



Association of  
Financial  
Institutions

Annual Report 2015



**United,**  
we are stronger



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# Corporate Profile

The Association of Financial Institutions is a public agency and professional organization incorporated in accordance with the Financial Leasing, Factoring, and Financing Companies Law no: 6361 dated 21 November 2012.

AFI is an umbrella organization for concerns in Turkey that provide

- **Financial Leasing**
- **Factoring**
- **Financing**

products and services to customers who are active in the production, trade, sales, and consumption channels of the Turkish economy.

## Vision

Help increase the added value that financial institutions contribute to the economy and thus enhance the national and international strength and influence of the sectors it represents.

## Mission

Contribute to the sustainable and healthy development of the financial leasing, factoring, and financing sectors; support these sectors in their efforts to enhance their international competitive strength; ensure the creation and establishment of and adherence to professional standards in their respective fields.





# funding

## the real sector

Our goal: Contribute to the creation of funding for the real sector

# Message from the Chairman

## We Overcome Boundaries

In keeping with our "We Overcome Boundaries" slogan, AFI representatives travel all over the country in an ongoing effort to acquaint SMEs with the benefits of the products and services which its members can offer them.

### Our goal: To increase our penetration rate to about 15%.

2015 was overshadowed by expectations in the run-up to the US Federal Reserve Bank's interest rate hikes and by turbulence in Syria and the worsened trade relations with Russia which that conflict led to. In such a context the Association of Financial Institutions (AFI) continued its efforts throughout the year to increase awareness of its members' products and services, to improve the competitive environment, and to decrease intermediation costs.

Although financial leasing, factoring, and financing companies have an overall market penetration on the order of 15-20% in developed countries, here in Turkey that rate is only around 8%. The aggregate total assets of all three business lines in our country were up by 20% to TL 95 billion last year while their combined transaction volume increased by 6.5% to TL 156 billion. Total loan facilities amounted to TL 85 billion in 2015.

In keeping with our "We Overcome Boundaries" slogan, AFI representatives travel all over the country in an ongoing effort to acquaint small- and medium-sized businesses with the benefits of the products and services which its members can offer them. Major AFI events were held in Denizli and Bursa for this purpose last year.

In order to increase the long-term depth and breadth of our sectors, we continue our efforts to attract new customers, which currently number about 750,000. Among the initiatives that went live in 2015 were the Central Invoice Recording and Contract Registration systems, access to the Central Bank of the Republic of Turkey (CBRT) rediscount credit through Turk Eximbank, and the opportunity for AFI members to trade on the İstanbul Settlement and Custody Bank (Takasbank) Money Market.

Through training programs that are being carried out by the Training Commercial Enterprise, an independent training consultancy and services provider, efforts are being made to improve the professional qualifications of the human resources (currently numbering about 7,200 people) employed in the provision of non-bank financial services in Turkey. Under an action plan to promote financial literacy, we also collaborate with the Ministry of Science, Industry and Technology, the Banking Regulation and Supervision Agency, the Small & Medium Enterprise Development Organization, and other public concerns in the conduct of projects whose aims are to enhance the competency of market professionals, to improve business standards, and to promote general understanding and acceptance of our members' products and services.



As I have said repeatedly, AFI's long-term goal is to achieve greater depth in all three of its sectors while raising the contributions that non-bank financial institutions make to Turkey's economy to levels that exist in developed countries.

Hoping that 2016 will also be a successful year for our members and the national economy, I thank the members of the AFI Board of Directors and all my other colleagues at the association for their efforts.

**Osman Zeki Özger**

Chairman of the Board of Directors

## In the Long-Term

In order to increase the long-term depth and breadth of our sectors, we continue our efforts to attract new customers, which currently number about 750,000.

# Message from the Financial Leasing Sector Board



## Our goal is to increase our support to industry.

Since our sector's total assets corresponded to just 1.7% of the total assets of banks and non-bank financial institutions, we consider it a major achievement that our sector supplied 6% of all the financing of machinery and equipment investments undertaken in Turkey last year. However our goal is to match developed countries by bringing this ratio up to 20%.

The Turkish financial leasing sector financed TL 12 billion of the private sector's total TL 206 billion worth of investments in machinery and equipment in 2015. Since our sector's total assets corresponded to just 1.7% of the total assets of banks and non-bank financial institutions, we consider it a major achievement that our sector supplied 6% of all the financing of machinery and equipment investments undertaken in Turkey last year. However our goal is to match developed countries by bringing this ratio up to 20%.

Consisting of 28 financial leasing companies employing more than 1,500 people, the sector had TL 40.6 billion in total assets and TL 17 billion in leasing receivables as of end-2015. TL 17.3 billion worth of financing was provided to new transactions during 2015. It has been more than three decades since the passage of Turkey's first financial leasing act (Law no: 3226) in 1985, in the course of which time investments worth more than USD 80 billion have been financed by our sector.

Under Article 22 of the Financial Leasing, Factoring and Financing Companies Law no. 6361, all leasing contracts concerned with assets that do not have a unique register of their own must be registered by AFI. Contracts for such designated assets (principally motor vehicles, aircraft, watercraft, heavy-duty machinery, agricultural machinery, and immovable properties) however are also included in AFI's register for information purposes. Turkey's leasing contract registration system became operational on 9 February 2015, since which time all leasing agreements have been registered by or reported to the AFI system. The contracts are entered into the system by financial leasing companies from their own terminals. Electronic signatures are used to prevent unauthorized or fraudulent alteration of agreements.

In September 2015 AFI became a full member of Leaseurope, the European Federation of Leasing Company Associations. This accession to an umbrella organization consisting of 45 member associations in 33 countries gives AFI the opportunity to represent the Turkish financial leasing sector on European platforms and also to exchange knowledge, experience and statistics.

In conclusion I take pleasure in noting that our sector will continue to marshal its thirty years of experience and to deploy its superior human resources in the ongoing effort to create value for our country.

### **Osman Zeki Özger**

Chairman of the Board of Directors

(On behalf of the AFI Financial Leasing Sector Board)



# Message from the Factoring Sector Board

The Banking Regulation and Supervision Agency (BRSA) oversight to which our sector became subject in 2006 continues to benefit the sector as a whole. The law governing the sector passed in 2012 and the mandatory regulation published in 2015 provide for a degree of uniformity in practices which are not only conducive to factoring companies but which also enhance their reputation and prestige in the eyes of existing and potential clients.

While the global factoring sector witnessed a 10% rate of growth on average over the last decade, here in Turkey the sector has grown by a much faster 16% a year. In 2015 Turkey's factoring companies together wrote TL 120 billion worth of business. Although growth in 2015 was somewhat hampered by the economic uncertainties that beset the year, we are nevertheless confident that growth will resume in 2016 as the country's SMEs once again serve as the engines of the sector's expansion.

Turkey's factoring market has tremendous potential especially with respect to cash-against-goods exports. The clearest indication of this is 2015's 11% rate of year-on growth in export factoring despite its being an overall difficult twelve months for exporters. Last year the Turkish factoring sector wrote EUR 7.2 billion worth of export factoring business, a performance that corresponds to a year-on rise of 7% on a EUR basis.

As required by Law no: 6361, AFI launched its Central Invoice Recording System on 2 January 2015. So far all of Turkey's factoring companies and fifteen of its banks have joined this system. Having had to contend with the risk of fraudulent double financing for many years, the Turkish factoring sector at last overcame the issue by working with the Credit Bureau of Turkey to set up an effective structure whose functions are monitored by AFI.

The great majority of Turkey's SMEs are still unable to make effective use of factoring products and services. Nonetheless we starting reaping the fruits of our various initiatives in 2015, a year in which a change was made in the regulatory framework that is certain to make factoring a much more attractive financing option for such firms. As a result of a CBRT decision and the joint efforts of our association, Turk Eximbank, and the Turkish Exporters' Assembly, AFI-member factoring companies now have access to low-cost Turk Eximbank rediscount credit. This change in the rules marks a major step in efforts to supply financing support to SME exporters.

The rapid expansion that is currently taking place in factoring companies' branch networks is another welcome development in that it will make their financing and collection services even more accessible to SMEs.

Turkey's factoring sector also continued to rack up successes on the international front in 2015. Five of its companies ranked among the top ten performers in the export factoring category among the members of Factors Chain International (FCI), the world's biggest global network of factoring companies and banks. That the top two firms in that category - Garanti Factoring and TEB Factoring - are both Turkish companies is an additional source of pride for our country.

We believe that the factoring sector will remain on the path of sustainable growth and will continue to make an increasingly greater contribution to the development of the Turkish economy in 2016.

I look forward to seeing you all at the upcoming 4<sup>th</sup> AFI annual general meeting.

## **N. Zafer Ataman**

Deputy Chairman of the Board of Directors

(On behalf of the Factoring Sector Board)



**We are developing innovative products for SMEs.**

In 2015 AFI-member factoring companies now have access to low-cost Turk Eximbank rediscount credit. This change in the rules marks a major step in efforts to supply financing support to SME exporters.

# Message from the Financing Companies Sector Board



## Responsible Lending

A leading advocate of responsible lending, the financing sector also serves as a kind of financial advisor who seeks to deter would-be borrowers from incurring levels of debt beyond what they can reasonably be expected to manage.

Financing companies continued to support Turkey's registered economy by supplying financing for the purchase of goods and services by private individuals and businesses in general but especially by SMEs, the most important of the country's real-sector players. By doing so they also nourished domestic demand and thus made a significant contribution to economic growth.

Last year Turkey's financing companies provided credit for purchases in many different business lines but especially in those of automotives, commercial vehicles, mortgages, durable consumer goods, education, and telecommunications. In 2015 the financing companies wrote TL 19 billion worth of new business, 40% more than in 2014, while their total assets reached TL 27 billion.

Financing companies whose business model involves lending at points of sale serve as bridges between vendors and consumers while providing customers with quick, convenient, "one-stop" access to credit.

A leading advocate of responsible lending, the financing sector also serves as a kind of financial advisor who seeks to deter would-be borrowers from incurring levels of debt beyond what they can reasonably be expected to manage. During every step of the lending and post-lending process, the focus is always on transparent communication in which detailed information is provided about the cost and content of the credit being made available, credit is allocated in amounts that are reasonable, and installment and repayment plans are tailored according to predetermined criteria. Whenever a borrower does have problems with debt-service, repayment options are offered that best suit needs. In these and other ways, both individual consumers and the small- and medium-sized businesses that are the engines of the Turkish economy are encouraged to use credit knowledgeably and intelligently.

Financing companies also support "Financial Consumer" (a BRSA-initiative tool that provides consumers with credit-related information) and "Findeks (Credit Bureau of Turkey's online financial services platform for individuals and real-sector firms). Such promotion of micro-level credit-awareness builds public confidence in the sector while also ensuring the sector's stability.

Seeking to make a positive contribution to economic growth, to the real sector, and to consumers, Turkey's financing companies have been supporting not only consumers but also the automotives sector, SMEs, and the Turkish economy as a whole for over two decades by cooperating with domestic and international sources of capital, especially during periods of economic downturn. Furthermore by supplying credit to consumers directly, financing companies also help reduce manufacturers' consumer credit risk exposure, thereby allowing them to focus on their principal business activities and increase total production. The investments undertaken by the financing arms of domestic and international automotives manufacturers for example amounted to something like USD 3.5 billion in just the past five years alone.

Because they only extend credit for properly-invoiced product and service purchases and serve as a clear channel for the movement of payments between consumers and vendors, financing companies are also important actors in the prevention of unreported transactions and tax evasion.

Commercial loans made up nearly 60% of the credit dispensed by Turkey's financing companies in 2015. These loans were used mainly to finance purchases of the mostly domestically-made light commercial vehicles, heavy-duty equipment, lorries, buses, trailers, and passenger vehicles that SMEs in many different sectors use for many different purposes, including some that are crucially important to the national economy such as highway, bridge, airport, and infrastructure projects and the tourism sector.

In today's world where products, business processes, and consumer demands are undergoing rapid digitization, financing companies naturally follow suit and continue to make major investments in keeping with a business model that focuses on supplying point-of-sale credit. One outcome of this process is that such companies have been moving their business processes onto mobile platforms as well. Seeking always to maximize customer satisfaction, financing companies will continue to undertake investments in digital applications and services that cater to evolving customer needs and expectations in the future as well.

In 2015, financing-sector companies actively encouraged their employees to take part in the training programs organized by the Training Commercial Enterprise, an independent training consultancy and services provider, on behalf of AFI in keeping with our association's long-range mission and medium-term plans to improve both the sector's effectiveness and its human-resource competencies. Such support and training will remain high-priority issues for the companies in our sector in the years ahead as well.

During the first quarter of 2016, important progress was made in the direction of supporting both manufacturers and consumers by making credit accessible, within the framework of AFI's responsible lending principles, through new microloan-like products offered by new entries in the sector especially to finance domestically-manufactured household appliances and consumer electronics.

As the financing sector we will continue to keep a close watch on global practices and to advance the sector's vision in order both to make an increasingly greater contribution to the Turkish economy and to better tap the potential that it harbors in the years ahead. In keeping with the economic mission which AFI is undertaking in line with Turkey's 2023 Vision, ours and all other divisions of our association will be working closely with BRSA and all other regulatory authorities in an ongoing effort to ensure that our country's financial leasing, factoring, and consumer finance products and services comply with global standards.

**Nilüfer Günhan**

Deputy Chairwoman of the Board of Directors

(On behalf of the Financing Companies Sector Board)

## Global Best Practices

We will continue to keep a close watch on global practices and to advance the sector's vision in order both to make an increasingly greater contribution to the Turkish economy and to better tap the potential that it harbors in the years ahead

# Board of Directors



## STANDING (L-R)

<b>Bozkurt Çötel</b>	Yapı Kredi Faktoring A.Ş.
<b>Didier Engelhard</b>	TEB Finansman A.Ş.
<b>Alper Tunga Emecen</b>	Deniz Faktoring A.Ş.
<b>Mehmet Çağatay Baydar</b>	TEB Faktoring A.Ş.
<b>Yeşim Pınar Kıtapçı</b>	Koç Finansman A.Ş.
<b>Nejat Zafer Ataman</b>	Strateji Faktoring A.Ş.
<b>Tijen Akdoğan Ünver</b>	Volkswagen Doğu Fin. A.Ş.
<b>Ünal Gökmen</b>	Garanti Finansal Kiralama A.Ş.
<b>Hasan Kimya Bolat</b>	İş Finansal Kiralama A.Ş.
<b>Ali Erdal Aral</b>	İş Faktoring A.Ş.

## SEATED (L-R)

<b>Cüneyt Akpınar</b>	Burgan Finansal Kiralama A.Ş.
<b>Nilüfer Günhan</b>	ALJ Finansman A.Ş.
<b>Osman Zeki Özger</b>	Vakıf Finansal Kiralama A.Ş.
<b>Fidan Sevilmiş</b>	Koç Fiat Kredi Finansman A.Ş.
<b>Tanju Fatih Torun</b>	Yapı Kredi Finansal Kiralama A.Ş.

# Member Companies

## Financial Leasing Sector

- 1 A&T Finansal Kiralama A.Ş.
- 2 Ak Finansal Kiralama A.Ş.
- 3 Alternatif Finansal Kiralama A.Ş.
- 4 Anadolu Finansal Kiralama A.Ş.
- 5 Arı Finansal Kiralama A.Ş.
- 6 BNP Paribas Finansal Kiralama A.Ş.
- 7 Burgan Finansal Kiralama A.Ş.
- 8 De Lage Landen Finansal Kiralama A.Ş.
- 9 Deniz Finansal Kiralama A.Ş.
- 10 Enka Finansal Kiralama A.Ş.
- 11 Finans Finansal Kiralama A.Ş.
- 12 Garanti Finansal Kiralama A.Ş.
- 13 Haliç Finansal Kiralama A.Ş.
- 14 Halk Finansal Kiralama A.Ş.
- 15 ING Finansal Kiralama A.Ş.
- 16 İş Finansal Kiralama A.Ş.
- 17 Kaynak Finansal Kiralama A.Ş.
- 18 Mercedes-Benz Finansal Kiralama Türk A.Ş.
- 19 Pamuk Finansal Kiralama A.Ş.
- 20 Siemens Finansal Kiralama A.Ş.
- 21 Smart Finansal Kiralama A.Ş.
- 22 Şeker Finansal Kiralama A.Ş.
- 23 Vakıf Finansal Kiralama A.Ş.
- 24 VFS Finansal Kiralama A.Ş.
- 25 Yapı Kredi Finansal Kiralama A.O.
- 26 Yatırım Finansal Kiralama A.Ş.
- 27 Ziraat Finansal Kiralama A.Ş.

## Factoring Sector

- 28 ABC Faktoring A.Ş.
- 29 Acar Faktoring A.Ş.
- 30 ACL Faktoring A.Ş.
- 31 Ak Faktoring A.Ş.
- 32 Akdeniz Faktoring A.Ş.
- 33 Akin Faktoring A.Ş.

- 34 Anadolu Faktoring A.Ş.
- 35 Analiz Faktoring A.Ş.
- 36 Arena Faktoring A.Ş.
- 37 Atak Faktoring A.Ş.
- 38 Atılım Faktoring A.Ş.
- 39 Başer Faktoring A.Ş.
- 40 Bayramoğlu Faktoring A.Ş.
- 41 Berg Faktoring A.Ş.
- 42 C Faktoring A.Ş.
- 43 Creditwest Faktoring A.Ş.
- 44 Çağdaş Faktoring A.Ş.
- 45 Çözüm Faktoring A.Ş.
- 46 De Lage Landen Faktoring A.Ş.
- 47 Deniz Faktoring A.Ş.
- 48 Destek Faktoring A.Ş.
- 49 Devir Faktoring A.Ş.
- 50 Doğa Faktoring A.Ş.
- 51 Doğan Faktoring A.Ş.
- 52 Eko Faktoring A.Ş.
- 53 Ekspo Faktoring A.Ş.
- 54 Eren Faktoring A.Ş.
- 55 Fiba Faktoring A.Ş.
- 56 Finans Faktoring A.Ş.
- 57 Garanti Faktoring A.Ş.
- 58 Global Faktoring Hizm. A.Ş.
- 59 GSD Faktoring A.Ş.
- 60 Halk Faktoring A.Ş.
- 61 Huzur Faktoring A.Ş.
- 62 ING Faktoring A.Ş.
- 63 İstanbul Faktoring A.Ş.
- 64 İş Faktoring A.Ş.
- 65 Kapital Faktoring A.Ş.
- 66 Kent Faktoring A.Ş.
- 67 Kredi Finans Faktoring Hizm. A.Ş.
- 68 Lider Faktoring A.Ş.
- 69 Merkez Faktoring A.Ş.
- 70 Mert Finans Faktoring A.Ş.

- 71 MNG Faktoring A.Ş.
- 72 Optima Faktoring A.Ş.
- 73 Pamuk Faktoring A.Ş.
- 74 Para Finans Faktoring A.Ş.
- 75 Prime Faktoring Hizmetleri A.Ş.
- 76 Sardes Faktoring A.Ş.
- 77 Strateji Faktoring A.Ş.
- 78 Sümer Faktoring A.Ş.
- 79 Şeker Faktoring A.Ş.
- 80 Şirinoğlu Faktoring A.Ş.
- 81 Tam Faktoring A.Ş.
- 82 TEB Faktoring A.Ş.
- 83 Tuna Faktoring A.Ş.
- 84 Ulusal Faktoring A.Ş.
- 85 Vakıf Faktoring Hizmetleri A.Ş.
- 86 VDF Faktoring Hizm. A.Ş.
- 87 Yapı Kredi Faktoring A.Ş.
- 88 Yaşar Faktoring A.Ş.
- 89 Yeditepe Faktoring A.Ş.
- 90 Zorlu Faktoring A.Ş.

## Financing Sector

- 91 ALJ Finansman A.Ş.
- 92 DD Finansman A.Ş.
- 93 Hemenal Finansman A.Ş.
- 94 Koç Fiat Kredi Finansman A.Ş.
- 95 Koç Finansman A.Ş.
- 96 Mercedes Benz Finansman Türk A.Ş.
- 97 Orfin Finansman A.Ş.
- 98 Şeker Finansman A.Ş.
- 99 TEB Finansman A.Ş.
- 100 Tırsan Finansman A.Ş.
- 101 Turkcell Finansman A.Ş.
- 102 VFS Finansman A.Ş.
- 103 Volkswagen Doğu Finansmanı A.Ş.

# General Secretariat



(L-R)

**Hakan Gülelçe**  
**Filiz Ünal**  
**Ahmet Candan**  
**Vahit Altun**

Deputy Secretary General / Financial Leasing  
Deputy Secretary General / Factoring  
Secretary General  
Deputy Secretary General / Financing



**Sevilay Alşar**  
Education Director



**Aysun Koçak**  
Manager, Financial and  
Administrative Affairs



**Janin Ersöz Amiroğlu**  
Manager, Financial Leasing  
Commercial Enterprise



**Sibel Özata Erdoğan**  
Manager, Statistics and  
Economic Researches



**Süeda Bekiroğlu**  
Manager, Factoring Commercial  
Enterprise



**Nazır Kapsuz**  
Supervisor, Factoring  
Commercial Enterprise



**Elif Azaklıoğlu Görgülü**  
Specialist, Financial Leasing  
Commercial Enterprise



**Emre Kırşan**  
Specialist, Financial Leasing  
Commercial Enterprise



**Gencay Karaman**  
Specialist, Factoring Commercial  
Enterprise



**Özkan Tekeş**  
Specialist, Financial and  
Administrative Affairs



**Zülfiye Yeşilçimen**  
Assistant of Secretary General



**Hande Demirkol**  
Assistant



**Nisa Karakaş**  
Assistant, Factoring Commercial  
Enterprise



**Kerim Koca**  
Office Assistant



**Mevlüt Karakuş**  
Office Assistant



**Muzaffer Kırdaal**  
Office Assistant







*deepening*

**the financial system**

**Our goal: Contribute to increasing the depth of the financial system**

# Financial Indicators

## TL 17,312 million

As of year-end 2015, total business volume of financial leasing companies grew by 1.5% year-over-year to TL 17,312 million. While real estate got the biggest share out of total financial leasing receivables with 29%, heavy-duty and construction machinery accounted for 21%. The sector is projected to grow by 20% in 2016.

## TL 119,652 million

Total business volume of factoring companies was up by 3.1% to TL 119,652 million in the twelve months to end-2015. Domestic and international factoring transactions made up 81% and 19% of the total business volume, respectively. The sector's anticipated growth is 20% for 2016.

### Financial Leasing

(TL million)	31 December 2015	31 December 2014	% Change
Transaction Volume	17,312	17,058	1.5%
Total Assets	40,656	32,578	24.8%
Receivables	36,718	29,485	24.5%
Shareholders' Equity	6,930	6,093	13.7%
Borrowings	27,237	22,543	20.8%
Net Profit	809	526	54.0%

### Units

Number of Companies	28	29	-3.4%
Number of Branches	143	138	3.6%
Number of Employees	1,504	1,458	3.2%
Number of Customers	56,396	52,041	8.4%

Return on Equity	12.4%	9.2%	3.2 pps
Return on Assets	2.2%	1.7%	0.5 pps
Non-performing Loans	6.0%	6.7%	-0.7 pps

### Factoring

(TL million)	31 December 2015	31 December 2014	% Change
Transaction Volume	119,652	116,009	3.1%
Total Assets	26,700	26,515	0.7%
Receivables	24,994	24,715	1.1%
Shareholders' Equity	4,607	4,442	3.7%
Borrowings	18,004	18,421	-2.3%
Net Profit	378	616	-38.7%

### Units

Number of Companies	66	76	-13.2%
Number of Branches	379	366	3.6%
Number of Employees	4,804	4,980	-3.5%
Number of Customers	95,416	93,327	2.2%

Return on Equity	8.3%	14.6%	-6.2 pps
Return on Assets	1.4%	2.6%	-1.1 pps
Non-performing Loans	5.5%	4.9%	0.6 pps

## Financing

(TL million)	31 December 2015	31 December 2014	% Change
Transaction Volume	19,100	13,668	39.7%
Total Assets	27,220	20,283	34.2%
Receivables	23,825	18,053	32.0%
Shareholders' Equity	1,701	1,393	22.1%
Borrowings	22,023	16,385	34.4%
Net Profit	356	214	66.1%

### Units

Number of Companies	12	12	0.0%
Number of Branches	2	3	-33.3%
Number of Employees	827	769	7.5%
Number of Customers	613,049	482,181	27.1%

<b>Return on Equity</b>	23.0%	16.4%	6.6 pps
<b>Return on Assets</b>	1.5%	1.2%	0.3 pps
<b>Non-performing Loans</b>	3.0%	2.6%	0.3 pps

## Total

(TL million)	31 December 2015	31 December 2014	% Change
Transaction Volume	156,064	146,735	6.4%
Total Assets	94,576	79,376	19.1%
Receivables	85,537	72,254	18.4%
Shareholders' Equity	13,237	11,928	11.0%
Borrowings	67,264	57,349	17.3%
Net Profit	1,543	1,356	13.8%

### Units

Number of Companies	106	117	-9.4%
Number of Branches	524	507	3.4%
Number of Employees	7,135	7,207	-1.0%
Number of Customers	764,861	627,549	21.9%

<b>Return on Equity</b>	12.3%	12.1%	0.2 pps
<b>Return on Assets</b>	1.8%	1.9%	-0.1 pps
<b>Non-performing Loans</b>	5.0%	5.1%	0.0 pps

## TL 19,100 million

Total business volume of financing companies, which increased 39.7% year-on-year, rose to TL 19,100 million in 2015. 98% of the new loans extended during 2015 consisted of personal and corporate auto loans. The sector is predicted to expand by 25% in 2015.

## TL 156,064 million

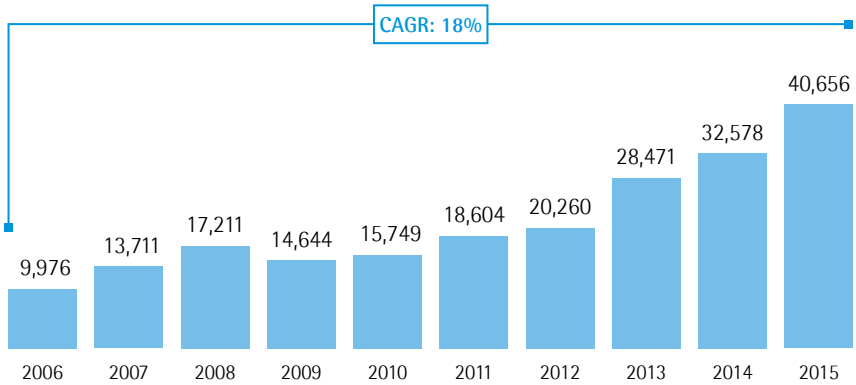
The aggregate business volume of financial leasing, factoring and financing companies increased to TL 156,064 million in 2015, translating into a year-on growth of 6.4%.

