Foreword from the Vice-Chairperson

Dear DBA members, partners and readers:

As part of our renewed vision for the Dutch Business Association (DBA), our board has embraced a new approach to strengthen our impact and better serve our members. This direction stems from a shared belief: to make the DBA not only a platform for networking, but also a more dynamic and engaging community that truly reflects the needs and aspirations of its members.

One of our main goals is to enhance the visibility and recognition of the DBA — not only within the business community, but also among government institutions, municipalities, and other associations. Strengthening these relationships will allow us to represent our members' interests more effectively and to create new opportunities for collaboration at multiple levels.

At the same time, we are deeply committed to fostering stronger synergy among our members. The true strength of the DBA lies in its community — professionals and organizations who bring diverse experiences, perspectives, and ideas. By deepening these connections, we aim to turn diversity into meaningful cooperation and collective growth.

In today's evolving economic and political landscape in Türkiye, we recognize that new dynamics are shaping both challenges and opportunities for businesses. From regulatory changes to shifting global trade patterns, these developments require adaptability and foresight.













FOREWORD

As the DBA, we see it as our responsibility to help our members navigate this environment effectively — by providing insight, guidance, and a platform for dialogue.

To support this, we have established dedicated working groups within the DBA. Each group, led by our Board Members, focuses on key areas such as member engagement, institutional relations, and events. In the coming period, these groups will also analyze the potential risks and opportunities emerging from the current Turkish business context.

The findings, evaluations, and insights from these working groups will be shared with all our members through DBA's communication platforms. By turning collective expertise into shared knowledge, we aim to empower every member to make more informed decisions and to contribute more actively to our growing community.

Together, through collaboration, data-driven understanding, and shared purpose, we are building a stronger, more connected DBA — one that continues to grow as both a trusted partner and a vibrant community.

Warm regards,

Ahmet Aydogan

Vice Chairperson

Dutch Business Association











7 July 2025 Dutch Students Association Visit

The Dutch Association for Public Administration of Leiden University (B.I.L.) visited the Consulate General and the Dutch Business Association during their study trip.

The travel group consisted of 22 students, eager to broaden their academic and professional perspectives. The Public Administration program in the Netherlands primarily focuses on policymaking, governance, and international cooperation. Given the DBA's central role in promoting Dutch-Turkish business relations and supporting bilateral cooperation, a visit to the DBA organization and meeting some of the Dutch, and Dutch-Turkish members, combined with a Q&A session focusing on Dutch-Turkish economic cooperation, and challenges faced, offered valuable insights into the practical intersections of international economic relations, diplomacy, and business development for the student association.













8 July 2025 ETTIC Chairperson received the Cross of the Order of Merit

ETTIC Chairperson Dr. Markus C. Slevogt received the Cross of the Order of Merit of the Federal Republic of Germany from the German Ambassador to Türkiye, Her Excellency Sibylle Katharina Sorg, on behalf of Federal President Frank-Walter Steinmeier.

The ceremony took place in the gardens of the beautiful historical summer residence of the German Ambassador in Tarabya, Istanbul and was attended by high level guests from the German diplomatic - economic services, public and private sectors, Chamber Presidents and Board Members, the new Ambassador of Germany to the EU Thomas Ossowski, the German Consul General in Istanbul Dr. REGINE Grienberger and First Counsellor of the German Embassy in Ankara Florian Burkhardt.

Dr. Slevogt received this high tribute because of his mission to knit stronger ties between Türkiye, Germany and Europe at large in his roles as President of AHK - German Türkish Chamber of Industry and Commerce (2016 - 2022), Founder and Chairman of ETTIC (2023 - present), President of the Tüsiad Germany Working Group (2012- 2015) & Board Member as much as Vice President of Tüsiad International (2003 - 2013) and Lecturer in Bahçeşehir and Koç Universities bridging the gap between academic theory and business practice.













