countries. We are now considering an investment in Tunisia. We aim to start production in Tunisia at the end of 2020. Tunisia is a country with apparel exports worth 3 billion dollars. Our goal is to achieve the percentage success we have achieved in Egypt there, too. We hope that in two or three years we will start to supply half of Tunisia's sewing yarn. In a year or two, we will go to Morocco from there. Our strategy here is to make Egypt a production base; to dominate the North African market and from there European market. Apparel exports to Europe are made by Morocco, Tunisia, Egypt and Turkey. We are able to serve east of Europe from Turkey, we have no problem with that. We will be local in Egypt, and local in Tunisia and Morocco. When these investments are completed, we will have a name in the European market.

Our customer in Turkey also has a factory in Egypt. When they sit at the table with us, they can negotiate with the two countries at the same time. If a Tunisian goes to Egypt tomorrow or if a European can produce in Egypt, this will give us a great advantage. So this is our strategy in sewing yarn. In short, we want to expand in the North African market and be in all apparel productions that serve Europe. We believe we will achieve this in two or three years. We finished the difficult part with Egypt.

In hand knitting, you should also have an advantage in production, capacity and price. We have this advantage. Since we produce some of them in Egypt, we can now open up to new markets thanks to Egypt. Because Egypt has free trade agreements with many countries. Our growth process will conti-



nue in hand knitting. We don't want to grow too fast. We want to sell our own and branded product.

Do you have innovative products and efforts to increase product diversity?

New products are constantly entering the market in yarn. For example, sewing yarn used to be 100 percent cotton, but products and fabrics have changed in such a way that their elasticity increased and their durability requirements in washing increased. Therefore, as the apparel and consumer's product change, you have to make products accordingly. In the past, fabrics maybe did not stretch at all, now it stretches 30-40 percent, if you use the same sewing yarn, it will burst. Raw materials are changing, there was no sewing yarn except 100 percent cotton in the past, now even cotton is very little. New sewing yarns are produced from acrylic. You can even make sewing yarn similar to rubber... And also they require yarns to have non-flammable chemical properties due to fire precautions. We need to do R&D work on this. We generally get support from the US AE in R&D in sewing yarn. There are minor changes in haberdashery and hand knitting products. Changes are made regarding the design and colors. There, rather than R&D, issues such as pattern, design, variety and color are important. The packaging and the shapes of the balls are changing, other than that, there are not such big changes. The lace yarn we have

produced has been the same since are many different types of yarn available and you need to produce these products. This makes our job a little more difficult, but the more difficult it gets, the more you take a step forward in the competition.

We see that the interest in knitting has increased a little more in recent years as a hobby. What do you attribute this interest to?

Turkey is perhaps the country where hand knitting and lace are made the most in the world. We have always had this culture. Handcrafted products that use yarn have changed over time. Once lace was made a lot, then knitting became very popular. For a while, needlework for hand-painted kerchieves increased. Machine embroidery was also very popular for a period. But they are all products made by the same group of people, the same customer base. Crises give great momentum to this business. In a crisis environment, people stay at home longer and want to do something when they sit down in front of the television. Even TV series culture may be increasing hand knitting. It becomes fashionable, different products come out. It is sometimes recommended to relieve stress, which increases sales. I think sales volatility in hand knitting in Turkey is very little, but the momentum is always down. Still, there is a mass that does not give up on knitting. The biggest use of hand knitting in Turkey is still booties yarn.

How is the interest in knitting abroad?

Some countries in South America are very similar to Turkey. Knitting is used in Peru and Chile. In America, it is done as a hobby. Meanwhile, Turkey produces 60 percent of the world's hand knitting. I guess there is no other product that we dominate the world market this much after hazelnuts. If we look at "Where is this 60 percent going?", it mostly goes to North America and South America and it is also used a lot in Europe.

How do you evaluate the situation of the yarn industry in the world and in our country?

Yarn is a very large sector. I am also a Member of the Board of Directors at iTHiB. Therefore, I have the opportunity to follow the exports of many products of the sector, such as yarn, fabric, home textile or apparel sub-industry. I also know the numbers well. Turkey is one of the world's biggest players in the industry. It is by far the largest supplier of Europe in terms of its competitiveness and its position logistically. Yarn is a competitive product. This puts pressure on profit margins. Turkey has a huge investment in spinning mills. Over time, these transformed into modern facilities. In hand knitting, nearly 60 percent of the world production is produced by Turkey. However, there is overcapacity. We are the world leader in product quality, but we find it difficult to reflect this in the price. This is what upsets me the most.

What kind of path do you follow as Diktaş in this regard?

As Diktaş, we are absolutely not in these competitions. If we produce goods in the cheapest place in the world; we do not sell goods below a certain level in an unprofitable price. We highlight our own branded product. We sell for more per kilo. This keeps us still at an investment level. In time, the young generations of the sector will also learn that price competition is not the most important issue. You need to produce different, higher quality products. It is necessary to keep the profitability level high by selling products to different markets and places where nobody is present. We have to take the business out of price competition and sell different, value-added and more profitable products with their product and quality, otherwise it is difficult to continue industrialism. As a 75-year-old company, we suffer from this. Why are we making our investments abroad? There is a reason for this; we cannot achieve the cost in one place because we cannot sell goods that are profitable enough.

How do you use your time outside of work? Do you have any hobbies?

I travel so much that the number of days I am in Istanbul and the number of days I am abroad is almost the same. But I do not neglect to spend a lot of holidays with my family. Especially I try to have private holidays with my children quite often. My kids are 13 and 14 years old. I have a son and a daughter. It is not a hobby, but traveling, being in different places is our lifestyle. I try to see at least two



or three different places every year. Going to the same place all the time does not make you remember much. Besides traveling, golf is also a very good pastime for me. I have been playing for 6-7 years but it is a sport that requires a lot of time so I have to take a break. I want to move forward in golf and spend more time. My biggest hobby, on the other hand, is Fenerbahçe. I never miss football and basketball games, I go to matches with my children.

Actually, I consider making new investments in my business as a hobby. We invest in difficult countries like Egypt. Because nobody gives you an investment opportunity in the easy countries. You will invest in a difficult country so that the return will be fast accordingly. New investment excitement is important to start a business from scratch in a new country. We have achieved such a good synergy in Egypt... Currently 35 percent of Egypt's total textile exports pass through the hands of the Turks. This is a very good situation. I wish we could spread this example to 8-10 countries in the world. In this way, we can go a long way in the textile world on the raw material, product and brand side.