# Financial Indicators - Assets

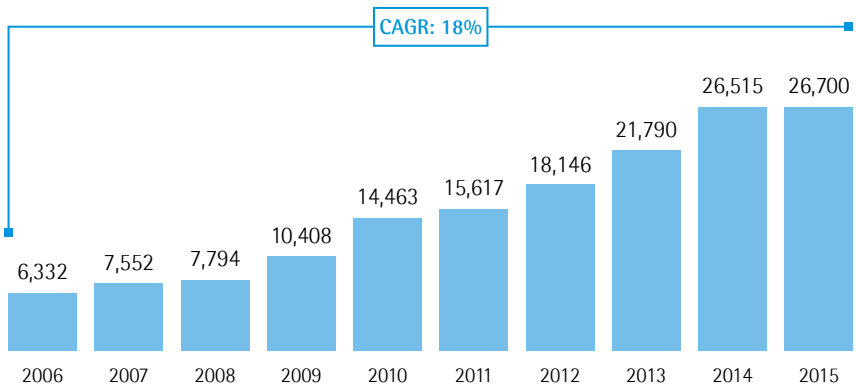
**TL 94,576  
million**

In 2015, total assets of the financial leasing, factoring and financing companies grew 19.1% year-on-year and reached TL 94,576 million. Total return on assets was registered as 1.8%.

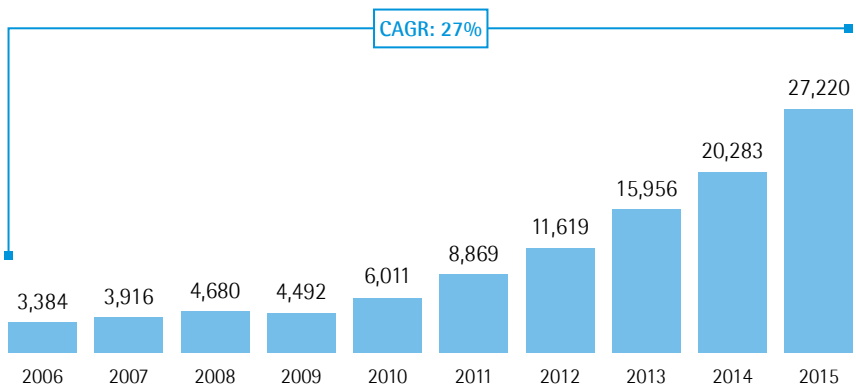
**Financial Leasing Sector - Total Assets**  
(TL million)



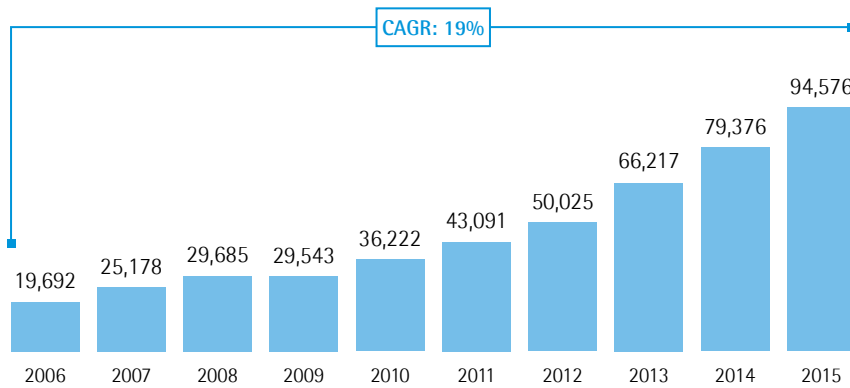
**Factoring Sector - Total Assets**  
(TL million)



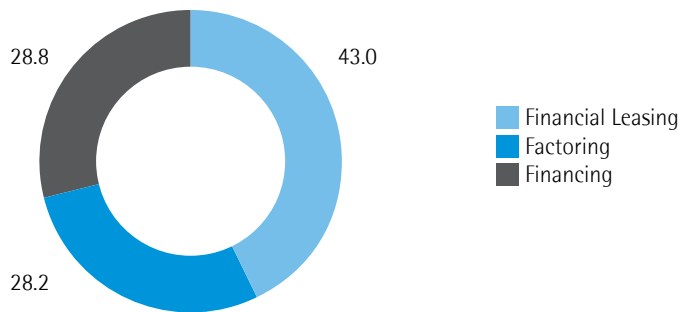
**Financing Sector - Total Assets**  
(TL million)



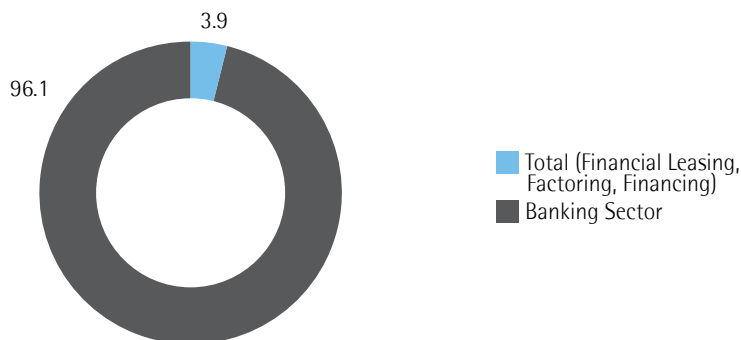
**Total Assets of the Financial Leasing, Factoring, Financing Sectors**  
(TL million)



**Sectoral Breakdown of Total Assets**  
(%)



**Position in the Finance Sector**  
(%)



**19%**

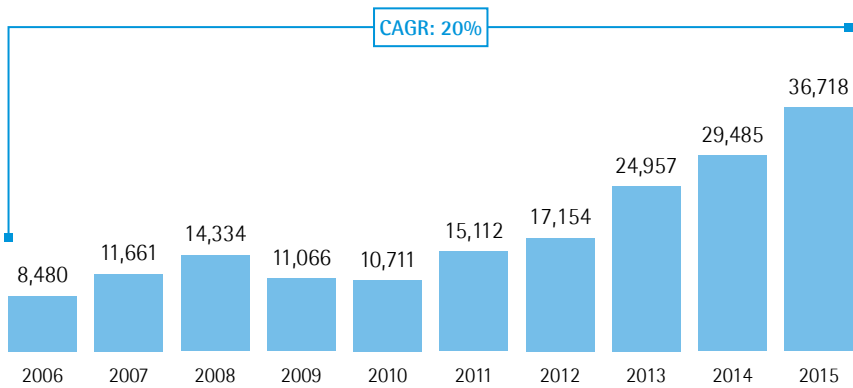
Total assets of the sectors displayed a remarkable rise of 19% on average from 2006 to 2015. In terms of asset size, the sectors represent 3.9% of the Turkish finance industry.

# Financial Indicators - Receivables

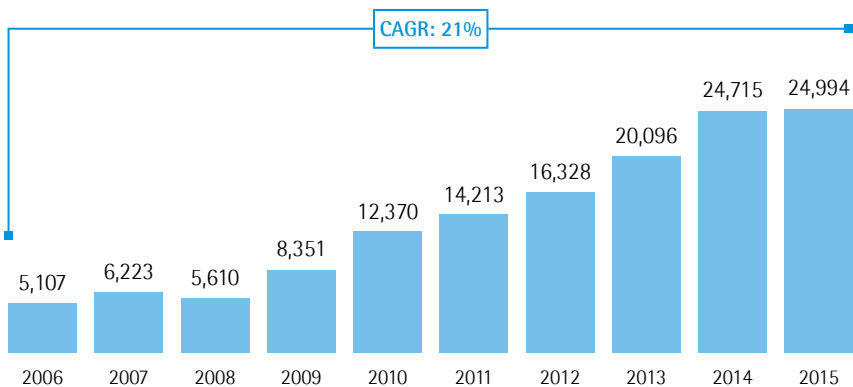
**TL 85,537 million**

Total receivables of the three sectors were up by 18.4% year-on-year, and reached TL 85,837 million at year-end 2015. Financial leasing sector gets the largest share out of total receivables with 42.9%.

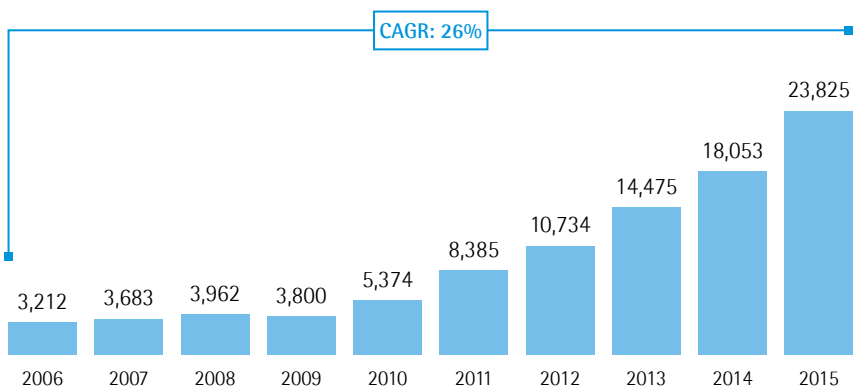
**Financial Leasing Sector - Receivables**  
(TL million)



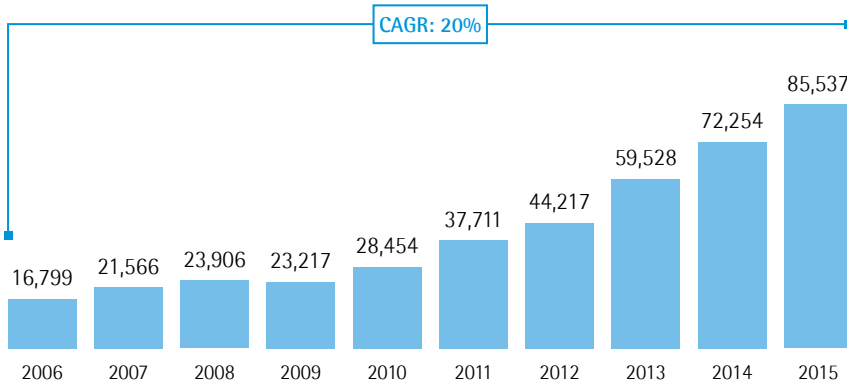
**Factoring Sector - Receivables**  
(TL million)



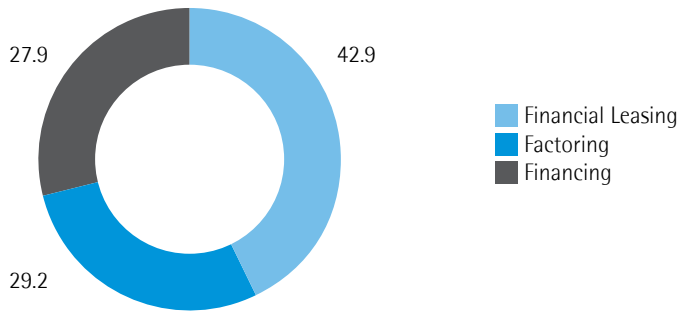
**Financing Sector - Receivables**  
(TL million)



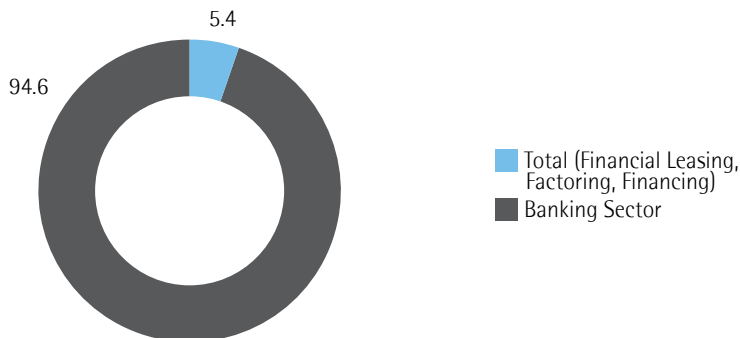
**Total Receivables of the Financial Leasing, Factoring, Financing Sectors**  
(TL million)



**Sectoral Breakdown of Total Receivables**  
(%)



**Position in the Finance Sector**  
(%)



**20%**

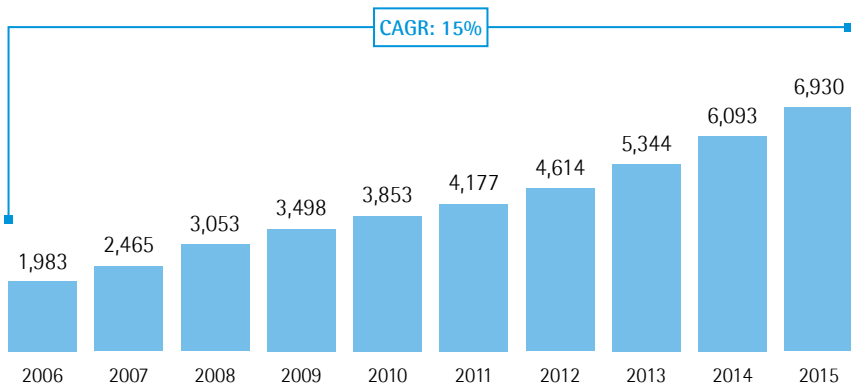
Having grown by 20% on average between 2006 and 2015, total receivables account for 5.4% in the Turkish finance industry.

# Financial Indicators - Shareholders' Equity

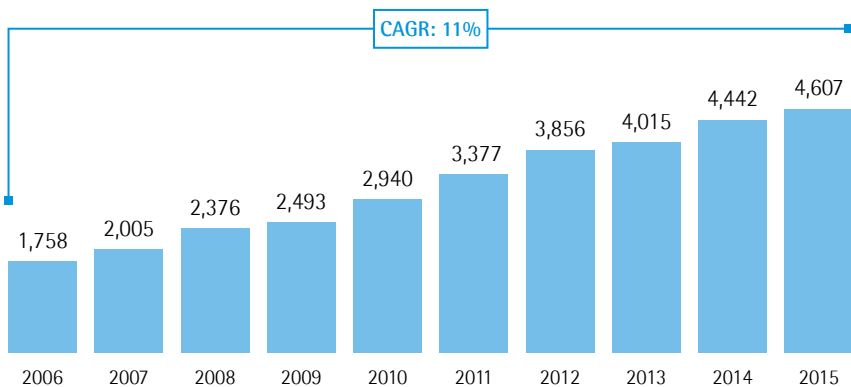
**TL 13,237 million**

In 2015, total shareholders' equity of the three sectors grew 11.0% year-on-year and reached TL 13,327 million, whereas return on equity rose to 12.3% in 2015.

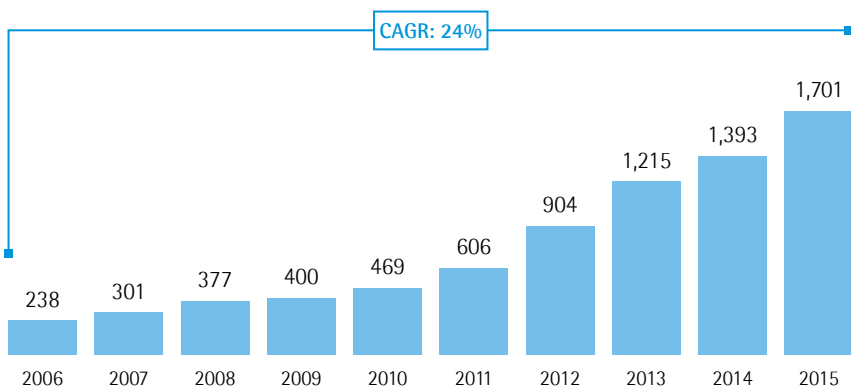
**Financial Leasing Sector - Shareholders' Equity**  
(TL million)



**Factoring Sector - Shareholders' Equity**  
(TL million)

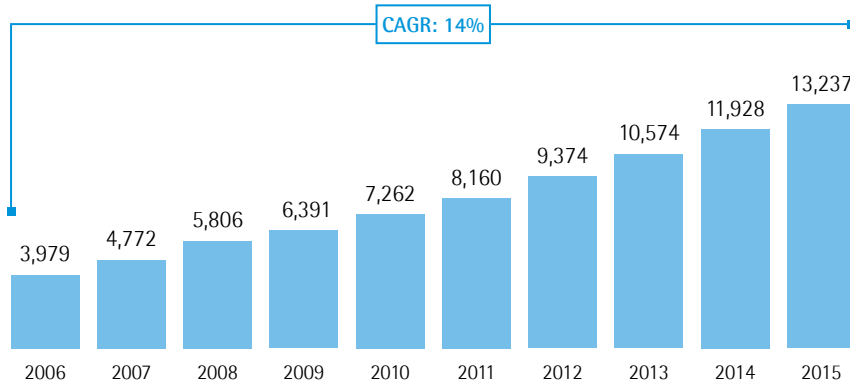


**Financing Sector - Shareholders' Equity**  
(TL million)

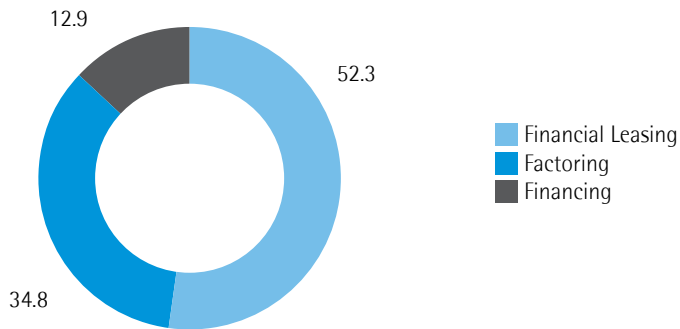




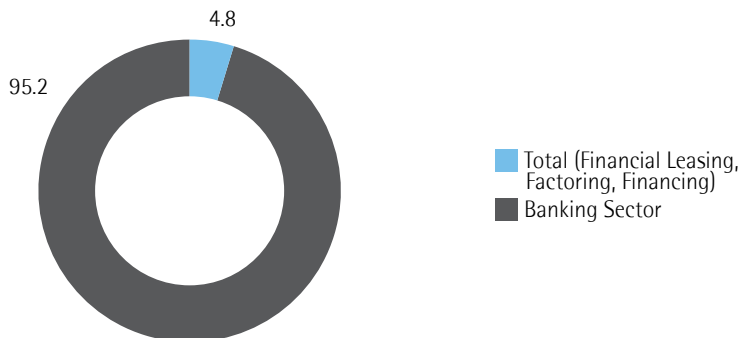
**Total Shareholders' Equity of the Financial Leasing, Factoring, Financing Sectors (TL million)**



**Sectoral Breakdown of Total Shareholders' Equity (%)**



**Position in the Finance Sector (%)**



**14%**

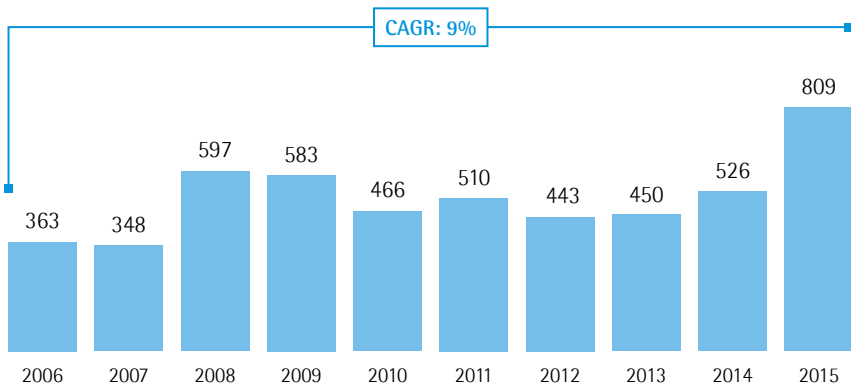
Total shareholders' equity of the sectors increased by 14% on average from 2006 to 2015. In terms of shareholders' equity, the three sectors constitute 4.8% of the Turkish finance industry.

# Financial Indicators - Net Profit

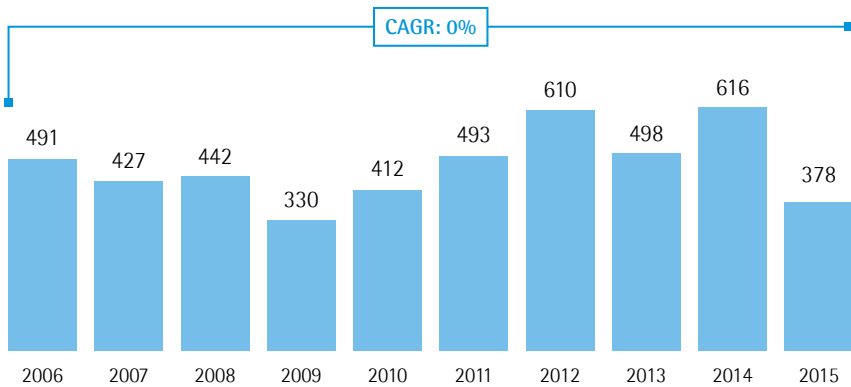
**TL 1,543 million**

At the end of 2015, total net profit of the sectors reached TL 1,543 million, up 13.8% on an annual basis. Financial leasing sector was the greatest contributor to total net profit with a share of 52.4%.

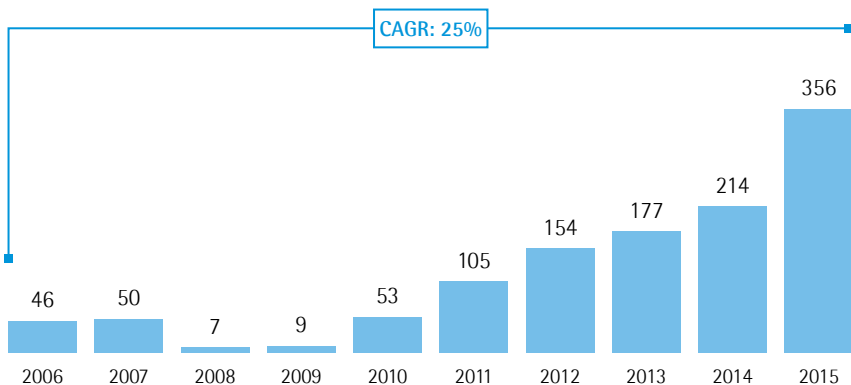
**Financial Leasing Sector - Net Profit**  
(TL million)



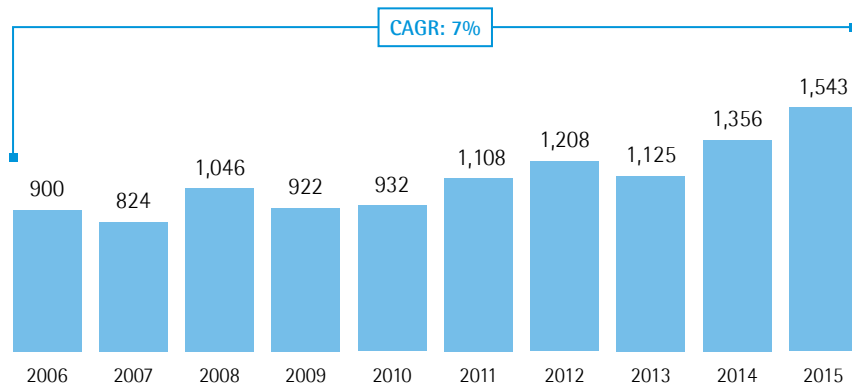
**Factoring Sector - Net Profit**  
(TL million)



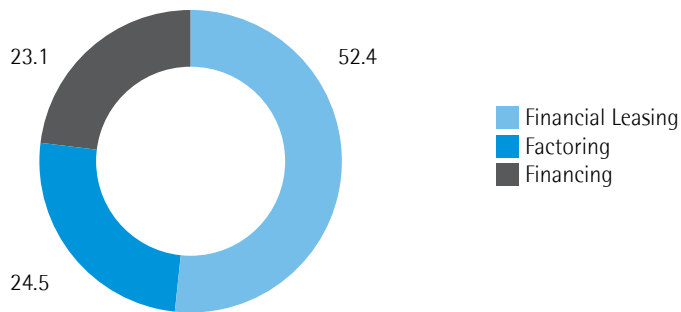
**Financing Sector - Net Profit**  
(TL million)



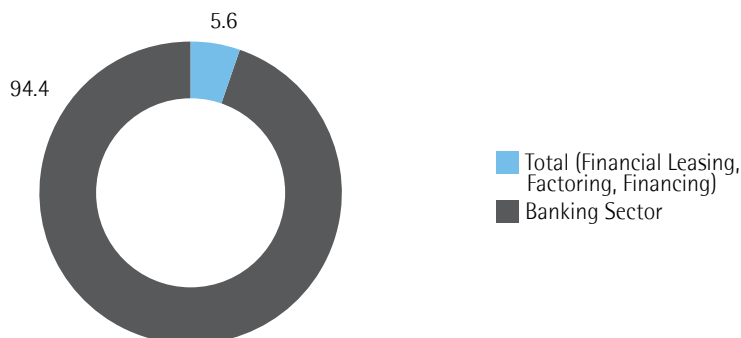
### Total Net Profit of the Financial Leasing, Factoring, Financing Sectors (TL million)



### Sectoral Breakdown of Total Net Profit (%)



### Position in the Finance Sector (%)



**7%**

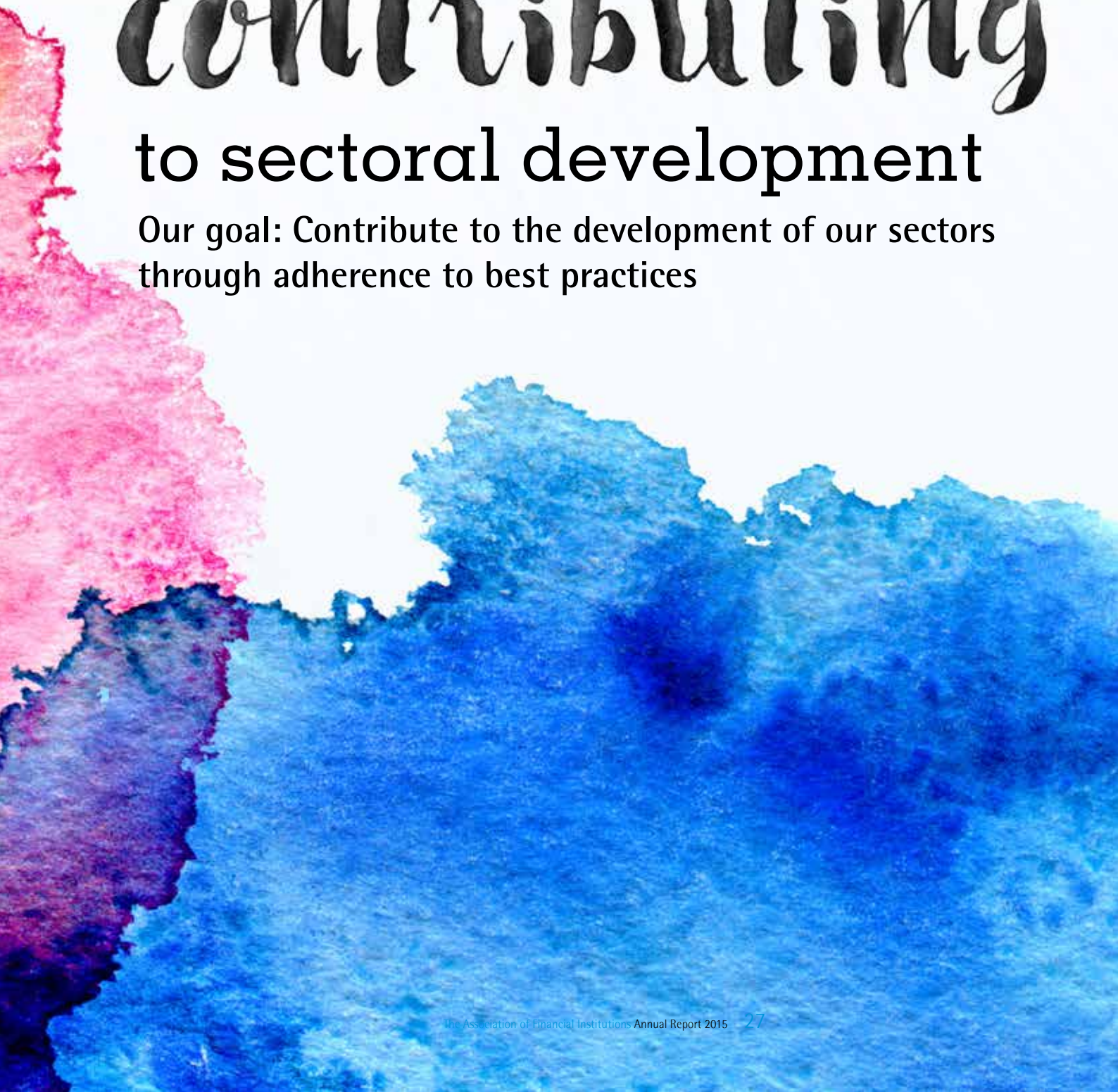
Total net profit of the sectors showed an average rise of 7% from 2006 to 2015. With the net profit they generated, the sectors got 5.6% share in the Turkish finance industry.





