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We are a community that understands what it means to be "One and Together" and acts accordingly.

Mahmut ASMALI
President of MÜSİAD



PRESENTATION

We are living witnesses to how an idea and a cause that captured the spirit of the times transformed into an institution through determination, faith, and dedication. Some institutions do not merely serve as a roof over one's head; they also represent a process of construction. MÜSİAD is such a movement of construction. Founded in 1990 by 12 committed and volunteer businesspeople who shared a common cause and prayed, "Let us walk together on the path of both trade and morality," this organization has been moving in the same direction for 35 years. This work is a record of that blessed journey.

When MÜSİAD was founded, it broke the marginalized spirit of Anatolian capital and became a movement of self-confidence. It showed that the Turkish economy was not a monopoly or a caste economy, but a representative of a tradition based on the hard work and intellectual foundations of Anatolia. MÜSİAD sought to redefine not only the way of doing business in our country but also business ethics. The idea that inspired our elders was simple yet profound: to create an environment where halal income, fair trade, labor, sweat, and Anatolian capital are once again valued.

With this understanding, "high ethics, high technology" has been our motto from day one. We have remained steadfast on this path ever since. We drew inspiration from the justice of the Medina Market and took the Anatolian Ahilik tradition as our guide. Our cause is not about making more money or becoming richer, no matter what.

Our cause is to produce, trade, and share our earnings with those in need through lawful and legitimate means, without ever forgetting Allah's commands and prohibitions. The 35 years of MÜSİAD cannot be described in numbers alone. These years are the paths we have walked together, the experiences we have gained together, and the trials we have faced together MÜSİAD is an ancient organization that did not remain silent in the face of injustice on February 28, stood firm on the side of the nation's will on July 15, and was present in the field during earthquakes and disasters, standing by our country and our nation. Because we are not just a business organization

We are a community that knows what it means to be "One and Together" and acts accordingly. We are a large association that unites in times of crisis and shares both joy and sorrow. Our cause was to establish ethics in the business world, fairness in trade, and independence in the economy, and thank God, today we are closer to this goal than ever before.

The paths we have walked under the MÜSİAD umbrella, the bridges we have built, and the steps we have taken together have added new chapters to this institution's rich heritage. Each of your efforts, contributions, and sacrifices have elevated MÜSİAD beyond being merely a business organization, transforming it into a great spiritual and social value.

Today, with our branches and representative offices carrying our flag across the world, we are transforming this voice born in Anatolia into a global vision. We continue on this sacred path without deviating from the values we believe in, our moral principles, and the shared sensitivities of our nation.

We are all travelers on this great journey. The responsibilities we shoulder today will be carried on by another brother or sister tomorrow. What matters is to act with integrity, dignity, and above all, sincerity while carrying this flag. We are trustees, and what matters most is that our cause and our faith remain eternal. With God's permission, MÜSĪAD will continue to walk the path of justice, fairness, and prosperity for many more years to come.

This work, which recounts the thirty-five years we have spent together, contains the sweat, prayers, and stories of everyone who has contributed to it. Every page points to a journey, a dream, and a struggle. It presents us with a great tradition that carries the values of the past into the present. It bears witness to our brands, our memories, and all the bitter-sweet memories of a cause. I would like to thank all our friends who worked and contributed to turning our 35 years of great experience into a work of art. I extend my heartfelt thanks to all our members in Turkiye and around the world who have been our companions on this journey for 35 years, to our esteemed presidents, to everyone who has dedicated their efforts, time, and prayers to this cause, and to everyone who has contributed directly or indirectly with their valuable opinions in this work. I pray for the mercy of Allah upon our departed elders and reaffirm our determination to carry forward the sacred journey they entrusted to us.

As a member who began his journey with MÜSİAD, I am grateful to God for granting me the positions of Sector Board Chairman, Deputy General President, Chairman of the Karz-I Hasen Fund, and General President of MÜSİAD, and for allowing me to be a part of these memories. I thank God for making MÜSİAD a home for us. As Ahî Evran Veli once said: May the path be open for everyone who comes here, works with morality and wisdom, and surpasses us.

May we have many more 35 years together... With the same spirit, the same enthusiasm, and the same direction...

Greetings, love, and respect.

With its strong national and international network, MÜSİAD is Turkiye's leading non-governmental organization.

Mehmet Akif ALTAN Secretary General of MÜSİAD



INTRODUCTION

MÜSİAD is not merely a civil society organization; it is a claim to civilization. At its core lie high moral values, justice, virtue, and trust. Since its inception, it has served as a cornerstone in shaping the identity of a "faithful, principled, and productive" businessperson in the Turkish business world, and has become the driving force behind the transition from individual efforts to a corporate vision.