How would you summarize the secret of success in your business life as a successful manager?

You cannot call yourself successful in a family business. We do our best to keep this ship afloat. One thousand 800 people eat bread directly and 5-6 thousand people indirectly from these facilities. I attribute my enjoyment and still being involved in the business to a few of my characteristics. One of them is knowing how to live abroad. It is very important to adapt to different cultures. It is necessary to know a language for this. You need to know English very well. After you have your language, you should not shut yourself off abroad. Wherever there is work, you should know how to go there and you should see abroad as your own working environment as well as Turkey, and you should always keep your relations with the world at the highest level. It is very important to be social.

“ We aim to increase the business volume of **1.5 billion dollars** 30 percent ”

Bayrampaşa originated textile manufacturers, who operate from production to sales, have raised their targets. Bekir Taner Ateş, Chairman of the Board of the Bayrampaşa Textile and Business People Association (BATİAD), who stated that the annual business volume in yarn, knitwear, apparel and accessories in Bayrampaşa has reached 1.5 billion dollars, said “Of this figure, 600 million dollars are yarn, 500 million dollars are knitwear, and the rest is apparel and accessories. We aim to increase our business volume of 1.5 billion dollars by 30 percent in three years.”

Bayrampaşa, one of the places where the heart of the textile industry in Turkey beats, makes a significant contribution to the Turkish economy with its textile enterprises numbering up to 5 thousand 800 and employment of more than 50 thousand according to the records of the Istanbul Chamber of Commerce (İTO). Bayrampaşa Textile and Business People Association (BATİAD), which was established in 2010 to make the voice of the producer in the region operating from production to sales and to promote Bayrampaşa textile, accelerated its activities under the leadership of Bekir Taner Ateş, who was appointed as the president in September 2019. Stating that the association has approximately 800 members, Bekir Taner Ateş, Chairman of the Board of Directors of BATİAD, said “The most important feature of Bayrampaşa is that it is a sales place from production. Approximately 90 percent of the 700 stores are wholesale. 50 of every 100 units of knitwear products produced in Turkey are produced in Bayrampaşa. As the association, we aim to reveal the potential of Bayrampaşa textile by increasing its growth and recognition.” We talked with Bekir Taner Ateş about BATİAD and its activities.

First of all, could you tell us when and for what purpose BATİAD was founded?

BATİAD is a sectoral association established by textile manufactu-

rers in the Bayrampaşa region in 2010. It was established to create a sector representation association in the Bayrampaşa region, which operates from production to sales, which is separated from the other four regions in Istanbul, to promote the region, to benefit its members and to take initiatives for them. It is an association that has come a long way since then. After the Founding President Doğan Bakırcı and the subsequent administrations, I was appointed as the chairman of the general assembly in September 2019. As management, we are working to increase the profitability of our members, capacity and recognition of the region.

How many members does the association have? How is the member profile?

BATİAD has approximately 800 members, but the number of members fluctuated after 2013. There are those who have scaled down or closed their business due to the problems in the sector. Our number of members increased very rapidly between 2010 and 2013, but after 2013 it became more important for the association to maintain the current number. 85-90 percent of the member profile is textile. This includes textile manufacturers that produce knitwear sweaters in winter, fabrics in the summer, combed cotton, etc. cut products, as well as skirts, coats, hijab clothing, etc.





The most important feature of Bayrampaşa is that it is a sales place from production. There are 700 stores in parallel streets, which are closed to traffic during the day. Approximately 90 percent of the 700 stores are wholesale. 70 percent of these stores have production sites within an area of one kilometer.

How many companies are operating in the textile sector in Bayrampaşa?

According to the records of İTO, there are 5 thousand 800 textile enterprises in Bayrampaşa. More than 50 thousand people are employed in these enterprises. However, since 2015, the region has been working with 50-60 percent of the capacity.

What is the export and domestic market distribution of the production in the region?

25 percent of the sales from production are made to the domestic market and 75 percent to the foreign market. Bayrampaşa made a leap in textiles after the 2001 crisis. This was Laleli's source of

supply. After the 2001 crisis, when there was an intense demand for textile in Turkey, four streets in a row were created with the increase of shops on a single street. In the past, the main markets were Russia and the Turkic Republics. Over time, the economic fluctuations in those countries naturally created alternatives, there was diversification in the foreign market. Especially North Africa, Iraq and Iran are important export markets of Bayrampaşa. Russia and the Turkic Republics continue to be important markets as well. There are also those who export to Europe. Some manufacturers also produce for store chains in the domestic market.

Bayrampaşa is one of the places where the heart of the textile industry beats in Turkey. How do you evaluate Bayrampaşa's place in the textile industry?

This is Turkey's first production center, especially in the field of apparel and knitwear. I can say that 50 of every 100 units of knitwear products produced in Turkey are produced in Bayrampaşa. Apart from that, there is a production of approximately 150 million cut



"AKSA HAS A LARGE SHARE IN THE DEVELOPMENT OF"

"God granted us the sustenance, but we, as a family, always say 'God bless the Dinçkök Family' even though we have never met. Why? Because if it were not for Dinçkök Family, the point we have reached in textile today in Turkey would be very low. Establishing a yarn factory in Turkey in the 1950s and an acrylic fiber factory in the 1960s is a very serious business. Dinçkök Family ensured the transition of small tradesmen to industrial culture in Turkey. Aksa has a great share in the development of Turkish textile. Aksa, the company that produces the best quality acrylic fiber in the world today. Quality, supply and product variety are also at the top level. Only in Bayrampaşa and Terazidere regions, 3 thousand tons of fancy roving per month are produced in fancy machines like boucle etc. And, its raw material comes from Aksa. There are production sites that produce fancy yarns that we call boucle, pasta, etc. 50 percent of the producers in Istanbul are here. It would not be this size if it were not Aksa."



goods per year for apparel.

Bayrampaşa is a place with such density... Although it is one of the smallest districts of Istanbul in terms of quantity, such a large production takes place here, which is something that cannot be predicted by those who are not in it. Unfortunately, many people are not aware of this. Let me tell you something more striking. 70 percent of the acrylic yarn produced in Turkey is sold to the domestic market from here. Approximately 90 percent of them are BATİAD members.

You are a very experienced name in the sector. Could you tell us about yourself and your company?

