

# WHY INVEST IN TURKEY?

## 『トルコその魅力 — 製造拠点と国内市場』

2021年3月19日

日本商工会議所共催  
トルコ共和国大統領府投資局  
カントリーアドバイザー  
青 木 雄 一



PRESIDENCY OF THE REPUBLIC OF TURKEY  
INVESTMENT OFFICE

(特に言及のない資料の出典はトルコ共和国財務省、統計局、中央銀行、投資局により、日本語訳は仮訳)





WHY INVEST IN TURKEY?

## イスタンブールの風景

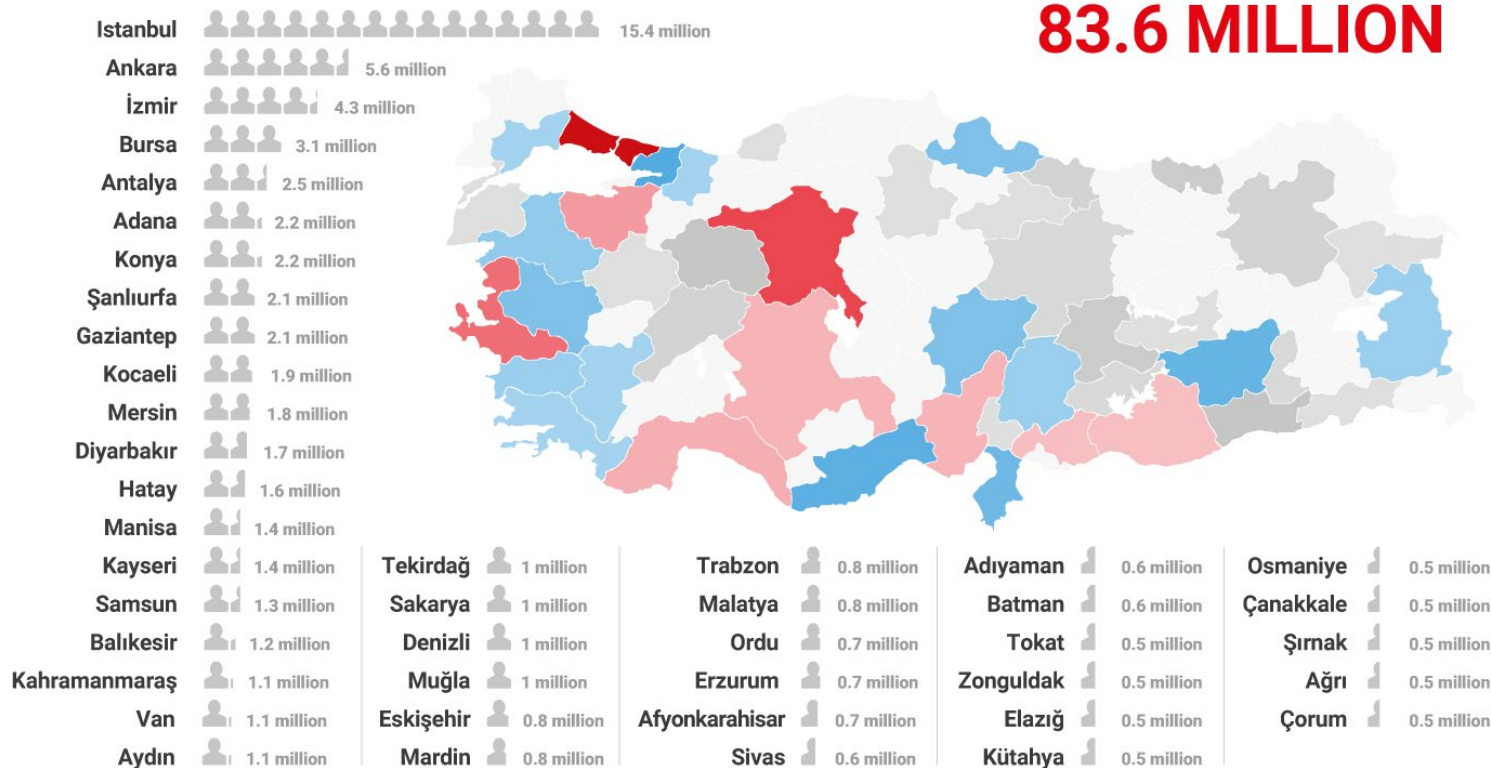


# 人口百万人を超える24都市が全国に

24 urban centers with populations over 1 million

Total Population in 2020

**83.6 MILLION**



# 各国比較

(人口：2019年、GDP2018年・エジプト/タイ2016年、一人当りは本表より計算)

	トルコ	イラン	エジプト	ドイツ	タイ (2016年)	日本
面積 平方km	79万	164万	100万	36万	51万	38万
人口 百万人	83.4	82.9	100	83.5	69.6	126
GDP	7713 億ドル	4319 億ドル	2495 億ドル	39513 億ドル	4069 億ドル	49714 億ドル
一人当り GDP	9248 ドル	5210 ドル	2495 ドル	47320 ドル	5846 ドル	39456 ドル
自動車 生産	1,461,2344	821,060	18,500	4,661,328	2,013,710	9,684,268