25 July 2025 Farewell Breakfast Mehtap Akkaya

On Friday morning, we had a farewell breakfast for our previous Chairperson, Mehtap Akkaya, to thank her for her drive, ambition, and knowledge to lead the DBA in 2023 and 2024.

The breakfast was attended by the board of the DBA, Consul General Arjen Uijterlinde, and Minister Counselor, Economic Affairs Niels Veenis. The DBA is looking at the future with confidence and a solid base to work with and to continue to expand this valuable network in the years to come.

















4 September 2025 Signing Board meeting with the new Consul General

On Thursday, the signing board had a meet and greet with the newly appointed Consul General Daan Huisinga, who had just arrived the week before to Istanbul.

During the meeting, a rapport was quickly established, and the past ventures and upcoming events were discussed, as well as in which fields the Consulate General and the DBA network could further support each other.

We are looking forward to the upcoming years and joint ventures to come with our new Consul General Daan Huisinga.













17 September 2025 TÜSİAD Netherlands Working Group Stakeholders' meeting

The DBA board joined the TÜSİAD Netherlands Working Group Stakeholders' meeting with the participation of VNO-NCW and Consul General Daan Huisinga.

The DBA is keen to cooperate further with TÜSİAD and DEIK Netherlands, and VNO-NCW for the upcoming JETCO in 2026.

The Netherlands and Türkiye are key economic partners in trade and direct investments. The dynamic Turkish business scene offers valuable opportunities in many sectors, including manufacturing industries, energy, circular textiles, shipbuilding, digitalization, logistics, agrofood, and innovation cooperation.













23 September 2025 Visit to the Turkish Ambassador in The Hague

We were honored that our Advisory Board member and CEO of Eurocross Türkiye, Ms. Mehtap Akkaya, together with our member and founder of SF Mediation, Ms. Songül Akkaya, visited Her Excellency Ms. Fatma Ceren Yazgan, the newly appointed Ambassador of the Republic of Türkiye to the Kingdom of the Netherlands in The Hague, and Mr. Ömer İlhan, the Commercial Counselor.

During the meeting, they introduced DBA Türkiye and emphasized its role in fostering trade and investment relations between Türkiye and the Netherlands, while also engaging in a valuable exchange of views on further strengthening bilateral ties.













26 September 2025 Dutch Entrepeneur Visit

On Friday, we had a meeting with a group of 20 entrepreneurs, who visited Istanbul as part of their yearly business-oriented trip program by Chapeau, at the Marmara Pera Hotel.

One of the main themes of this trip was discovering the opportunities for doing business in Turkey through the eyes of Dutch Entrepreneurs, building on their experience.

Given the DBA's central role in promoting Dutch-Turkish business relations and supporting bilateral cooperation, a meeting with some of the DBA's Dutch and Dutch-Turkish members, combined with a Q&A session, was planned. This meeting focused on Dutch-Turkish economic cooperation, the Turkish taxation system, markets of opportunities, and best practices, which offered valuable insights for the Dutch entrepreneurs.













9 July 2025 The Levantine Impact on Maritime Trade event

On Wednesday evening, we had the From Port to Influence: The Levantine Impact on Maritime Trade event, organized together with the Association for the Preservation of Levantine Culture and Heritage (Levanten Kültür ve Mirasını Koruma Derneği) in light of the 400-anniversary of Dutch-Levantine trade relations in the Chapel of Palais de Hollande.

We had the pleasure of seeing the insightful presentations of two of the pillars in the Levantine community, and experts on Levantine Maritime Trade history.

Henryk Drowniak gave us a welcome introduction to the Levantine origins, Cultural Identity and Roles in the Empire, and why Maritime Trade and the Role of Agents was so important especially in Türkiye, and why they were the natural picks to go into agencies, Jonathan Beard then took us on a journey through the Origin and Evolution of Shipping Agency spanning over 29 centuries. We ended the session with a dynamic Q&A where participants could dive deeper into the vast history of Levantine heritage.