My father was the manager of the Öğretmen Çorap factory. Our commercial history goes back to 1981. We were producing hand knitting wools under the name Mert İplik. Later, we entered the textile raw material and textile waste business since 1983. We have been dealing with yarn trading as Ateş İplik since 1985. Ateş İplik, with a history of 35 years, is one of the five companies in Turkey in buying and selling acrylic yarn. We invested in a factory in Gaziantep between 1999 - 2005. We produced there for a period of time. I am currently working both at the company and as the Chairman of the Board of BATİAD. At the same time, I have been a member of the council for three terms in the 35th committee for the yarn and fiber industry in the Istanbul Chamber of Commerce (İTO). I am a member of the textile industry council in the Turkish Union of Chambers and Commodity Exchanges (TOBB).

What are your goals as the new management of BATİAD?

Our biggest goal is to preserve the achievements. It is a great advantage that I and our friends in my administration know Bayrampaşa and the sector well. We have witnessed the good times and the bad times of this place over the years and we know what needs to



be done. We have a targeted board of directors that we can work with very smoothly.

Our board of directors includes knitwear tradesmen, comber tradesmen and spinner tradesmen. We have friends who are very experienced in NGOs. We have determinations, we set our goals. We have made a three-year plan since we took office. At the end of three years, we aim to increase the recognition that this region is a production center and a quality production location. We are planning to increase the turnover and profitability here by at least 30 percent on foreign currency basis and we are currently doing well in line with our plans.

Could you give information about the volume of the region?

Bayrampaşa's annual business volume in yarn, knitwear, apparel and accessories is 1.5 billion dollars. 600 million dollars of this is yarn, 500 million dollars for knitwear, and the remainder is apparel and accessories. Our goal is to increase the business volume of 1.5 billion dollars by 30 percent. We were doing well to achieve this goal, but global problems and unexpected developments raised concern. Italy is a very important partner in our textile. There are very serious cancellations coming from Italy. If this were not the case, we were going to push our targets 6-8 months ahead. We started the year very well, and I hope this will improve in a few months. I think that at least we will produce twice as much and production will increase.

What should be done to open up to new markets?

The producers here continue their production under difficult conditions. Economic developments and unexpected situations do

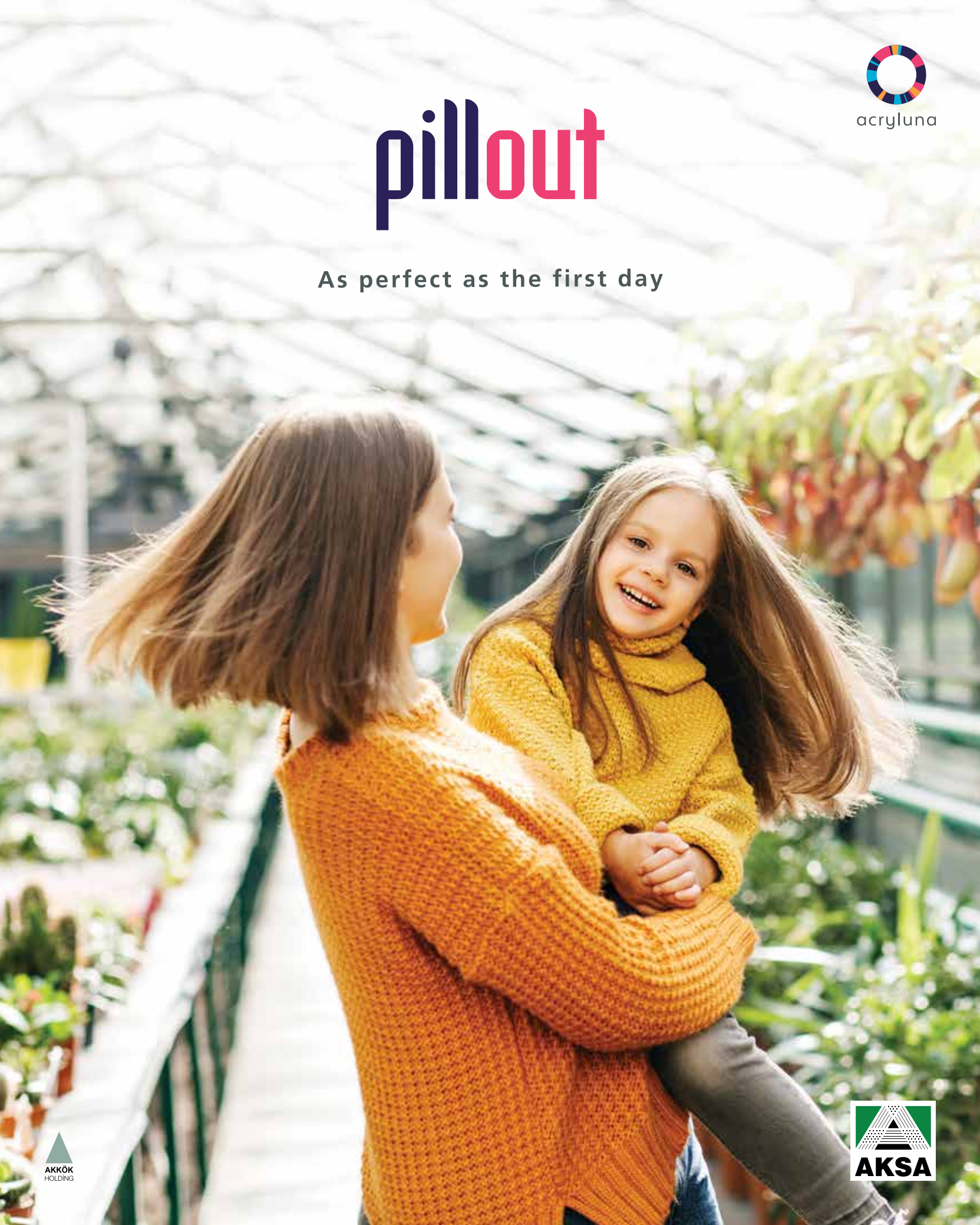
not allow the producers to look up and follow fairs and seek new markets. One of our aims as an association is to offer what the producers here cannot do as a service without reflecting cost to them. We want to make the advertisement and promotion that the producers cannot do on their own with our management power. This place has a lack of publicity, shops are unknown. As an association, we will try to promote this place. At the end of three years, we will announce to everyone dealing with textiles that Bayrampaşa is the center of textile in all media. If we do this, then it's easy. If we can increase the profitability a little more and help the producers relax, we aim to carry the companies to the fairs. As BATİAD, we have been meeting with all textile associations in Istanbul for a few months. We are working for a large fair organization that only associations are in. This is how we can reach other bigger markets.