Acting with a mindset that aims to develop not only its members but also the country and society, MÜSİAD has developed projects that move from the local to the global in an era of rapid globalization and has expanded its network across Turkiye to different parts of the world. This expansion signifies much more than a numerical increase: it is an export of mindset, an effort to establish a value system within a global vision.

Today, MÜSİAD is an organization that improves the investment environment, encourages entrepreneurship, is sensitive to technology and R&D, and focuses on sustainable development. It is the name of a community that believes that "profit is not only numerical, but also moral and social," and that carries social and cultural responsibilities.

Our association has always preferred a constructive approach, producing projects, writing reports, offering solutions, and proposing policies. Every activity it undertakes, from visionary programs to international trade forums and efforts to train young businesspeople, aims to contribute to building a sustainable future. This almanac is a summary of that journey. It is a testament to 35 years of hard work, experience, and expertise. Within its pages, you will find not only traces of the past but also the path to the future.

I would like to express my heartfelt gratitude to all our presidents, members, and employees who have contributed to this blessed journey. As we record the memories of these 35 years spent "Together as One" in history, I hope they will inspire future generations.

Each section has been structured in a chronological and thematic manner, allowing readers to gain both a comprehensive and detailed understanding of the subject matter.

Mustafa Halil AYDIN

Editor-in-Chief



FOREWORD

This almanac has been prepared to document the thirty-five-year institutional memory of MÜSİAD.

Since its establishment, MÜSİAD has not only been an economic actor but also a platform for ideas and action that has influenced the transformation of the social structure. This work is an archival and narrative effort that aims to bring together both the historical layers and actor-focused testimonies of this transformation.

Accompanying critical turning points in the history of the Republic of Turkiye, MÜSİAD has represented an alternative development perspective since the early 1990s, prioritizing civil society, entrepreneurship, value-based business ethics, and domestic production.

In this sense, MÜSİAD is not merely a business association, but also a powerful window of observation for those seeking to understand Turkiye's socio-economic development. The Almanac seeks to realize this observation within an interdisciplinary framework.

Institutional historical narratives, oral history interviews, report analyses, visual material compilations, and period document scans have been brought together within this framework. Each section has been structured with both chronological and thematic integrity, allowing readers to enjoy both a comprehensive and detailed reading experience.

Oral history studies form the backbone of this work. Interviews with former presidents, founders, commission representatives, and organization members are valuable for academic history writing as they contain first-hand accounts. These interviews bear traces not only of individual memories but also of collective identity.

It should be noted that this work was not undertaken solely to narrate the past, but also to guide the future, leave a legacy for new generations, and keep the institutional identity alive. Memory is not only for remembering, but also for rebuilding through remembrance. In this context, the almanac should be read as a stopover in a constantly renewing memory rather than a conclusion.

I believe that this work will serve as a reference source reflecting MÜSİAD's historical course, corporate mindset, and social impact, going beyond a mere corporate archival activity. I would like to express my sincere gratitude to the former presidents of MÜSİAD who took the time to share their experiences with us during the preparation process. I am also grateful to all the dedicated employees and colleagues of MÜSİAD who contributed to the creation of this work.





MÜSİAD is a cause for civilization carried out with a vision of a business world based on virtue, high morals, and trust.



Turkiye's difference was that, until the 1980s, it had an economic system that was closed to the outside world and protected from global competition.

Following World War II, Keynesian policies—which sought to stimulate the economy by increasing public spending—were revised by American economist Paul Samuelson and implemented through state-supported development programs, leading to a golden age of growth for the world economy. During this period, the state became the largest buyer and employer in almost all capitalist countries, and the market was financed largely by state resources, mostly through increasing the money supply. The private sector grew to the extent that it could do business with the state.

However, this model, in which the state fed the market abnormally with inflationary policies, came to a standstill in the 1970s when it led to high inflation and high unemployment rates: the major economic stagnation (stagflation) forced economies to seek new solutions. Major economies, led by the US and the UK, managed to overcome this crisis by minimizing the state's highly

active role in the market, or in other words, by withdrawing from its active role in the market process. The policies implemented in the US under Reaganomics and in the UK under Thatcherism essentially represented a return to the liberal economic system.

Turkiye's experience followed a similar trajectory to global developments. However, Turkiye's difference lay in its economic system, which remained closed to the outside world and protected from global competition until the 1980s. This process, which can be traced back to 1923, naturally led to examples of state-led wealth accumulation.

The main feature of these policies, which became even more pronounced in the 1950s, was the state's active involvement in economic activities and the economy's isolation from external competition. The main tool for maintaining this structure was the state's intensive incentives, interventions, and directives in all areas.





The program had two main objectives: first, to reduce the size of the public sector and its role in the economy; second, to make the free market economy fully operational with all its institutions and rules.