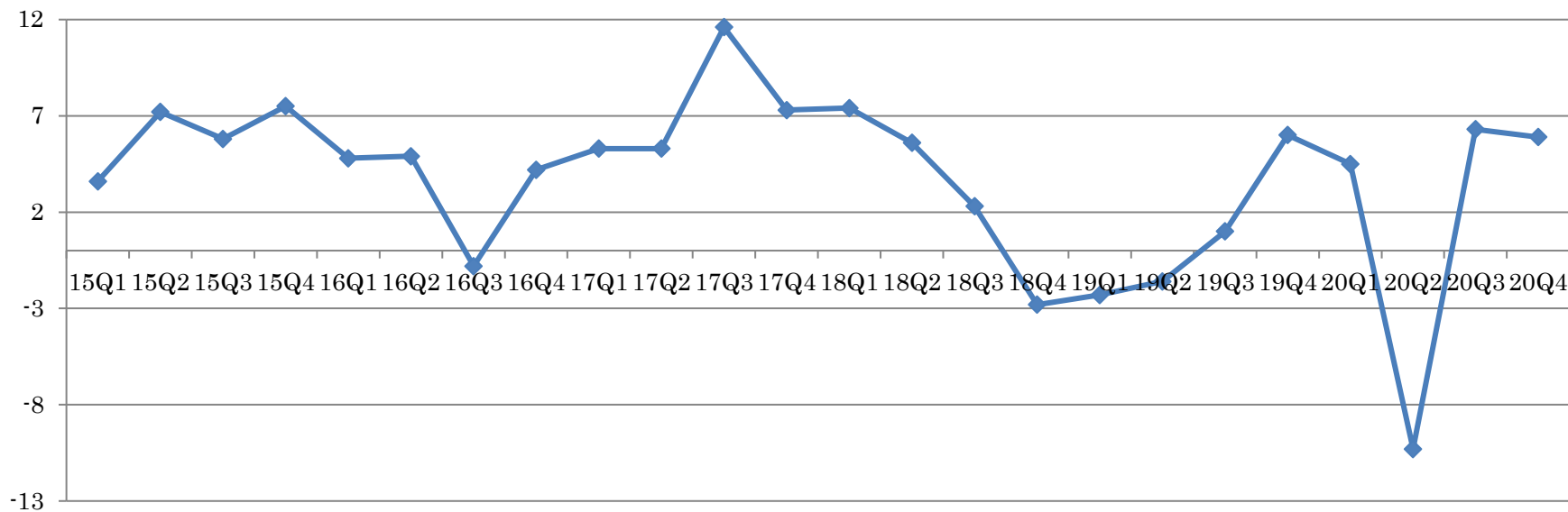


## GDP GROWTH

GDP成長率 2017年7.4%、 2018年2.8%、 2019年0.9%

2020年1.8%プラス成長となった

%



## 13<sup>TH</sup> LARGEST ECONOMY IN THE WORLD



### RANKING OF ECONOMIES BY GDP AT PPP

2003	2019
1 USA	1 CHINA
2 CHINA	2 USA
3 JAPAN	3 INDIA
4 GERMANY	4 JAPAN
5 INDIA	5 GERMANY
6 RUSSIA	6 RUSSIA
7 FRANCE	7 INDONESIA
8 UK	8 BRAZIL
9 BRAZIL	9 UK
10 ITALY	10 FRANCE
11 MEXICO	11 MEXICO
12 INDONESIA	12 ITALY
13 SPAIN	13 TURKEY
14 CANADA	14 S.KOREA
15 S.KOREA	15 SPAIN
16 S.ARBABIA	16 CANADA
17 IRAN	17 S.ARBABIA
18 TURKEY	18 IRAN

# 2020年の成長率はプラス1.8%

AVERAGE ANNUAL GDP  
GROWTH (%), 2003-2019

5.3

TURKEY

4.0

POLAND

4.0

ROMANIA

2.8

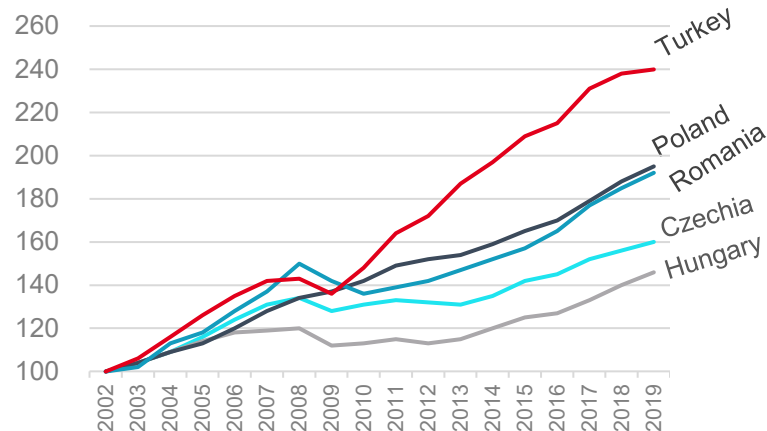
CZECHIA

2.2

HUNGARY

### REAL GDP GROWTH

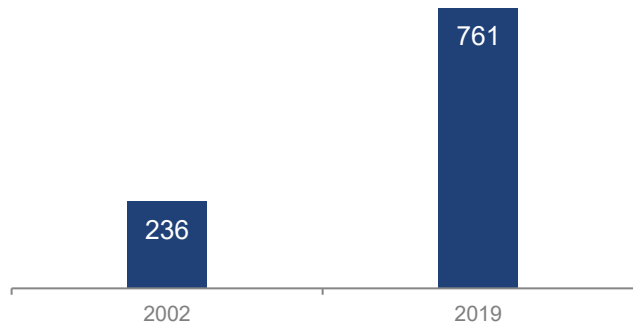
(INDEX: 2002=100)



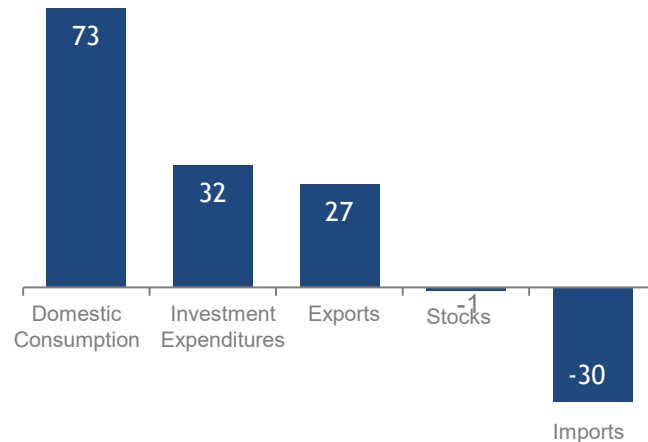
Turkish economy has more than tripled over the past 16 years and is promising more growth in future

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

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



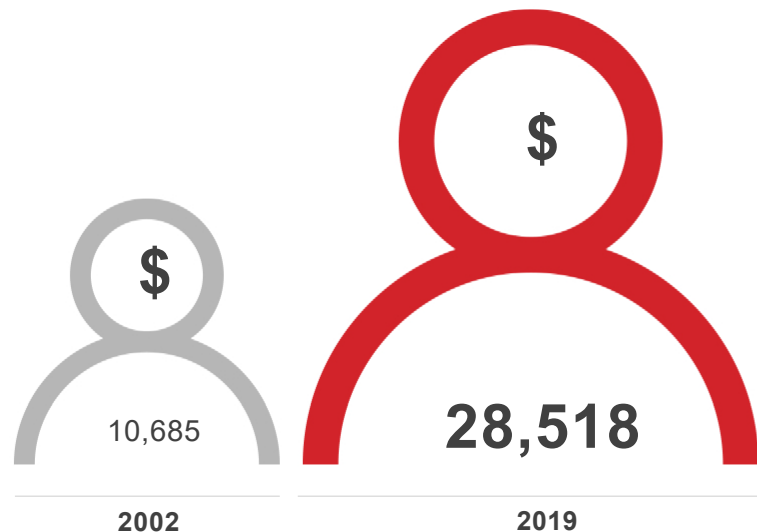
**Contribution to GDP Growth 2002-2019\* (%)**





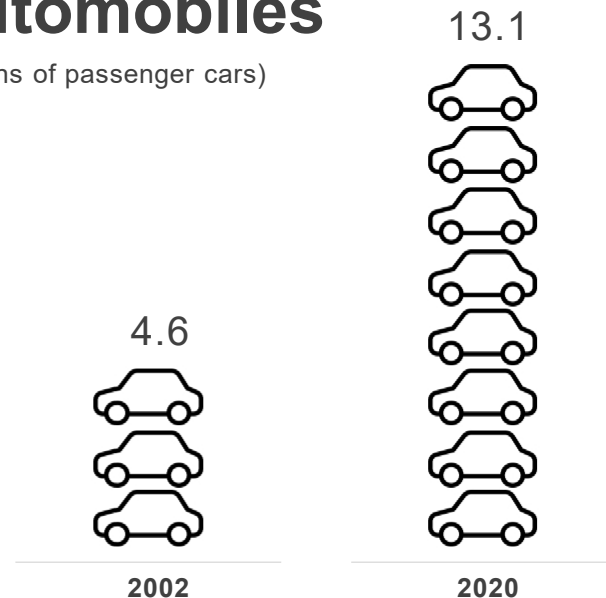
## Income per capita

(GDP per capita at purchasing power parity)