What are your predictions for 2020?

If the current global problems are overcome in a short time, I think things will be better. This crisis reminded everyone that the whole issue is not cheap goods, it is necessary to diversify the supply chain. It turned out to be wrong to buy the whole purchase from China just because the price is cheap. I believe that even if the current global situation improves, the demand for Turkish textiles will not decrease because people felt the concern. Suppliers said, "We need to have a foot in Bayrampaşa." This doesn't change easily anymore because this is a place that really does this job well.

pillout

As perfect as the first day



From Pazırık To Hereke

The 2,500-year adventure of Turkish carpet art



Carpets covering the floors of spaces for centuries have developed and reached the present day as an art created by the Turks in the history scene. So much so that when it comes to carpet, Turks were the first ones to come to mind all over the world. They first knotted woolen threads into textiles to create carpets similar to animal skins; from these other types of rugs have developed over time. The oldest known carpet in the world was found in archaeological excavations in monumental tombs called “Pazırık Kurgans” in Central Asia, whose history dates back to the 5th century BC.

While the carpet was a daily item on which Turks sat on the floor to keep the inside of their tents warm, prayed on it or adorned the walls, over time it became an expression of our culture and a true work of art. From ancient times to today, the most important raw material of the carpet is wool. The sheep and goats from which wool were obtained were domesticated by the Turks, who were the characteristic nomads of the steppe lands. It is estimated that the sheep was domesticated by the Turkish tribes living in the region between the Caspian Sea and Aral Lakes around 6000 BC.

Again, the researchers show that the coexistence of sheep and horse bones in the Afanasievo culture, which was developed in the steppes of the Altai and Sayan mountains in Central Asia in 2000 BC, revealed that these animals belonged to tribes living as nomads. Felt, carpet and plain weavings are used as cover and mat in Central Asia.

Most likely, first felt was discovered, then flat woven mats, and later carpet were developed. It is known that Turkish tribes used felt and plain weaves (kilim, cicim, zili, sumak) in their tents, which were their living places in these periods, both as a mat and for decorational purposes.

WORLD'S OLDEST KNOWN CARPET IS FOUND IN CENTRAL ASIA

The oldest known carpet in the world was found in archaeological excavations in the monumental tombs called “Pazırık Kurgans” and belonging to the Hun tribes in Central Asia, whose history dates back to the 5th century BC. The Pazırık carpet, which is woven using animal and human figures and floral and geometric motifs, consists of a total of 24 square sections, in the form of a



checkerboard, 4 squares in width and 6 squares in length. There is a four-leaf floral motif in the squares that make up the center patterns of the carpet. There are 24 deer figures in rows on one of the wide border, and lion and griffin figures in the square on two narrow borders. On the widest border of the carpet, 28 horse and human figures can be seen. Dark brown, yellow, dark blue, light blue and cream colors are used on the Pazırık carpet, including dark red on the background. S.I Rudenko, who discovered the Pazırık carpet, says that the carpet belongs to the Scythians. Among Western culture and art historians, Rene Huyghe, Mario Buscaglia, Vadime Elisayev, Vladimir Ivanovich Smirnov and Andrey Petrovich Kiselyov stated that the works unearthed in Pazırık kurgans may belong to the Huns of Asia. The composition and symmetrical knot of the Pazırık rug reveals that it is the first Turkish carpet with certainty. In the following periods, the carpets found in old Turkish cities such as Turfan, Kara Hoça, Hotan as well as Turkistan and Khorasan provide precise information about the style and techniques used in Turkish carpet art. Rugs of Central Asian origin take their pattern and dynamism from nature.

During the Seljuk period, carpets started to be woven in Anatolia and Iran. The first carpet workshops operating for the palace were established in the capital city of Konya. Few pieces of carpets that were first woven in Anatolia have reached our day. Famous traveler Marco Polo, who was in Anatolia between 1271-1272, wrote in his travel book that the most beautiful carpets in the world were woven here. Cities such as Konya, Kayseri and Sivas were the leading carpet weaving centers, and the knotted carpet technique was first seen in Anatolian Seljuk period carpets in the 11th century.

CARPET ART REACHED ITS PEAK IN THE 13TH AND 14TH CENTURY

Carpet art, which started in Anatolia in the 11th century, reached its peak in the 13th and 14th centuries. While carpets were woven using home looms during the 12th century, workshop carpet weaving developed in the 13th century and large size carpets began to be woven. Very few examples of carpets from this period remain today. In the 14th century, rugs with small checkered, geometric patterns were woven. Examples representing the 15th century carpet art have not survived.

The effects of excessively styled geometrical plant-motif compositions and exaggerated patterns manifested themselves in carpets throughout the 16th century. Rugs in this style were called "Holbein rugs". The reason for this name was that the German painter Holbein painted the carpets in his paintings.

OUR CARPET MAKERS EXPERIENCED THE SECOND BRIGHT PERIOD IN THE 16TH AND 17TH CENTURY

Parallel to the rise of the Ottomans, the richness we can see in art showed the diversity of carpets. Our carpet weaving experienced its second bright period in the 16th and 17th centuries. In this period,





SECOND BRIGHT PERIOD OF OUR CARPET MAKERS

In the 16th and 17th centuries, our carpet weaving experienced its second bright period. In this period, many carpets were woven to meet the needs of palaces and mosques, and the traces of Ottoman architectural art began to be seen in the patterns.

UŞAK CARPET

Uşak carpets, which developed rapidly from the 16th century and became a classic, were generally exported to Europe.

many carpets were woven to meet the needs of palaces and mosques, and the traces of Ottoman architectural art began to be seen in the patterns. Carpets woven in and around Uşak constitute the most important group of Anatolian carpets. Uşak carpets, which developed rapidly from the 16th century and became a classic, were generally exported to Europe. Brick red, dark blue and bright yellow colors are essential in these carpets, some of which are very large and rich in pattern. Secondly, green and light blue colors and sometimes black contours are seen. The colors are lighter in Uşak carpets made with a white background.

The two main types of Uşak carpets, which have many types, are those with medallions and with stars. The example of medallioned Uşak carpets consists of a large medallion in the center and fragment medallions on the sides, or the various lining of medallions; the center of the carpet is always marked with a full medallion. The starred Uşak carpets have dark star motifs on the background. The medallions have become stars, in which the center is not indicated. Of these two types, medallioned Uşak carpets up to 10 meters in length are more important, while starred Uşak carpets are medium-sized.