# contributing to sectoral development

Our goal: Contribute to the development of our sectors through adherence to best practices



# Overview of the World and Turkish Economy

## 3.1%

In its April 2016 revised report, the IMF stated that global growth, which was 3.4% in 2014, declined to 3.1% in 2015.



### World Economy in 2015

**The decoupling between the world's developed and emerging economies became even more evident in 2015.**

In 2015 the global economy appeared to be accommodating itself to the realities of a new economic order characterized by the five-year loss of growth momentum among the emerging economies and by weak global trade, low commodity prices, and declining capital and trade flows. As a result, growth projections for the world's developed and emerging economies were revised downwards.

**The world economy has been beset with serious difficulties since 2008.**

The global economic crisis inaugurated a new era in which were redefined the state and its functions, the limits of confidence in markets, the balance between the real sector and financial system, and concepts such as interventionism while global economic activities destabilized and slowed down as world production and trade became derailed.

Serious problems and weak growth in the US and EU began to infect the bigger emerging economies such as China, Brazil, and Russia while speculation as to what the US Federal Reserve Bank might do added to the possibility that hot money would be diverted to the US as a safe haven.

Ensuing events led international agencies to revise their projections about the world economy. In their 2016 forecasts, they expressed more optimistic estimates for developed economies as opposed to their taking a more pessimistic approach with respect to emerging economies.

In its April 2016 revised report, the IMF stated that global growth, which was 3.4% in 2014, declined to 3.1% in 2015. Global output, on the other hand, was down from USD 74.6 trillion in 2014 to USD 73.2 trillion in 2015. The IMF currently projects global output figures of USD 74.0 trillion for 2016 and USD 77.7 trillion for 2017.

An assessment by country groups shows that the 2015 rise in production was 1.9% in developed countries and 4% in developing countries. Amongst the latter, India and China recorded high growth in 2015 with rates of 7.3% and 6.9% respectively however these numbers were way below the ones usually reported by both countries.

In its World Economic Outlook released in early January 2016, the World Bank reduced its growth projection from 3.3% to 2.9% for 2016 and from 3.2% to 3.1% for 2017. The downward revision stemmed mainly from the bank's predicted loss of momentum in the growth performances of emerging economies.

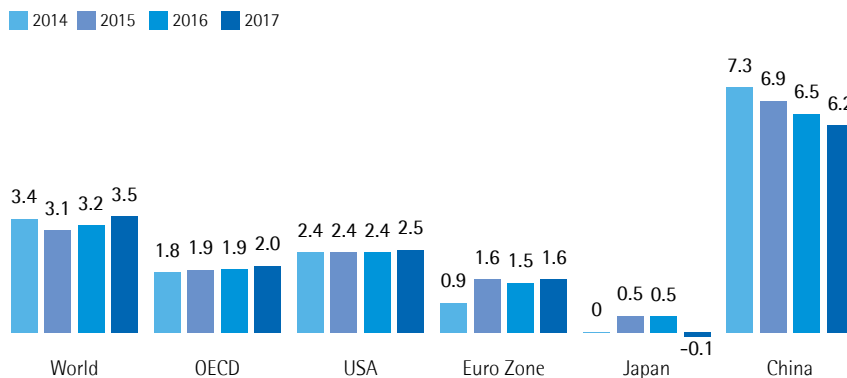
The sharply-reduced projections for Brazil and Russia were particularly striking. The World Bank revised its 2016 and 2017 growth projections for Turkey downwards as well, lowering them to 3.5%.

### World Economic Growth (2014-2017)

	Realization (%)		Projection (%)	
	2014	2015	2016	2017
World	3.4	3.1	3.2	3.5
Developed Countries	1.8	1.9	1.9	2.0
Europe (Euro Zone)	0.9	1.6	1.5	1.6
Developing Countries	4.6	4.0	4.1	4.6
Developing Europe	2.8	3.5	3.5	3.3
MENA	2.6	2.3	2.9	3.3
Latin America	1.3	-0.1	-0.5	1.5

Source: IMF World Economic Outlook, April 2016

### Economic Growth Rate Estimates (%)



Source: IMF World Economic Outlook, April 2016

## 3.1%

In its World Economic Outlook released in early January 2016, the World Bank reduced its growth projection from 3.3% to 2.9% for 2016 and from 3.2% to 3.1% for 2017.



## Euro Zone

The European Central Bank carried on with its expansionary policies aimed at combating weak growth and low inflation in the Euro Zone.



Growth in world trade also slackened in 2015. Having grown by 3.5% in 2014, world trade grew by only 2.8% in 2015, the lowest rate in the most recent five years. This loss of momentum appears to stem both from the depreciation of a number of national currencies against the US dollar and from faltering global economic growth.

### World Trade Volume (2014-2017)

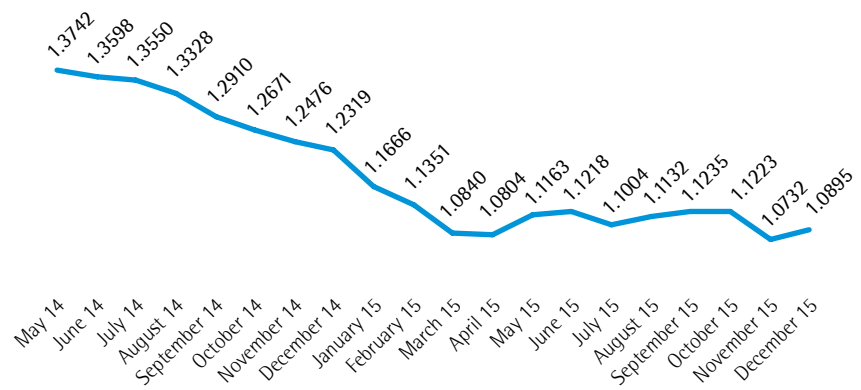
	Realization (%)		Projection (%)	
	2014	2015	2016	2017
<b>World Trade Volume</b>	<b>3.5</b>	<b>2.8</b>	<b>3.1</b>	<b>3.8</b>
Imports-Developed Countries	3.5	4.3	3.4	4.1
Imports-Developing Countries	3.7	0.5	3.0	3.7
Exports-Developed Countries	3.5	3.4	2.5	3.5
Exports-Developing Countries	3.1	1.7	3.8	3.9
Oil Prices	-7.5	-47.2	-31.6	17.9

Source: IMF World Economic Outlook, April 2016

### Hardships persist in the Euro Zone.

2015 was also a problematic year for European economies. The European Central Bank carried on with its expansionary policies aimed at combating weak growth and low inflation in the Euro Zone. In parallel with this, the ECB introduced a monthly bond-buying program of EUR 60 billion, which was originally announced to start in March 2015 and last until September 2016. In December 2015 however the duration of the quantitative easing program was extended until March 2017 due to decreased commodity prices, economic sluggishness in developing countries, and persistently low inflation.

### EUR/USD Parity





In the Euro Zone, Italy, Spain, and France registered higher-than-expected growth rates that stemmed mainly from a rise in domestic demand and this performance contributed to a modest improvement in the Euro Zone growth rate, which was 1.6% in 2015 and is currently put at 1.5% in 2016 and 1.6% in 2017. Unemployment remains stubbornly high however. The joblessness rate, which was 11.6% in 2014, slipped slightly to 11% in 2015 and is put at 10.5% in 2016.

At the beginning of 2015 one euro bought USD 1.18. The two currencies' parity followed a volatile course fluctuating in the 1.14-1.06 range throughout the year.

### Moderate growth continued in the US.

With a below-projections performance of just 0.7% in the last quarter of 2015, the US economy registered a growth rate of 2.4% for all of 2015. Just as a marked first half-year upturn in the stock market made a significant contribution to GDP growth, the subsequent reversal played an influential role in the last-quarter decline. Private consumption expenditures, which account for nearly two-thirds of the US economy, nevertheless remained unchanged and thus continued to support growth solidly. Despite the last-quarter slippage in the growth rate, the US economy remained on course.

### The Fed raised its policy rate by 25 basis points after a nine-year hiatus.

At the conclusion of its December 16 meeting, the US Federal Reserve Bank announced its first interest rate hike in nine years, increasing its policy rate by 25 basis points to the 0.25%-0.50% range. While doing so the Fed also stressed that the decision to boost rates was a reflection of confidence in continued improvement in economic activity. In a post-meeting statement, Fed Governor Janet Yellen emphasized that monetary policy would remain accommodative and that any subsequent rate increases would be gradual. She also stated that the pace of rate hikes would depend on economic growth and long-term inflation projections.

The Fed's economic forecasts released on the same day as the announcement were updated in March 2016, at which time the Fed revised its growth projection for 2016 downwards from 2.4% to 2.2%, kept the unemployment estimate constant at 4.7%, and reduced its 2016 inflation outlook from 1.6% to 1.2%.

### Economic growth loses momentum in China.

A long-time high-growth performer, China's growth rate slipped due mainly to economic policies aimed at switching over to a growth model which, being driven by domestic consumption rather than by exports, seeks to increase the weight of the services sector and to nourish domestic demand. Having registered a 7.3% rate of year-on growth in 2014, the Chinese economy still achieved a respectable 6.9% rate in 2015. However the downward trend looks set to continue in 2016, with growth on the order of 6.3% being projected. Unemployment seems likely to remain low in the year ahead

## USA

With a below-projections performance of just 0.7% in the last quarter of 2015, the US economy registered a growth rate of 2.4% for all of 2015.



## Oil Prices

As of 31 December 2015 a barrel of Brent crude was fetching just USD 36.40, the lowest price in eleven years and 50% below what it had been twelve months earlier.



### Japan and the developing countries...

Japan's intractable problem of deflation was compounded by economic contraction in 2014, with a 0.0% rate of growth being registered that year. Domestic demand was hit hard by taxes that had to be imposed to cover the surge in public-sector expenditures in the aftermath of the country's devastating 2011 earthquake.

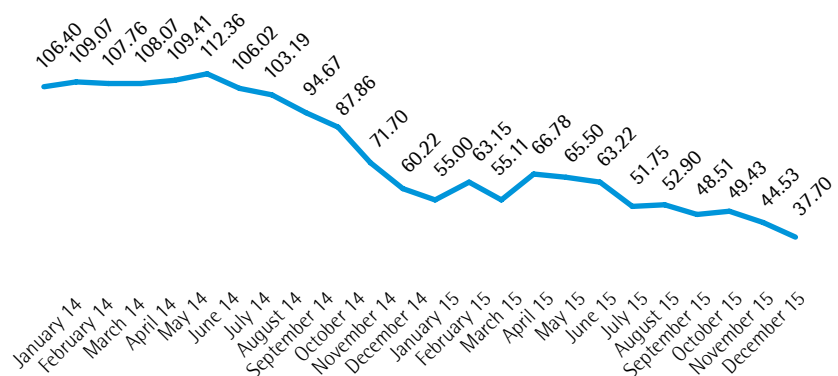
Decreased property investments and low export levels are also identified as obstacles hindering growth. On the other hand since Japan is a net importer of both energy and commodities, the country can be expected to benefit from the recent collapse in their prices. It seems likely that the Japanese economy grew by 0.6% in 2015 and that it will grow by another 1% in 2016, a year in which the projected unemployment rate is put at 3.5%.

For some countries, the collapse in oil prices naturally caused problems in 2015. Two notable cases were Russia and Brazil, both of which registered negative growth rates. Elsewhere, geopolitical risks exacerbated by ongoing strife in the Middle East and especially by the Syrian civil war have been taking their toll on many developed and developing countries.

### The price of a barrel of Brent crude reached an 11-year low in December 2015.

Low global demand coupled with continuously-increasing energy supplies for much of the year suppressed the price of oil, which is a major input of the production and trade of the world economy. In every month of 2015, oil prices fell at consistently high rates as compared with 2014. As of 31 December 2015 a barrel of Brent crude was fetching just USD 36.40, the lowest price in eleven years and 50% below what it had been twelve months earlier.

**Brent Oil Price**  
(USD/barrel)



## The Turkish Economy in 2015

### The Turkish economy outperformed expectations.

Despite a double round of parliamentary elections during a period of decelerated growth rates across the globe and aggravated geopolitical risks in its neighborhood, the Turkish economy nevertheless achieved a 4% rate of growth in 2015.

Having recorded year-to-year rises of 2.5%, 3.7%, and 3.9% respectively in the first three quarters, GDP was up by 5.7% in the last quarter of Turkey, the highest witnessed in the most recent seventeen quarters. Two contributors to this performance were last-quarter surges both in exports (which hitherto had remained flat for most of the year) and in domestic consumption. However seasonal and calendar effects also contributed to it. Even when adjusted for the latter, the year-on rise in last-quarter GDP growth was still a respectable 4.1%.

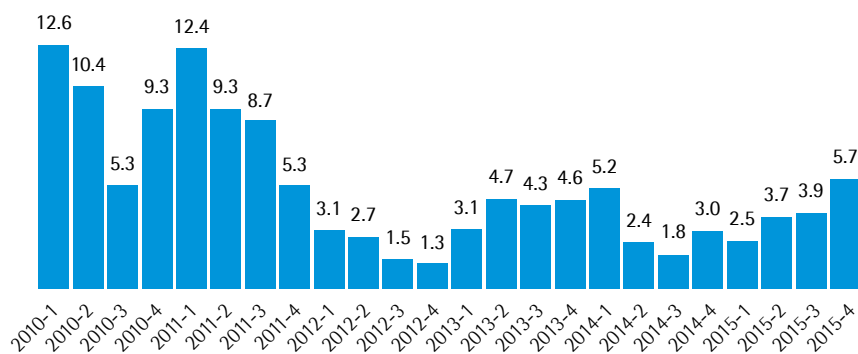
Looking at the composition of growth by sectors, services made the biggest (59.6%) contribution to GDP and are believed to have added 2.2 percentage points to the year's growth performance. Manufacturing contributed a full percentage point while agriculture supplied another 0.7 of one. The latter is the strongest one-year contribution made by farming to Turkey's GDP in a decade. Despite a last-quarter resumption in activity, construction's contribution to GDP was weak throughout the year.

### Low oil prices benefited the national economy.

The collapse in energy prices worked to the benefit of the Turkish economy in 2015. Remaining in the USD 30–60/barrel range for most of Turkey and ending up below USD 40 in December, weak oil prices alleviated the fiscal, inflationary, and external pressures on the national economy, with the current account deficit shrinking from USD 46.5 billion to USD 32.0 billion in the twelve months to end-2015. Nor was that all: the Turkish economy actually showed a current account surplus at one point, the first such in six years while the CAD/GDP ratio fell to a low 4.5%.

### Turkish Economy - Quarterly Growth Rates

(%)



Source: TurkStat

## 4%

Despite a double round of parliamentary elections during a period of decelerated growth rates across the globe and aggravated geopolitical risks in its neighborhood, the Turkish economy nevertheless achieved a 4% rate of growth in 2015.



8.81%

PPI was up by 8.81% in December 2015 as compared with December 2014.

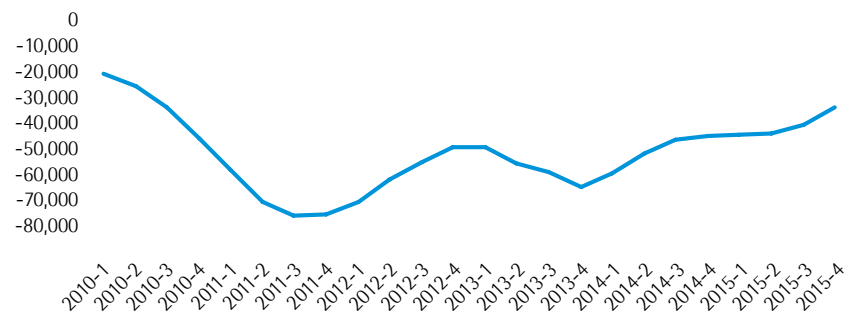
**Inflation targets were elusive and the Turkish lira lost 20% of its value.**

Although the collapse in oil prices was expected to drive inflation rates downwards, Turkey's producer price index was in fact 8.81% higher in December 2015 than it was in December 2014.

The interest rate corridor and liquidity management remained the CBRT's key monetary policy tools in 2015. With lower inflation giving it somewhat more room for interest rate cuts in January and February, CBRT reduced its one-week repo rate from 8.2% to 7.5% while widening its interest rate corridor by shifting both the upper and lower ends.

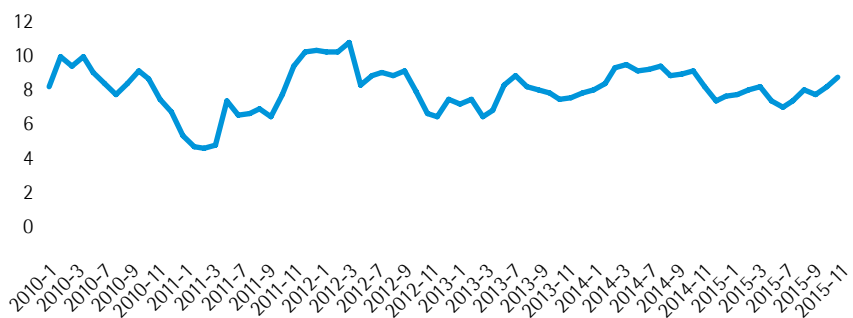
After February however the Turkish lira suffered from domestic and foreign uncertainties and the ensuing loss of value not only prevented CBRT from cutting rates further but even caused the bank to tighten its liquidity policy.

**Current Deficit**  
(USD million)



Source: CBRT

**CPI**  
(%) (Annual Rate of Change)



Source: TurkStat



At the last CBRT Monetary Committee Meeting held after the Fed's interest rate hike in December 2015, the bank abstained from increasing rates any further. This decision was contrary to nearly all expectations. As of end-2015, CBRT's overnight borrowing rate (the lower side of the interest rate corridor), its one-week repo rate (the policy rate), and its overnight lending rate (the upper side of the interest rate corridor) were 7.25%, 7.50%, and 10.75% respectively.

### Developments in foreign trade

Turkey's exports were in decline throughout 2015 due mainly to geopolitical risks stemming from problems with Russia and violence in Syria and Iraq but also to the weakness of the EUR (in which much of the country's foreign trade is denominated) against the USD. Glimmerings of Euro Zone recovery were insufficient to counter these effects with the result that exports weighed in at USD 143.9 billion in 2015, 8.7% less than in 2014.

During the same twelve-month period, imports fell below USD 207.2 billion, 14.4% less than the year before. Although a great deal of this can be attributed to lower energy prices, weak domestic demand also played a role. Turkey's foreign trade deficit in 2015 amounted to USD 63.3 billion, USD 21.3 billion less than in 2014. One positive outcome of this is that the country's exports/imports ratio increased from 65% in 2014 to 70% in 2015.

### Unemployment rate

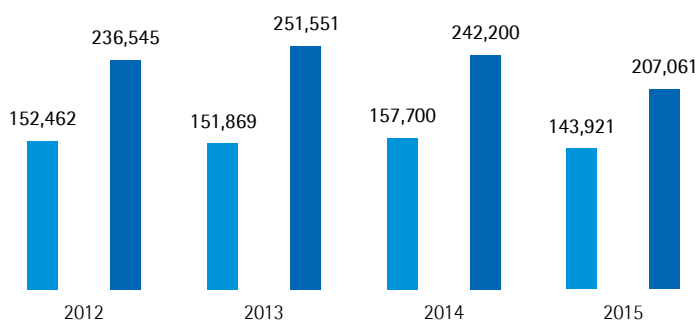
Improvements in growth rates did not translate into improvements in jobholding however. According to official TurkStat figures, the unemployment rate at end-2015 was 10.3%, the highest reported during the most recent five-year period.

**70%**

The exports/imports ratio that increased from 65% in 2014 to 70% at year-end 2015 was a positive outcome.

### Foreign Trade (USD million)

■ Exports ■ Imports



Source: TurkStat



# 2015 Activities

## Central Invoice Recording System

Having faced the serious risk of double financing for many years, the factoring sector finally overcame this issue by building an effective structure in cooperation with the Credit Bureau of Turkey and under the monitoring of AFI.

### Major Projects and Developments

#### Central Invoice Recording System (CIRS)

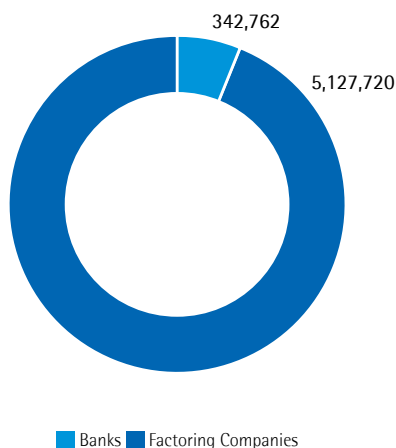
The Central Invoice Recording System (CIRS) is intended to aggregate all information and documents pertaining to the receivables subject to factoring transactions, to prevent the same receivable from being subject to multiple factoring transactions, and to report and monitor various data regarding the sector. Under Article 43 of the Financial Leasing, Factoring and Financing Companies Law no. 6361 that went into force upon its publication in the Official Gazette issue dated 13 December 2012, AFI has been charged with the duty of setting up the system.

Pursuant to the above-mentioned article of the law and the relevant articles of the Association's Statute that went into force upon its publication in the Official Gazette dated 25 July 2013, AFI initiated necessary work and the Factoring Commercial Enterprise was incorporated before AFI, which is managed by the Factoring Sector Delegation. A decision was made in February 2014 to work with the Credit Bureau of Turkey for the infrastructure software of the CIRS.

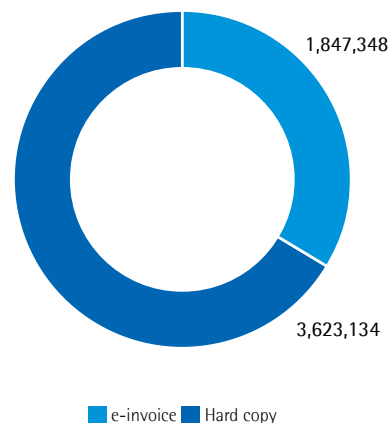
With the aim of protecting the factoring companies and banks, which are important components of the commercial life, against potential losses that may result from the same receivable being subject to multiple factoring transactions, AFI, in cooperation with the Credit Bureau of Turkey, launched CIRS on 2 January 2015. The following developments took place in the reporting period with respect to the system that was being used by 14 banks and 66 factoring companies as registered members as at year-end 2015.



2015 # of Transfers  
(Type of Business)



2015 # of Transfers  
(Type of Document)



### Integration with the Revenue Administration was secured for e-invoices.

Under the protocol AFI concluded with the Revenue Administration, T.R. ID numbers/Taxpayer numbers, e-invoice taxpayer status check and e-invoice verification functions have been incorporated in CIRS, thereby integrating an innovative infrastructure that allows querying, monitoring and reporting into the economic system.

Lingering around 20% when the system was first launched, the rate of e-invoices had reached 40% on a monthly basis at the end of the year. This serves as a clear manifestation of the vitality of e-invoice integration.

Document Type	# of Transfers	Share (%)
e-invoice	1,847,348	33.77
Hard copy	3,623,134	66.23
<b>Total</b>	<b>5,470,482</b>	<b>100</b>

### CIRS regulation has been published.

The Regulation on the Principles and Procedures for the Establishment, Operation and Management of the Central Invoice Recording System has been published by AFI on 2 July 2015.