## Stock of Automobiles

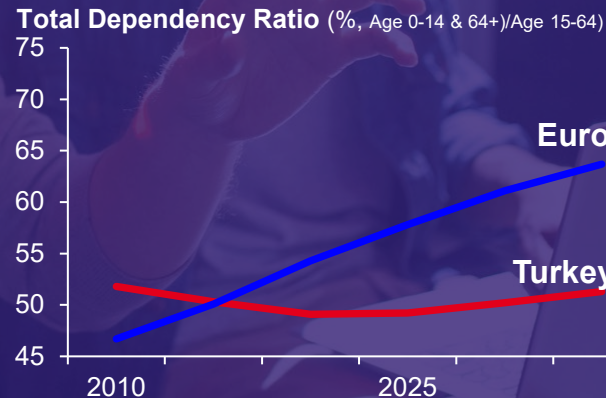
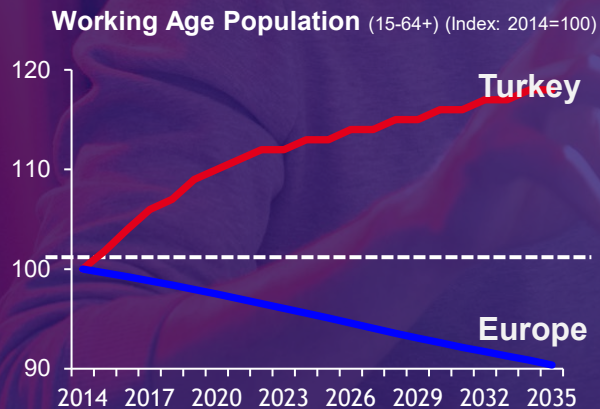
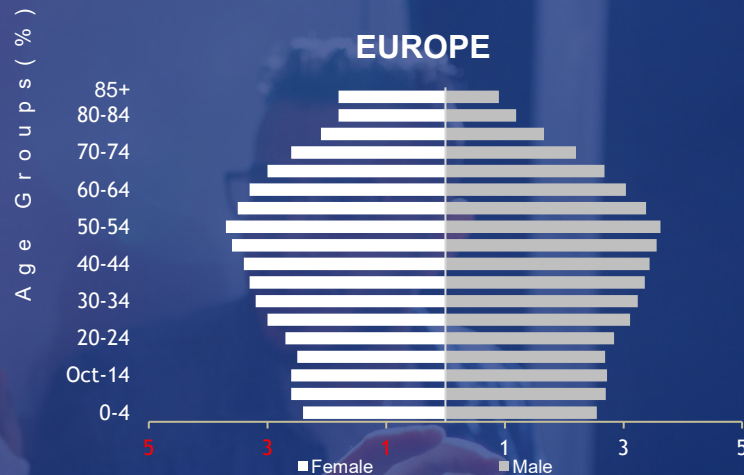
(millions of passenger cars)