THE REPUTATION OF THE UŞAK CARPETS SPREAD TO EUROPE

In the late 16th century, the fame of Uşak carpets spread throughout Europe. Noble families of Europe were ordering Uşak rugs with their own emblems. Samples of Uşak carpets with emblems have survived to this day. Known as “bird carpets”, Uşak carpets got this name because the shapes that make up the sample resemble a bird at first glance. While the bright age of Uşak carpets continued in the 17th century, a decline started in the 18th century, some groups disappeared.

In the following periods, Bergama carpets continued many other motifs from Seljuk carpets besides Kşfi borders. In these carpets, which were adapted to geometric patterns, the sample consisted of large and flat octagons placed one on top of the other.

OTTOMAN PALACE CARPETS HAVE MARKED A PERIOD

In addition to the classical shapes of Anatolian carpets, a completely different group of carpets in terms of technique and decoration is seen in the second half of the 16th century, which are called “Ottoman Palace Carpets”. The naturalistic leaf and flower décor, which appears in all Ottoman art branches such as fabric, tile, gilding, bindings and pen works, also manifests itself in these carpets. Unlike all other Turkish carpets, Ottoman Palace Carpets were made with a Sine knot (iran knot). Since the patterns are very thin and rich, the Iranian knot with the ends closer to each other was preferred. The knots were made of wool and cotton, without silk knots. Only sometimes silk was used for wefts and warps. There was not much separation between the background and the border. Curved, veined leaves like daggers, rosette flowers, curved branches and pomegranate flowers were the most common motifs. Tulips, hyacinths and roses, which are sometimes very close to nature, were among the decorations. These carpets have been scattered across European museums and collections, and no specimen has survived except a large worn-out carpet in the Turkish and Islamic Arts Museum in Istanbul.

THE VIEWING OF HEREKE CARPETS STARTED IN THE II ABDULHAMIT PERIOD

Turkish carpet continued to develop until the end of the 19th century. In 1844, Abdulhamit II had 100 carpet looms placed on the fabric looms built by Sultan Abdülmecit in Hereke and started the weaving of the world famous Hereke carpets. Carpet production for export started in the 18th and 19th centuries. During this period, carpet gained value economically, but its artistic value remained in the background. Today, production continues in Konya, Kayseri, Sivas, Kırşehir regions, Isparta, Fethiye, Balıkesir, Uşak, Bergama, Kula, Milas, Çanakkale in Western Anatolia and Kars and Erzurum regions in Eastern Anatolia as the preservation and continuity of the old Turkish carpet art. Today, in many regions, home, workshop and machine carpet weaving is partly related to the artistic tradition of the past, but its commercial aspect is mainly carried out.

FASHION



Timeless fabric “denim” will also be indispensable this year

A classic denim that does not get old shows up in shop windows with trends, colors, details and models every season. Denim, which has become the favorite of our daily and special combinations with its harmony with every piece it matches, its comfortable and soft cotton fabric and its models that renew itself in every period, will be indispensable for clothing in 2020 as well.

Denim, the fabric of the uniforms used by the working class under heavy working conditions in the early 19th century, has become the indispensable clothing of our daily life for more than a century. Denim fabric used in the production of jeans is one of the materials that revolutionized the clothing industry with its loose and large structure. Produced from cotton and plant fibers, denim is obtained as a result of twisting the yarns and passing them together with a ring spinning machine. Denim pants and skirts are among the only pieces that manage to take their place in the market in every new season. In 2020, the tradition was not broken and denim models made a rapid return to women's wardrobes. Denim models, which are generally good choices for daily life, are loved with their modest stance. Although they have simple models, many different types such as ruffled, ripped and patched are offered for women. Denim models, which have been launched with many different innovations, are a good alternative, especially for street fashion.

PANTS ARE GETTING LOOSE

Among the jean trends that stand out this year are baggy trousers with pockets, top-to-bottom denim combinations called “denim on denim” and pieces designed

from unprocessed denim fabric.

Wide-cut trousers are replacing skinny jeans. Very high waist or short leg jeans are especially popular in loose cuts. In addition to baggy trousers, models with flared legs are also among the favorites of the season. Unprocessed denim, which was fashionable for a while in the early 2000s, that is “Raw” clothes designed with raw denim fabrics, were featured in many fashion shows by designers. Many designs emphasizing the contrast of unprocessed jeans' distinctive dark and deep dark blue and white or yellow stitching are among the outstanding trends.

‘DENIM ON DENIM’ IS AGAIN IN HIGH DEMAND

Denim on denim' is a trend that will delight those who want to carry the cool air of jeans from head to toe. Especially the combination of jean shorts and skirts with jean jackets will be a perfect choice for summer evenings.

Another prominent style in the spring summer season jean trends is bleached colors. In this style, which is the exact opposite of the unprocessed dark jean trend, we usually see patterns or soft color transitions that resemble marbling art. Skirts and dresses that feel stoned are also among the prominent parts of this style.