### Payment data and documents will be entered into CIRS.

Handed over to the Credit Bureau of Turkey for software development and launch in 2015 following intensive analyses, the second phase that will go live during 2016 will pave the way for the incorporation of payment instruments such as cheques and promissory notes and collection data into the system. This will make CIRS an important data center for Turkey, following the Risk Center.

### Reporting work has begun.

As a result of the work carried out in 2015, approximately 30 types of reports have been identified and analyses upon them have been brought to completion. These reports are planned to be available for use by companies by the end of the first quarter of 2016.

### A database is in the making for all transactions involving assignment.

Banks and factoring companies are obligated to enter all their factoring transactions into CIRS. In addition, certain banks began voluntarily entering the assignments they received as collateral for loans into the CIRS so as to make sure that these assignments are not subject to double collateralization or financing.

## 40% monthly

Lingering around 20% when the system was first launched, the rate of e-invoices had reached 40% on a monthly basis at the end of the year.



## Financial Leasing Contract Registration System

A remarkable cost item was eliminated, which was previously incurred because the financial leasing contracts were executed in the presence of a notary public.



### Contract Registration System

Under a collaboration with the Central Registry Agency, the software allowing registration of financial leasing contracts was finalized during 2014. Leasing contracts, which needed to be notarized to have legal effect, started to be registered by the AFI since 2015 at more reasonable charges.

#### Registration of domestic financial leasing contracts:

Pursuant to Article 22 of the Financial Leasing, Factoring and Financing Companies Law no. 6361, financial leasing contracts for movable properties not having a specific registry of their own, where the lessee and the lessor are both residents, are registered in the special register kept by the AFI.

Financial leasing contracts for goods having specific registries such as immovable properties, motor vehicles, aircraft and watercraft, heavy-duty machinery, tractors, combine harvesters etc. are registered in their specific registers, and also notified to the register before the AFI for information purposes.

The special register kept by the AFI also covers the financial leasing contracts made by participation, development and investment banks, as well as those by the financial leasing companies.

The Contract Registration System went live upon the publication of the Circular on the Registration of Financial Leasing Contracts in the Special Register on 9 February 2015. Statistical data about the register are presented in the table below:

Date	# of Contracts	Amount (TL million)
February 2015	1,177	1,048
March 2015	2,486	2,333
April 2015	2,526	1,870
May 2015	2,150	1,525
June 2015	2,036	1,591
July 2015	1,791	1,655
August 2015	1,703	1,241
September 2015	1,352	1,455
October 2015	1,705	1,196
November 2015	2,134	1,360
December 2015	2,366	2,165
<b>Total</b>	<b>21,426</b>	<b>17,440</b>



### Registration of cross-border financial leasing contracts:

In the case of financial leasing contracts where the lessor is a non-resident and the lessee is a resident, registration is made by the AFI as per Article 21 of the Law no. 6361. The Circular on the formalities went into force on 31 July 2013, and can be accessed at [www.fkb.org.tr](http://www.fkb.org.tr).

Statistical data on cross-border financial leasing contracts are presented in the table below:

(USD million)	2014		2015	
Type of Goods	Cost of Goods	Total Leases	Cost of Goods	Total Leases
Aircraft	3,442.24	2,582.17	5,067.38	4,083.20
Railway Vehicles			2.46	2.95

### CBRT Rediscount Loans

As a result of the endeavors of AFI that gathers financial leasing, factoring and financing companies under the same roof and based on a decision adopted by the CBRT, factoring companies were entitled to access cost advantageous rediscount loans via Turk Eximbank, a move that support exports.

The CBRT's "Implementation Guidelines for Rediscount Loans for Exports and FX-Earning Services" published on 4 February 2015 affords the companies with the chance to obtain pre- and post-shipment export rediscount credit by rediscounting the bonds that are issued for the export receivables assigned to factoring companies and endorsed thereby to Turk Eximbank.

Having access to only 24% of all loans although they are accountable for a substantial portion of the exports, the SMEs are able to reach financing support thanks to this alternative resource offered via the factoring sector, which decreases average credit costs and increases competitive strength.

Having undergone a publicity process in its first year, the implementation was received with interest by the exporters, and the parties involved in its implementation devoted that first year to make up for deficiencies and to improvements.

The year ahead will see special emphasis placed on this product while giving the SMEs in Anatolia an introduction to factoring. It is targeted to make 2016 a year in which access to rediscount loans via factoring companies will be more widespread.

## CBRT - Turk Eximbank Rediscount Loans

CBRT - Turk Eximbank Rediscount Loans that offer cost advantages are intended to be used via Turk Eximbank at an increasing extent.



## Yet Another First: Supply Chain Financing System

The portal for Supply Chain Management, which will be first in the world to be managed by an association following in the footsteps of the Central Invoice Recording System, will go live in 2016.

## Adjusting to Digital Economy: Private Integrator

Necessary attempts were made so that the Factoring Commercial Enterprise can act as a private integrator.

### Turk Eximbank Credit Insurance – Factoring Integration

Based on the joint efforts of the Exim Insurance Committee and Turk Eximbank officials that got together at AFI, the work for integrating the export credit insurance system of Turk Eximbank into factoring transactions was brought to completion. The Turkish factoring sector will attain a capacity to offer service to 238 countries in total upon introduction of the project during 2016, and will serve as a bridge in passing the factoring implementations of Western countries over to emerging countries.

### Supply Chain Finance

In 2015, a task force was set up to work on Supply Chain Finance, a topic that has given rise to broad scale discussions and explorations in the factoring sector in the world, and work was initiated upon engaging a consultant lawyer.

The task force reviewed the financial institutions in Turkey and the existing operation, held contacts with the manufacturing industry firms, and examined the products of software companies for implementation.

Through a portal to be set up at AFI, this product is targeted to break new ground in the world, just like CIRS, and be introduced in 2016 as a unique implementation.

### Private Integrator Service

In an effort to secure faster adaptation to the electronic applications that become more and more prominent in commercial life such as e-invoice, e-archive, e-ledger etc., necessary attempts were made so that the Factoring Commercial Enterprise can act as a private integrator. Along this line, the sub-contractor was designated and the contract with that firm is in the phase of execution.



Factoring Commercial Enterprise qualified to receive the necessary certifications for becoming a special integrator and the necessary infrastructure work was completed. Factoring Commercial Enterprise is slated for starting operations during 2016.

### Cooperation with the Revenue Administration

The Financial Leasing Contract Registration System and CIRS, which have been established within the powers and duties legally conferred upon AFI, went live under the protocol made with the Ministry of Finance, Revenue Administration. The Financial Leasing Contract Registration System was integrated with e-government, whereas CIRS runs in integration with the e-invoice and e-archive systems. These moves paved the way for embedding an innovative infrastructure that allows querying, monitoring and reporting in the Turkish economic system.

The introduction of the Financial Leasing Contract Registration System marked the inception of a new era in financial leasing as it eradicated the obligation to sign the contracts in the presence of a notary public, and allowed the parties to execute the contracts as written documents by and among themselves.

Financial leasing contracts made by financial leasing companies operating abroad with parties residing in Turkey are entered into the register, as well as all financial leasing contracts made in Turkey.

CIRS that went into service under the AFI on 2 January 2015 checks whether all documents related to an assigned receivable including the invoice have been transferred to several factoring companies or banks, thus preventing the same receivable document from being financed via different factoring companies or banks.

## Cooperation with the Revenue Administration

Under the cooperation, T.R. ID No./Tax ID No. data, e-invoice taxpayer status, and e-invoices and e-archive invoices can be instantly queried and verified for documents entered into the CIRS from the Revenue Administration's database.



## 2015 Activities

### CONFERENCES AND WORKSHOPS PARTICIPATED IN OR SPONSORED

Date	Description	Sector
12-13 March 2015	SME Summit XI	Jointly
13-14 March 2015	Uludağ Economy Summit	Jointly
29 January 2015	Turkish Exporters' Assembly - Bursa	Factoring
17 February 2015	Turkish Exporters' Assembly - Denizli	Factoring
27 March 2015	Turkish Exporters' Assembly - Adana	Factoring
31 March 2015	Turkish Exporters' Assembly - Mersin	Factoring
29 May 2015	Turkish Exporters' Assembly - İzmir	Factoring
1 June 2015	Turkish Exporters' Assembly - Ankara	Factoring
11 June 2015	BRSA Audit Findings Workshop	Financial Leasing
12 June 2015	BRSA Audit Findings Workshop	Factoring
12 June 2015	BRSA Audit Findings Workshop	Financing Companies
13 October 2015	Construction and Materials Handling Rental Summit	Financial Leasing
23 October 2015	BRSA Workshop	Financing Companies
18 November 2015	Ministry of Customs and Trade Workshop	Financing Companies
30 November 2015	Association of Automotive Parts and Components Manufacturers - "Export Finance and Insurance Seminar" participated also by Turk Eximbank	Factoring - Financial Leasing
11 December 2015	Financial Crimes Investigation Board Workshop	Jointly

### MEMBER MEETINGS

Date	Description	Sector
31 March 2015	Invigors-EMEA - Briefing for General Managers regarding the Financial Leasing market and product development activities	Financial Leasing
11 April 2015	AFI office opening ceremony honored by Deputy Prime Minister Ali Babacan	Jointly
29 May 2015	Deloitte-2015 Agenda of Factoring Companies	Factoring
29 May 2015	Deloitte-2015 Agenda of Leasing Companies	Financial Leasing
25 August 2015	CIRS Briefing - Members	Factoring
3 September 2015	EY - "Internal Control and Information Systems Arrangements in Financial Institutions"	Jointly
8 September 2015	CIRS Briefing - Banks	Factoring
20 November 2015	Supply Chain Finance Workshop - Turkey Case Study	Factoring

## MEETINGS AND COOPERATIONS WITH PUBLIC INSTITUTIONS AND INTERNATIONAL ORGANIZATIONS

Date	Description
16 January 2015	Contact with Ministry of Customs and Trade officials
16 January 2015	Contacts at the Revenue Administration
22 January 2015	Contact at the Ministry of Transport, Maritime and Communications
28 January 2015	Contact with Ministry of Customs and Trade, Director General of Risk Management and Control
28 January 2015	Contact at the Revenue Administration
3 February 2015	Contact at the General Directorate of Land Registry and Cadaster
3 February 2015	Contact at the Ministry of Customs and Trade, Directorate General of Risk Monitoring and Control
10 February 2015	Meeting with the World Bank representatives
12 February 2015	Meeting with KPMG to review the Contract Registration System Audit Report
12 February 2015	Contact with Intesa Sanpaolo Bank's representatives in Turkey
18 February 2015	Contact at the Association of Notaries Public of Turkey
23 March 2015	Contacts at the BRSA
23 March 2015	Contact at the Ministry of Transport, Maritime and Communications
27 March 2015	Contact with the Deputy Minister of Industry and his team regarding the anticipated regulatory arrangements in the legislation governing organized industrial sites with respect to the leasing sector
30 April 2015	Contact with the representatives from Uzbekistan Lessors Association
5 May 2015	Meeting with CBRT representatives within the frame of IFC at the AFI
28 May 2015	Introductory program offered at AFI to the Undersecretariat of Treasury Assistant Specialists
20-27 June 2015	Participation in FCI's meeting held in Sidney
29 June 2015	Participation in the international agreement signing ceremony held at the Financial Crimes Investigation Board
29 June 2015	Contact at the General Directorate of Land Registry and Cadaster
6 August 2015	Briefing on the sector to the Consulate General of Sweden, Trade Council representatives
25 August 2015	Contacts in Ankara: Revenue Administration, BRSA
5 October 2015	Meeting at Turk Eximbank
12 October 2015	Meeting at the CBRT: The action of "developing a strategy document for enhancing non-bank financial markets" covered within policy no. 2 "Improving the Markets and Financial Infrastructure" under Component 2 - "Increasing the Diversity of Financial Products and Services" under İstanbul International Financial Center Action Plan
13 October 2015	Participation of the members of the Board of Directors in the International Leasing Conference as panelists
16-17 October 2015	Participation in Leaseurope's annual meeting held in Lisbon
19 October 2015	Meeting with the representatives of the Financial Institutions Association of Korea

### Working Meetings

During the reporting period, working meetings were organized for improving the competitive environment in which the sectors covered by the Association and the Association-member companies are engaged, as well as for gathering feedback on regulatory and similar matters.

#### COMMITTEE AND TASK FORCE MEETINGS HELD DURING THE REPORTING PERIOD

During the reporting period, the Sector Delegations held monthly meetings, while the Board of Directors met once in every two months. Besides these meetings, working meetings were organized for improving the competitive environment in which the sectors covered by the Association and the Association-member companies are engaged, as well as for gathering feedback on regulatory and similar matters, which were dealt with mainly by the Legal - Legislation - the Financial Crimes Investigation Board - Financial Affairs - External Operations, Exim Committees and Supply Chain Finance Project Task Forces.

#### MEETINGS AND COOPERATIONS WITH PUBLIC INSTITUTIONS AND INTERNATIONAL ORGANIZATIONS

During 2015, visits were paid to public authorities on various dates, mainly with the Banking Regulatory and Supervision Agency (BRSA), as well as the Undersecretariat of Treasury, Central Bank, and Revenue Administration, with which joint work was carried out and where the sector's current issues and demands were voiced. Again in the reporting period, our sectors were represented in meetings held with the Capital Markets Board of Turkey and the Banks Association of Turkey.

On the international level, the Association was represented in the annual meetings and regional meetings of the Factors Chain International (FCI) and the International Factors Group (IFG), during which speeches and presentations were delivered regarding the position of the factoring sector in Turkey and the novelties therein. In addition, gatherings were held during visits paid by factoring associations and unions such as BCR Publishing and ABFA to Turkey.

The Association and the financial leasing sector were represented through participation in the annual meeting and various working meetings of Leaseurope, the European Federation of Leasing Company Associations.

Other appearances included the Coordination Council for the Improvement of Investment Environment in Turkey, Uludağ Economy Summit, SME Summit, and Istanbul Chamber of Industry events, taking these opportunities to make presentations about our sectors.

## REGULATIONS GOVERNING THE SECTORS

- The BRSAs "Regulation on the Principles and Procedures for Factoring Transactions" was published in the Official Gazette on 4 February 2015. Thus, the principles that were enforced through various circulars and communiqués were brought together in a single regulation. Since the regulation also specifies the principles to be adhered to by banks in relation to factoring transactions, the unfair competition arising from different practices across different sectors has also been eradicated.
- Pursuant to Article 22 of the Financial Leasing, Factoring and Financing Companies Law no. 6361, financial leasing contracts for assets not having a unique special register of their own are registered into the special register kept by the AFI. On 9 February 2015, the Circular on the Principles and Procedures for Registering Financial Leasing Contracts in the Special Register was published and the Contract Registration System started functioning.
- The Association's Code of Ethics was embraced and released on 18 March 2015.
- CIRS regulation was published on 2 July 2015.
- In 2015, AFI notified the discrepancies in collateral classifications as set out in the regulation on collaterals governing the sectors covered by AFI and in the regulation on collaterals governing the banks. Hence, after the draft released in 2015, the "Regulation Amending the Regulation on Accounting Practices and Financial Statements of Financial Leasing, Factoring and Financing Companies" was amended on 8 January 2016.

## PUBLICITY ACTIVITIES

### Introduction to the sectors and products

In addition to participation in conferences, information on our sectors, their products and AFI activities was provided in informational boxes that appeared as a result of cooperation with various media institutions.

A decision was adopted to carry out a series of activities to introduce the factoring sector in Anatolia. In this frame, 2015 was devoted to determine the working format, contacts and targeted cities, while the activity is slated for beginning in 2016.

**Finansal Kurumlarda Temel Uzmanlık Sertifikası Programı' İlk mezunlarını verdi**

Finansal Kurumlar Birliği'nin (FKB), finansal kiralama, faktoring ve finansman şirketleri sektörlerinde mesleki gelişimin desteklenmesi amacıyla Marmara Üniversitesi Süreli Eğitim Merkezi (MÜSEM) işbirliğinde düzenlediği 'Finansal Kurumlarda Temel Uzmanlık' sertifikası programının iki tamamladı. Üç ayrı sektörde programa katılan 17 öğrenci başarıyla mezun oldu. Birlik misyonu ve vizyonu paralelinde üye şirketlerindeki çalışan kalitesinin artırılması ve mesleki gelişimi arttırmak yönünde hayata geçirilen sertifikası programının

17 Aralık 2014 - 17 Şubat 2015 tarihleri arasında 18 günde toplam 108 saatlik eğitim programı neticesinde her üç sektörden programa katılan 17 öğrenci sertifikalarını aldı.

Birlik misyonu ve vizyonu paralelinde üye şirketlerindeki çalışan kalitesinin artırılması ve mesleki gelişimi arttırmak yönünde hayata geçirilen sertifikası programının

**FINANSAL KURUMLAR BİRLİĞİ ve GELİR İDARESİ BAŞKANLIĞI İŞBİRLİĞİ**

Finansal Kurumlar Birliği (FKB) Kanunen verilen görev ve yetkiler çerçevesinde kurulan Finansal Kiralama Sözleşmeleri Tescil Sistemi ile Merkezi Fatura Kaydı Sistemi, Maliye Bakanlığı Gelir İdaresi Başkanlığı ile yapılacak protokol kapsamında hizmet sağlayıcısını ISO 27001 Bilgi Güvenliği Yönetim Sistemi (BGYS) sertifikalarını güvencesinde faaliyete geçiyor. Finansal Kiralama Sözleşme Tescil sistemi aynı zamanda e-Devlet ve Merkezi Fatura Kaydı Sistemi ise e-Fatura ve e-Arşiv sistemleri ile entegre şekilde hizmet verecek. Sözleşme Tescil Sisteminin hizmete alınması ile birlikte finansal kiralama yeni bir dönem başlayacak ve sözleşmelerin noter huzurunda imza olarak tutulacak Finansal Kiralama Sözleşmeleri Sicili ile çözümlenmiş olacaktır. Sicile Türkiye'de yapılan tüm finansal kiralama sözleşmeleri yanında yurt dışında faaliyet gösteren finansal kiralama şirketlerinin Türkiye'de yerleşik kişilerle yapmış oldukları finansal kiralama sözleşmeleri de kaydedilecektir.

2 Ocak 2015 tarihinde FKB nezdinde hizmet vermeye başlayan Merkezi Fatura Kaydı Sistemi ile fatura dahil alacağın devrine konu olan her türlü belgenin birden fazla faktoring şirketine veya bankaya devri kontrol edilerek, aynı alacak belgesinin farklı faktoring şirketleri ve bankalar üzerinden finansman edilmesini önlenmektedir. Ayrıca, Gelir İdaresi Başkanlığı iş birliği ile Merkezi Fatura Kaydı Sistemine girisi yapılan belgeler

**Finansal Kiralama Sözleşme Tescil Sistemi Faaliyete Geçti**

**"Finansal Kiralama Sözleşmelerinin Özel Sicile Tesciline İlişkin Genelge" yayımlandı.**

6361 sayılı Finansal Kiralama, Faktoring ve Finansman Şirketleri Kanununun 22. nci maddesi uyarınca, kendilerine ait özel sicili bulunmayan tapın mallara ait finansal kiralama sözleşmelerini Finansal Kurumlar Birliği (FKB) tarafından tutulan özel sicile tescil edilmektedir.

Finansal Kiralama Sözleşmelerinin Özel Sicile Tesciline İlişkin

Ülkemizde yapılan tüm finansal kiralama sözleşmelerini tescil etmek veya bildirmek suretiyle Özel Sicile kaydediliyor. Merkezi bir veri tabanı işlevi görecektir olan Özel Sicil, ilgili tarafların sicil kayıtlarına süratli ve güvenli şekilde ulaşabilmesine imkân sağlayacaktır.

Finansal Kurumlar Birliği adına Merkezi Kayıt

## 2015 Activities



## Strategic Action Plan for SMEs

AFI fulfills the duties imposed upon it within the scope of the Strategic Action Plan directed towards SMEs.

### Financial Consumer Information Website: [www.finansaltuketici.gov.tr](http://www.finansaltuketici.gov.tr)

The BRSA is undersigning a groundbreaking initiative that will benefit all consumers dealing with the banks and financial institutions. The BRSA set up a website at the address [www.finansaltuketici.gov.tr](http://www.finansaltuketici.gov.tr) in order to correct the common misconceptions about the products used by financial consumers, to provide explanations for matters of interest, and to give tips about saving up.

Formulated in Q&A format in layman's terms, the [www.finansaltuketici.gov.tr](http://www.finansaltuketici.gov.tr) website offers information on financial topics to consumers, while also presenting a system to refer the consumers' problems, complaints or suggestions to the right addressee.

AFI believes that [www.finansaltuketici.gov.tr](http://www.finansaltuketici.gov.tr) website will generate positive results for all parties involved in the financial industry. While an introductory video was released for the website that is slated for going live during January 2016, AFI-member financial leasing, factoring and financing companies were informed about the website in order to help increase its recognition, and to support financial consumers.

### SME Strategy and Action Plan

In the business environment that is sensitive to the needs of small enterprises, below are the duties of AFI in the strategic area of Facilitating SMEs' Access to Finance under the SME Strategy and Action Plan developed to boost the competitive strengths of the SMEs to the international level and to increase the SMEs' contribution to Turkey's economic growth:

- Under action no. 5.2.6; the AFI will collaborate with the responsible agencies, e.g. the Ministry of Science, Industry and Technology, BRSA and the Small and Medium Enterprise Development Organization, and organize training programs for giving an introduction to the services offered by financial leasing, factoring and financing companies to the SMEs, and will hold meetings and publicity activities to help expand factoring export service.
- Under action no. 5.2.7, the AFI will conduct a field study to identify the issues that the SMEs are confronted with in practice. Based on the outcomes to be reached, suggested new policies will be developed and all findings obtained will be shared with all the stakeholders in cooperation with the Small and Medium Enterprise Development Organization.



## EDUCATION ACTIVITIES

During 2015, 63 training programs were offered in a total of 138 days, which were attended by 738 people.

### Certification Program and Training Sessions Organized

Faculty members from Marmara University and voluntary market professionals from the financial leasing, factoring and financing companies gave training under 17 different topics, concentrated mainly on legal aspects, accounting standards, credit risk management and information on products offered by each sector. Following an intensive professional training of a total of 108 hours, participants received their certificates from the BRSA Chairman, Mehmet Ali Akben.

Within the frame of the "Basic Expertise in Financial Institutions" program launched on the basis of a protocol signed by AFI and Marmara University Center for Continuing Education, faculty members from Marmara University and volunteer market professionals with training experience from financial leasing, factoring and financing companies offer the trainings.

At the end of the 108-hour training program given over 18 days, 17 participants who joined the program that was completed on 27 February 2015 qualified to receive certificates of achievement, while 18 others from all three sectors received their certificates following the program offered from 28 September 2015 to 9 December 2015.

### Financial Mathematics

Targeting to train the participants so as to be able to perform the necessary financial calculations independent of systems, to provide their clients with detailed information about cost computation methods, to make comparisons using alternative pricing techniques, to offer consultancy to clients regarding alternative financial products, when necessary, and to enhance the quality of service provided to customers, the training program was carried out twice, reaching a total of 40 participants.

*Trainer: Şeref Kasar, Akın Factoring General Manager*

### Financial Analysis

Giving information about financial statements and methods of their analysis, the training addressed the important considerations for client selection by all three sectors. Due to space availability, a total of 23 people benefited from the training that was organized in February.

*Trainer: Oğuz Kemal Bulut, Independent Accountant Financial Advisor*



## AFI Training Activities

During 2015, 63 training programs were offered in a total of 138 days, which were attended by 738 people.

## 2015 Activities

### Advanced Microsoft Excel

The objectives of the Advanced Excel Training are to increase efficiency by building on advanced skills for using the Microsoft Excel program, and to ensure efficient use of Excel in reporting and data analyses. A total of 13 people attended the training programs held in November and December.

*Trainer: Kerim Bağrıyanık*

### Financial Crimes Investigation Board Training

Designed to increase awareness of the Financial Crimes Investigation Board obligations and suspicious transactions, the training programs held in June and December were attended by 46 people.

*Trainer: Sibel Özata Erdoğan, AFI, Manager, Statistics and Economic Researches*

### Assets & Liabilities Management

Suggested to be taken by employees at any level, the program is intended to give an introduction to bank balance sheet and off-balance sheet items and income statement; to manage the risks involved in the financial world with a profit-orientation, to give an insight into derivative instruments, and to perform ratio analyses, trend analyses with respect to assets and liabilities management and to determine the strategy based thereupon. Organized in January, the course was attended by 15 people.

*Trainer: Yenal Koçak*

### Important Considerations in the Preparation and Control of Contracts, Collaterals & Promissory Notes in the Light of the Latest Regulatory Changes

A training was organized to ensure that financial leasing, factoring and financing contracts and payment notes are issued in a manner that will not pose any future risks. Held in March and November, the courses were attended by 42 people.

*Trainer: Emel Tezcan, Attorney-at-Law*

### Monitoring and Interpreting Macroeconomic Indicators

The training program discusses how macroeconomic mechanisms and key indicators related thereto should be interpreted. Summarizing basic macroeconomic concepts and conjuncture definitions, the first part specifically focuses on the disinflation process, and addresses the dynamics of change in economy amid low inflation environment. The next part looks in detail at the key data on the Turkish economy individually. How these indicators should be read and interpreted is explained using the most recent data. The kinds of reactions to be expected in the bonds and bills, stock and FX markets upon data release make up another question that is sought to be answered.

Inflation, public finance, monetary policy and balance of payments are topics that rather attract the spotlight in Turkey. Current data are used to explain what should be looked at for exchange and interest rate forecasts, and estimations are made within the frame of economy logic. Ratings of international rating agencies, their meanings, and possible changes in Turkey's ratings are considered interactively with the participants. In addition, general assessments are made regarding the Turkish economy and the world economy, and projections are exchanged throughout the program. 20 people took part in the training that was organized in January.

*Trainer: Prof. Erhan Aslanoğlu*

### Pricing and Profitability

The program is designed to inform the participants about the pricing and profitability computation of products and services offered by their organizations and of other banking implementations. Information is provided on internal and general pricing and profitability for all products covered in the sector's product line. Case studies and sample case analyses are carried out for all pricing and profitability computations. Held in February, the training was attended by 13 people.

*Trainer: Yenal Koçak*

### General Rules for International Factoring – GRIF

The program is designed to familiarize the participants with the operation of guaranteed factoring service, rules of international factoring (FCI), the reflection of the rules on day-to-day business life, and precautions that will safeguard their companies and clients from technical errors. The training that was organized in March was attended by 16 people.