## FAVORABLE DEMOGRAPHICS

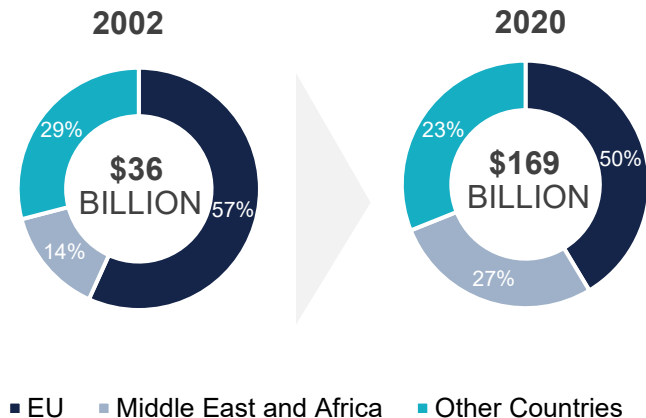


## 人口の半数が32.4歳以下

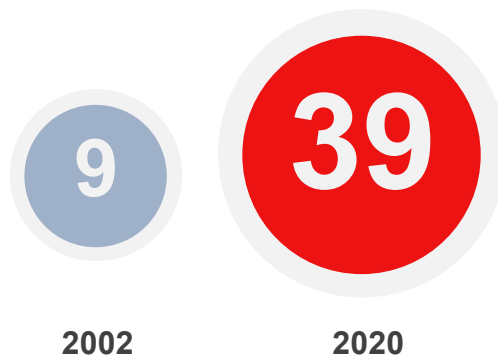


# 製造と輸出拠点としてのトルコ

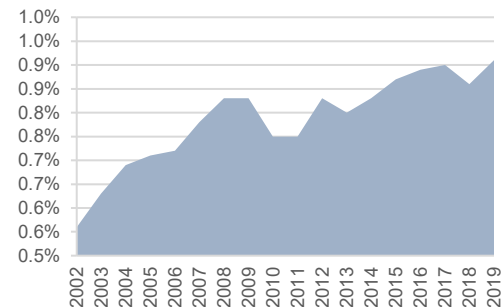
## Merchandise Exports by Geography



## Number of Export Products over \$1 Billion

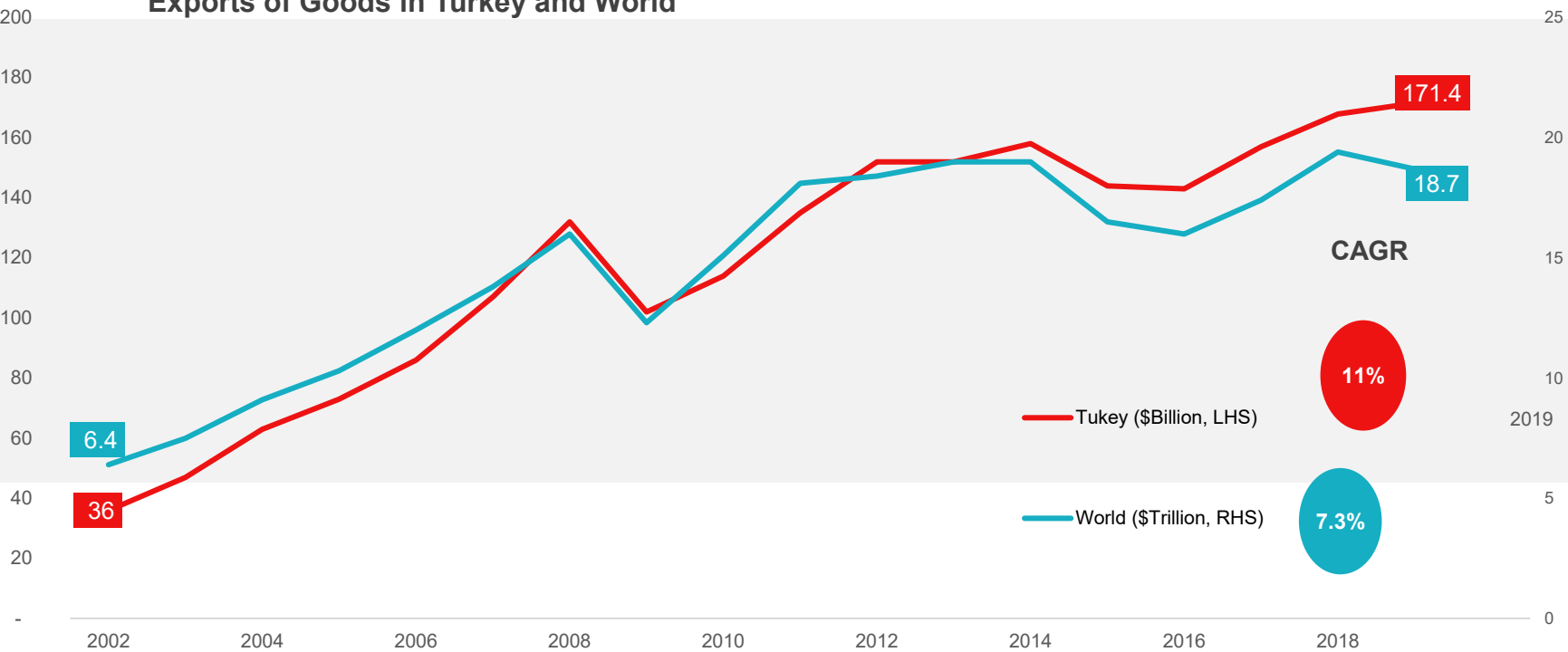


## Turkey's Share in Global Exports of Goods

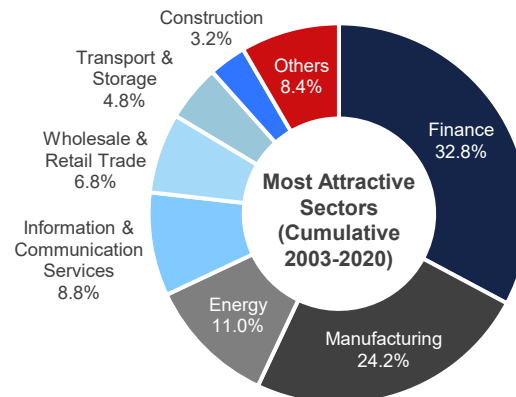
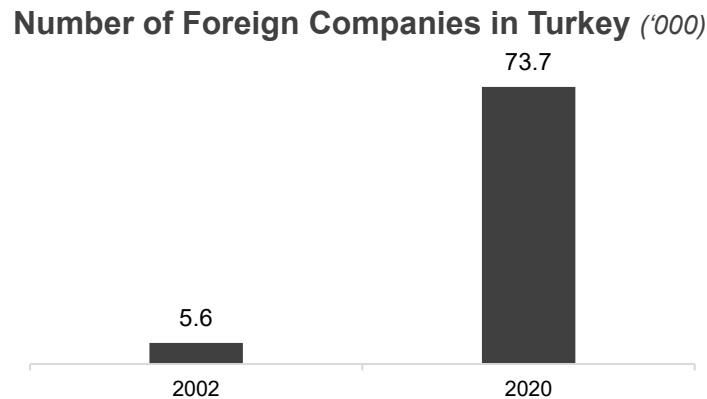
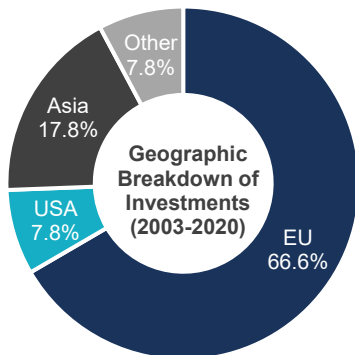
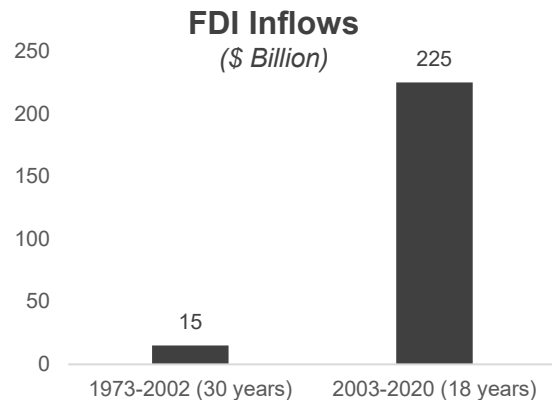




Exports of Goods in Turkey and World



# トルコへの投資は堅調に増加 主たる投資元は欧米 から、業種は分散



# 多くの欧米企業が生産基地として活用

**\$30 BILLION**

By 143 MNCs

143 OUT OF 1000 ARE  
MNCs EXPORTING: \$30  
BILLION

**\$102 BILLION**

By the 1000 largest  
exporters 2018

TURKEY'S LARGEST 1000  
EXPORTING FIRMS' EXPORTS  
(Turkey's total exports: \$168 Bn)

**Top 3  
Exporters  
are MNCs in auto  
industry**



\$5.7 Billion

**TOYOTA**  
\$4.6 Billion



Mercedes-Benz



LEMFÖRDER



RENAULT



\$3 Billion

ADIENT



Gestamp



CHASSIS SHAKES



Automotive

Iron & Steel



Machinery  
& Electrical mach.



**KEY EXPORT  
SECTORS  
by MNCs**

Aerospace & Defense



SOCAR

Chemicals & Pharma



CLARIANT





16  
TIME  
ZONES

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

”  
**CONNECTIVITY**  
Turkish Airlines connects you to 323 destinations in 127 countries