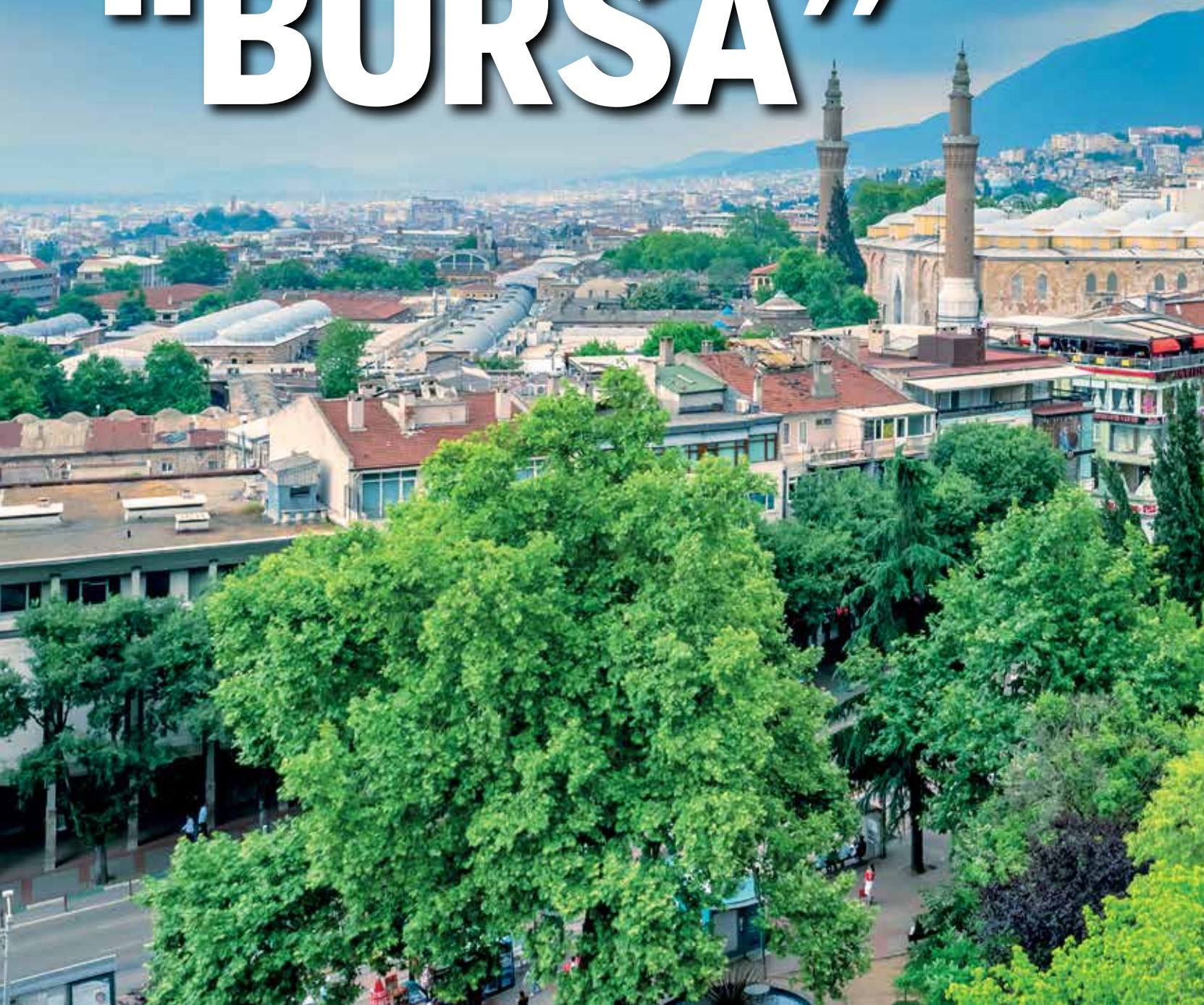
A GOOD CHOICE FOR DAILY LIFE

Denim models, which are generally good choices for everyday life, are loved for their modest stance.

TRAVEL

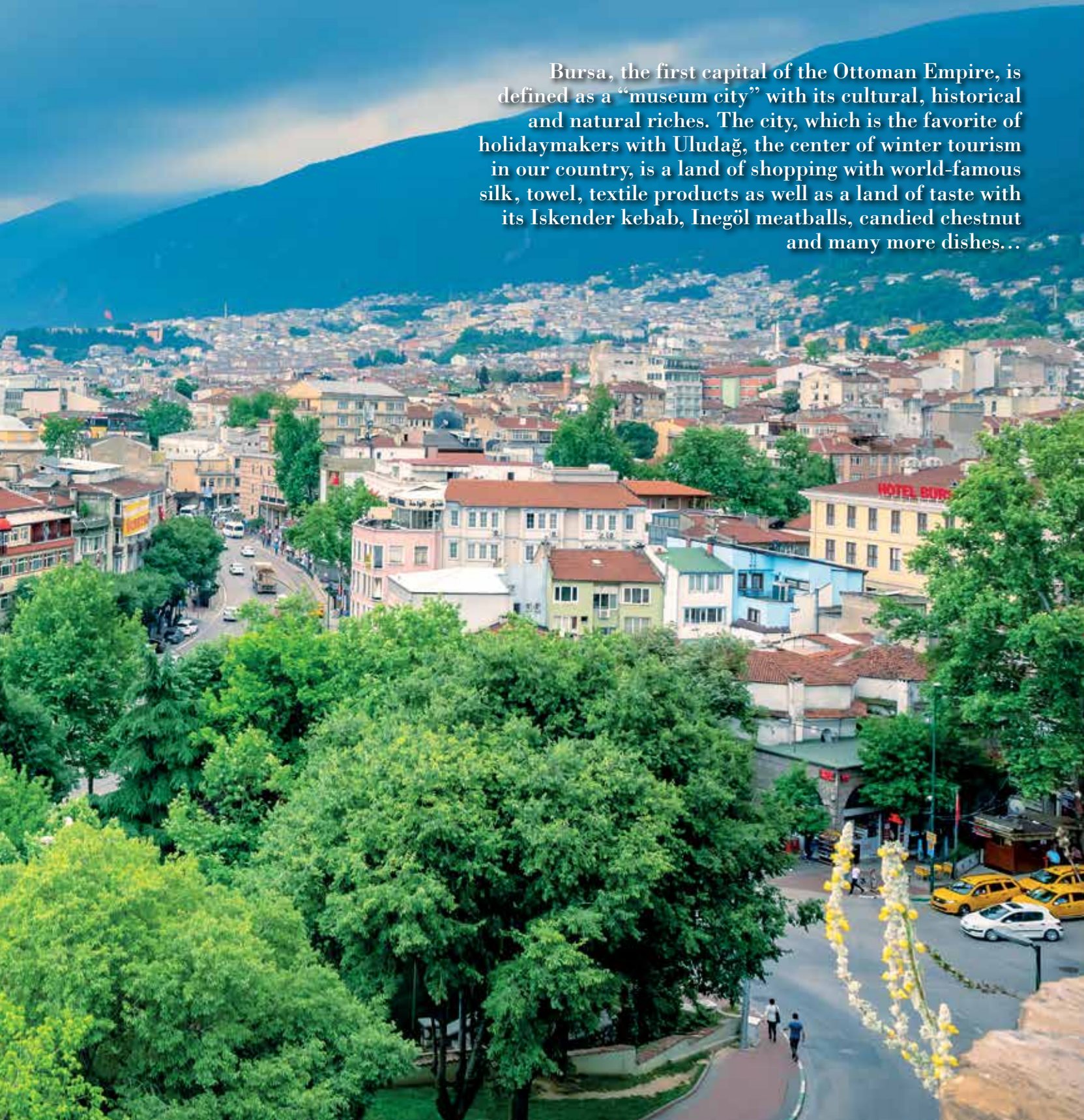
**The city meeting history,
culture, nature and taste:**

“BURSA”



TRAVEL

Bursa, the first capital of the Ottoman Empire, is defined as a “museum city” with its cultural, historical and natural riches. The city, which is the favorite of holidaymakers with Uludağ, the center of winter tourism in our country, is a land of shopping with world-famous silk, towel, textile products as well as a land of taste with its Iskender kebab, Inegöl meatballs, candied chestnut and many more dishes...