*Trainer: Ayşen Çetintaş, FCI Training Director*

### You Have the Control, Manage the Risk

One should take control in order to preclude the risks from occurring. The training programs where elements of risk management were shared with the participants were held in February and November, reaching a total of 27 people.

*Training: Cem Karataş*

### Financial Institutions Accounting

In this training program, accounting rules and implementations in relation to financial leasing, factoring and financing companies are described within the frame of the "BRSB Uniform Chart of Accounts and Practices." In this framework, participants acquired detailed information about the accounting practices and financial statements of their organizations. The content was supported with real-life examples and the training was given based on basic theory/detailed practice approach. The participants had the chance to see in practice how financial institutions accounting was presented in financial statement format on the basis of the Turkish Financial Reporting Standards. The programs organized in March and May were attended by 30 people.

*Trainer: Oğuz Kemal Bulut, Independent Accountant Financial Advisor*

### Innovation and Strategic Thinking

The conditions are variable, volatile, complicated and blurry. Such an environment compels looking at the same spot with everyone else but seeing differently and taking a flexible stance. To do that, one needs to step out, trying to figure out the direction in which the world has evolved, strive to imagine the future, set the vision, and lead change within the frame of this vision. The objective of the program is to raise participants' awareness of strategic thinking and innovation, to build on their knowledge in these aspects and to help improve their relevant skills. Held twice in March, the training programs were participated by 30 people.

*Trainer: Dr. Hüseyin Çırpan and Aykut Şen*

## 2015 Activities

### Set A Goal and Perform

In order to set and achieve goals, we first need to set them mentally and then take action. To acquire the faculty and memory needed to do that, we first need to have the perspective to determine the targets and to put them into life. To the extent we are able to do that, the planned goal will turn into a viable one.

The person is directed to turn and look at himself: how he perceives the goal-setting and performing process, his habits and skills related to the process, and the usual problems encountered. In short, the individual is asked to establish the current situation. He then comprehends through detailed technical learning and practice the kind of mindset and action plan necessary to get to the desired point be. Then he can transform theory into practice.

The training is intended to give the participants the skills and competencies that are necessary to recognize their personal skills and performances, to make effective use of their resources, and to achieve their desired targets in their business and personal lives. The program organized in March was attended by 19 people.

*Trainer: Ayşegül Ekmekçioğlu*

### Supply Chain Finance Seminar

A two-day session was held where information was provided on the international practices of Supply Chain Finance technique. After giving an in-depth introduction to the concept, the program focused on the operation of reverse-factoring, its benefits for creating operating capital, after which case studies were used to consolidate the information given. The event that took place in April was attended by 16 people.

*Trainer: Peter Brinsley*

### Reading the Balance Sheet and Decontamination Techniques

The training is intended to build on the knowledge and experiences of customer representatives and portfolio managers so that they can quickly and efficiently understand their clients' financial statements, ask the questions that will allow them to make the necessary corrections, make the relevant corrections based on the answers, and bring a company's financial statements to the most accurate state possible. The goal is to prep customer representatives/portfolio managers so as to make sure they seek and require the right kind of data with respect to financial statements from their clients. Held in May, the program was attended by 12 people.

*Trainer: Burçin Akçelik*

### A Legal Approach to the Process of Credits from Allocation to Liquidation

The aim is to train the participants in relation to important considerations for minimizing the issues that may be involved in non-performing loans. A total of 37 people benefited the training that was organized in May and October.

*Trainer: Emel Tezcan, Attorney-at-Law*

### Negotiable Instruments Law

"Negotiable Instruments Law Training Program" is intended to provide the participants with basic information on Negotiable Instruments Law, with a particular focus on bonds and cheques, as well as information on the general characteristics of bills of exchange, the tracking procedure specific to bills of exchange, requirements as to form for bonds and cheques, guarantee, rights of recourse and common problems. The program took place in June and was attended by 15 people.

*Trainer: Assistant Prof. Fatih Aydoğan*

### Executive Coaching Skills

Executive Coaching Skills program is designed to equip executives with coaching skills and techniques that they can use to enhance performances and discover the potentials of their colleagues, the teams they manage and/or their subordinates, to enhance their awareness and to ensure a learning experience that is reflected in behavior. The program that was held in June was attended by 14 people.

*Trainer: Hüseyin Çırpan*

### Panel: An Overview of Customs-Related Matters

The panel is intended to open vague topics up for discussion using Q&A method in the light of the general information to be provided on the program contents. The training that was held in June was attended by 8 people.

*Trainers: Ünsper Gümrük Müşavirliği ve Lojistik Hizmetler A.Ş. officials; Hakan Çınar, Mustafa Sağdıç and Sabri Hüsrev*

### Effective Internal Control and Internal Audit Training

Intended to provide the participants with information on control points in applicable legislation, and on laws, regulations, communiqués and circulars, the training that was held in July was attended by 67 people.

*Trainer: M. Salih Kutluk, BRSA Bank Examiner*

### Financial Markets

The goal is to help the participants analyze and interpret the macro data, market indicators, statistics and articles in relation to economy and markets, and enable them to create their own perspective. The training was held in June and attended by 14 people.

*Trainer: Erkin Şahinöz*

### Information Security Controls and Information Security Management

The aim is to enable participants to take the necessary steps to fulfill the information security requirements stipulated in the BRSA's Communiqué on Principles to be taken as basis by Banks in Information Systems Management as required by membership to the Risk Center, to conform to the requirement of information systems audit, and to meet their corporate information security needs. The program was organized in September and attended by 24 people.

*Trainer: Fatih Emiral*

### Domestic Factoring Transactions

The program is intended to familiarize the participants with the types and work flows of domestic factoring transactions. Also, information was provided on the benefits of the factoring service and the topics to take notice of in product selection. Held in September, the program was attended by 16 people.

*Trainers: Ebru Akalın - Sevilay Alşar, AFI Education Director*

## 2015 Activities

### Non-Performing Loans and Early Warning Systems

The program is intended to equip the participants with the perspective that will help them set up the early warning systems that will support an effective monitoring process, and with the systematic approach skills that will enable them to easily capture any changes in the company's risk level and to develop fitting strategies. 11 people attended the training that was held in September.

*Trainer: Yenal Koçak*

### Credit Process Management in SMEs and Commercial Businesses

The aim is to equip the participants with the skills to assess the past performances of small establishments using their financial and non-financial data, and to forecast their future needs and solvencies. The training that was organized in October was attended by 9 people.

*Trainer: Yenal Koçak*

### Factoring Operations

The aim of the program is to familiarize the participants with factoring operations and important considerations in relation to the process. Held in October, the program was attended by 10 people.

*Trainer: Kudret Ünsal*

### Dynamic Reading for Professionals

The goal of the training is to vest the technique to read and understand a minimum of 600 to 1,000 words per minute of the day's required reading materials including files, reports, e-mails, newspapers, magazines, books, etc. Accordingly, the program focused on increasing the speed of the eye, improve the eye's viewpoint, bring the eye to a certain rhythm, enhance the interpretation capability, speed up thinking and learning, increase the capacity to recall the things learned, make more efficient use of the limited time and thus, save time at a major extent. The program that was held in November was attended by 9 people.

*Trainer: Necati Durkut*

### Dealing with Factoring Receivables

Important considerations in relation to handling of the receivables that will arise were underlined, backed with examples, and information was given on work processes. The program was organized in November and attended by 20 people.

*Trainer: Nilgün Yılmaz*

### Document Forgery

The aim is to prevent forgery in documents that form the basis of the transactions during and after the sales process. Information was given on the legal aspects of forgery, methods used in the examination of documents, and studying handwriting and signatures. The training, which was organized in November, was attended by 13 people.

*Trainers: Prof. Gürsel Çetin, Mustafa Tırtır, Attorney-at-Law and Assoc. Prof. İsmail Çakır*

## Mortgage

The goal is to help participants develop a basic perspective of the mortgage market by addressing the basics of the housing industry and mortgage in Turkey in combination. The training that was held in November was attended by 10 people.

*Trainer: Dr. Bülent Özmen, DD Mortgage Deputy Managing Director, Credit Risk Management & Operations*

## Financial Crises and Risk Management

The seminar is intended to structurally review similar financial crises in the light of the global credit crisis that had international reach, and to look at derivative products to allow managing the exchange rate and interest rate risks brought along by the floating rate system. 11 people attended the training that was held in December.

*Trainer: Prof. Ihsan Ersan*

## Presentation Techniques

Presentation is an essential skill in life. We constantly communicate our thoughts to the interlocutor knowingly or unknowingly. Through this training, the participants will get the chance to formulate their professional presentations, and any communication in business life alike, in a manner to make an impression on the addressee. The foundation stones of communication, including informing, setting to action, creating the positive first impression, persuading and motivating are experienced under different presentation headings in the program. Participants step out of their comfort zones and capture the opportunity to improve rapidly thanks to active coaching. The training held in December was attended by 7 people.

*Trainer: Ayşegül Ekmekçioğlu*

## Making a Difference in Sales

Clients are getting more and more challenging to deal with! Customers are better educated and better informed! Products are perceived to be similar, replaceable! The real success lies in salespeople who focus on customers/their problems and create value through the sales process. This training program enables the participants to analyze the situation so that they can better diagnose the customers and their problems. The result of this analysis leads them to solutions by which they will make a difference in sales. The training that was held in December was attended by 9 people.

*Trainer: Elif Tokman*

## Proactive Behavior

According to the iceberg principle, a number of factors of diverse natures underlie our behaviors. The first step of changing our behaviors is to discover the underneath of the iceberg; in other words, to recognize the reasons of our behaviors. Offering a powerful perspective to let one make sense of the reasons of one's own behaviors, our program is designed to help discover the path to individual change. Also introducing a different angle to the nature of relationships that have a crucial part in the building of the personality, our program will facilitate exploring the effects relationships create on ourselves and the counterparties, and clues will be given for stronger relationships in private and business life. In brief, our program aims to raise awareness for a conscious life instead of a routine, reactive life. The program that was held in December was attended by 12 people.

*Trainer: Aykut Şen*

## 2015 Activities

### Calendar of 2015 Trainings

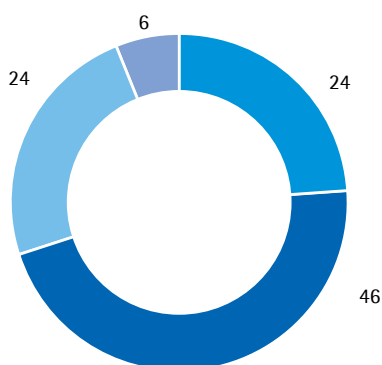
Date	Training
1 15-16 January 2015	Social Styles and Effective Communication
2 16 January 2015	Financial Mathematics
3 22-23 January 2015	How to Work More Efficiently
4 22-23 January 2015	Monitoring and Interpreting Macroeconomic Indicators
5 26-27 January 2015	Assets & Liabilities Management
6 4-5-6 February 2015	Financial Analysis
7 11-12 February 2015	Pricing and Profitability
8 23-24 February 2015	You Have the Control, Manage the Risk
9 2-3 March 2015	General Rules for International Factoring - GRIF
10 4-5-6 March 2015	Financial Institutions Accounting
11 5-6 March 2015	Innovation and Strategic Thinking
12 12-13 March 2015	Set A Goal and Perform
13 16-17 March 2015	Innovation and Strategic Thinking
14 16-17 March 2015	Insurance Training for Technical Personnel Proficiency Exam
15 25-26 March 2015	Basic Microsoft Excel
16 30-31 March 2015	Contracts and Collaterals
17 9-10 April 2015	Supply Chain Finance
18 15-16-17 April 2015	Financial Institutions Accounting
19 20-21 April 2015	Discussion Techniques
20 27-28 April 2015	Financial Markets
21 27-28 April 2015	Conveying Messages Effectively
22 4-7 May 2015	Financial Analysis (2 days)
23 13-14 May 2015	Reading the Balance Sheet and Decontamination Techniques
24 20-21-22 May 2015	A Legal Approach to the Process of Credits from Allocation to Liquidation
25 25 May 2015	Supply Chain Finance
26 25-26 May 2015	Magical Formula for Sales
27 27-29 May 2015	Financial Institutions Accounting
28 1 June 2015	Negotiable Instruments Law
29 2 June 2015	Financial Crimes Investigation Board
30 4-5 June 2015	Executive Coaching Skills
31 5 June 2015	An Overview of Customs-Related Matters
32 8-9 June 2015	Dynamic Reading for Professionals
33 15-16 June 2015	Financial Markets
34 6 July 2015	Internal Control at Financial Institutions
35 7 July 2015	Internal Control at Financial Institutions
36 8 July 2015	Internal Control at Financial Institutions
37 28 July 2015	Eximbank Loans



38	10-11-12 August 2015	IFRS
39	19-20 August 2015	Advanced Microsoft Excel
40	7-8 September 2015	Financial Markets
41	11 September 2015	Financial Crimes Investigation Board
42	15-16 September 2015	Information Security
43	18 September 2015	Domestic Factoring Operations
44	28-29 September 2015	Non-Performing Loans and Early Warning Systems
45	2 October 2015	Financial Mathematics
46	5-6 October 2015	Social Styles and Effective Communication
47	6-7-8 October 2015	UFRS & TMS
48	8-9 October 2015	Credit Process Management in SMEs and Commercial Businesses
49	13-15 October 2015	Financial Analysis
50	19-20-21 October 2015	A Legal Approach to the Process of Credits from Allocation to Liquidation
51	22 October 2015	Factoring Operations
52	2-3 November 2015	Dynamic Reading for Professionals
53	9-10 November 2015	Contracts and Collaterals
54	11 November 2015	Dealing with Factoring Receivables
55	16-17 November 2015	Mortgage
56	19 November 2015	Document Forgery
57	23-24 November 2015	You Have the Control, Manage the Risk
58	30 November-1 December 2015	Advanced Microsoft Excel
59	8-9 December 2015	Financial Crises and Risk Management
60	10-11 December 2015	Presentation Techniques
61	14-15 December 2015	Making a Difference in Sales
62	16 December 2015	Financial Crimes Investigation Board
63	21-22 December 2015	Proactive Behavior

### Sectoral Breakdown of Training Applications

(%)

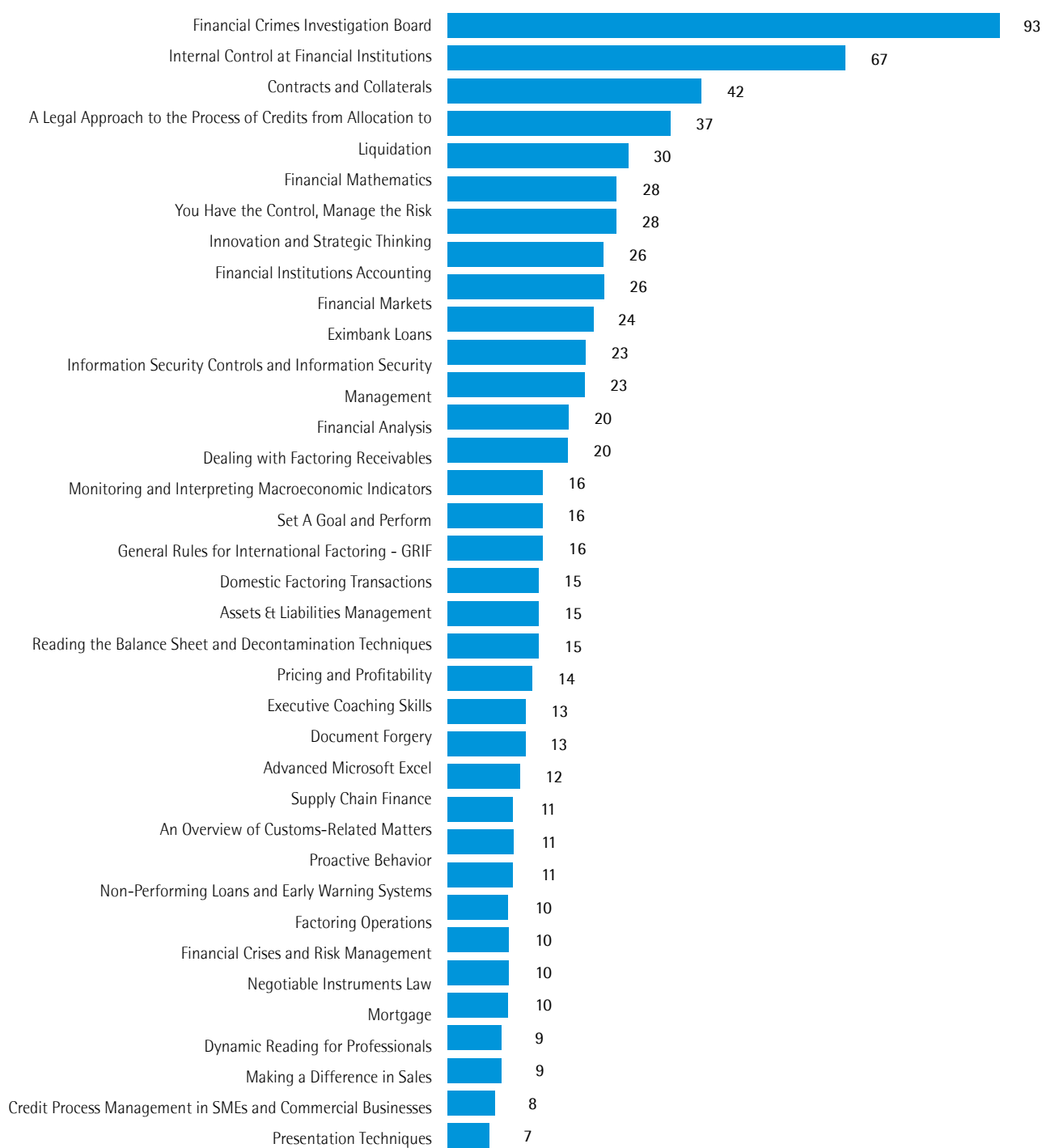


■ Financial Leasing    ■ Factoring  
■ Financing            ■ Others

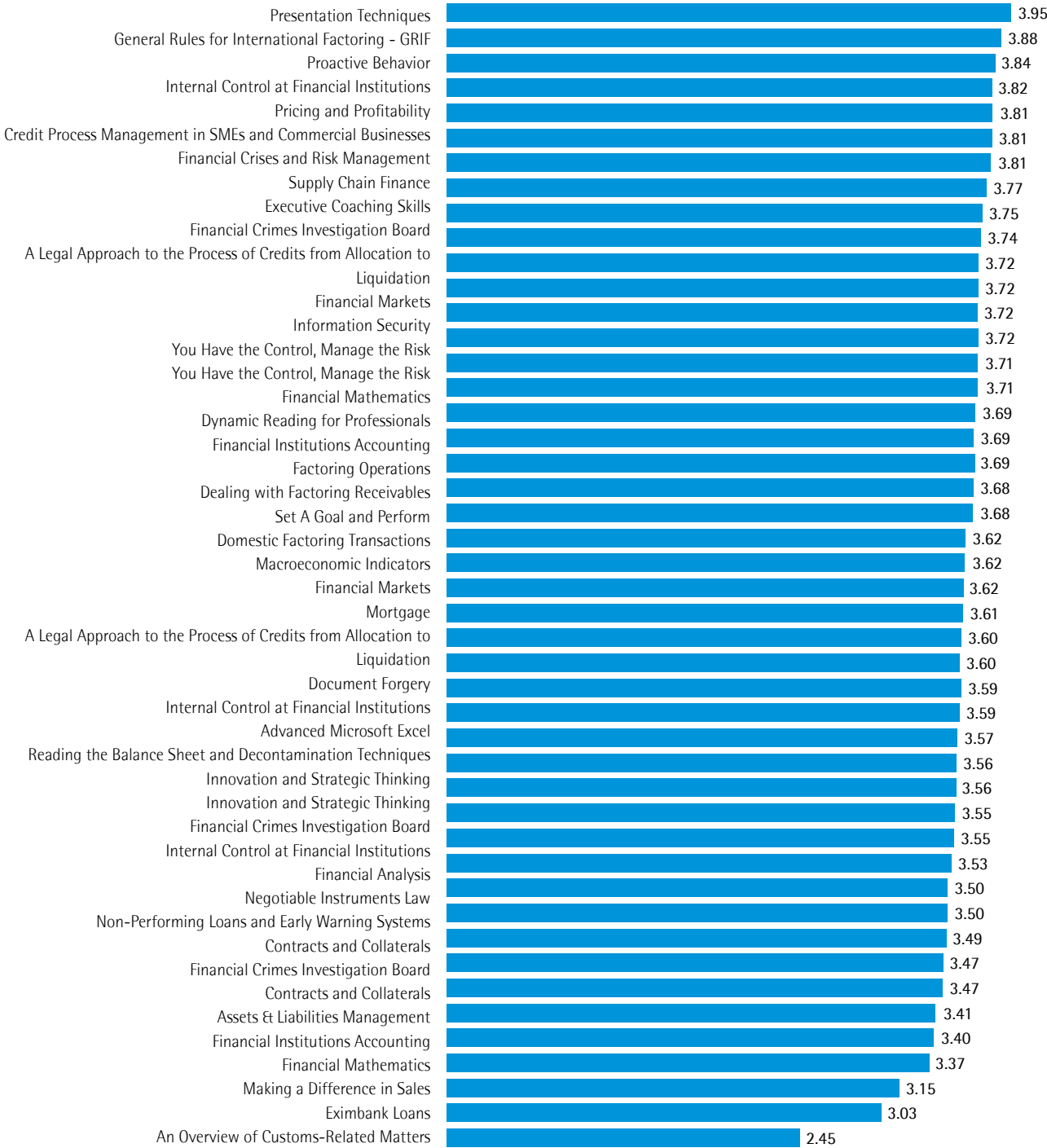
Sectors	# of Applications	# of Companies
Financial Leasing	228	23
Factoring	426	51
Financing	220	11
Others	54	8
<b>Total</b>	<b>928</b>	<b>93</b>

## 2015 Activities

### Number of Training Recipients



### Results of Training Evaluation Surveys



Average Evaluation Note (Maximum 4)

## Kişiler gelip geçici, herkes fani

"Üç dönem" kuralına takılan Babacan seçim sonrası için piyasalara mesaj verdi. Babacan, "Kişiler gelip geçicidir, herkes fanidir. Ama kurumlar ve kurullar iyi yerleştirilirse, ileri ekonomi haline gelir" dedi.



Babacan, Finansal Kurumlar Birliği'nin genel kurulu'na katıldı. Babacan daha sonra River Plaza'ya her iki birliğin genel merkezinin açılışını yaptı.

**FINANSAL** Kurumlar Birliği (FKB) 4'üncü olağan genel kurulu, dün yapıldı. Genel kurula katılan Babacan Yürütme Kurulu Başkanı Ali Babacan Türkiye ekonomisindeki finansal istikrara ve büyüme potansiyeline vurgu yaptı. Babacan "Kişiler gelip geçicidir, herkes fanidir. Ama kurumlar ve kurullar iyi yerleştirilirse, o ülkelerin tarihi ekonomi haline gelir" dedi. Babacan, Türkiye'nin

finans sektörünün Türkiye'de sağladığı zeminin oturmasını sağladığını ifade etti. Son 12 yılda, uluslararası ölçülerde sermayenin önemli bir kısmının finans sektörüne gelişimini vurgulayan Babacan "Bazıları diyor ki; 'benler çok para kazanıyor, onun için sermaye buraya geliyor.' Bu doğru değil. Hızla büyüyen finans sektörünün sermaye ihtiyacı da çok çok büyük. Ya bu sermayeyi dışarıdan alıp koyuyorlar, ya da

### RİVER PLAZA'NIN ACILISINI YAPTI

**BABACAN** Yürütme Kurulu Başkanı Ali Babacan, birliğin genel kurulunda konuşurken sözlerini Levonte'ye buruldu. Özdelek ailesine taraftarından yapılan bir gösteriye katılan Babacan, River Plaza'ya



## Yatırım güven ve istikrarla olur

Özdelek Holding'in yatırım River Plaza'nın açılış töreninde konuşan Babacan, güven ve istikrar vurgusunu yaptı. Türkiye'de yatırımların artmasının istikrarla olurduğunu ifade eden Babacan, "Güven olmadan yatırım olmaz, ticaret de yürümez" dedi.

rama borçlu olduğunu söyleyerek, yatırımların artarak istikrarı kaydedti. Özdelek şöyle devam etti:

### RİVER PLAZA'DA 3 BİN BEYAZ YAKALI ÇALIŞACAK

"Özdelek olarak Türkiye'nin her noktasında her zaman en iyi hizmeti ve hizmeti sağlamak için çalışır. İlk kuruluşumuzdan itibaren yeni teknolojileri kullanarak dünyamızı ilk 100 harici fabrikasından biri haline getirdik. Özdelek olarak 6 bin 500 kişiye istihdam sağlıyoruz. İnsanları yatırıma ve kurumsallaşmaya çok önem veriyoruz. İstanbul'da İstanbul

### FINANSAL KURUMLAR BİRLİĞİ MERKEZİ AÇILDI

Konuşmalarından Babacan, Özdelek ve diğer davetlilerin katılımıyla açılış töreninde konuştu. İstanbul'da

## 2015 üç sektör için de daha iyi bir yıl olacak

Finansal Kurumlar Birliği Başkanı Osman Zeki Özger, bankacılık dışı finansman sektörünün bu yıl 100 milyar liralık aktif büyüklüğüne ulaşmasının beklendiğini söyledi

**FINANSAL** Kurumlar Birliği (FKB) genel kurulunda Başkan Özgür, bankacılık dışı finansman sektörünün bu yıl 100 milyar liralık aktif büyüklüğüne ulaşmasının beklendiğini söyledi. Özgür, bankacılık dışı finansman sektörünün bu yıl 100 milyar TL'lik aktif büyüklüğüne ulaşmasının beklendiğini söyledi. Özgür, bankacılık dışı finansman sektörünün bu yıl 100 milyar TL'lik aktif büyüklüğüne ulaşmasının beklendiğini söyledi.



FKB Başkanı Osman Zeki Özger, her yıl sektörün bu büyüklüğe ulaşmasını beklediğini söyledi.

"Sektörümüzün netler kısmında da önemli bir artış bekliyoruz. Çoğunlukla uygulanan sadece netler kısmında değil, Finansal Kiralama Sektöründe de önemli artış bekliyoruz. Özellikle Kira ve Leasing ile ilgili olarak, özellikle FKB sektöründe artış bekliyoruz" dedi.