4 September 2025 Benelux Day Celebration

Thursday evening, we celebrated Benelux Day a day early, with the Belgian-Luxembourg Chamber of Commerce in Türkiye at the Pera Palace.

The annual Benelux Day on 5 September reminds us of what we have achieved together and inspires us for the future. It is a day on which we feel connected to our neighbours and look forward to what we can still achieve together.

We were delighted to host over 60 participants of the Dutch, Belgian, and Luxembourg business community, including representatives of the Consulates and Embassies.

















23 September 2025 Empowerment Through Voice Seminar

On Tuesday, we held our "Empowerment Through Voice Seminar" at YapiKredi Plaza, in cooperation with The French Chamber of Commerce, CorporateConnections®, and Yapı Kredi.

Our speaker and host, Arthur Samuel Joseph, with his infallible presentation skills and articulation, was the living proof that his vocal awareness principles work. During the 2-hour session, techniques were explained, practices were taught, and real-life success stories were shared. Even though this was only the tip of the iceberg that leads to a journey in bringing one's true self into the real world, it left the audience with awareness of how they present and express themselves in their daily lives.

If you would like to learn more, please visit https://www.vocalawareness.com/













1 October 2025 Introduction reception of new Consul General Daan Huisinga

Introducing our new Consul General in Istanbul: Daan Huisinga.

For Daan, his wife Anne and their Turkish dog Mars this position is something of a homecoming, as Daan was previously Deputy Ambassador in Ankara!

We were delighted to attend this special reception and meet so many of our DBA members and partners at this great event organized by the Embassy of the Kingdom of the Netherlands in Ankara and Consulate General in Istanbul.

As the DBA, we look forward to a fruitful cooperation and shared events in the years to come.













FUTURE EVENTS

Upcoming DBA Turkey Event Calendar

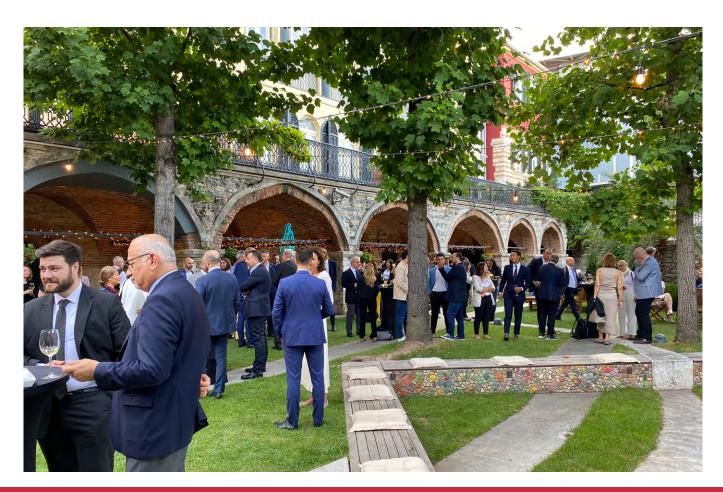
As DBA Turkey, we have the ambition to serve as many Dutch companies that have a business in Türkiye and Turkish companies with ties to the Netherlands as possible.

Below you can see the upcoming event calendar.

For more information visit our event calender here

For more information about the upcoming Consulate event calender click here

Date	Month	Event Type	Location
9	October	Now What? How to Ride the Tsunami of Change	Eureko Sigorta HQ
TBA	December	DBA Gala	Istanbul













NEW MEMBERS

DCM Ams B.V.

Since 2008, DCM has been turning ideas into powerful creative and production outcomes by delivering work that connects, inspires and stands out.