Grand Mosque

Bursa, one of the oldest settlements in Anatolia, is one of the heavenly corners of our country with its green and nature as well as its rich historical past and cultural heritage.

With its first settlement traces dating back to 8,500 years and many mounds that shed light on the prehistoric period of Anatolia, Bursa carries the traces of many civilizations with thousands of years of historical assets from ancient times to the present.

Bursa, which continued its existence as a province of Byzantium after being under Roman rule for many years, was attached to the Ottoman lands by Orhan Gazi in 1326. Bursa, which gained its main importance

during the Ottoman period, became the first capital city of the Ottoman Empire for centuries. Bursa, which was occupied by the Greeks on 8 July 1920 during the years of the War of Independence and was under occupation for two years, became a commercial center with the industrial organizations built in the first years of the Republic.

Being a tourism city with its cultural, historical and natural wealth, Bursa is today one of the brand cities of our country with its world-famous silk, towel, textile products, Iznik tiles, Iskender kebab, Inegöl meatballs, Kemalpaşa dessert, candied chestnut, peach, olive, knife, healing thermal waters and baths.



Citadel Main Gate



Muradiye Mosque Complex

WHAT TO EAT?

We strongly recommend you not to return from Bursa, which is famous for its food, without eating the legendary Iskender kebab. At the same time, you should definitely taste the delicious candied chestnut of Bursa and take it with you when you leave the city. As an alternative to Iskender kebab, Inegöl meatballs and meatballs with pita are among the special tastes of the city...

WHAT TO BUY?

In Bursa, you can buy a lot of things, from local items or clothes to souvenirs. You can buy shawls made of Bursa silk from stores in places such as Koza Han and Ipek Han in the center of Bursa, and you can find many textile products and clothes. You can also buy souvenirs, ornaments, jewelry and figures unique to Bursa from many stores in the city.



Irgandı Bridge

PLACES TO VISIT IN BURSA

Grand Mosque

Grand Mosque, the largest and most famous mosque in Bursa, was built by the Ottoman Sultan Yıldırım Bayezid and completed in 1399. Having a unique architecture, Grand Mosque is considered one of the oldest mosques in Turkish Islamic history.

Sultanate Gate

Located in Tophane, the historical district of Bursa, and the gate through which the Ottomans entered Bursa, the Sultanate Gate is the place where the mystical atmosphere of the city is felt most beautifully. A nice ambiance is created with mehter marches and light shows playing every Friday.

Muradiye Complex

Muradiye Complex, the last complex built by the Ottoman sultans in Bursa between 1425-1426 by Sultan Murad II, has a special importance in this respect. In the Muradiye Complex, which consists of a mosque, a madrasa, a bathhouse, a hospital and a tomb, additional tombs were built during the reign of Sultan Mehmed the Conqueror, Bayezid II and Süleyman the Magnificent.

Irgandı Bridge

Irgandı Bridge, which was built in 1442 by Merchant Muslihiddin, son of Pir Ali, for Timurtas, son of Architect Abdullah, connects Yıldırım and Osmangazi regions of Bursa on Gökdere. It is stated in historical sources that there were 31 shops, a mosque and two barns on Irgandı Bridge, which is one of the four interconnected bridges in the world.

Green Mosque and Green Tomb

Another building that you can add to your list of places to visit in Bursa is the Green Mosque, which gave its name to its district, and the Green Tomb in its garden. The mosque, which fascinates its visitors with its marble and woodwork as well as its tiles, was built in 1419.

The construction date of the Green Tomb, which can be seen from almost every part of the city, is 1421. The octagonal tomb built by Sultan Mehmet Çelebi, with all its walls covered with tiles, makes it unique in Ottoman architecture.

HISTORICAL SHOPPING CENTERS, MUSEUMS AND PARKS

Koza Han

Koza Han, built during the reign of the 3rd Bayezid by the architect Abdül ula bin Pulat Shah, is one of the most important shopping venues in the city, famous for its textile products. In the shops in the inn with 95 rooms, clothing made of silk, silver jewelry and souvenirs are sold.

Grand Bazaar

In many workplaces in the structure, which was known as Uzun Çarşı in the 15th century, jewelers operate today.

Kültürpark

Bursa Kültürpark, also known as Reşat Oyal Culture Park, hosts many activities in the same area with its sitting, resting and walking areas, shades, fountains, sculptures and amusement park.

Archeology Museum

In the Archeology Museum located in Kültürpark, the artifacts found in excavations in Bursa and its surroundings and the artifacts that were added to the museum collection through the era are exhibited.

Bursa Clock Tower and Tophane Park

You can visit Orhangazi Tomb and Bursa Clock Tower located in Bursa Tophane Park, which is one of the most special places with its location overlooking Bursa.

THREE VILLAGES THAT MUST BE DEFINITELY SEEN

Cumalıkızık Village

Cumalıkızık Village, connected to the Yıldırım district of Bursa, has managed to preserve the Ottoman period housing texture to this day. In Cumalıkızık, one of the regions where the Ottomans first settled in Bursa, there are 270 houses in total, 180 of which are still in use, and some of them are undergoing conservation and restoration works. Included in the UNESCO World Heritage Temporary List in 2000, the village was registered as a world heritage site in 2014.

Gölyazı Village

Gölyazı Village located in Nilüfer district of Bursa resembles Montenegro's famous Sveti Steffan Village with its interesting natural structure. This small peninsula on the edge of Lake Uluabat, known as the center of legendary Apollonia is the perfect place for those who want to discover a new place on the weekend with its 250-year-old Greek Houses, 700-year-old Crying Plane Tree, unique geographical structure and bird paradise.





Silk Bazaar (Koza Han)

HISTORY AND NATURE, ONE WITHIN THE OTHER

Here are must-see places in Bursa; historical Koza Han (Silk Bazaar), Cumalıkızık Village with its preserved texture from Ottoman era to this day and Gölyazı and Misi villages with their natural beauty.