However, due to both internal political dynamics and external factors, the economic structure in question became stagnant from the second half of the 1970s onwards, and the economy faced a very serious debt crisis. Starting in 1977, it became clear that the crisis was structural in nature, and as a result of internal and external pressures, a fundamental change in economic policy was implemented. By the beginning of 1980, the "import substitution industrialization" model was about to be replaced by the "exportoriented growth" model.

Under the leadership of Turgut Özal, a successful technocrat who closely followed global developments, a manifesto known as the January 24, 1980 decisions was prepared, and Turkiye embarked on a path of integration into the world economy with no turning back.

Unable to implement this project due to the political climate, Özal would join Reagan and Thatcher only after coming to power alone in 1983, paving the way for liberalization and opening up to the outside world with a similar model known as Özalism.

The program had two main objectives: first, to reduce the size of the public sector and its role in the economy; second, to make the free market economy, with all its institutions and rules, operational.

The new era brought new opportunities and possibilities for entrepreneurs who had been constrained by domestic conditions and limitations for a long time. In particular, Anatolian capital, which had previously maintained a distance from the state and, so to speak, relied on its own resources, took full advantage of the opportunities presented by the Özal government's environment of equal opportunity and began to make significant contributions to the Turkish economy.











The environment that developed under Özal: The rise of entrepreneurs without privileges

Özal was aware that equal opportunity also needed to have an organizational dimension. For this reason, he encouraged the organization of Anatolian capital under the umbrella of an association. Muslim entrepreneurs were not dependent on the state. In other words, the most important characteristic of devout Islamic entrepreneurs was their ability to develop independently of the state's protective and privilege-granting practices and support.

Erol Yarar, the founding president of MÜSİAD, also emphasized this point in various statements, noting that this quality was an additional feature and richness of these entrepreneurs.

Thanks to the perspective of its members and founders and the sources they drew on, MÜSİAD was the only business organization that succeeded in creating a vision for Turkiye that was unprecedented in its breadth. Encouraged by politicians, including the prime minister of the time, MÜSİAD went far beyond being an employers' organization thanks to these qualities. In this way, MÜSİAD fulfilled the role of an effective civil society organization that the country needed, in addition to being a business organization. Even during periods when the tutelage system was strengthened and militaristic rhetoric prevailed, MÜSİAD spoke out without hesitation or retreat, drawing strength both from its members who had developed and prospered without state protection and from its beliefs rooted in universal principles.

Therefore, it can be confidently stated that MÜSİAD cannot be confined to the mold of a mere employers' organization. Since its establishment, it has gone beyond being an economic union closely aligned with the interests of both the national economy and its members. As a civil society organization respectful of the country's traditions and customs and sensitive to social issues, it has made significant contributions to Turkish social life. These functions and contributions will be discussed in detail in the following pages.



A dream reborn from its ashes...

MÜSİAD has reignited the embers of an endeavor that began in these lands approximately a century and a half ago and had since been reduced to ashes: the excitement of organizing entrepreneurs with Islamic sensibilities and commitment to their faith and helping them emerge from their minority status. MÜSİAD members have voluntarily taken on this difficult task and are successfully carrying it out, while also pursuing a dream. That dream is an enduring dream of these lands and this culture: Islamic economics. The intense and demanding pace of the current system will never prevent MÜSİAD from pursuing this dream.

What does Islamic economics, which will frequently be on the agenda from now on, mean? Prof. Dr. Ahmet Tabakoğlu, a renowned economist known for his work in this field, argued that Islamic economics should be examined under two main headings. Tabakoğlu explained this distinction and definition as follows: "The first is transitional Islamic economics, and the second is ideal Islamic economics. Transitional Islamic economics takes life as a given and, based on this, explores how Islamic economics can be realized. (...)

Many issues that could be debated in an ideal Islamic order find a place in transitional Islamic economics. Ideal Islamic economics is a model that assumes the realization of Islam with all its institutions, humanity, and society. Since this model will inevitably be influenced by many Western elements, the term "Islamic economics" will also be open to debate. Moreover, the worker-employer contradiction, which is a product of capitalist class society, has no place in the ideal Islamic order model.

The two-option question, "Does Islam have an economic system in and of itself, or does it have an approach that regulates the relationship between Muslims and the existing economic system through certain rules?" places MÜSİAD at the very center of this issue. This is because MÜSİAD, on the one hand, has always kept this issue alive and on the agenda by intensively supporting and rewarding research on the subject; on the other hand, it has played a key role in replacing the existing competitive approach in the relationship between Muslims and the current system with solidarity, which is a manifestation of Islamic morality. Indeed, MÜSİAD's publication of the book "The Prophet's Beautiful Morals," which explains Islamic ethics, in 500,000 copies and its distribution to its members and the public clearly demonstrates the importance it attaches to this matter.