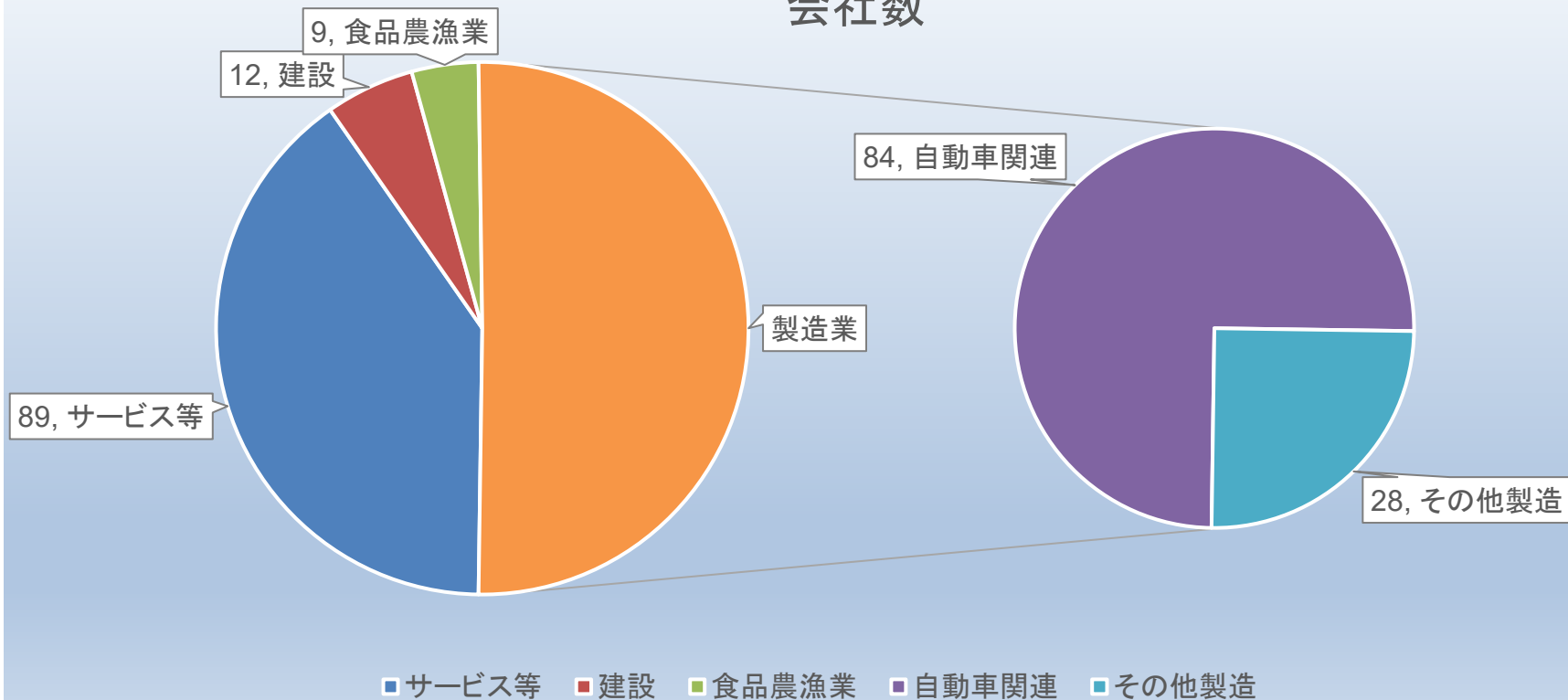
”  
**MANUFACTURING & EXPORT HUB FOR MULTINATIONALS**

”  
**AS WELL AS MANAGEMENT HUB FOR MULTINATIONALS**

	Exporting 85% of its production
	Exporting 77% of its production
	Production base for MENA
	Its largest production facility worldwide
	89 countries
	80 countries
	80 countries
	72 countries
	67 countries
	63 countries
	60 countries
	30 countries
	25 countries

# 日系企業の数は欧米に比べ少ない

## 会社数



EUとの関税同盟

direct access  
to the EU  
Market



Free access

987

Million consumers



+

457

million in FTA  
Area

in 28 countries  
with Free Trade  
Agreements

+

84

million in  
Turkey

Qatar\*  
Kosovo\*  
Chile  
Czechia\*  
Kazakhstan\*  
Singapore\*  
Israel\*  
Sudan\*  
Macedonia\*  
Georgia\*  
Albania\*  
Iceland\*  
Syria\*  
Oman\*  
Tunisia\*  
Serbia\*  
South Korea\*  
United Kingdom\*  
Jordan\*  
Lebanon\*  
Norway\*  
Moldova\*  
Palestine\*  
Malaysia\*  
Egypt\*  
Mauritius\*  
Switzerland\*  
Bosnia and Herzegovina\*  
Lichtenstein\*  
Montenegro\*  
Venezuela

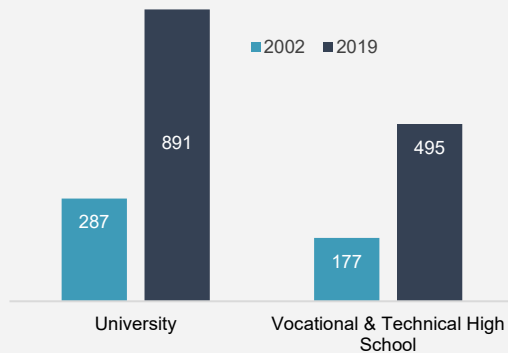


## SKILLED WORKFORCE WITH COST ADVANTAGE

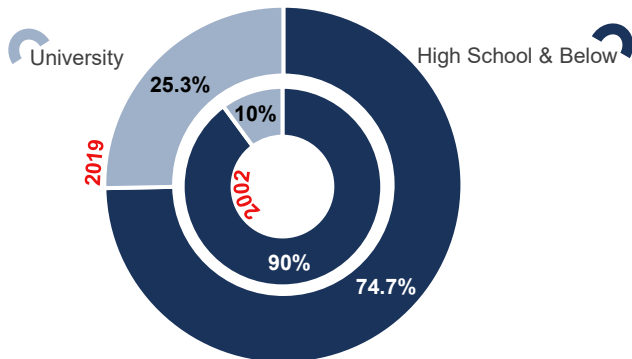
## 労働力の質と量

Annual Number of Graduates  
(thousands)

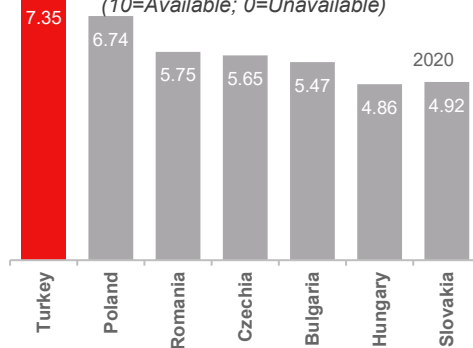
2002 2019



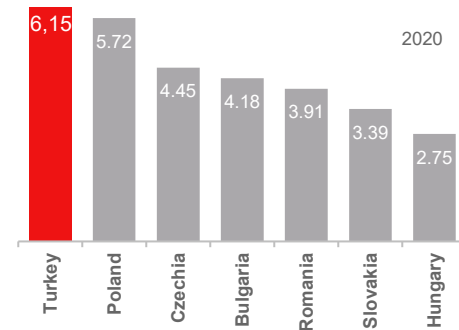
Labor Force by Education Level



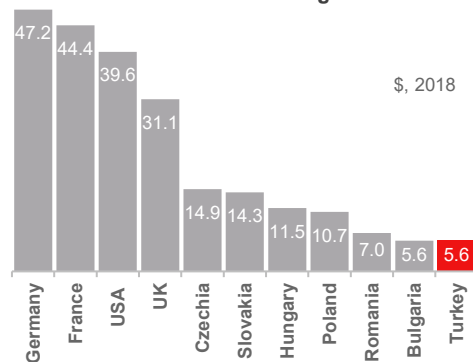
Availability of Qualified Engineers  
(10=Available; 0=Unavailable)



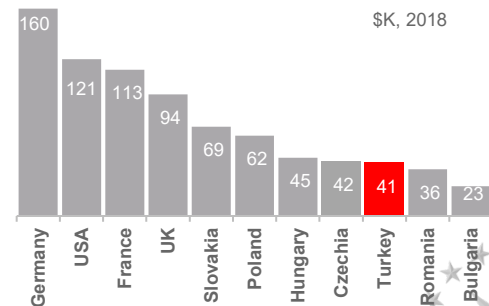
Availability of Competent Senior Managers  
(10=Available; 0=Unavailable)