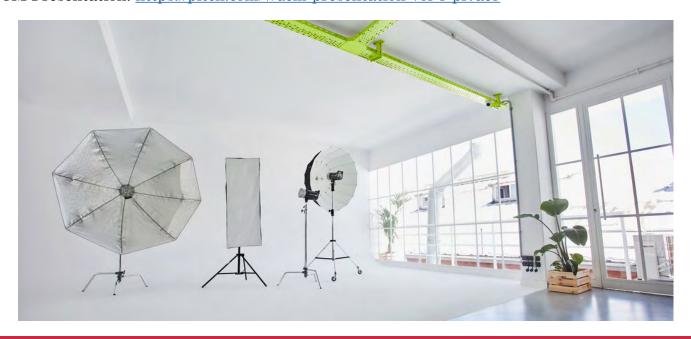
With 18 years of experience, we have delivered 1000+ projects to 200+ clients, generating millions of reach & counting across 6 countries. Operating worldwide from our bases in Istanbul & Amsterdam, we seamlessly manage productions across borders.



But How?

- 01 Strategy & Cultural Insights: Before we get to the work, we ask the right questions to ground ideas in strategy, culture, and real-world relevance.
- 02 Creative & Art Direction: In a world of sameness, we combine strategic storytelling with bold visual thinking, crafting work that's grounded in insight and built to stand apart.
- 03 Film & Photography Production: With decades of experience, we bring ideas to life, backed by the right team, smart budgets and the resources to make it real.
- 04 Team Curation & Talent Representation: Our experience allows us to curate and lead diverse teams, united by a shared vision to create work that resonates and stands apart.
- 05 Social & Content Strategy: We create thumb-stopping content and help brands show up online with purpose, personality, and presence.

DCM Presentation: https://pitch.com/v/dcm-presentation-vol-5-pi7ac9













ECONOMIC UPDATE

- Turkish assets have regained stability following the risk-off sentiment seen in March. Gross reserves hit historicals high despite FX sales by the Central Bank in early September. The bank has the policy room to support FX stability and contain locals' FX demand amid the domestic news flows.
- Political risks have revived again with a recent court decision for the main opposition party, CHP's Istanbul branch. Investor response to the court ruling in early September has remained restrained, supported by confidence in the continuity of economic policy, stronger macroeconomic indicators, and a more favorable global risk environment.
- This case could set a precedent for the Sept. 15th court case related to the CHP Leadership; removal of CHP's leader would damage the CHP's standing as opposition, though the court postponed the case to October 24th. Demand for TRY assets are on the rise in anticipation of reduced risks in the short term.
- The government has introduced its Medium-Term Plan, which proposes a gradual rebalancing of the external accounts and includes an upward revision of the projected budget deficit. Notably, the most significant change is a downward adjustment in GDP growth forecasts—indicating that price stability has become the central policy objective.
- The Central Bank of Türkiye (CBT) has resumed interest rate cuts, implementing a more aggressive easing cycle than previously anticipated. Forward guidance suggests that rate reductions will continue, with their magnitude depending on inflation trends, dollarisation dynamics, and reserve considerations. Additionally, the CBT has revised its communication strategy by introducing interim targets that are distinct from its broader forecasts. This new approach reflects a firmer commitment to its goals and underscores that the scale of future policy steps may vary.











ECONOMIC UPDATE

- The speed of disinflation will hinge on the effectiveness of the overall policy mix. While subdued domestic demand is aiding the disinflation process, inflation risks remain high. These risks are driven by unanchored inflation expectations, retrospective pricing behavior, limited fiscal support to date, and persistent uncertainties in energy and food markets.
- Looking ahead, the current account deficit is expected to remain relatively narrow, largely due to low oil prices. Key factors influencing external balances will include the pace of monetary easing—particularly its impact on imports—fiscal pressures from elevated government spending, and ongoing global uncertainties related to trade and geopolitical developments.
- In the second half of 2025, tight monetary conditions, weak external demand, and continued—though slower—fiscal consolidation are likely to dampen economic momentum. However, real GDP growth is projected to rebound in 2026, supported by monetary easing and an anticipated improvement in the global economic environment.