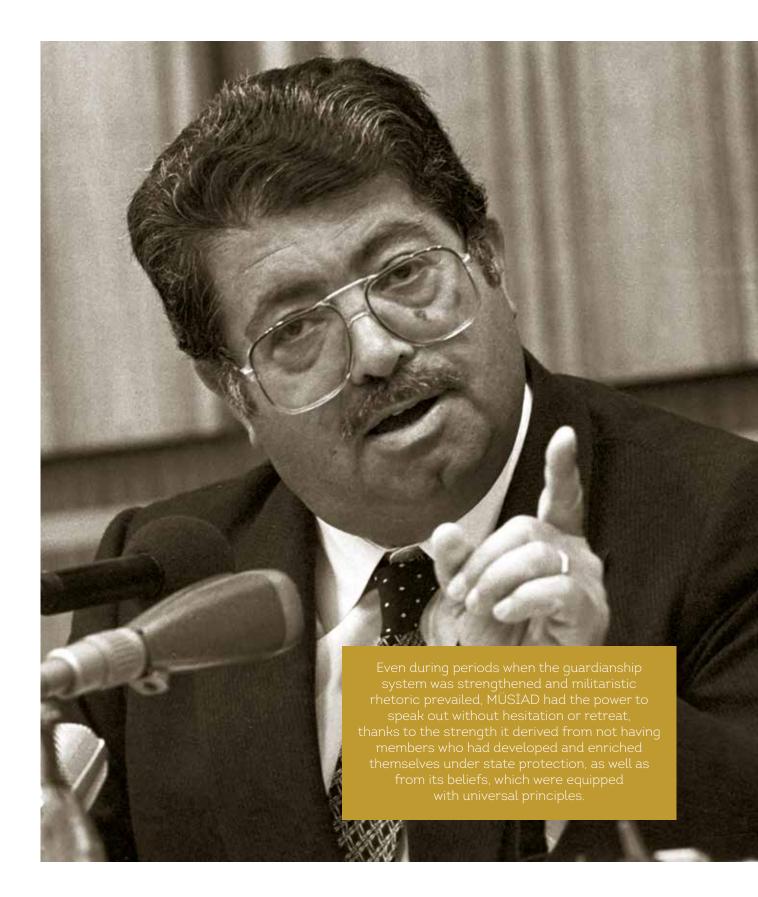
Muslims must propose a cooperative and solidarity-based alternative to the current competitive and conflict-driven system; this can only be achieved through organization. To put it more clearly, this can only be achieved under the umbrella of MÜSİAD. Because it must be acknowledged that in a ruthless and intolerant competitive world, such a radical change in approach would make it almost impossible for Muslim entrepreneurs to survive individually in the market. In a market where the rules of competition prevail, surviving with this approach is only possible through serious solidarity and mutual support within an organized structure.

President Nail Olpak expressed how this spirit of solidarity can be achieved with the following words:

"How do you do this? One of the best ways to do this is by expanding your trade and expanding your network. This fundamental need directly and indisputably points to a MÜSİAD-style organization. Former President Prof. Dr. Ömer Bolat was aware of MÜSİAD's mission and had a suggestion on how to achieve it: "There is no alternative to building strong partnerships for the development of small businesses and the growth of the national economy."









From Hayriye Merchants to MÜSİAD

The beginning of policies to protect and develop local entrepreneurship in Turkiye can be traced back to the Hayriye Merchants, who emerged in the late 1820s. The Industrial Revolution, the greatest economic transformation in world economic history, and the subsequent high-rate and stable economic growth achieved, particularly in Europe, led to a shift in the balance between Muslims and non-Muslims in the Ottoman Empire, to the detriment of Muslims. Highlighting this reality, Ottoman economic historian Mehmet Genç explains that the Ottoman State developed a project to support local Muslim merchants who were falling behind in competition and bring them up to the same level as others. Genç made the following important observation about this project, known as the Hayriye Merchants:

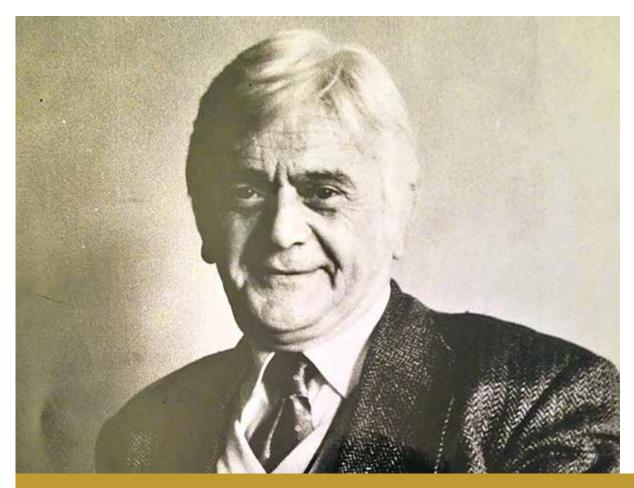
"This was the first attempt to create and protect local capitalists in the face of Western competition." The Hayriye Merchants initiative, which Ottoman economic historians describe as the first attempt at organization by Muslim merchants in the face of competition brought about by the new economic structure, was supported as state policy in the final period of the Empire.