Özger, geçen yıl 2,7 milyar dolarlık işleme hacmine ulaşan finansal kiralama sektörünün, bu yıl tüm zamanların rekoruna ulaşmasını beklediğini ifade ederek, "2009'da 1,2 milyar dolar olan işlem hacmi bu yıl yaklaşık 2,7 milyar dolar olacaktır" dedi.

Finansman şirketlerinin de yeni yatırımla aktif finansman yapılabileceğini belirtti. Özgür, "Özellikle bir şirketin veya kurumun aktif finansman ihtiyacı, özellikle Kira ve Leasing ile ilgili olarak, özellikle FKB sektöründe artış bekliyoruz" dedi.

Bu yıl yüzde 20 civarında büyüyen 1,2 milyar dolarlık işlem hacmine hedeflediğini belirten Garanti Leasing Genel Müdürü Ünal Özkan, toplam işlem hacminin yüzde 30-35'ine karşılık, yüzde 25'ine ise maketelerden, yüzde 10'unu ise metaliye maketelerinden elde edileceğini belirtti.



Garanti Leasing enerjiye ağırlık verecek

Türkiye'nin yüzde 3 büyüyen bir sektörde bankacılık dışı finansman sektörüne odaklanarak yüzde 15'in üzerinde artışına işaret eden Özgür, "İşlem hacminin finansal kiralama sektöründe yüzde 23, faktoring sektöründe yüzde 22, finansman ise yüzde 17 büyümeye gidecek. Çoğunlukla büyüyen sektörün payı büyüyecek. Dolayısıyla sektörümüzün bir biçimde büyüyecek" diye konuştu.

### YENİ DÖNEM BAŞLADI

9 Şubat'ta devreye alınan E-Devlet ile ilgili çalışmaları başlatarak Finansal Kiralama Sektörüne Yönelik istişleri Birliği Finansal Kiralama sektöründe yeni bir döneme başlatılacağına vurgu yapan Özgür,

### İHRACATÇIYA TAM DESTEK

2014'e ihraçat faktöründe 17 milyar TL'lik ihraçatın desteklenmesi için Finansal Kiralama Sektörüne Yönelik istişleri Birliği Başkanı Özgür, Merkez Bankası'nın son zamanlarda bu sektöre artırdığı destekle, ihracatçıların bu sektöre olan güveninin artacağını belirtti. Özgür, "İhracatçıların bu sektöre olan güveninin artacağını belirtti. Özgür, "İhracatçıların bu sektöre olan güveninin artacağını belirtti."

Çalışanların donanımı artırılıyor

**FAKTÖRİNG** ve finansal kiralama sektöründe çalışanların donanımını artırmak amacıyla Finansal Kiralama Sektörüne Yönelik istişleri Birliği Başkanı Özgür, "Marmara Üniversitesi Süreklili Eğitim Merkezi ile işbirliği içinde Marmara Üniversitesi Bankacılık

ve Sigortacılık Yüce Okulu tarafından düzenlenen Sektörün Eğitim Programı kapsamında üç sektördeki çalışanlara yönelik, finansal, ticari ve hukuki bilgi donanım çalışmalarını, danışmanlık eğitimi kapsamında başlatıldığını belirtti.



Unal Ozkan

## Finansal kurumlar tam gaz büyüyor

**FINANSAL** kiralama, faktoring ve finansman şirketlerinden oluşan bankacılık dışı finansman sektörünün tek çatı altında toplanan Finansal Kurumlar Birliği (FKB), bu yıl ilk 6 ayık dönemi itibarıyla her üç sektörde aktif büyüklükleri arttı. Kısacasıyla büyüme hızı yüzde 20'ye ulaştı. 2015'in ilk yarısında 2014'in aynı dönemine kıyasla aktif toplamı yüzde 26,6 artışla 88 milyar 615 milyar TL'ye, işlem hacmi yüzde 19 artışla 76 milyar lira'ya, net kâr ise yüzde 29 artışla 958 milyona çıktı. FKB Başkanı Osman Zeki Özger, birlik olarak faaliyetleri bankacılık dışı finansman sektörünün tek çatı altında güçlü temsilini sağladıklarını belirtti.



Zeki Özger

## Aslanoğlu adına 2 kütüphane kurulacak

**Aslanoğlu** adına 2 kütüphane kurulacak. Finansal Kurumlar Birliği Başkanı Osman Zeki Özger, "Banka Finansal Kurumlar Birliği olarak, bankacılık dışı finansman sektöründe etkin bir rolü oynuyoruz" dedi.





# Banka dışı finans, 2015'te 100 milyar TL'ye koşuyor

İhracat faktoringinde Merkez Bankası desteği, leasing sektöründe faizsiz yeni ürünler ve büyük projelerde şirket ortaklıkları, finansman şirketlerinde ise stok finansmanı yolunun açılmasıyla banka dışı finans sektöründe 2015'in rekorları yeni olmas bekleniyor.



## Faktoringde sınırlı olmayan çözümler

Faktoring sektöründe faaliyet gösteren şirketler bu yıl sonuna kadar yaklaşık 400 milyar TL'ye ulaşarak toplamda bu rakamı 5 milyar TL seviyesinde buluyor. FAKED Başkanı Osman Zeki Öger, "Sektörümüzün 200 milyar TL'ye ulaşmasıyla birlikte faktoringin bankalar dışı finansman için önemli bir araç haline geldiğini düşünüyoruz" dedi.

**GÜNDEM**  
BOSNIA FAZİLİSİ  
Geçtiğimiz yıl 15 milyar lira büyüyen (100 milyar TL) aktif büyüklüğüyle finansman bankası dışı finans sektöründe 200 milyar tutarında devrimci işler başlatarak 2014'te rekor seviyeye ulaşan bankalar dışı finans sektöründe 2015'in rekorları yeni olmas bekleniyor. FAKED Başkanı Osman Zeki Öger, 2015'in leasing, faktoring ve finansman şirketlerinde için rekorları yeni olmasını bekliyor.

FAKED Başkanı Osman Zeki Öger, 2014'te rekor seviyeye ulaşan bankalar dışı finans sektöründe 2015'in rekorları yeni olmasını bekliyor. FAKED Başkanı Osman Zeki Öger, 2015'in leasing, faktoring ve finansman şirketlerinde için rekorları yeni olmasını bekliyor.

# 100 bine yakın işletme faktoring desteği aldı EKONOMİYE 25 MİLYAR TL FON

Faktoring sektöründe 2015 yılı verileri açıklanırken, faktoring sektörü, bankalar dışı finansman için önemli bir araç haline geldi.



## Karlılık yüksek

FAKED Başkanı Osman Zeki Öger, bankalar dışı finansman sektöründe 2015'in rekor seviyeye ulaşmasını bekliyor. FAKED Başkanı Osman Zeki Öger, 2015'in leasing, faktoring ve finansman şirketlerinde için rekorları yeni olmasını bekliyor.

Faktoring sektöründe 2015 yılı verileri açıklanırken, faktoring sektörü, bankalar dışı finansman için önemli bir araç haline geldi. FAKED Başkanı Osman Zeki Öger, "Sektörümüzün 200 milyar TL'ye ulaşmasıyla birlikte faktoringin bankalar dışı finansman için önemli bir araç haline geldiğini düşünüyoruz" dedi.

**SİYASİLER ARTI**  
Bankalar dışı finansman sektöründe 2015'in rekor seviyeye ulaşmasını bekliyor. FAKED Başkanı Osman Zeki Öger, 2015'in leasing, faktoring ve finansman şirketlerinde için rekorları yeni olmasını bekliyor.

Bankalar dışı finansman sektöründe 2015'in rekor seviyeye ulaşmasını bekliyor. FAKED Başkanı Osman Zeki Öger, 2015'in leasing, faktoring ve finansman şirketlerinde için rekorları yeni olmasını bekliyor.

## Faktoring halen bilinmiyor



FAKED Başkanı Osman Zeki Öger, bankalar dışı finansman sektöründe 2015'in rekor seviyeye ulaşmasını bekliyor. FAKED Başkanı Osman Zeki Öger, 2015'in leasing, faktoring ve finansman şirketlerinde için rekorları yeni olmasını bekliyor.

## Dünya pazarı yüzde 14 büyüdü



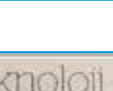
FAKED Başkanı Osman Zeki Öger, bankalar dışı finansman sektöründe 2015'in rekor seviyeye ulaşmasını bekliyor. FAKED Başkanı Osman Zeki Öger, 2015'in leasing, faktoring ve finansman şirketlerinde için rekorları yeni olmasını bekliyor.

## 2015'te %20 büyütür



FAKED Başkanı Osman Zeki Öger, bankalar dışı finansman sektöründe 2015'in rekor seviyeye ulaşmasını bekliyor. FAKED Başkanı Osman Zeki Öger, 2015'in leasing, faktoring ve finansman şirketlerinde için rekorları yeni olmasını bekliyor.

## Seçim sonrası talep artar



FAKED Başkanı Osman Zeki Öger, bankalar dışı finansman sektöründe 2015'in rekor seviyeye ulaşmasını bekliyor. FAKED Başkanı Osman Zeki Öger, 2015'in leasing, faktoring ve finansman şirketlerinde için rekorları yeni olmasını bekliyor.

## TL ile borçlanma başladı



FAKED Başkanı Osman Zeki Öger, bankalar dışı finansman sektöründe 2015'in rekor seviyeye ulaşmasını bekliyor. FAKED Başkanı Osman Zeki Öger, 2015'in leasing, faktoring ve finansman şirketlerinde için rekorları yeni olmasını bekliyor.

## Garanti Faktoring, teknoloji odaklı yatırımlar yapıyor



Garanti Faktoring, teknoloji odaklı yatırımlar yapıyor. Garanti Faktoring, teknoloji odaklı yatırımlar yapıyor.

## Yatırımın geleceği



Yatırımın geleceği. Yatırımın geleceği.

## 2015'te rekor seviyeye ulaştı



2015'te rekor seviyeye ulaştı. 2015'te rekor seviyeye ulaştı.

**İstemi hacmi 17 milyar TL**  
**Banka dışı finansman 29 milyar TL**  
**Aktif büyüklük 33 milyar TL**  
**Kiralamada gayrimenkulün payı %31**

# LEASING'LE YATIRIM HIZ KESMEDİ

Durgunluk ve kurlardaki artış finansal kiralamaya pazarını etkilemedi. Leasing'çiler, kur hareketinden dolayı kaygı yaşanmasa da leasing aracılığı ile yapılan yatırımlarda azalmadığını söylüyor.

**P**İYASALARDAKI durgunluk leasing sektörüne yansımaları etkilemedi. Yatırımların hızlanmasında leasing sektörüne olumlu etkilerde olduğu belirtiliyor. Banka dışı finansman sektöründe artışın devam etmesiyle leasing sektöründe de artış bekleniyor. Finansal Kiralama Derneği (FAKED) Başkanı Osman Zeki Öger, "Banka dışı finansman sektöründe 2015'in rekor seviyeye ulaşmasını bekliyoruz" dedi.

FAKED Başkanı Osman Zeki Öger, bankalar dışı finansman sektöründe 2015'in rekor seviyeye ulaşmasını bekliyor. FAKED Başkanı Osman Zeki Öger, 2015'in leasing, faktoring ve finansman şirketlerinde için rekorları yeni olmasını bekliyor.

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Yatırımın geleceği. Yatırımın geleceği.

2015'te rekor seviyeye ulaştı. 2015'te rekor seviyeye ulaştı.

## FKB'nin ilk mezunları sertifikaları aldı



**FINANSAL Kurumlar Birliği'nin (FKB), finansal kiralama, faktoring ve finansman şirketleri sektörlerinde mesleki gelişimin desteklenmesi amacıyla Marmara Üniversitesi Sürekli Eğitim Merkezi(MÜSEM) işbirliğinde düzenlediği 'Temel Düzey Finansal Kurumlar Uzmanlık**

**Sertifika Programı'** tamamladı. Üç ayrı sektörde program katılan öğrenciler düzenlenen törenle sertifikalarını 17 Aralık 2014 - 17 Şubat 2015 tarihleri arasında 20 gün süreli periyotlar halinde verilen eğitim programı neticesinde üni-

## Societe, leasing şirketi arıyor Burgan Faktoring kuruyor

**Societe** finansal kuruluşları arasında en hızlı büyüyenler arasında yer alıyor. Türkiye'de faaliyet gösteren Societe, leasing şirketi arıyor. Burgan Faktoring kuruyor. Societe, finansal kuruluşları arasında en hızlı büyüyenler arasında yer alıyor. Türkiye'de faaliyet gösteren Societe, leasing şirketi arıyor. Burgan Faktoring kuruyor. Societe, finansal kuruluşları arasında en hızlı büyüyenler arasında yer alıyor. Türkiye'de faaliyet gösteren Societe, leasing şirketi arıyor. Burgan Faktoring kuruyor.

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# Faktoringten reel sektöre 25 milyar liralık destek

**Faktoring sektörü, geçen yıl reel sektöre yaklaşık 25 milyar lira kaynak sağladı. FKB Başkanı Vekili Zafer Ataman, sektörün bu yıl yüzde 20 büyüyeceğini söyledi**

**F**aktoring sektörünün yaklaşık 100 bin müşteriye ve toplam 600 bin civarındaki borçlusuna ulaştığını belirten Finansal Kurumlar Birliği Başkan Vekili Zafer Ataman, sektörün geçen yılın ilk 9 ayında yüzde 20'lik büyüme ile 81 milyar liralık büyüme yaşadığını söyledi. Faktoring alacaklarının da yüzde 27'lik büyüme ile 23 milyar liraya ulaştığını ifade eden Ataman, 2014 yılının işlem hacminin 119 milyar lira olmasını beklediğini kaydetti.

**Büyümlerine destek sağladığına** dikkat çeken Ataman, "Faktoring garantisiyle ihracat yapan KOBİ'ler yeni pazarlardaki alacaklarını temama hızla yakalıyor. İstenildiği takdirde vadesinden önce ön ödeme kullanılarak nakit akışı düzenleniyor ve alıcının mali durumu hakkında kesin zamanında haberdar olmanın çevreli satış yapma olanağı elde ediliyor" diye konuştu.

### 2015 HEDEFİ 130 MİLYAR TL

**Türkiye ticaretinin yüzde 6'suna hizmet veren sektörün orta vadede bu penetrasyon oranını geliştirecek ülkelerde olduğu gibi yüzde 10'una varıncaya kadar doğal olduğunu ifade eden Ataman, "Bu nedenle olan bir ekonomik kriz yaşanmadığı takdirde, ülkemizde faktoring sektörü, ekonomimizin büyüme oranına paralel bir büyüme potansiyeline sahip. Ekonomimizin düştüğü senelerde 2014 yılında yüzde 20 büyüdük, 2015 yılında da beşer bir büyüme oranı ile 130 milyar TL ciro, 20-27 milyar TL'lik faktoring alacakları ve 120 bin civarı da müşteriye ulaştıracağımız büyüyoruz" şeklinde konuştu.**

### KOBİ LERE TAM DESTEK

**Türkiye'de 3 milyona yakın KOBİ bulunmaktadır** hatırlatan Ataman, "Bu tip işletmelerin zamanını alacaklarına tahvil işlemlerini yürüten, ayrıca vadele satılan nakde çeviren faktoring, KOBİ'lerin fona olan ihtiyacında önemli bir finansman tekniği olarak öne çıkıyor" diye konuştu.

**Faktoring sektörünün 2014'de de güçlükle KOBİ ve ihracatçıların vadele alacaklarını nakde çevirmek, tahvilatını takip ederek ekonominin sağlığı ve sürdürülebilir büyümesine katkı sağlanmaya devam ettiğini** alan Zafer Ataman, "Çoğunluğu KOBİ olan reel sektör temsilcilerine sağladığımız finansman yıl sonu itibarıyla yaklaşık 25 milyar TL'ye ulaştı" dedi.

### GÜVENLİ SATIŞ İMKANI

**Faktoringin** yaratıp işbirlikleriyle de ihracata katkı sağladığını, KOBİ'lerin ticaret hacimlerine ve hızla

### KREDİ SİGORTASI ÖNEMLİ

**FKB Başkan Vekili Zafer Ataman, sektörün ilişkin gelişmelerini umutla karşıladığını ve gelişmelerin de kredi sigortasının yaygınlaşmasını istediğini** söyledi.



FKB B. Vekili Zafer Ataman

## İhracatçıya 13.6 milyar dolar kaynak

**İHRACAT Kredi Sigortası** her an faaliyet halinde iken satışları olan ihracatçıların ihracatlarının ödemesi için Türkiye Exportbank Genel Müdürü Hayrettin Kaplan, ihracat programının kapsamına 2014 yılında toplam 11 milyar dolarlık işleme destek sağlanacağını söyledi. Kaplan, "Societe ile ilgili yapılan işleme hacmi bakımından 2014 yılında, yüzde 32 oranında bir artış sağlandı. 2014'te 2 bin 17 ihraççı Firmas Bankamız ihracat programından yararlandı. Sigortalı firmaların sayısının yüzde 52'si 95'i önemli bir oranda KOBİ niteliğindeki firmaların katılımıyla gerçekleşti" diye konuştu. Faktoring sektörüne olan ihracatçıların devamlı alacaklarını ve ihracatçıların, KOBİ'lerin ihracatı için sigortalı firmaların ihracatçıları ile çalışmalarıyla, faktoring şirketleri aracılığıyla de yararlanabilecekleri



Türk Exportbank Genel Müdürü Hayrettin Kaplan



## FKB ve İstanbul Ticaret Üniversitesi'nden işbirliği

**Finansal kiralama, faktoring ve finansman şirketleri sektörlerini tek çatı altında toplayan Finansal Kurumlar Birliği (FKB) ve İstanbul Ticaret Üniversitesi, sözkonusu sektörlerde finansal okuryazarlığın ve alternatif finansman tekniklerinin bilinç-**

**öğretim üyeleriyle birlikte FKB Yönetim Kurulu üyeleri protokol imza törenine katıldı. FKB Başkanı Osman Zeki Özger, iki kurum arasındaki işbirliğiyle FKB çatısı altında birleşen bankacılık dışı finans sektörüne yönelik bilgi ve algı düzeyinin artırılma-**







Finansal Kiralama, Faktoring ve Finansman Şirketleri Birliđi and its Subsidiaries  
**Consolidated financial statements together with independent auditor's  
report for the year ended December 31, 2015**

(Convenience translation of a report and financial statements originally issued in Turkish)

# Consolidated financial statements with independent auditor's report



**Güney Bağımsız Denetim ve  
SMMM A.Ş.**  
Maslak Mahallesi Eski Büyükdere Caddesi  
No: 27 Daire: 54-57-59  
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Ticaret Sicil No: 479920  
Mersis No: 0-4350-3032-6000017

To the Board of Directors of Finansal Kiralama, Faktoring ve Finansman Şirketleri Birliği

## Independent auditors' report on the consolidated financial statements

We have audited the accompanying consolidated balance sheet of Finansal Kiralama, Faktoring ve Finansman Şirketleri Birliği ("the Association") and its consolidated subsidiaries (together the "Group") as at December 31, 2015 and the consolidated statement of profit or loss, consolidated statement of other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended and a summary of significant accounting policies and other explanatory notes.

### Management's responsibility for the financial statements:

The Group's management is responsible for the preparation and fair presentation of financial statements in accordance with the Turkish Accounting Standards of Turkey and for such internal controls as management determines is necessary to enable the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to error and/or fraud.

### Independent auditors' responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. Our audit was conducted in accordance with standards on auditing issued by the standards on auditing issued by Public Oversight Accounting and Auditing Standards Authority ("POA"). Those standards require that ethical requirements are complied with and that the independent audit is planned and performed to obtain reasonable assurance whether the consolidated financial statements are free from material misstatement.

Independent audit involves performing independent audit procedures to obtain independent audit evidence about the amounts and disclosures in the consolidated financial statements. The independent audit procedures selected depend on our professional judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to error and/or fraud. In making those risk assessments; the Group's internal control system is taken into consideration. Our purpose, however, is not to express an opinion on the effectiveness of internal control system, but to design independent audit procedures that are appropriate for the circumstances in order to identify the relation between the consolidated financial statements prepared by the Association and its internal control system. Our independent audit includes also evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Group's management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained during our independent audit is sufficient and appropriate to provide a basis for our audit opinion.

# Consolidated financial statements with independent auditor's report



**Güney Bağımsız Denetim ve SMMM A.Ş.**  
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## Opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of Finansal Kiralama, Faktoring ve Finansman Şirketleri Birliği as of December 31, 2015 and of their financial performance and cash flows for the year then ended in accordance with the Turkish Accounting Standards.

## Reporting on other responsibilities arising from regulatory requirements

In accordance with Article 402 paragraph 4 of the Turkish Commercial Code ("TCC"); no significant matter has come to our attention that causes us to believe that the Group's bookkeeping activities for the period January 1 - December 31, 2015 are not in compliance with the code and provisions of the Association's articles of association in relation to financial reporting.

In accordance with Article 402 paragraph 4 of the TCC; the Board of Directors submitted to us the necessary explanations and provided required documents within the context of audit.

Güney Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş.  
A member firm of Ernst & Young Global Limited



March 31, 2016  
Istanbul, Turkey

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Finansal Kiralama Faktoring ve Finansman Şirketleri Birliği  
 Consolidated statement of financial position  
 for the year ended December 31, 2015

(All amounts expressed in Turkish Lira ("TL"))

(Convenience translation of a report and financial statements originally issued in Turkish)

		Current period	Prior period
		Audited	(Restated (Note 2))
	Notes	December 31, 2015	December 31, 2014
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	3	10.156.747	6.767.692
Trade receivables		349.103	75.284
- Due from third parties	4	349.103	75.284
Other receivables		3.140	-
- Other receivables from third parties		3.140	-
Tax assets	7	-	3.140
Other current assets		30.705	220.210
<b>Total current assets</b>		<b>10.539.695</b>	7.066.326
<b>Non-current assets</b>			
Tangible assets	5	1.263.033	1.534.572
Intangible assets	6	1.216.125	1.328.994
Deferred tax asset		5.502	96
Prepaid expenses		732	5.560
<b>Total non-current assets</b>		<b>2.485.392</b>	2.869.222
<b>Total assets</b>		<b>13.025.087</b>	9.935.548

The accompanying notes form an integral part of these consolidated financial statements.

Finansal Kiralama Faktoring ve Finansman Şirketleri Birliği  
Consolidated statement of financial position  
for the year ended December 31, 2015

(All amounts expressed in Turkish Lira ("TL"))

(Convenience translation of a report and financial statements originally issued in Turkish)

		Current period	Prior period
		Audited	(Restated (Note 2))
	Notes	December 31, 2015	December 31, 2014
<b>Liabilities and Equity</b>			
<b>Current liabilities</b>			
Trade payables		387.498	657.286
- Trade payables to related parties		-	-
- Trade payables to third parties	8	387.498	657.286
Employee termination benefits obligations	9	260.674	183.864
Other liabilities		-	24.820
- Due to third parties		-	24.820
Deferred income	10	2.077.079	2.021.333
Current provisions for employee termination benefits	9	23.396	13.616
Tax payables	11	293.878	104.862
Other non-current liabilities	13	140.261	1.406.097
<b>Total current liabilities</b>		<b>3.182.786</b>	4.411.878
<b>Non-current liabilities</b>			
Deferred tax liabilities	12	12.180	-
Provisions for long-term employee benefits	9	56.695	25.781
<b>Total non-current liabilities</b>		<b>68.875</b>	25.781
<b>Total liabilities</b>		<b>3.251.661</b>	4.437.659
<b>Shareholders' equity</b>			
Accumulated earnings		5.497.889	3.642.031
Actuarial gain/loss		(987)	-
Net period income		4.276.524	1.855.858
<b>Total equity</b>		<b>9.773.426</b>	5.497.889
<b>Total liabilities and shareholders' equity</b>		<b>13.025.087</b>	9.935.548

The accompanying notes form an integral part of these consolidated financial statements.

## Finansal Kiralama Faktoring ve Finansman Şirketleri Birliği

### Consolidated statement of profit or loss and other comprehensive income for the year ended December 31, 2015

(All amounts expressed in Turkish Lira ("TL"))

(Convenience translation of a report and financial statements originally issued in Turkish)

		Current Period	Prior period
		Audited	(Restated (Note 2))
	Notes	January 1 - December 31, 2015	January - December 31, 2014
<b>Profit or loss</b>			
Sales	14	15.091.043	7.037.743
Cost of sales	14	(3.154.583)	(58.699)
<b>Gross profit</b>	14	<b>11.936.460</b>	6.979.044
General administrative expenses	15	(7.854.361)	(5.666.143)
Other operating income		18	4.090
Other operating expense (-)		(4.408)	-
<b>Operating profit</b>		<b>4.077.709</b>	1.316.991
Financial income	16	1.016.532	662.891
Financial expense		(8.745)	(1.264)
<b>Profit/(loss) before tax from continuing operations</b>		<b>5.085.496</b>	1.978.618
- Tax expense/income for the period	12	(801.668)	(122.856)
- Deferred tax income/expense		(7.304)	96
<b>Net period income</b>		<b>4.276.524</b>	1.855.858
Actuarial gain/loss		(1.517)	-
Deferred tax asset/liability		530	-
<b>Other comprehensive income</b>		<b>(987)</b>	-
<b>Total comprehensive income</b>		<b>4.275.537</b>	1.855.858

The accompanying notes form an integral part of these consolidated financial statements.



Finansal Kiralama Faktoring ve Finansman Şirketleri Birliği  
 Consolidated statement of changes in equity  
 for the year ended December 31, 2015

(All amounts expressed in Turkish Lira ("TL"))

(Convenience translation of a report and financial statements originally issued in Turkish)

	Actuarial (loss)/gain	Accumulated profit/(loss)	Net income for the period	Total shareholders' equity
<b>Balance as of January 1, 2014</b>	-	-	3.642.031	3.642.031
<b>Transfers</b>	-	3.642.031	(3.642.031)	-
<b>Net income for the period</b>	-	-	1.613.115	1.613.115
<b>Total comprehensive income</b>	-	-	1.613.115	1.613.115
<b>Balance as of December 31, 2014</b>	-	3.642.031	1.613.115	5.255.146
<b>Restatement effect (Note 2)</b>	-	-	242.743	242.743
<b>Balance as of December 31, 2014 (Restated)</b>	-	3.642.031	1.855.858	5.497.889

	Actuarial (loss)/gain	Accumulated profit/(loss)	Net income for the period	Total shareholders' equity
<b>Balance as of January 1, 2015</b>	-	3.642.031	1.855.858	5.497.889
<b>Transfers</b>	-	1.855.858	(1.855.858)	-
<b>Net income for the period</b>	-	-	4.276.524	4.276.524
<b>Other comprehensive income</b>	(987)	-	-	(987)
<b>Total comprehensive income</b>	(987)	-	4.276.524	4.275.537
<b>Balance as of December 31, 2015</b>	(987)	5.497.905	4.276.524	9.773.426

The accompanying notes form an integral part of these consolidated financial statements.