Muhammet Mercan ING Turkey, Chief Economist











The Gen Z workplace blueprint: Future focused, fast moving

New research finds Gen Z's average job stint is 1.1 years - but it's not job-hopping, it's growth-hunting

As entry-level roles drop 29 percentage points since January 2024, Gen Z is building careers their own way: combining jobs, upskilling with AI, and demanding growth

- 1 in 3 Gen Zs plan to change jobs within the next year, citing a lack of progression and purpose as key drivers
- AI's impact across sectors has contributed to a decline in entry-level job postings of 29 percentage points since January 2024, limiting traditional career pathways
- 75% of Gen Z are using AI to upskill far more than any other generation yet unequal access to formal training risks creating a new digital divide.

Gen Z talent is entering the job market with ambition, confidence, and a desire to grow -but they're doing so in a world with fewer entry-level opportunities and rising workplace expectations. That's the story behind Randstad's latest report, the Gen Z workplace blueprint: future focused, fast moving.

Based on Randstad's new global survey of 11,250 workers across 15 markets and analysis of over 126 million job postings globally, the report reveals that Gen Z's average tenure in the first five years of their career is just 1.1 years, significantly shorter than Millennials (1.8), Gen X (2.8), and Baby Boomers (2.9).

Gen Z is stepping into the workforce amid transformation, not just responding to change, but driving it. They're ambitious, adaptable, and searching for growth. Employers who want to retain them must rethink how they design early careers and build trust through purpose and progression.









A generation facing fewer doors but eager to build new ones

The career ladder we expected Gen Z to climb is missing a few rungs. Global job postings for roles requiring 0–2 years of experience have declined by an average of 29 percentage points since January 2024, reshaping access to entry-level opportunities. For example, junior tech roles have declined by 35%, logistics by 25%, and finance by 24%.

Yet instead of standing still, Gen Z is forging new paths.

Only 45% currently hold traditional full-time roles, while among those Gen Z talent who are employed full-time, 31% would prefer combining a full-time role with a second job on the side: a 'side hustle'. This is not out of disinterest, but likely to build experience, diversify income and gain greater career control. Over half (52%) are actively looking for a new role, and a mere 11% plan to stay in their current job long term.













The implication is that Gen Z's high mobility isn't a flight risk - it's a reflection of their unmet ambition, as 41% of Gen Z report that they always consider long-term goals when making job decisions - higher than any other generation. And second to pay, Gen Z talent say that a lack of career progression is their biggest driver for change.

AI is both challenge and opportunity - and Gen Z knows it

Gen Z is embracing AI to build their careers, but not everyone is getting the same chance. While the majority use AI to upskill, concern has grown: 46% say they worry about the impact of the technology on their jobs, up from 40% last year. For many, this reflects a broader shift - entry-level roles are evolving fast, and younger talent is expected to bring tech fluency from day one, rather than learn on the job as previous generations did.

Nevertheless, the report finds that among Gen Z talent:

- 55% use AI to problem-solve at work (compared to 54% of Millenials, 42% of Gen X, and 33% of Baby Boomers)
- 50% use AI tools in their job search, far ahead of Gen X (37%) and Baby Boomers (29%)
- 75% use AI to learn new skills, ahead of Millennials (71%), Gen X (56%) and 49% of Baby Boomers.













Their confidence matches their adoption: 79% of Gen Z say they can learn new skills quickly, and 58% are excited about AI's potential in the workplace.

However, access gaps persist. Men are more likely than women to receive AI training (46% vs. 38%), and white-collar workers report far greater exposure than those in operational roles.

For employers, the challenge is clear: AI must be integrated into development strategies - not just for some, but for all.

What this means for employers and for Gen Z talent

For employers:

- Rethink entry-level jobs: Design them as stepping stones to real growth.
- Build trust with purpose: Gen Z values flexibility and growth opportunities deliver on these to earn loyalty.
- Skilling must be equitable: AI fluency and opportunity can't be limited to a few.

For Gen Z:

- tay proactive: Side hustles, AI tools, and learning agility are advantages not gaps.
- Ask early about growth: Employers that support your path are out there.
- Don't underestimate your value, even if you don't meet every job requirement. Entry level roles are changing fast, and your ability to learn quickly and use tech is a strong advantage.