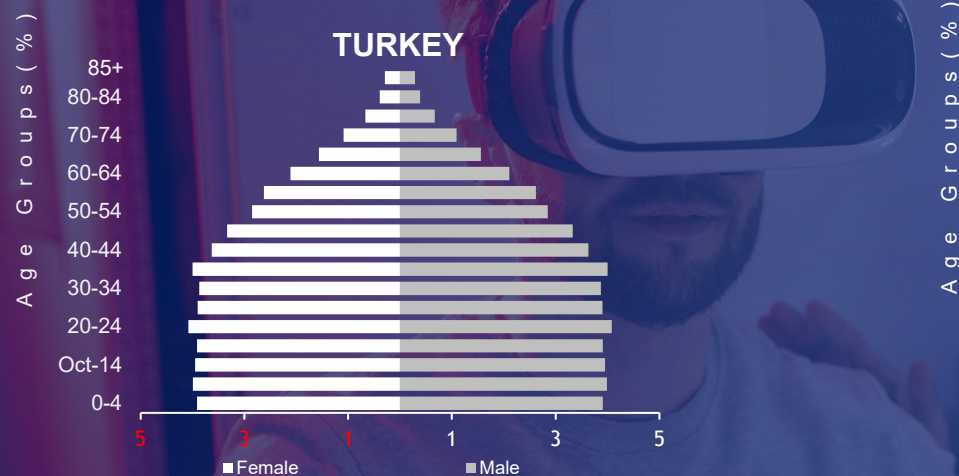
Labor Cost per hour  
in Manufacturing



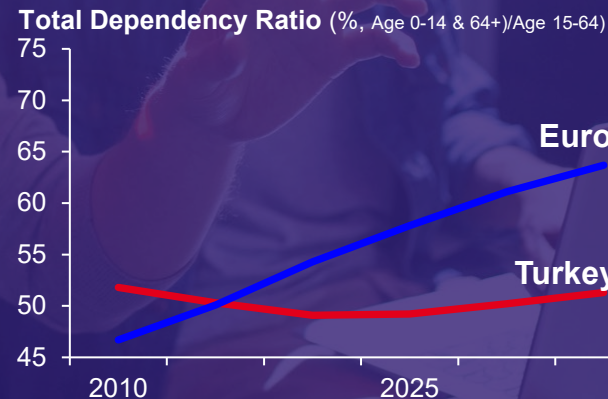
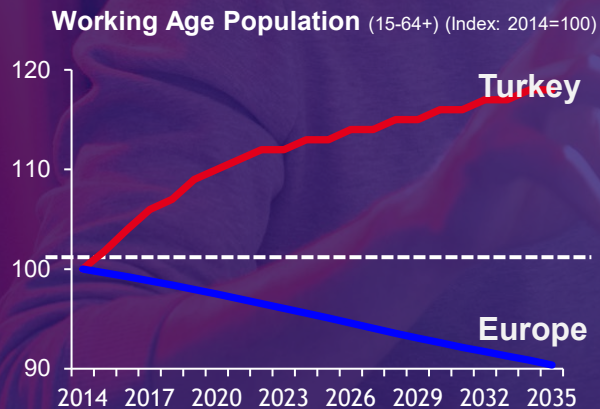
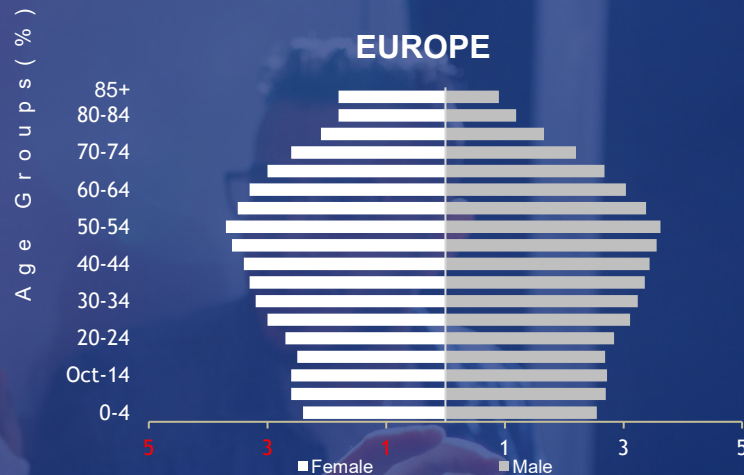
Remuneration of Management/Engineer  
Total base salary plus bonuses and long-term incentives



## FAVORABLE DEMOGRAPHICS

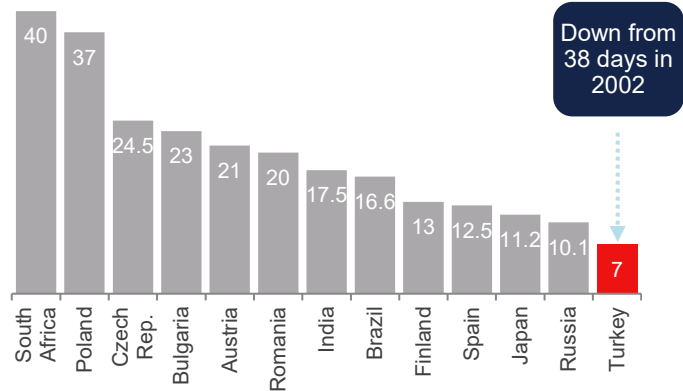


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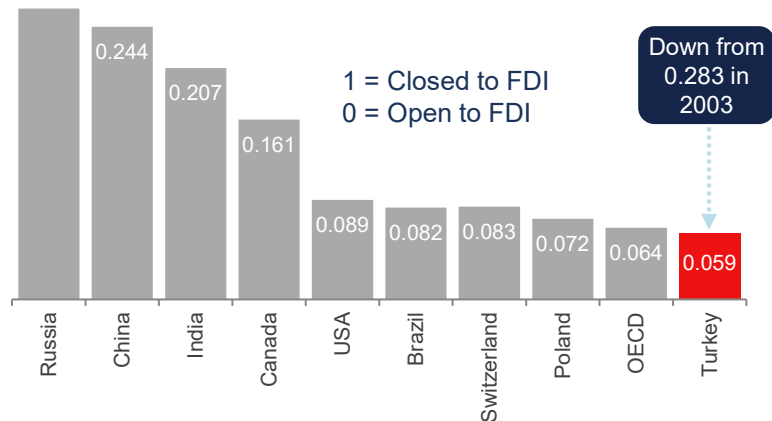


# 国家による事業環境の改善

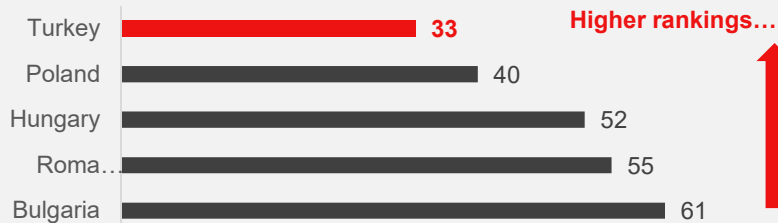
## Number of Days to set up a Company, 2020