A BRANDED CITY

A touristic town with its cultural, historical and natural wealth, Bursa is now one of our country's branded cities, having world-famous silk, towels, textile products, Iznik tile ark, Iskender kebab, Inegol's famous meatballs, Kemalpaşa dessert, candied chestnut, peach, olive, knives, therapeutic thermal springs and Turkish baths.



Mount Uludağ

Misi Village

Misi Village of Nilüfer district is located approximately 12 km away from Bursa. In Misi Village, which dates back to 2 thousand years ago and was established on the western slopes of Uludağ, lush green forests, Nilüfer creek flowing with a pleasant sound and restored colorful houses will welcome you. The village and its wooden houses were declared an urban protected area in 1989 and taken under protection.

WONDERS OF NATURE

Su Uçtu Waterfall

Su Uçtu Waterfall, located in Mustafakemalpaşa district, was formed due to the breakage of fault lines. The waterfall pouring from a height of 38 meters offers a visual feast to its visitors.

Saitabat Waterfall

The source of the waterfall on the skirts of Uludağ, located in the Saitabat Village of the Kestel district, 12 km from Bursa, is also the spring waters coming from Uludağ. The waterfall, which has picnic areas around it, has alternative meat barbecue restaurants for eating, breakfast and food places run by village women.

THE CENTER OF WINTER TOURISM: ULUDAĞ

Uludağ

Uludağ Ski Center, which is 36 km away from Bursa, is the biggest ski center in Turkey. Uludağ, which has been the most popular ski resort with its quality management since it was declared a national park in 1961, hosts various festivals and feasts during the winter season. Apart from skiing in Uludağ, you can snowboard, ride a snowmobile, skate and experience bigfoot. At the same time, you can spend an adventurous winter holiday by using transportation vehicles such as chair lifts and teleski in the hotel area.



The key to sustainable and successful entrepreneurship “Financial Check-Up”

Today, while the dynamics of doing business are changing rapidly, it is important for companies to have regular check-ups like individuals to ensure sustainable growth and profitability. Experts state that the key to sustainable and successful entrepreneurship is to have a “Financial Check-Up” at the right time.

While finance management is of vital importance for companies, “Financial Check-Up”, which we have started to hear a lot in recent years, enables the production of different scenarios regarding the future of the company and the determination of possible needs in advance. Sensitivity analyzes conducted at regular intervals on the business model of the company allow companies to increase their productivity while at the same time extending their life. The current structure’s ability to achieve the company’s strategic goals effectively, economically, efficiently, safely,

quickly, flexibly and with high quality is evaluated. Possible risks and opportunities are evaluated from the outside with an objective and professional perspective and presented to the company’s senior management with development areas, improvements, best practices and solutions. Dinamo Consulting Founding Partner, Public Private Partnership (PPP) and Project Finance Specialist Fatih Kuran, who provides consultancy to many global and national companies on finance, answered our questions on “Financial Check-Up”.

“MEASURES SHOULD BE TAKEN BEFORE THINGS GET WORSE”

Why companies should have a Financial Check-Up?

Our companies, which have been able to take over 100 years in Turkey, are too few to show with fingers. Most companies cannot move on to the second generation. Few of them can continue their way with the same momentum with the third generation. That’s why companies need to have regular Financial Check-ups and take precautions before things get worse.

The purpose of the Financial Check-Up process is to first model the way the company does business and analyze it financially, to determine the risk factors that may affect the cash flow and to categorize the major-minor ones and finally to create a borrowing structure suitable for the cash flow of the company. These studies are also widely used to determine the development areas of the company. Companies may be in need of resources for the future, or they may as well have an excess of resources. While the need for resources can be met with equity or credit, measures should be taken to ensure the most accurate use of resources in cases of excess.

"THE CREDIT PAYMENT PLAN MUST BE CHOSEN CORRECTLY"

Does Financial Check-Up reduce companies' credit risk?

Companies often have trouble saving the day and projecting forward. As such, solutions to a possible problem to be experienced are also tried to be created in a hurry at the last minute. Most of the time, the solutions created only save the day and the future of the company is mortgaged because healthy decisions cannot be made within the plan. I would like to explain this situation with an example I often encounter. Minimizing the financing (interest + commission) burden is one of the most important issues that companies attach most importance to while obtaining loans. Repayment plans with equal principal money and equal installments are among the most frequently offered alternatives to investors by financial institutions. In the equal principal repayment scheme, installments start higher initially and loan principal repayments also occur faster. Since the main money of the loan received decreases more rapidly, interest accrual is less in such payment plans than in repayment plans with equal installments. Investors, especially those with low financial literacy, may prefer this type of payment plan with the concern of not paying more interest, without the need for another evaluation.

Investors should of course try to minimize their financing costs. However, even more

"LOAN SCULPTURING SHOULD BE MADE"

What should be the best type of borrowing for companies?

The most correct borrowing type for companies is borrowing that is suitable for the cash flow structure. In this study called "loan sculpting", the future cash flow of the company or a certain project is calculated. The remaining cash flow after deducting operating expenses and tax from income is called Free Cash Flow (FCF). The loan to be taken must be in accordance with the FCF.

It is possible to continue loan repayments without any problems in the long term. We have observed that the number of companies that have taken out their forward-looking FCF and analyzed how it may change in different possible situations is very few.

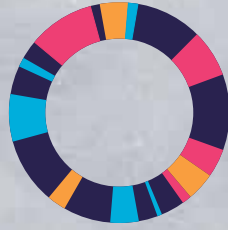
important than the financing cost is the repayment of the loan installments. The financing cost should be tried to be minimized after considering that the cash flow to be created by the company or the project can pay the loan repayments taking into account a certain safety margin.

What are the mistakes companies make while using loans?

In some examples we have encountered, even if the investor does not have a cash flow that can provide loan repayments, the investor borrows with a shorter term than it should be and / or borrowing with an installment structure that is not suitable for the cash flow structure.

When the installments become unpaid in the future, either the investors have to put additional funds in the project or the project company has to make additional borrowing. In general, the extra borrowings to be made at these stages are made with the purpose of saving the day and with much higher cost loans due to the high risk premium. In such thoughtless projects, this type of additional loans, which we can call patches, taken to repay the loan installments, become non-convertible after a certain period of time by taking other loans. In such cases, if the assets of companies are strong, debt consolidation can be made by providing collateral. If there is no such opportunity, bankruptcy becomes inevitable.

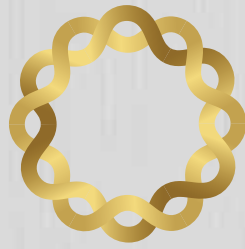




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