For more information on the Randstad Workmonitor Pulse report, please visitwww.randstad.com.tr

learn more about outplacement.

Secil Alp Sonmezer - Randstad Türkiye Marketing & Communications Director <u>secil.alp@randstad.com.tr</u>















Brief summary of important legal developments under Turkish law in the third quarter of 2025 is as follows:

For more information, please directly get in touch with Burçak Sercan Sarıkaya, LL.M. founding partner at Sarıkaya + Şahin Law Firm, via email sarikaya@sarikayasahin.com or at +90 533 425 85 00.

General Information

In the third quarter of 2025, changes were made in many areas, particularly commercial and maritime law.

A. Trade Law

- » The Communiqué on the Application of Surveillance in Imports ("Communiqué No: 2025/2) ("Communiqué") was published in the Official Gazette dated 4 July 2025. The Communiqué regulates the procedures and principles of the surveillance to be applied in the import of glass beads with a diameter of less than 1 mm.
- » Notice On Amendments To The Notice On Goods Subject To Export Registration ('Communiqué No: Export 2006/7') (Export: 2025/2) ("Communication") was published in the Official Gazette dated 10 July 2025. The Communication adds chicken eggs to the list of goods subject to export registration.
- » The Communiqué on the Prevention of Unfair Competition in Imports (Communiqué No: 2025/15) ("Communiqué") was published in the Official Gazette dated 16 July 2025. The Communiqué announced anti-dumping measures that will remain in effect during the first half of 2026.
- » Law On The Approval Of Decision No. 1/2023 Of The Regional Committee Of The Regional Convention On Pan-European-Mediterranean Preferential Rules Of Origin ("Law") published in the Official Gazette dated 31 July 2025. The Law approves Decision No. 1/2023 of the Regional Convention Joint Committee on Pan-European-Mediterranean Preferential Rules of Origin.
- » The Communiqué on the Application of Surveillance in Imports (Communiqué No: 2025/3) ("Communiqué") was published in the Official Gazette dated 31 July 2025. The Communiqué regulates the procedures and principles of the surveillance to be applied in the import of sodium gluconate.













- » The Communiqué on the Application of Surveillance in Imports (Communiqué No: 2025/3) ("Communiqué") was published in the Official Gazette dated 31 July 2025. The Communiqué regulates the procedures and principles of the surveillance to be applied in the import of ice-making machines.
- » The Decision on Amendments to the Principles Regarding the Issuance of Special Passports to Importers ("Decision") was published in the Official Gazette dated 27 August 2025. The Decision introduces the obligation for company officials who have been issued special stamped passports to immediately return the passport if they lose one of the conditions for obtaining a special stamped passport.
- » Notice On Amendments To The Notice On Supporting The Conversion Of Foreign Currency Sourced From Abroad By Companies Into Turkish Lira (Number: 2023/5) (No. 2025/18) ("Communiqué") was published in the Official Gazette dated 1 August 2025. The purpose of the Communiqué is to specify the procedures and principles regarding the support to be provided to companies in the event that foreign currencies determined by the Central Bank are sold to the Central Bank.
- » Communication on the Prevention of Unfair Competition in Imports ("Communiqué") (Communiqué No: 2025/27) was published in the Official Gazette dated 7 August 2025. The Communiqué establishes the initiation of an anti-dumping investigation concerning 'baby bottles,' 'pacifier storage containers,' and other baby products, and sets out the procedures and principles for the investigation.
- » The Decision on the Revocation of the Operating Licence of Paybull Payment Services and Electronic Money Inc. ("Decision") was published in the Official Gazette dated 8 July 2025. The Decision revokes the licence granted to Paybull Payment Services and Electronic Money Inc. to operate as a payment and electronic money institution.
- » Communiqué on Amendments to the Communiqué Regarding Decision No. 32 on the Protection of the Value of Turkish Currency (Communiqué No. 2008-32/34) (Communiqué No. 2025 32/76) ("Communiqué") was published in the Official Gazette dated 9 July 2025. The Circular expands the payment methods specified in Decision No. 32.
- » The Communiqué on the Implementation Procedures and Principles of the Local Development Initiative Programme ("Communiqué") was published in the Official Gazette dated 9 July 2025. The Communiqué aims to ensure local and regional development and to reduce development disparities within and between regions.
- » The Communiqué on Amendments to the Communiqué on Commercial Books ("Communiqué") was published in the Official Gazette dated 10 July 2025. The Communiqué introduces amendments and additions to the Communiqué on Commercial Books.