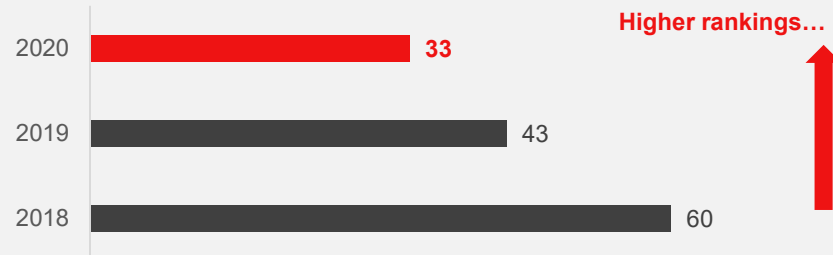
## FDI Regulatory Restrictiveness Index, 2019



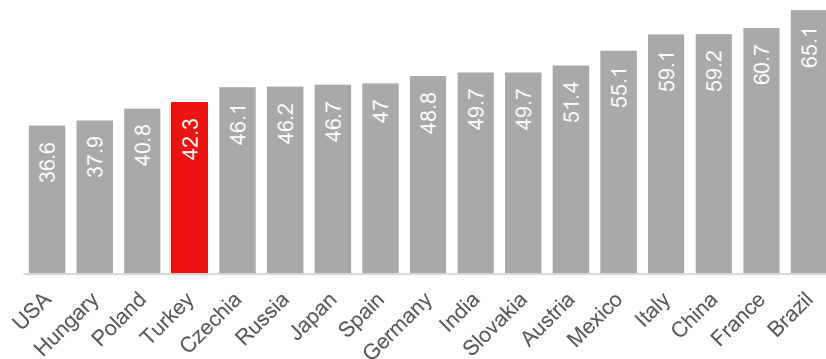
## Ease of Doing Business Ranking, 2020



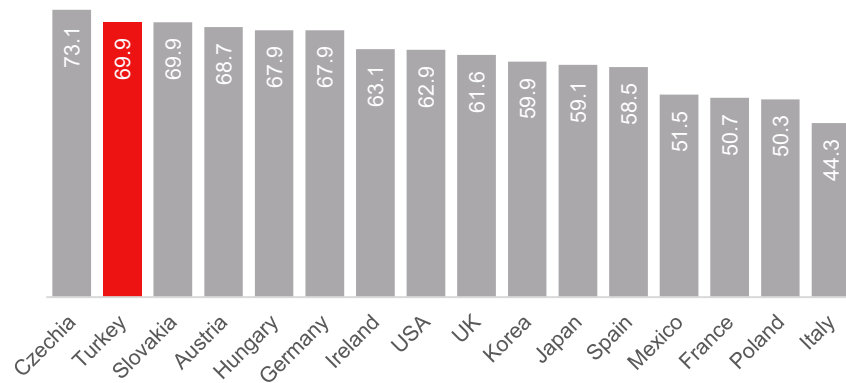
## Ease of Doing Business Ranking (y-o-y)



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



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



事業遂行の保証  
内国民待遇  
投資保護協定  
二重課税防止協定



Foreign Direct  
Investment Law



Bilateral Investment  
Protection Treaties with  
82 countries



Treaties to avoid  
Double Taxation with  
86 countries







## Manufacturing Incentives

- ✓ Tax deduction & exemption +



## Employment Incentives

- ✓ Payroll & Training support +



## R&D and Innovation Incentives

- ✓ Tax deduction & exemption +



## Incentives for Service Exporters

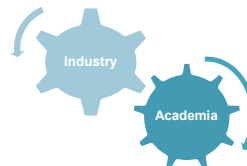
- ✓ Tax deduction for exporting services in;

Engineering	Accounting
Architecture	Call Center
Design	Datacenter
Software	Education
Medical Reporting	Healthcare



## Technology Development Zones

- ✓ To support R&D
- ✓ Tax deduction & exemption +



## Exclusive Zones

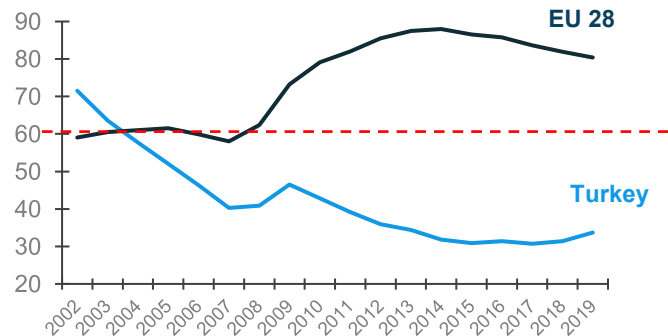
### Free Zones

- ✓ Tax deduction & exemption +

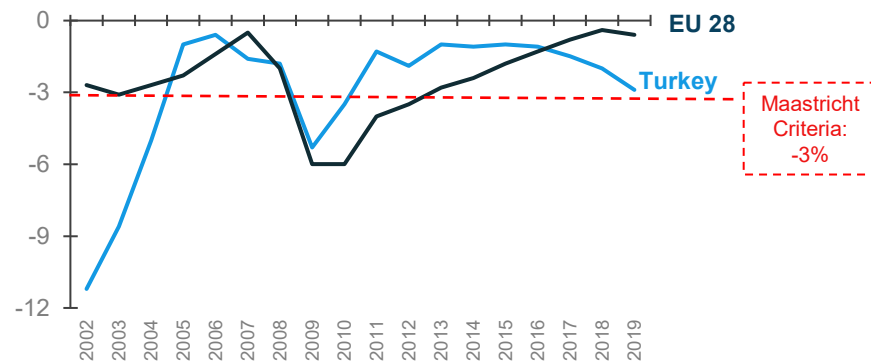
### Organized Industrial Zones

- ✓ Developed infrastructure

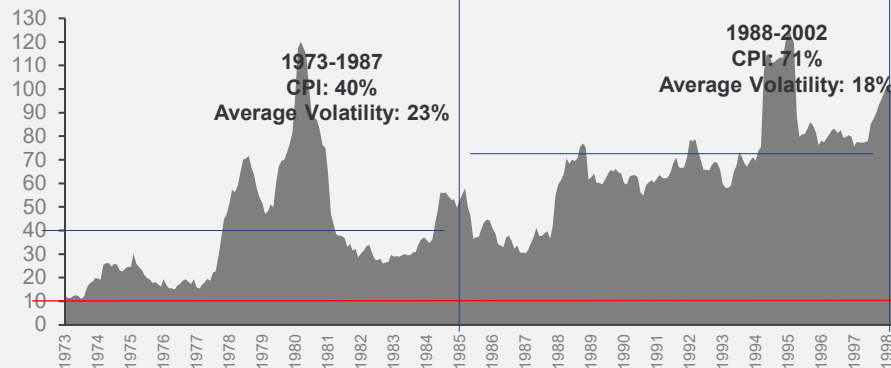
Gross Public Debt Stock as % of GDP



Budget Balance as % of GDP



Annual Inflation (%)