In fact, beyond mere support, the goal of elevating it to the position of the wealthiest and most important civil initiative in the economy was carefully implemented by the Committee of Union and Progress, which left its mark on the final period of the Ottoman Empire.

The national economic policy pursued during this period would have effective applications aimed at establishing the dominance of the Muslim-Turkish element in the economy. The idea of national economy did not come to an end with the political demise of the Ottoman Empire; on the contrary, it left its mark on the Economic Congress organized in the early years of the Republic as part of a process of continuity. In fact, this was quite normal, as economic historians believe that the collapse of the Ottoman Empire was due to political rather than economic reasons.

The available statistics strongly support this view. For example, Prof. Dr. Şevket Pamuk calculated that the per capita national income of the Ottoman Empire was USD 600 in 1812, USD 850 in 1880, and USD 1,200 in 1913. These figures represent a significant achievement. The 1812 figure of 600 USD corresponds to 52% of the per capita GDP of high-income countries such as Western Europe and the United States, while for 1880, these ratios were 29% and 147% for highincome countries such as Western Europe and the United States and for developing countries in Asia, Africa, and Latin America's developing countries at 39% and 147%, respectively, and in 1913, these figures were estimated to be 29% and 168%, respectively, for the same categories.





Genç made the following important observation about this project, known as the Hayriye Merchants: "This was the first attempt to create and protect local capital in the face of Western competition."

The performance of the Ottoman economy, classified as a developing economy, was quite high compared to its peers, which is a noteworthy achievement.

A national bourgeoisie that would play a leading role in ensuring national development, which was an important part of these policies that could be considered successful, had to be developed. Perhaps for this reason, policies aimed at developing a national bourgeoisie continued during the Republican period. In other words, the aim of those who established the Republic was to persevere in the program of nationalizing the economy.

However, this approach would result in policies aimed at protecting and developing the capital of Istanbul and Ankara, while neglecting Anatolia.

An urban bourgeoisie, which was mostly, if not entirely, created by the state and sustained by constant state support, would maintain its dominance in the economy for approximately 60 years of the Republic.



Anatolian capital has not been able to organize itself as effectively until MÜSİAD

The period between 1923 and 1983, with the exception of the 1950s and 1960s, is considered a period of failure in terms of the strong presence of Anatolian capital. This is because, during this extended period, Anatolian capital was rarely supported by the state and faced significant obstacles in terms of equal opportunity. One of the key witnesses of this period, Prof. Dr. Sabahattin Zaim, highlighted the importance of MÜSİAD's existence while summarizing the events.

Having personally experienced the difficult times, Zaim believed that the lack of organization left Muslim businessmen powerless and unsuccessful: "To explain MÜSİAD and what it has done, we need to go back to the 1950s. Until the 1950s, the religiously devout segment of Turkish society, the Muslims, were unorganized. They had neither educated people in the field of science nor economic power. Because during the long wars in the final period of the Ottoman Empire, the economic order of Muslims had been disrupted, and skilled human resources had been lost. Non-Muslims, on the other hand, were organized. The Muslim community, having relied on the state for social support during the Ottoman period, had not felt the need to organize. When the state became secular during the Republican era and withdrew its support from the people, the nation was left exposed." Sabahattin Zaim limited the relative improvement of the 1950s to the social sphere and pointed out that there had been no significant development in the business world compared to political development and liberalization. According to him, the most important advantage of those years was that the people had the opportunity to organize: "After 1950, under the Democratic Party, which came to power with the slogan

The word belongs to the people, the people found the opportunity to organize and took advantage of it. The Society for the Dissemination of Science was established in the field of science. Founded by merchants and industrialists on Aşir Efendi Street in Sirkeci, the purpose of this society was not to make money but to invest what it earned in culture. As a result, Imam-Hatip High Schools were established."