- » Law On Amendments To Certain Laws And Decree-Law No. 375 ("Law") was published in the Official Gazette dated 14 July 2025. The Law introduces amendments to numerous laws, including the Labour Law and the Tourism Promotion Law.
- » Istanbul Stock Exchange INC. Regulation On Amendments To The Regulation On The Basic Principles Of Stock Exchange Activities ("**Regulation**") was published in the Official Gazette dated 23 July 2025. The Regulation adds the terms 'non-exchange data', 'non-exchange data provider', 'licensed user' and other additions to the Regulation On The Basic Principles Of Stock Exchange Activities Of Istanbul Stock Exchange INC.
- » The Regulation on Direct Sales ("Regulation") was published in the Official Gazette dated 8 August 2025. The Regulation regulates the procedures and principles applicable to direct sales systems, direct sales companies and direct sales.
- » Determination of Interest Rates to be Applied in Rediscount and Advance Transactions ("Communication") was published in the Official Gazette dated 17 September 2025. The Communication determined the discount interest rate to be applied in rediscount transactions as 41.25% and the interest rate to be applied in advance transactions as 42.25%.

B. Environmental Law

- » The Climate Law ("Law") was published in the Official Gazette dated 9 July 2025. The purpose of the Law is to combat climate change, and within this scope, it aims to reduce greenhouse gas emissions, plan adaptation activities to climate change, and establish a legal framework for these activities.
- » The Law On Amendments To Certain Laws ("**Law**") was published in the Official Gazette dated 24 July 2025. The Law introduces amendments and additions to the Environmental Law, the Mining Law and the Pasture Law.

C. Customs Law

» Regulation On Amendments To The Customs Regulation ("Regulation") was published in the Official Gazette dated 22 August 2025. The Regulation introduces amendments to various articles, primarily concerning who is eligible for investment permits, and adds transitional provisions.









D. Maritime Law

- » The Maritime and Inland Waterways Navigation Notices Regulation ("**Regulation**") was published in the Official Gazette dated 28 August 2025. The Regulation establishes the procedures and principles regarding navigation notices to be issued for the purpose of ensuring navigation, life, property and environmental safety, as well as maritime security in maritime and inland waters.
- » Regulation On Amendments To The Ports Regulation ("**Regulation**") was published in the Official Gazette dated 30 August 2025. The Regulation amends the Ports Regulation and updates the maps of the Tuzla and Kuşadası Port Authorities.
- » The Port State Control Implementation Regulation ("**Regulation**") was published in the Official Gazette dated 20 September 2025. The Regulation establishes the procedures and principles for monitoring compliance with international agreements to which we are a party in maritime transport within our maritime jurisdiction; ensuring compliance in terms of navigation, life, property and environmental safety; monitoring the conditions of seafarers on board; imposing sanctions on non-compliant parties; and authorising the officials who will carry out these controls.
- » Regulation On Amendments To The Regulation On The Transportation Of Dangerous Goods By Sea And Loading Safety ("Regulation") was published in the Official Gazette dated 24 September 2025. The Regulation introduces numerous amendments and adds provisions regarding the revocation of authorisation certificates.

E. Labour Law

» The Industry Classification Determination Decisions ("**Decision**") were published in the Official Gazette dated 10 September 2025. The Decision has changed the industry classification of many activities.