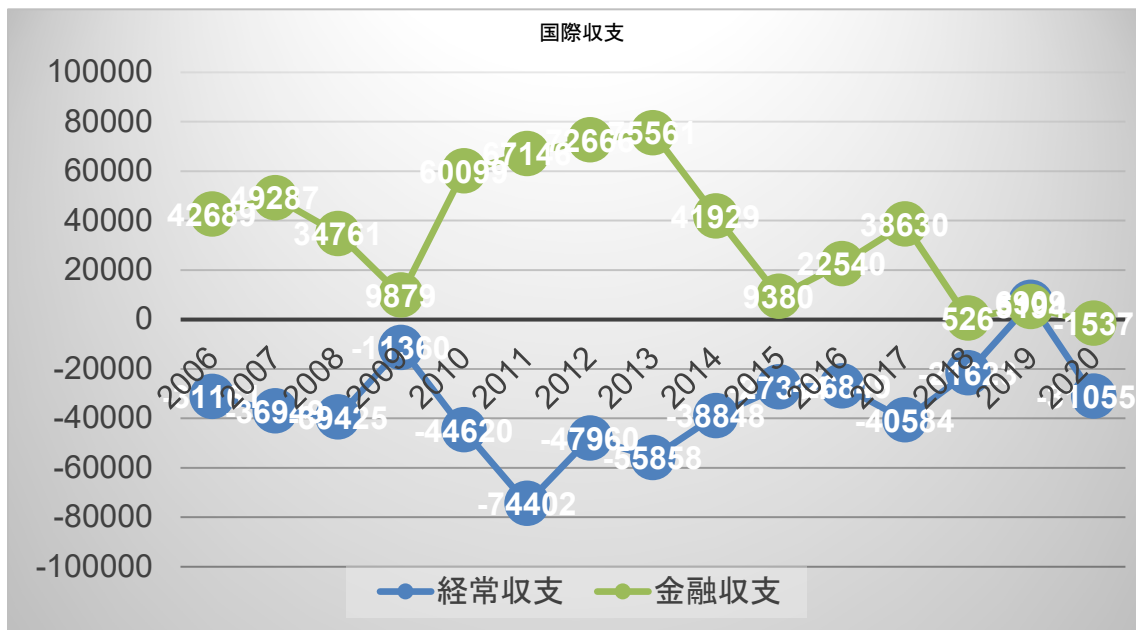
End-Year Inflation (%)

# トルコ経済の課題



外国企業にとっての進出機会

## 構造的国際収支赤字



石油・ガス等エネルギーの輸入依存



再生可能エネルギーなど  
国内エネルギー基盤の拡充

外国技術依存による製造業



産業構造の高度化、高付加価値化  
R&Dの振興、人材育成

農産物・国内資源等も含めた輸出促進  
観光立国(外国人観光客は4千万人超)  
外資導入、外国企業の誘致等

# 10 reasons to invest in Turkey



Robust  
Economy



Domestic  
Market + EU



Strategic  
Location



Favourable  
Demographics



Skilled Workforce  
with Cost  
Advantage



Continuous  
Reform Process



Business-friendly



Lucrative  
Incentives



Benign R&D  
Ecosystem



Opportunities



1日15万人、累計3540万人のPCR検査  
早期感染発見、きめ細かい隔離  
1月中旬よりワクチン接種開始、約7百万人が接種

TÜRKİYE  
COVID-19  
HASTA  
TABLOSU

16 MART 2021



BUGÜN	BU HAFTA	TOPLAM
TEST SAYISI	HASTALARDA ZATÜRRE ORANI	TEST SAYISI
158.386	%3,2	35.435.502
VAKA SAYISI	YATAK DOLULUK ORANI	VAKA SAYISI
16.749	%51,6	2.911.642
HASTA SAYISI	ERİŞKİN YOĞUN BAKIM DOLULUK ORANI	VEFAT SAYISI
874	%66,2	29.623
VEFAT SAYISI	VENTİLATÖR DOLULUK ORANI	AĞIR HASTA SAYISI
71	%29,8	1.474
İYİLEŞEN SAYISI	ORTALAMA TEMASLI TESPİT SÜRESİ	İYİLEŞEN SAYISI
17.893	9 SAAT	2.734.862
	FİLYASYON ORANI	
	%99,9	



## RESILIENT HEALTHCARE SYSTEM

## STRONG HEALTHCARE SYSTEM IN THE FIGHT AGAINST COVID-19 PANDEMIC..



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



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



**1,526 hospitals, some 4,000 medical treatment facilities and over 15,000 primary healthcare centers** continue to provide healthcare services without any disruption.



State-of-the art technology ambulance fleets were formed with **5,400 fully-equipped vehicles and 19 aircrafts.**



Targeting to reach **5,000** at the end of May, Turkey is **able to manufacture domestic ventilators** to address domestic and international demand.



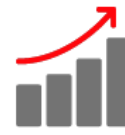
**Having 46 intensive care beds per 100K inhabitants**, Turkey is leading in the list of countries including Germany (34), Austria (29), the US (26), France (16), Canada (13), the UK 11), Spain (10), Italy (9), Denmark (8) and Ireland (5).



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



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



Healthcare expenditures **during the past 6 years have grown by 14%.**

## TURKEY OFFERS ABUNDANT OPPORTUNITIES IN A VARIETY OF SECTORS



### AUTOMOTIVE

- 15<sup>th</sup> largest manufacturer
- 1.5 million vehicle produced
- Market: \$24 billion
- Export: \$31.2 billion



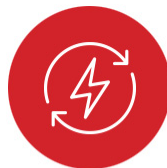
### MACHINERY & ELECTRICAL EQP.

- Largest TV & white goods producer in Europe
- Market: \$38 billion
- Export: \$25 billion



### AEROSPACE & DEFENCE

- \$19 billion defence spending
- Industry: \$8.7 billion
- Export: \$2.2 billion
- Air passengers: 210 million



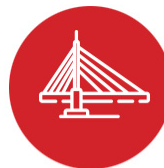
### ENERGY

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



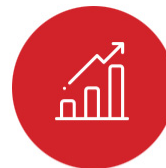
### AGROFOOD

- Market: \$80 billion
- Export: \$17 billion
- Export to around 200 countries



### INFRASTRUCTURE

- \$127 billion PPP contracts (2003-2018)
- More opportunities in transport, energy, health



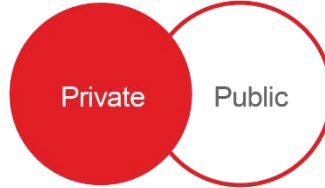
### FINANCE

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

OPPORTUNITIES



**A governmental agency  
reporting to the President**



**Private sector approach with  
public sector capabilities**



**Acting as your  
solution partner**



General & customized  
business information &  
Sectoral analysis & reports



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



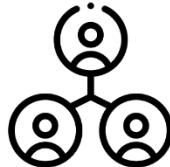
Arrangements of meetings  
with governmental bodies  
and other stakeholders



**AFTERSALES**



Facilitating your investment  
at all stages



Matchmaking with local  
partners & establishing  
business linkages



Project launch & Press  
release Services



Facilitating your visit  
to Turkey





[invest.gov.tr](http://invest.gov.tr)

# 知れば知るほど面白いトルコ



PRESIDENCY OF THE REPUBLIC OF TURKEY  
INVESTMENT OFFICE