Finansal Kiralama Faktoring ve Finansman Şirketleri Birliği  
Consolidated statement of cash flows  
for the year ended December 31, 2015

(All amounts expressed in Turkish Lira ("TL"))

(Convenience translation of a report and financial statements originally issued in Turkish)

		Current period	Prior period
		Audited	(Restated (Note 2))
	Notes	January 1- December 31, 2015	January 1- December 31, 2014
<b>Cash flows from operating activities:</b>			
Net profit for the year		4.276.524	1.855.858
<b>Adjustments for the reconciliation of net profit and net cash gained from operating activities:</b>			
Entrance fees and accrued shareholding costs		55.746	387.733
Depreciation and amortization	5, 6	471.784	209.590
Tax adjustments	11	808.972	122.760
Provision for employee termination benefits	9	35.248	24.833
Provision for unused vacation liability	9	23.396	13.616
Interest income	16	(1.015.858)	(662.907)
<b>Cash flows from operating activities before changes in operating assets and liabilities</b>		<b>4.655.812</b>	<b>1.951.483</b>
Changes in financial investments		-	133.236
Changes in trade receivables, other receivables and prepaid expenses	4	(276.959)	291.040
Changes in current period tax assets	7	3.140	(386)
Changes in other current assets		189.503	(276.174)
Changes in other non-current assets		4.828	
Changes in trade payables	8	(294.608)	626.485
Changes in employee benefit obligations	9	63.194	142.449
Changes in other payables and other liabilities		(1.265.834)	1.493.125
Tax paid	13	(612.652)	(17.994)
Retirement pay provision paid	9	(5.850)	-
<b>Net cash provided from operating activities</b>		<b>2.460.574</b>	<b>4.343.264</b>
<b>Cash flows from investing activities:</b>			
Interest received	16	981.271	640.768
Cash flow from tangible and intangible asset purchase	5, 6	(87.377)	(3.073.156)
<b>Cash flows from investing activities</b>		<b>893.894</b>	<b>(2.432.388)</b>
<b>Net cash (used in) financing activities</b>		<b>-</b>	<b>-</b>
Net changes in cash and cash equivalents		3.354.468	1.910.876
Cash and cash equivalents at the beginning of the period	3	6.732.861	4.821.985
<b>Cash and cash equivalents as of December 31, 2015</b>		<b>10.087.329</b>	<b>6.732.861</b>

The accompanying notes form an integral part of these consolidated financial statements.

# Finansal Kiralama Faktoring ve Finansman Şirketleri Birliği

## Notes to the consolidated financial statements

### as of December 31, 2015

(All amounts expressed in Turkish Lira ("TL"))

(Convenience translation of a report and financial statements originally issued in Turkish)

#### 1. Group's organization and nature of activities

The associations which undertook similar activities before the Law No.6361, Finansal Kiralama Derneği "Leasing Association", Faktoring Derneği "Factoring Association" and Tüketici Finansmanı Şirketleri Derneği "Financing Companies Association" were decided to liquidate since they are not required after the foundation of the Association.

The Association was established in accordance with the Financial Leasing, Factoring and Financing Companies Law numbered 6361 and dated July 25, 2013.

Temporary Board of Directors was established with the combination of members of the Leasing Association, Factoring Association and Financing Companies Association's board of directors. Thenceforth, the main Board of Directors were elected with the decision of the General Assembly meeting held on 22 October 2013.

Finansal Kiralama, Faktoring ve Finansman Şirketleri Birliği "Leasing, Factoring and Financing Companies Association" ("the Association") is operating in Turkey and located in Esentepe Mahallesi, Büyükdere Caddesi, Bahar Sokak, No:13 River Plaza Kat:18 Ofis No: 48-49 34394 Şişli, İstanbul, Türkiye. As of the balance sheet date the number of personnel of the Association is 19 (December 31, 2014: 16).

According to the law provisions, all leasing, factoring and financing companies operated in Turkey, from the date they receive permission to operate, have to join the Association within one month, comply with the provisions of this Statute, and must implement the decisions taken by the Association's competent body.

#### Subject of activity:

The Association was established according to the law of Financial Leasing, Factoring and Financing Companies numbered 6361 and is a professional organization established in the nature of the legal entity in accordance with the law and public institutions.

Within the framework of free market economy and full competition principles, in line regulation principles and rules of the industry, the aim of the Association is to defend the rights and interests of the companies, work for the sector growth, trusted work and the development of relevant professionals and raise the competitiveness.

Association aims to accomplish these goals by performing the following tasks:

- a) Creating policies for the development of relevant professionals and taking decisions,
- b) Determining professional principles and standards to be complied by companies,
- c) Working to determine the principles and ethics of the profession in order for the companies to work with unity and dignity, according to the needs of the economy in the discipline,
- d) Informing the companies about the decisions taken by relevant legislation and by the Authority, in accordance with the required measures
- e) Taking the necessary measures to protect the competitive environment,
- f) Representing the sector within the country and abroad and making efforts to enlighten the public regarding the sector via promotions.
- g) Transferring the relevant information by monitoring domestic and international developments, to its members and to whom it concern.
- h) Giving advices to official authorities and organizations regarding the issues of the companies and sectors,
- i) Taking decisions that will strengthen professional solidarity relations between the companies,

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- j) Ensuring the cooperation of joint projects between the members,
- k) Collecting and announcing the companies' statistic information that is not confidential to public.
- l) Following up the regulations related to the industry and to publicize these regulations to companies,
- m) Identifying the principles to be followed according to the relevant legislations for advertisements and announcements for the companies
- n) Following up the decisions, precautions and filing administrative penalties to the companies do not timely and exactly comply with them,
- o) Organizing activities such as seminars, symposiums, conferences, training programs regarding the issues related to industry,
- p) Pressing a charge against the common interests of the companies according to the board of directors' decisions,
- r) Taking the required measures, required by the Agency,
- s) Determining the principles and procedures for the registration of private records of lease contracts, by taking proper opinion of the Board.
- t) Determining the procedures and principles for sharing the information of receivables transferred to banks and factoring companies that includes invoice details in an appropriate way under consideration of Risk Centre and the company,
- u) Carrying out other tasks in accordance with the legislation

Finansal Kiralama, Faktoring ve Finansman Şirketleri Birliği Faktoring İktisadi İşletmesi was established in February 27, 2014. Association performs the following tasks to accomplish these goals:

- a) As it is mentioned in article 43, titled as "Central Invoice Register, of Financial Leasing, Factoring and Financing Companies Law numbered 6361; making required investments in order to establish the system on which the information regarding receivables transferred including information of invoices that shall be collected,
- b) Being responsible for the system to run on a regular basis and making operating and personnel expenses related to it,
- c) Achieving service revenue related to the registration process that is performed in order for the system to operate in a well-ordered manner by performing any kind of activity and collecting fees for them,
- d) Generating revenue via various kind of broadcast , published books, and magazines related to Invoice Registration System Centre
- e) Generating extra revenue, in case the information, which is demanded by the union members and banks, is provided in a full and timely manner.
- f) Providing revenue on books, magazines and all kind of publications related to Central invoice registration system.
- g) Generating revenue via other activities performed according to the regulations published in accordance with the Act named Leasing, Factoring and Financing Companies, numbered 6361 and article 43.
- h) Investing the revenue collected as a result of financial activities and depositing the revenue to the bank accounts that are deemed appropriate, being authorized for such an actions.
- i) Providing specific integration activity under the No. 421 under the General Tax Procedure Law
- j) Providing electronic invoice storage services under the General Tax Procedure Law No. 416, 421 and 424.

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- k) Providing "e-Arşiv" service under the number 433 of Tax Procedures
- l) Manufacturing, developing, handling and reproducing software that is electronic billing, electronic books, electronic bill software and software derived from or an integral part of mentioned software.
- m) Producing services on internet, communication medium and informatics of all kinds and exporting, importing and domestically trading every kind of computer hardware, software by obeying the legislation.
- n) Maintaining, repairing, modifying and leasing the mentioned hardware and software; performing development and licencing activities and importing, exporting and domestically trading related hardware and software.
- o) Establishing and operating of information systems,
- p) Organizing seminars, symposiums, conferences and training programs related to industry,

Finansal Kiralama, Faktoring ve Finansman Şirketleri Birliği İktisadi İşletmesi was established in March 24, 2014. Association performs the following tasks to accomplish these goals:

- a) Conducting activities related to the expansion and development of leasing and factoring and operations of financing companies,
- b) Conducting and promoting studies and research regarding leasing and factoring and financing companies in order to provide the highest level of service,
- c) Creating and developing human resources in the sector related to certification, training, testing and evaluation to make the necessary investments for the establishment of human resource system
- d) Making operational and personnel expenses for the system to run on a regular basis
- e) To increase the number of skilled personnel in the industry and preparing and applying training programs in order to promote related sectors.
- f) Organizing required promotions in order to ensure increasing the sector image to the highest level, to publish books, magazines and brochures, preparing video band, CD, DVD etc., to take ads, to take, export and sell publication rights of related books, to make periodical and non-periodical publication, to organize seminars, symposiums and conferences on technicality, to organize training courses towards the training of personnel working at institutions and receiving entities,
- g) Increasing the social bonds between the employees of the Union institutions via various organizations, including dinner meetings,
- h) Engaging activities in the areas which focus on generating revenues from services within the area of activity.

Finansal Kiralama, Faktoring ve Finansman Şirketleri Birliği Finansal Kiralama İktisadi İşletmesi was established in February 27, 2014. Association performs the following tasks to accomplish these goals:

- a. Making necessary investments according to Leasing, Factoring and Financing Companies Act numbered 6361, article 21, 22 for the establishment of systems and registration procedures mentioned within the act,
- b. Making operational and personnel expenses for the system to run on a regular basis
- c. Performing activities in order to generate service revenue from registration processes,
- d. Organizing conferences, publications and consulting regarding the registration process,
- e. Investing the revenue collected as a result of financial activities and depositing the revenue to the bank accounts that are deemed appropriate, being authorized for such an actions.

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#### **Approval of consolidated financial statements:**

As of December 31, 2015, the financial statements have been approved by the Board of Directors on March 31, 2016 and are authorized for issuance on May 10, 2016. General Assembly has the authority to alter financial statements.

#### **2. Basis of presentation of financial statements**

##### **A. Explanations on basis of presentation**

Applied accounting standards

The Group holds its legal book in accordance with Article 402 of the Turkish Commercial Code no. 6102, tax legislation and the Uniform Chart of Accounts published by the Ministry of Finance.

The financial statements of the Group have been prepared in accordance with the Turkish Accounting Standards/Turkish Financial Reporting Standards, ("TAS/IFRS") and interpretations as adopted in line with international standards by the Public Oversight Accounting and Auditing Standards Authority of Turkey ("POA") in line with the communiqué numbered II-14.1 "Communiqué on the Principles of Financial Reporting In Capital Markets" ("the Communiqué") announced by the Capital Markets Board of Turkey ("CMB") on June 13, 2013 which is published on Official Gazette numbered 28676. TAS/IFRS are updated in harmony with the changes and updates in International Financial and Accounting Standards ("IFRS") by the communiqués announced by the POA.

In the preparation of the financial statements and footnotes, "Financial Statements and Examples Use Guide" principles has been used which was announced by the POA as of April 20, 2013. The financial statements are based on the Group's legal records and represented with TRY balances and they have been subjected to certain adjustments and classifications in order to properly present the position of the Group which have been published by the Public Oversight Accounting and Auditing Standards.

Functional and presentation currency of the Group is TL.

##### **Netting/Offset**

All kinds of significant financial amounts, even with similar characteristics, are presented separately in the financial statements. Amounts that are not significant are shown as similar items, in terms of consolidating. As a result of the transaction, the necessary offsetting these transactions and the net amount of the event or the presence of the monitoring over the amount after impairment losses is not considered a violation of the rule of offsetting. As a result of the transactions in the normal course of business of the Union, and income earned, given that the nature of transaction is in line course of business, is presented as net value provided.

##### **Basis of consolidation**

The Association and the subsidiaries are included in the consolidated financial statements.

IFRS Financial statements of the subsidiaries are consolidated to the Association's financial statements.

According to board decisions which are numbered 2014/2, 2014/3 and 2014/4 dated January 7, 2014, decided that economic enterprises which inline act of law 6361 are established due to provide continually income and assist for realization of the objectives for Leasing, Factoring and Finance Companies Association.

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Nature of economic enterprises respectively;

- Making the necessary investments for the establishment of systems about registration process specified in articles 21 and 22 of the relevant law and operating in accordance with the goals,
- According to Central Invoice registration system, entitled under Article 43 at related law, economic enterprises make necessary investments to establish a system which banks and factoring companies share the information about receivables they take over including billing information and collect these information on the system,
- Expanding and developing activities of Leasing, Factoring and Finance Companies in Turkey.

Economic enterprises consolidated are as follows:

Title	Address (City/Country)	Rate	Issued Capital
Finansal Kiralama Faktoring ve Finansman Şirketleri Birliği Finansal Kiralama İktisadi İşletmesi	İstanbul/Turkey	100%	100.000
Finansal Kiralama Faktoring ve Finansman Şirketleri Birliği Faktoring İktisadi İşletmesi	İstanbul/Turkey	100%	100.000
Finansal Kiralama Faktoring ve Finansman Şirketleri Birliği İktisadi İşletmesi	İstanbul/Turkey	100%	105.000
<b>Total</b>			<b>305.000</b>

#### The new standards, amendments and interpretations

The accounting policies adopted in preparation of the consolidated financial statements as at December 31, 2015 are consistent with those of the previous financial year, except for the adoption of new and amended TFRS and TFRIC interpretations effective as of January 1, 2015. The effects of these standards and interpretations on the Group's financial position and performance have been disclosed in the related paragraphs.

#### i) The new standards, amendments and interpretations which are effective as at January 1, 2015 are as follows:

##### TAS 19 Defined Benefit Plans: Employee Contributions (Amendment)

TAS 19 requires an entity to consider contributions from employees or third parties when accounting for defined benefit plans. The amendments clarify that, if the amount of the contributions is independent of the number of years of service, an entity is permitted to recognise such contributions as a reduction in the service cost in the period in which the service is rendered, instead of allocating the contributions to the periods of service. The amendment did not have an impact on the consolidated financial statements of the Group.

##### Annual Improvements to TAS/TFRSs

In September 2014, POA issued the below amendments to the standards in relation to "Annual Improvements - 2010-2012 Cycle" and "Annual Improvements - 2011-2013 Cycle".

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#### Annual Improvements – 2010-2012 Cycle

##### *TFRS 2 Share-based Payment:*

Definitions relating to performance and service conditions which are vesting conditions are clarified. The amendment is effective prospectively.

##### *TFRS 3 Business Combinations*

The amendment clarifies that all contingent consideration arrangements classified as liabilities (or assets) arising from a business combination should be subsequently measured at fair value through profit or loss whether or not they fall within the scope of IAS 39. The amendment is effective for business combinations prospectively.

##### *TFRS 8 Operating Segments*

The changes are as follows: i) An entity must disclose the judgements made by management in applying the aggregation criteria in IFRS 8, including a brief description of operating segments that have been aggregated and the economic characteristics (e.g., sales and gross margins) used to assess whether the segments are 'similar'. ii) The reconciliation of segment assets to total assets is only required to be disclosed if the reconciliation is reported to the chief operating decision maker. The amendments are effective retrospectively.

##### *TAS 16 Property, Plant and Equipment and TAS 38 Intangible Assets*

The amendment to TAS 16.35(a) and TAS 38.80(a) clarifies that revaluation can be performed, as follows:

i) Adjust the gross carrying amount of the asset to market value or ii) determine the market value of the carrying amount and adjust the gross carrying amount proportionately so that the resulting carrying amount equals the market value. The amendment is effective retrospectively.

##### *TAS 24 Related Party Disclosures*

The amendment clarifies that a management entity – an entity that provides key management personnel services – is a related party subject to the related party disclosures. In addition, an entity that uses a management entity is required to disclose the expenses incurred for management services. The amendment is effective retrospectively.

#### Annual Improvements – 2011-2013 Cycle

##### *TFRS 3 Business Combinations*

The amendment clarifies that: i) Joint arrangements are outside the scope of TFRS 3, not just joint ventures ii) The scope exception applies only to the accounting in the financial statements of the joint arrangement itself. The amendment is effective prospectively.

##### *TFRS 13 Fair Value Measurement*

The portfolio exception in TFRS 13 can be applied to financial assets, financial liabilities and other contracts within the scope of IAS 39 (or IFRS 9, as applicable). The amendment is effective prospectively.

##### *TAS 40 Investment Property*

The amendment clarifies the interrelationship of TFRS 3 and TAS 40 in determining whether the transaction is the purchase of an asset or business combination. The amendment is effective prospectively

The amendments did not have a significant impact on the consolidated financial statements of the Group.



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### i) Standards issued but not yet effective and not early adopted

Standards, interpretations and amendments to existing standards that are issued but not yet effective up to the date of issuance of the consolidated financial statements are as follows. The Group will make the necessary changes if not indicated otherwise, which will be affecting the consolidated financial statements and disclosures, when the new standards and interpretations become effective.

#### **TFRS 9 Financial Instruments - Classification and measurement**

As amended in December 2012 and February 2015, the new standard is effective for annual periods beginning on or after January 1, 2018, with early adoption permitted. Phase 1 of this new TFRS introduces new requirements for classifying and measuring financial instruments. The amendments made to TFRS 9 will mainly affect the classification and measurement of financial assets and measurement of fair value option (FVO) liabilities and requires that the change in fair value of a FVO financial liability attributable to credit risk is presented under other comprehensive income. The Company/the Group will quantify the effect in conjunction with the other phases, when the final standard including all phases is adopted by POA.

#### **TFRS 11 Acquisition of an Interest in a Joint Operation (Amendment)**

TFRS 11 is amended to provide guidance on the accounting for acquisitions of interests in joint operations in which the activity constitutes a business. This amendment requires the acquirer of an interest in a joint operation in which the activity constitutes a business, as defined in TFRS 3 Business Combinations, to apply all of the principles on business combinations accounting in TFRS 3 and other TFRSs except for those principles that conflict with the guidance in this TFRS. In addition, the acquirer shall disclose the information required by TFRS 3 and other TFRSs for business combinations. These amendments are to be applied prospectively for annual periods beginning on or after January 1, 2016. Earlier application is permitted. The amendments will not have an impact on the financial position or performance of the Group.

#### **TAS 16 and TAS 38 - Clarification of Acceptable Methods of Depreciation and Amortisation (Amendments to TAS 16 and TAS 38)**

The amendments to TAS 16 and TAS 38, have prohibited the use of revenue-based depreciation for property, plant and equipment and significantly limiting the use of revenue-based amortisation for intangible assets. The amendments are effective prospectively for annual periods beginning on or after January 1, 2016. Earlier application is permitted. The amendments will not have an impact on the financial position or performance of the Group.

#### **TAS 27 Equity Method in Separate Financial Statements (Amendments to TAS 27)**

In April 2015, Public Oversight Accounting and Auditing Standards Authority (POA) of Turkey issued an amendment to TAS 27 to restore the option to use the equity method to account for investments in subsidiaries and associates in an entity's separate financial statements. Therefore, an entity must account for these investments either:

- At cost
- In accordance with IFRS 9,

Or

- Using the equity method defined in TAS 28

The entity must apply the same accounting for each category of investments. The amendment is effective for annual periods beginning on or after January 1, 2016. The amendments must be applied retrospectively. Early application is permitted and must be disclosed. The amendment is not applicable for the Group and will not have an impact on the financial position or performance of the Group.

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#### **TFRS 10 and TAS 28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments)**

In February 2015, amendments issued to TFRS 10 and TAS 28, to address the acknowledged inconsistency between the requirements in TFRS 10 and TAS 28 in dealing with the loss of control of a subsidiary that is contributed to an associate or a joint venture, to clarify that an investor recognises a full gain or loss on the sale or contribution of assets that constitute a business, as defined in TFRS 3, between an investor and its associate or joint venture. The gain or loss resulting from the re-measurement at fair value of an investment retained in a former subsidiary should be recognised only to the extent of unrelated investors' interests in that former subsidiary. An entity shall apply those amendments prospectively to transactions occurring in annual periods beginning on or after January 1, 2016. Earlier application is permitted. The amendment is not applicable for the Group and will not have an impact on the financial position or performance of the Group.

#### **TFRS 10, TFRS 12 and TAS 28: Investment Entities: Applying the Consolidation Exception (Amendments to IFRS 10 and IAS 28)**

In February 2015, amendments issued to TFRS 10, TFRS 12 and TAS 28, to address the issues that have arisen in applying the investment entities exception under TFRS 10 Consolidated Financial Statements. The amendments are applicable for annual periods beginning on or after January 1, 2016. Earlier application is permitted. The amendment is not applicable for the Group and will not have an impact on the financial position or performance of the Group.

#### **TAS 1: Disclosure Initiative (Amendments to TAS 1)**

In February 2015, amendments issued to TAS 1. Those amendments include narrow-focus improvements in the following five areas: Materiality, Disaggregation and subtotals, Notes structure, Disclosure of accounting policies, Presentation of items of other comprehensive income (OCI) arising from equity accounted investments. The amendments are applicable for annual periods beginning on or after January 1, 2016. Earlier application is permitted. These amendments are not expected have significant impact on the notes to the consolidated financial statements of the Group.

#### **Annual Improvements to TFRSs - 2012-2014 Cycle**

In February 2015, POA issued, Annual Improvements to TFRSs 2012-2014 Cycle. The document sets out five amendments to four standards, excluding those standards that are consequentially amended, and the related Basis for Conclusions. The standards affected and the subjects of the amendments are:

- IFRS 5 Non-current Assets Held for Sale and Discontinued Operations - clarifies that changes in methods of disposal (through sale or distribution to owners) would not be considered a new plan of disposal, rather it is a continuation of the original plan
- IFRS 7 Financial Instruments: Disclosures - clarifies that i) the assessment of servicing contracts that includes a fee for the continuing involvement of financial assets in accordance with IFRS 7; ii) the offsetting disclosure requirements do not apply to condensed interim financial statements, unless such disclosures provide a significant update to the information reported in the most recent annual report
- IAS 19 Employee Benefits - clarifies that market depth of high quality corporate bonds is assessed based on the currency in which the obligation is denominated, rather than the country where the obligation is located
- IAS 34 Interim Financial Reporting -clarifies that the required interim disclosures must either be in the interim financial statements or incorporated by cross-reference between the interim financial statements and wherever they are included within the interim financial report

The amendments are effective for annual periods beginning on or after January 1, 2016, with earlier application permitted. The amendment is not applicable for the Group and will not have an impact on the financial position or performance of the Group.

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### **The new standards, amendments and interpretations that are issued by the International Accounting Standards Board (IASB) but not issued by Public Oversight Authority (POA)**

The following standards, interpretations and amendments to existing IFRS standards are issued by the IASB but not yet effective up to the date of issuance of the financial statements. However, these standards, interpretations and amendments to existing IFRS standards are not yet adapted/issued by the POA, thus they do not constitute part of TFRS. The Group will make the necessary changes to its consolidated financial statements after the new standards and interpretations are issued and become effective under TFRS.

#### **Annual Improvements - 2010-2012 Cycle**

##### *IFRS 13 Fair Value Measurement*

As clarified in the Basis for Conclusions short-term receivables and payables with no stated interest rates can be held at invoice amounts when the effect of discounting is immaterial. The amendment is effective immediately.

##### **IFRS 15 Revenue from Contracts with Customers**

In May 2014, the IASB issued IFRS 15 Revenue from Contracts with Customers. The new five-step model in the standard provides the recognition and measurement requirements of revenue. The standard applies to revenue from contracts with customers and provides a model for the sale of some non-financial assets that are not an output of the entity's ordinary activities (e.g., the sale of property, plant and equipment or intangibles). IFRS 15 original effective date was January 1, 2017. However, in September 2015, IASB decided to defer the effective date to reporting periods beginning on or after January 1, 2018, with early adoption permitted. Entities will transition to the new standard following either a full retrospective approach or a modified retrospective approach. The modified retrospective approach would allow the standard to be applied beginning with the current period, with no restatement of the comparative periods, but additional disclosures are required. The amendment is not applicable for the Group and will not have an impact on the financial position or performance of the Group.

##### **IFRS 9 Financial Instruments - Final standard (2014)**

In July 2014 the IASB published the final version of IFRS 9 Financial Instruments. The final version of IFRS 9 brings together the classification and measurement, impairment and hedge accounting phases of the IASB's project to replace IAS 39 Financial Instruments: Recognition and Measurement. IFRS 9 is built on a logical, single classification and measurement approach for financial assets that reflects the business model in which they are managed and their cash flow characteristics. Built upon this is a forward-looking expected credit loss model that will result in more timely recognition of loan losses and is a single model that is applicable to all financial instruments subject to impairment accounting. In addition, IFRS 9 addresses the so-called 'own credit' issue, whereby banks and others book gains through profit or loss as a result of the value of their own debt falling due to a decrease in credit worthiness when they have elected to measure that debt at fair value. The Standard also includes an improved hedge accounting model to better link the economics of risk management with its accounting treatment. IFRS 9 is effective for annual periods beginning on or after January 1, 2018. However, the Standard is available for early application. In addition, the own credit changes can be early applied in isolation without otherwise changing the accounting for financial instruments. The amendment is not applicable for the Group and will not have an impact on the financial position or performance of the Group.

##### **IFRS 16 Leases**

In January 2016, the IASB has published a new standard, IFRS 16 'Leases'. The new standard brings most leases on-balance sheet for lessees under a single model, eliminating the distinction between operating and finance leases. Lessor accounting however remains largely unchanged and the distinction between operating and finance leases is retained. IFRS 16 supersedes IAS 17 'Leases' and related interpretations and is effective for periods beginning on or after January 1, 2019, with earlier adoption permitted if IFRS 15 'Revenue from Contracts with Customers' has also been applied. The amendment is not applicable for the Group and will not have an impact on the financial position or performance of the Group.