While their efforts in education and other areas were turning into concrete steps, the business world would have to wait until the 1970s. However, according to Sabahattin Zaim, the first steps in this area were taken with the encouragement of the Americans and following the example of the US. The professor expressed his observations on this matter as follows: "Towards the 1970s, with the encouragement of Americans, a union of employers' associations was established. These associations were organized by Americans at the Industrial Development Bank and Robert College, along with managers. TÜSİAD was initially established with the aim of fighting communism, and religiously devout individuals were also involved in its founding.

However, it later became an institution dominated by Lions and Rotarians. Thus, a business world dominated by secular groups began to emerge gradually." In fact, what Zaim Hoca was referring to with these statements was the business world represented by TÜSİAD, which did not include the traditional, faith-based Anatolian capital. Therefore, it would take some time for Anatolian capital to come together and organize itself.











The Turgut Özal Era and the Establishment of MÜSİAD

Until the 1980s, the Turkish economy, which had been operating in a format resembling a "village economy" with a political approach of "not much, but mine," began to open its eyes, so to speak, from that date onwards. The architect of this visionary change was Turgut Özal, who was first the Prime Minister's Undersecretary and later Prime Minister.

The Özal era can be defined as a period that demonstrated the courage to open up to the outside world in the economy, as well as the courage to include religious capital in the equation. Sabahattin Zaim Hoca, while describing the reflections of this change, pointed out that religious businesspeople felt excluded after the first organizations were established, indicating a process of "othering."

According to him, the sense of exclusion felt by religious entrepreneurs gave rise to a need for new organization, and the first step was taken at the end of the 1980s with the establishment of the Business World Foundation, led by some academics. Sabahattin Zaim described this sense of exclusion and the first organizational efforts as follows: "Faced with this situation, religious entrepreneurs felt excluded and felt the need to organize. As a result, the Business World Foundation was established in 1988, led by academics such as Dr. Özcan Bolcan. The first organization established by religious businessmen was the Business World Foundation, and I was its first founding president. However, the Business World Foundation did not develop much because it was primarily composed of academics and intellectuals. Later, MÜSİAD was established with the same objective."



Two leaders who supported its establishment: Erbakan and Erdoğan

Erol Yarar played an active role in the establishment of MÜSİAD. The preparatory work began with five people. The foundation stone was laid at a dinner party. The story of the establishment of the association, which would leave an indelible mark on Turkish business life, was as follows: "It was the late 1980s. Erol Yarar gathered with his friends Ali Bayramoğlu, Abdurahman Esmerer, and Natık Akyol to discuss the need for a new organization in the business world. These meetings, held at Hacı Abdullah Restaurant in Beyoğlu, laid the first foundations of MÜSİAD. By May 9, 1990, the association had been established, with Erol Yarar taking the presidency. Shortly thereafter, it opened its first branch outside Istanbul in Kayseri. MÜSİAD quickly began organizing nationwide, and within a short time, it became Turkiye's most widespread business organization, with membership mandatory for all except those in trade, industry, and stock exchanges.

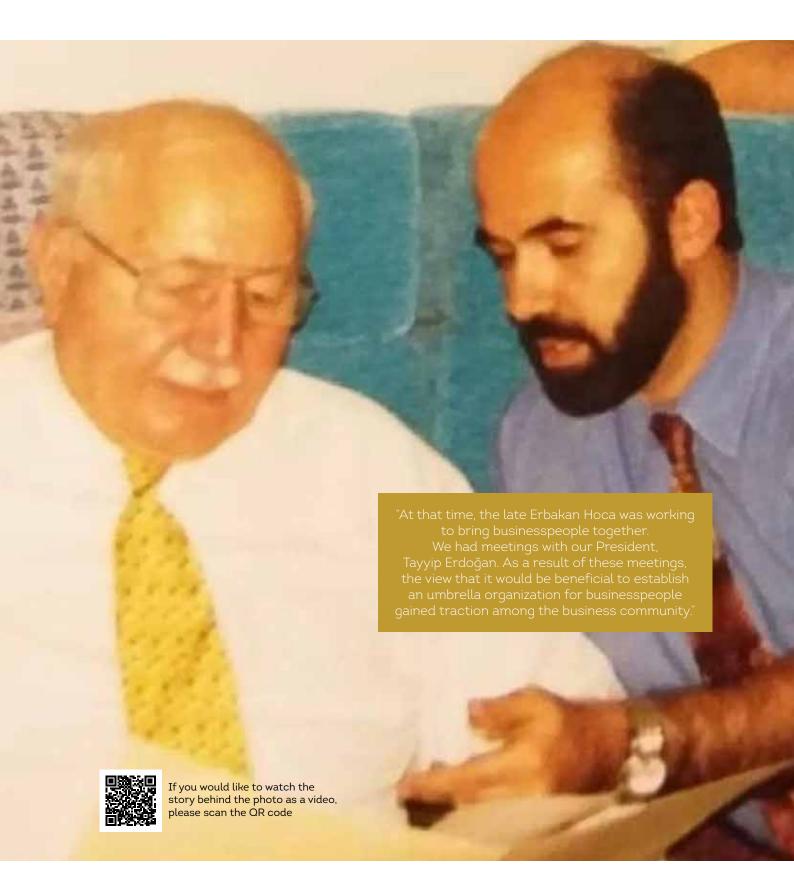
Founder President Erol Yarar, while recounting those years, made a very important observation and stated that two leading politicians from the religious community had expectations in this direction prior to the establishment of MÜSİAD. These two politicians were Necmettin Erbakan and Recep Tayyip Erdoğan, who would emerge as the leaders of the movement that transformed politics in Turkiye.