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#### IAS 12 Income Taxes: Recognition of Deferred Tax Assets for Unrealised Losses (Amendments)

In January 2016, the IASB issued amendments to IAS 12 Income Taxes. The amendments clarify how to account for deferred tax assets related to debt instruments measured at fair value. The amendments clarify the requirements on recognition of deferred tax assets for unrealised losses, to address diversity in practice. These amendments are to be retrospectively applied for annual periods beginning on or after January 1, 2017 with earlier application permitted. However, on initial application of the amendment, the change in the opening equity of the earliest comparative period may be recognised in opening retained earnings (or in another component of equity, as appropriate), without allocating the change between opening retained earnings and other components of equity. If the Group applies this relief, it shall disclose that fact the amendment is not applicable for the Group and will not have an impact on the financial position or performance of the Group.

#### IAS 7 'Statement of Cash Flows (Amendments)

In January 2016, the IASB issued amendments to IAS 7 'Statement of Cash Flows'. The amendments are intended to clarify IAS 7 to improve information provided to users of financial statements about an entity's financing activities. The improvements to disclosures require companies to provide information about changes in their financing liabilities. These amendments are to be applied for annual periods beginning on or after January 1, 2017 with earlier application permitted. When the Company/ Group first applies those amendments, it is not required to provide comparative information for preceding periods. The amendment will not have an impact on the financial position or performance of the Group.

#### B. Summary of Significant Relevant Accounting Policies

The significant accounting policies followed in the preparation of these financial statements are summarized below:

##### (a) Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, time deposits and demand deposits at banks.

##### (b) Financial instruments

###### Securities held for trading

A financial asset is classified as held for trading if it is acquired or incurred principally for the purpose of selling or repurchasing in the near term or if it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking.

Fair value of these assets at the balance sheet date is determined by the weighted average market value.

Gains and losses arising from changes in the fair value that are managed in conjunction with designated financial assets or financial liabilities are included in the "Other Operational Income and Expenses" on the statement of income.

Trading securities are securities which were either acquired for generating a profit from short-term fluctuations in price or a dealer's margin, or are securities included in a portfolio in which a pattern of short-term profit making exists.

Trading securities are initially recognized at cost and are subsequently re-measured at fair value based on quoted bid prices.

All regular way purchases and sales of trading securities are recognized at the settlement date, which is the date that the asset is delivered to/from the Group.

Profit and loss due to the changes in fair value of trading securities is included into "Other income and expenses" in the income statement. Interest and other income from trading securities is also included into "Other income" in the income statement.

Trading securities are recorded and derecognized at the transaction date.

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### c) Tangible assets

Tangible assets are carried at cost value excluding accumulated depreciation and impairment. Depreciation on the tangible assets is provided on straight-line method according to their useful lives from the date of recognition or assembly of the related asset. The estimated useful lives of assets are as follows:

	<u>Years</u>
Furniture and fixtures	3-10
Leasehold improvements	4-5

Disposal of tangible fixed assets or asset gain or loss arising on the difference between the sales proceeds and the carrying amount of the asset is included in the income statement. Further expenses are capitalised only if the expenses increase the future economic benefits.

### d) Intangible Assets

Intangible assets consist of license fees. Amortization is charged on a straight-line basis over their estimated useful lives. The estimated useful life and amortization method are reviewed at the end of each annual reporting period, with the effect of any changes in estimate being accounted for on a prospective basis.

	<u>Years</u>
Rights	3-10

### (e) Employee benefits

#### Employment termination benefits

In accordance with existing social legislation lump-sum termination indemnities are paid to each employee whose employment is terminated due to the retirement or dismissal. In the context of TAS 19 Employee benefits ("TAS 19") mentioned types of payments are specified as defined retirement benefit plans.

The reserve has been calculated by estimating the present value of the future obligation of the Company that may arise from the retirement of the employees.

The liability is not funded as there is no funding requirement.

The Group accounts for employee termination benefits, vacation rights and other benefits to employees in accordance with "International Accounting Standard for Employee Rights" ("TAS 19") and. IAS 19 requires actuarial valuation methods to be developed to estimate the enterprise's obligation under defined benefit plans.

Under Turkish Labour Law, the Group is required to pay a specific amount to the employees who have retired or whose employment is terminated other than for the reasons specified in the Turkish Labour Law.

The reserve for employment termination benefits represents the present value of the estimated total reserve for the future probable obligation of the Group arising from this liability regarding the actuarial projections and reflected to financial statements.

The discount rate for pension commitments consistent with the maturity period and will be used for the payment of commitments is estimated liabilities denominated in currencies, according to the changing discount rate has been used over the years by according to calculation as of December 31, 2014. In line with a discount rate estimation was adopted to estimate long-term inflation rate, the changing inflation rate has been used over the years.

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The estimated rate of optional employee termination benefit as a result of not paid severance pay which will be taken into account in the Group.

It is assumed that, the rate of optional separation will be subject to past service period and to assume by calculating total retirement benefit obligation with making the analysis of past experience, expectations are reflected in the calculation of expected future demand separation. Accordingly, in actuarial calculations the possibility of employees leave voluntarily is included in the calculation as decreasing rate while having increased past service period.

#### (f) Shareholding charges, entrance fee and interest income/expense

##### Shareholding charges and entrance fee

The entrance fee revenues consist of fees allocated to the budget by the companies for once and the amount will be determined by the Group.

The costs of subsidiary shares consist of the entrance fee of the amount determined by the Board and approved by the Management Association of the General Assembly Association and the industry costs emerged after the expected budget.

Revenues are recognized according to giving the service, to have the transfer of risks and benefits associated with the service, determined the amount of revenue reliably and economic benefits associated with the transaction be taken over is likely to flow to the Group on an accrual basis over the fair value.

The entrance fee has been reflected to income statement after the membership process is completed and the costs of subsidiary shares have reflect regarding the following service period.

##### Interest income and expense

Interest income and expenses are recognized in the income statement in the period to which they relate on an accrual basis.

#### (g) Taxes on income

The Association has exemption from the corporate tax and the value-added tax ("VAT") payers. However, the Association has obligation on stamp duty for papers issued in relation to the Association's transaction.

The economic enterprises are subject to the corporate tax rate of 20% in Turkey. Corporate tax is applied on taxable corporate income, which is calculated from the statutory accounting profit by adding back non-deductible expenses, and by deducting dividends received from resident companies, other exempt income and investment incentives utilized.

The temporary taxes are calculated and accrued quarterly in Turkey.

Tax losses can be carried forward to offset against future taxable income for up to 5 years. Tax losses cannot be carried back to offset profits from previous periods.

In Turkey, there is no procedure for a final and definitive agreement on tax assessments. Corporations file their tax returns within the 25<sup>th</sup> of the fourth month following the close of the financial year to which they relate. Tax returns and the related accounting records might be changed within 5 years by the tax authorities.

#### (h) Foreign exchange transactions

Foreign currency valuations are recorded by calculation with the exchange rate of the period; foreign currency assets and liabilities are valued with the buying exchange rate declared by the Central Bank of the Republic of Turkey of the balance sheet date. The differences are recorded in the income statement.

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#### (i) Trade payables

Trade payables contain related goods and services billed or unbilled amounts consist of debts having maturities of less than three months.

#### (j) Subsequent Events

Subsequent events cover any events which arise between the date of approval of the financial statements and the balance sheet date, even if they occurred after declaration of the net profit for the period or specific financial information is publicly disclosed.

The Group adjusts its financial statements if such subsequent events require an adjustment to the financial statements.

#### (k) Provisions and contingent assets and liabilities

Provisions are recognized when there is a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made. When the amount of the obligation cannot be estimated and an outflow of resources is not probable, it is considered that a "contingent" liability exists and it is disclosed in the related notes to the financial statements. As of December 31, 2015, the Group has no provision, contingent liabilities and assets.

#### (l) Related parties

a) A person or that person's immediate family are considered as related party to the Association if the following conditions have been met:

Certain party,

- (i) If it has control or joint control over the Association,
- (ii) If it has significant influence over the Association
- (iii) In the case of a member of the Association or the parent Association's key management personnel

b) If any of the following conditions are present, the Association is considered as related party:

- (i) Entity and Association are members of the same Group
- (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
- (iii) Both entities are joint ventures of the same third party.
- (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
- (v) The entity is a post-employment benefit plan for the benefit of employees of either the Association or an entity related to the Association. If the Association is itself such a plan, the sponsoring employers are also related to the Association.
- (vi) The entity is controlled or jointly controlled by a person identified in (a).
- (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity)

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**Prior period comparative information and reorganization of the financial statements**

According to the current period's financial statements for the business principle of consistency it is prepared in comparison with the previous period. Current period profit or loss and other comprehensive income statements can be restarted or reclassified for ensuring compliance with the presentation of comparative information, when deemed necessary.

**December 31, 2014 consolidated financial statements of the adjustments made:**

The following adjustments have been made to the consolidated financial statements in December 31, 2014. The impacts of these adjustments to the financial statements are described below:

Consolidated statement of financial position	Restated December 31, 2014	Published December 31, 2014	Restatement effect
Deferred tax asset	96	60.781	(60.685)
Other short term liabilities	1.406.097	1.709.525	(303.428)
Net period income/loss	1.855.858	1.613.115	242.743

Consolidated statement of profit or loss	Restated December 31, 2014	Published December 31, 2014	Restatement effect
Cost of sales (-)	(58.699)	(362.127)	303.428
Deferred tax asset/(liability)	96	60.781	(60.685)

**December 31, 2014 consolidated financial statements of the reclassifications made:**

The following reclassifications have been made to the consolidated financial statements in December 31, 2014. The impacts of these reclassifications to the financial statements are described below:

Consolidated statement of financial position	Prior period December 31, 2014	Reclassification	December 31, 2014
Tax assets	209.416	(206.276)	3.140
Other current assets	13.934	206.276	220.210

Consolidated statement of profit or loss	Prior period December 31, 2014	Reclassification	December 31, 2014
General administrative expenses (-)	(5.691.739)	25.596	(5.666.143)
Other operating income	29.686	(25.596)	4.090



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### 3. Cash and cash equivalents

	December 31, 2015	December 31, 2014
Cash	3.133	9.169
Bank		
- Demand deposits	28.304	36.463
- Time deposits	10.125.310	6.722.060
<b>Total</b>	<b>10.156.747</b>	<b>6.767.692</b>

As of December 31, 2015 maturity dates change between January 4, 2016 and January 18, 2016 (December 31, 2014: January 2, 2015 and January 16, 2015) having interest rates change between 3% and 12,65% (December 31, 2014: 3% and 10,5%) respectively and having accrued interest rate amounting to TL 69.418 (December 31, 2014: TL 34.831).

Cash and cash equivalents based on cash flow statements are as follows:

	December 31, 2015	December 31, 2014
Cash and cash equivalents	10.156.747	6.767.692
Minus (-): Interest accruals	(69.418)	(34.831)
	<b>10.087.329</b>	<b>6.732.861</b>

### 4. Trade receivables

	December 31, 2015	December 31, 2014
Receivables from registration process <sup>(1)</sup>	214.170	45.430
Receivables form "MFKS" operations <sup>(2)</sup>	126.555	22.715
Receivables from members <sup>(3)</sup>	8.378	7.139
<b>Total</b>	<b>349.103</b>	<b>75.284</b>

<sup>(1)</sup> Financial Leasing Commercial Enterprise, which is one of the entities subject to consolidation, carries out financial leasing contracts concluded within the country and abroad. As a result of cooperation with Central Registry Agency as of February 9, 2015, Financial Leasing Commercial Enterprise has begun to carry out registration transactions of financial leasing contracts.

<sup>(2)</sup> It provides Central Invoice Registration System (CIRS) service on which the information regarding receivables transferred including information of invoices of Factoring Companies and banks are collected as of January 1, 2015 as result of cooperation with Factoring Commercial Enterprise Credit Registration Bureau.

<sup>(3)</sup> Receivables form members are consists of receivables from education services

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**5. Tangible assets**

Movements in tangible assets between January 1, 2015 and December 31, 2015 are as follows:

Property, plant and equipment	Furniture and fixtures	Leasehold improvements	Total
<b>Cost</b>			
Opening balance, January 1, 2015	310.649	1.407.475	1.718.124
Additions	70.718	10.660	81.377
<b>Closing balance, December 31, 2015</b>	<b>381.367</b>	<b>1.418.135</b>	<b>1.799.501</b>
<b>Accumulated depreciation</b>			
Opening balance, January 1, 2015	(37.844)	(145.708)	(183.552)
Charge for the period	(71.001)	(281.916)	(352.916)
<b>Closing balance December 31, 2015</b>	<b>(108.845)</b>	<b>(427.624)</b>	<b>(536.468)</b>
<b>Net book value</b>	<b>272.522</b>	<b>990.511</b>	<b>1.263.033</b>

Movements in tangible assets between January 1, 2014 and December 31, 2014 are as follows:

Property, plant and equipment	Furniture and fixtures	Leasehold improvements	Total
<b>Cost</b>			
Opening balance, January 1, 2014	-	-	-
Additions	310.649	1.407.475	1.718.124
<b>Closing balance, December 31, 2014</b>	<b>310.649</b>	<b>1.407.475</b>	<b>1.718.124</b>
<b>Accumulated depreciation</b>			
Opening balance, January 1, 2014	-	-	-
Charge for the period	(37.844)	(145.708)	(183.552)
<b>Closing balance December 31, 2014</b>	<b>(37.844)</b>	<b>(145.708)</b>	<b>(183.552)</b>
<b>Net book value</b>	<b>272.805</b>	<b>1.261.767</b>	<b>1.534.572</b>

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## 6. Intangible assets

Movements in intangible assets between January 1, 2015 and December 31, 2015 are as follows:

	Rights	Total
<b>Cost</b>		
Opening balance, January 1, 2015	1.355.031	1.355.031
Additions	6.000	6.000
<b>Closing balance, December 31, 2015</b>	<b>1.361.031</b>	<b>1.361.031</b>
<b>Accumulated depreciation</b>		
Opening balance, January 1, 2015	(26.038)	(26.038)
Charge for the period	(118.868)	(118.868)
<b>Closing balance December 31, 2015</b>	<b>(144.906)</b>	<b>(144.906)</b>
<b>Net book value</b>	<b>1.216.125</b>	<b>1.216.125</b>

Movements in intangible assets between January 1, 2014 and December 31, 2014 are as follows:

	Rights	Total
<b>Cost</b>		
Opening balance, January 1, 2014	-	-
Additions	1.355.032	1.355.032
<b>Closing balance, December 31, 2014</b>	<b>1.355.032</b>	<b>1.355.032</b>
<b>Accumulated depreciation</b>		
Opening balance, January 1, 2014	-	-
Charge for the period	(26.038)	(26.038)
<b>Closing balance December 31, 2014</b>	<b>(26.038)</b>	<b>(26.038)</b>
<b>Net book value</b>	<b>1.328.994</b>	<b>1.328.994</b>

## 7. Current period tax assets

	December 31, 2015	December 31, 2014
Prepaid deduction of withholding	-	3.140
<b>Total</b>	<b>-</b>	<b>3.140</b>

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## 8. Trade payables

	December 31, 2015	December 31, 2014
Trade payables to third parties	206.508	630.009
Other trade payables	180.990	27.277
<b>Total</b>	<b>387.498</b>	<b>657.286</b>

Trade payables to non-related parties consist of technical services, announcements, corporate communication, payables to suppliers and debt balances to Central Registration Agency. Financial Leasing Commercial Enterprise carries out financial leasing contracts concluded in the country and abroad in accordance with 21<sup>st</sup> and 22<sup>nd</sup> articles of Law numbered 6361. As a result of cooperation with Central Registry Agency as of February 9, 2015, Financial Leasing Commercial Enterprise has begun to carry out registration transactions of financial leasing contracts. The maturities of trade payable are less than 30 days.

TL 177.000 portion, which is classified under Other payables as of December 31, 2015, consists of invoice information and other information and/or development of software towards collection, registering, inquiring, control of duplication and reporting of documents regarding transferred receivables by factoring companies and banks in scope of the Law and agreement concluded with Credit Registration Bureau and debts sourcing from contract concluded in scope of performing establishment of system and infrastructure which shall be used by aforementioned software. TL 24.829 portion of the amount, classified under other payables, consists of invoice costs of external accounting services received.

The average term of trade payables and other payables to related parties is less than 30 days.

## 9. Employee benefits

Liabilities related to employee benefits consist of social security premiums payable, income tax paid on behalf of employees and provisions for long-term benefits provided to employees consist of reserve for employment termination benefits.

The indemnities payable amounts to one month salary for each term of service and the maximum amount is calculated on the TL 3.828,37 (December 31, 2014 - TL 3.438,22).

	December 31, 2015	December 31, 2014
Provision for employment termination benefits	56.695	25.781
<b>Total</b>	<b>56.695</b>	<b>25.781</b>

	December 31, 2015	December 31, 2014
Vacation provision	23.396	13.616
<b>Total</b>	<b>23.396</b>	<b>13.616</b>

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The following actuarial assumptions were used in the calculation of the total liability at the balance sheet date:

	December 31, 2015	December 31, 2014
Discount rate (%)	2,83%	1,87%
Inflation rate (%)	6%	7%

The movement of employment termination for the periods ended December 31, 2015 and December 31, 2014 are as follow:

	2015	2014
Opening balance	25.780	948
Interest cost	2.274	85
Service cost	32.974	19.337
Severance payment	(5.850)	-
Actuarial gain	1.517	5.411
<b>Closing balance</b>	<b>56.695</b>	<b>25.781</b>

#### 10. Deferred income

As of December 31, 2015, charges of shareholding and entrance fees which have been collected from the members are recorded as income for the period of 1 January 2014 - 31 December 2014 and the portion of the following years' amounting to TL 2.077.079 was accounted as deferred income (December 31, 2014: TL 2.021.333).

#### 11. Tax and liabilities payable

	December 31, 2015	December 31, 2014
Corporate tax provision	801.668	122.856
Advance corporate tax	(507.790)	(17.994)
<b>Total</b>	<b>293.878</b>	<b>104.862</b>

#### 12. Deferred tax asset/(liability), net

	Temporary differences		Deferred tax asset/liability	
	December 31, 2015	December 31, 2014	December 31, 2015	December 31, 2014
Tangible and intangible assets	72.419	(1.056)	(14.484)	211
Interest accrual	(18.303)	1.535	3.660	(307)
Employment termination benefits	(2.122)	-	424	-
Doubtful receivables	(18.605)	-	3.722	-
<b>Deferred tax asset/(liability)</b>	<b>33.389</b>	<b>479</b>	<b>(6.678)</b>	<b>(96)</b>

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### 13. Other current liabilities

Other current liabilities consists of taxes and funds payable TL 124.597, (December 31, 2014: TL 183.553), reverse charge value added tax TL 169, expense accruals TL 12.835, other liabilities TL 2.660. (December 31, 2014 taxes and funds payables TL 37.297 and Central Registry Agency Agreement which will be prepared by the Registry System for the payments to be made in order to provide financing for the software consists of advances received in the amount of TL 1.368 million charged to the leasing company.)

### 14. Sales and cost of sales

	January 1, 2015- December 31, 2015	January 1, 2014- December 31, 2014
Domestic registration fee income	5.393.000	-
Association participation share costs	4.313.018	4.420.667
"MFKS" income <sup>(1)</sup>	2.940.395	844.250
Education expenses	490.590	214.950
Factoring sector participation share cost	1.031.472	723.600
Financial leasing participations share cost	501.667	371.067
Financing company participations share costs	329.333	298.133
Foreign registration fee income	45.500	39.500
Financing company entrance fees	40.000	-
Other revenue	6.068	46.776
Factoring entrance fees	-	80.000
<b>Total</b>	<b>15.091.043</b>	<b>7.038.943</b>
Sales returns (-)	-	(1.200)
<b>Net Sales</b>	<b>15.091.043</b>	<b>7.037.743</b>
Cost of sales (-)	(3.154.583)	-
<b>Gross profit</b>	<b>11.936.460</b>	<b>7.037.743</b>

<sup>(1)</sup> As it is mentioned in article 43, titled as "Central Invoice Register, of Financial Leasing, Factoring and Financing Companies Law numbered 6361, CIRS revenue consists of infrastructure participation cost of central invoice registration obtained related to system on which the information regarding receivables transferred including information of invoices of Factoring Companies and banks are collected and central invoice registration system service costs.

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**15. General administrative expenses**

	January 1, 2015- December 31, 2015	January 1, 2014- December 31, 2014
Personnel expenses	(3.720.066)	(2.490.546)
Rent expenses	(1.114.072)	(607.804)
Consultancy and audit expenses	(471.213)	(518.904)
Conference and organization expenses	(420.260)	(618.319)
Depreciation and amortization charges	(395.119)	(209.590)
General office expenses	(380.597)	(233.467)
Promotion and advertising expenses	(357.957)	(352.411)
Benefaction expenses	(250.000)	-
Outsourced benefits and services	(222.876)	(121.213)
Representation and hospitality expenses	(152.169)	(93.164)
Travel expenses	(141.945)	(107.297)
Accounting costs	(27.690)	(20.779)
Cargo and transportation expenses	(8.302)	-
Stamp Tax	(6.300)	(96.174)
Taxes and fund expenses	(3.400)	-
Other expenses	(182.394)	(174.580)
Non-deductible expenses	-	(21.895)
<b>Total</b>	<b>(7.854.361)</b>	<b>(5.666.143)</b>

**16. Financial income**

Financial income consists of interest income on deposits amounting to TL 1.015.866 and TL 666 exchange difference. (December 31, 2014: TL 662.907). Interest income consists of accruals amounting to TL 15.387. (December 31, 2014: TL 34.831)

**17. Related party transactions**

As of December 31, 2015 the Group has no related party transactions and balances. (December 31, 2014: None).

There are no compensations to key management personnel as of December 31, 2015. (December 31, 2014: None).

**18. Subsequent events**

None.

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## 19. Financial instruments and financial risk management

### Risk management objectives and principles

The Group's activities expose it to a variety of financial risks, including the effects of changes in debt and equity market prices, foreign currency exchange rates and interest rates. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the financial performance of the Group.

### Credit risk

Financial instruments contain an element of risk that the counterparties may be unable to meet the terms of the agreements. This risk is monitored in reference to credit ratings and managed by limiting the aggregate risk to any individual counterparty. Exposure to credit risk is also managed by obtaining collaterals in the form of listed equity securities. Group's credit risk arises mainly from receivables from members.

December 31, 2015				
	Other Receivables	Trade Receivables	Deposits at bank	Financial investments
Maximum exposure to credit risk at the reporting date (A+B+C+D+E) (1)	129.695	222.548	10.153.613	-
- The part of maximum risk guarantee with collateral or etc. (2)	-	-	-	-
A. Net book value of financial assets that are neither past due nor impaired the net book value	129.695	222.548	10.153.613	-
B Having renegotiated conditions otherwise due to the carrying amount of financial assets accepted as past due or impaired	-	-	-	-
C. Net book value of financial assets that are past due but not impaired the net book value	-	-	-	-
- The part of net values under guarantee with collateral.	-	-	-	-
D. Net book value of financial assets that are impaired the net book value	-	-	-	-
- Past due (gross carrying amount)	-	-	-	-
- Impairment (-)	-	-	-	-
- The part of net values under guarantee with collateral.	-	-	-	-
- Not past due (gross carrying amount)	-	-	-	-
- Impairment (-)	-	-	-	-
- The part of net values under guarantee with collateral.	-	-	-	-
E. Off-balance sheet items with credit risk	-	-	-	-



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December 31, 2014	Other Receivables	Trade Receivables	Deposits at bank	Financial investments
Maximum exposure to credit risk at the reporting date (A+B+C+D+E) (1)	63.790	75.284	6.758.523	-
- The part of maximum risk guarantee with collateral or etc. (2)	-	-	-	-
A. Net book value of financial assets that are neither past due nor impaired the net book value	63.790	75.284	6.758.523	-
B. Having renegotiated conditions otherwise due to the carrying amount of financial assets accepted as past due or impaired	-	-	-	-
C. Net book value of financial assets that are past due but not impaired the net book value	-	-	-	-
- The part of net values under guarantee with collateral.	-	-	-	-
D. Net book value of financial assets that are impaired the net book value	-	-	-	-
- Past due (gross carrying amount)	-	-	-	-
- Impairment (-)	-	-	-	-
- The part of net values under guarantee with collateral.	-	-	-	-
- Not past due (gross carrying amount)	-	-	-	-
- Impairment (-)	-	-	-	-
- The part of net values under guarantee with collateral.	-	-	-	-
E. Off-balance sheet items with credit risk	-	-	-	-

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### Liquidity risk

Liquidity risk is the risk that the Board of Directors will encounter difficulty in meeting obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

In order to manage this risk, the Group measures and manages its cash flow commitments on a daily basis, and maintains liquid assets, which it judges sufficient to meet its commitments.

The table below shows the Group's distribution of non-derivative financial liabilities' maturity profile as of December 31, 2015 and 2014:

#### December 31, 2015

Maturities in accordance with agreement	Book values	Total cash outflow in accordance with agreement (=I+II+III)	Less than 3 months (I)	Between 3-12 months (II)	Between 1-5 years (III)
<b>Non-derivative financial liabilities</b>					
Trade payable	387.498	387.498	387.498	-	-
<b>Total</b>	<b>387.498</b>	<b>387.498</b>	<b>387.498</b>	<b>-</b>	<b>-</b>

#### December 31, 2014

Maturities in accordance with agreement	Book values	Total cash outflow in accordance with agreement (=I+II+III)	Less than 3 months (I)	Between 3-12 months (II)	Between 1-5 years (III)
<b>Non-derivative financial liabilities</b>					
Trade payable	657.286	657.286	657.286	-	-
<b>Total</b>	<b>657.286</b>	<b>657.286</b>	<b>657.286</b>	<b>-</b>	<b>-</b>

### Interest rate risk

The Group has no interest rate risk as of December 31, 2015 (December 31, 2014: None).

### Foreign currency risk

The Group is exposed to foreign currency risk due to exchanging of the foreign currency assets and liabilities amounts to TL. The Group follows balanced foreign exchange policy in order to reduce the foreign currency risk.

As of December 31, 2015 the Group has no foreign currency and was not exposed to exchange rate risk (December 31, 2014: None).

### 20. Other issues that have significant effect on the balance sheet or that are ambiguous and/or open to interpretation and require clarification:

None.