Both leaders, especially Recep Tayyip Erdoğan, became the pioneers of the transformation in Turkiye's political arena, while MÜSİAD would represent the business world in this transformation. Yarar described the situation as follows:

"At that time, the late Erbakan Hoca was working to bring businesspeople together. We had meetings with our President Recep Tayyip Erdoğan. As a result of these meetings, the view that it would be beneficial to establish an umbrella organization for businesspeople gained traction among the business community." Yarar's statements also reveal that the two leaders mentioned above made significant contributions even before the idea of establishing MÜSİAD was conceived. Erdoğan's involvement with MÜSİAD would not be limited to providing support. According to information provided by former president Ömer Cihad Vardan, Recep Tayyip Erdoğan would become the first honorary member of MÜSİAD.

Undoubtedly, the equal opportunity environment provided by the Motherland Party (ANAP), led by Turgut Özal, played a crucial role in the increasing number of businesses established by entrepreneurs with Islamic sensitivities and their growing influence.







Ömer Bolat emphasized this fact and did not fail to mention the support Turgut Özal gave to the association's activities after MÜSİAD was founded: "We always remember with respect and gratitude the importance that the late Turgut Özal attached to MÜSİAD's activities and his interest in these activities."

The establishment of MÜSİAD was welcomed as good news not only among religious entrepreneurs but also among workers, civil servants, retirees, farmers, and artisans. Conservative and religiously minded individuals showed a deep sense of belonging, referring to MÜSİAD as "our home, our hearth." In the political arena, the establishment of MÜSİAD excited then-President Turgut Özal, who provided every possible form of support.

This was because Özal sought to change the existing status quo and was constantly working to develop alternatives.

Of course, it was not only Özal who offered close support to MÜSİAD. Ömer Bolat described those who supported it as follows: "In the political arena, the late Turgut Özal, who was constantly working to develop alternatives to the existing status quo, was the president at the time. (The establishment of MÜSİAD) excited him and he gave his moral support. Similarly, it also sparked great excitement among the Welfare Party circles, who also provided support. The group led by the late Yazıcıoğlu provided support. Within the Motherland Party, it was supported by a devout segment. However, in terms of membership and organization, the strongest moral support came from the Welfare Party base."







Feyvaz Berker, former president of TÜSİAD. also confirmed Turgut Özal's personal support for the establishment of MÜSİAD. In an interview, Feyyaz Berker recounted that one day, Erol Yarar, one of the founders of TÜSİAD, told his father, Özdemir Yarar, "Talk to your son and get him to join TÜSİAD." However, this initiative did not yield any results. Upon this, Berker said that he personally called Erol Yarar, met with him, and after a long conversation and an offer, Erol Yarar replied, "You are doing very good things, but I am already committed." Recalling those days, Feyyaz Berker said, "Because Turgut Özal had encouraged the establishment of MÜSİAD." Indeed, Turgut Özal's name was always mentioned with gratitude in meetings with MÜSİAD members.

In addition, the foreign currency collected from workers in Europe and transferred to Turkiye became an important source of accumulation. In the 1980s, commercial capital was generally strengthened by new resources produced domestically and brought in from abroad. However, despite these efforts to strengthen the economy, this period was a challenging time in terms of external competition—a period of "thirty-

five years together." Turkiye had now pressed the button to transform itself from a closed village economy to an economy open to the outside world and part of the global economy. This environment forced traditional businesspeople to change their attitudes, while the resulting gaps and opportunities created new investment opportunities for new groups of businesspeople. This transformation gained a new and different dimension in the 1990s with the emergence of new umbrella organizations such as MÜSİAD and various SİADs established in regions undergoing rapid industrialization, particularly in Anatolia. The ANAP government, which was the architect of the economic and social transformation of the 1980s, laid the groundwork for new business groups to act in a more harmonious manner with political and bureaucratic cadres, and even in cooperation with them, based on its main policy of uniting four political tendencies. The regulations introduced during this period regarding private financial institutions facilitated the financial mobility of conservative Anatolian capital, enabling it to expand its operational areas and extend its activities beyond national borders.





Thus, the Independent Industrialists and Businessmen Association (MÜSİAD) was founded on May 9, 1990, by a group of opinion leaders, intellectuals, businessmen, and industrialists with the aim of educating future generations as a civil society school based on the principles of "faith, morality, principles, and values."

Despite the presence of large capital circles, there was no civil initiative targeting SMEs, which represent nearly all (more than 99%) of the number of businesses and more than 75% of the employment potential in the Turkish economy. Those who set out to establish MÜSİAD recognized this opportunity and gap and took action to fill it.

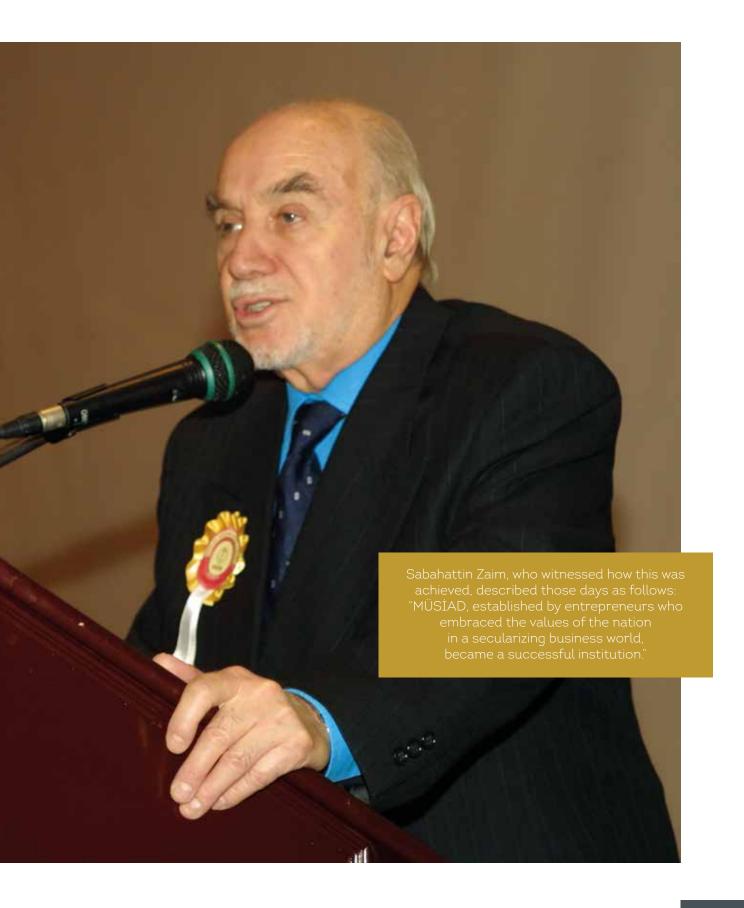
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Of course, the fact that the news of MÜSİAD's establishment, which set out with such a great ideal, was published in the major newspapers of the time approximately 10 months after its founding date, demonstrated the mainstream media's indifference toward MÜSİAD and the segment it represented. For example, the opening sentence of the article titled "MÜSİAD was established after TÜSİAD" was clearly dismissive, while the final sentence attributed to Ali Bayramoğlu contained inaccuracies: "The MÜSİAD, an association of industrialists and businessmen, was also established." MÜSİAD President Erol Yarar stated that despite being known in public as Muslim Industrialists, their official name was the Independent Industrialists and Businessmen Association. Vice President Ali Bayramoğlu also made similar statements to the press."

This deliberate lack of interest highlightedhow challenging MÜSİAD's task was. However, MÜSİAD was determined to succeed. Sabahattin Zaim, who witnessed how this was achieved, described those days as follows: "MÜSİAD, established by entrepreneurs who embraced the values of the nation in a secularizing business world, became a successful institution. The Business World Foundation is still active in Eyüp, but it cannot develop because its structure is limited by law. MÜSİAD, on the other hand, was an association, and associations were conducive to development. Entrepreneurs such as Erol Yarar, Ali Bayramoğlu, and Natık Akyol played a leading role in this development."

These new economic civil society organizations, led by MÜSİAD, felt the need for political determination in line with traditional values. Over time, they brought forward demands for systemic change in this direction. In particular, parallel to the rise of conservative politics in the second half of the 1990s, these organizations conveyed their demands to the center of politics. The 1994 local elections, in which the Welfare Party came to power in two major metropolitan areas, Ankara and Istanbul, also helped these businesspeople develop. Ömer Bolat emphasized the contribution and support, saying, "We are aware of the close interest shown by the late Prof. Dr. Necmettin Erbakan and his government during the Welfare Party government.





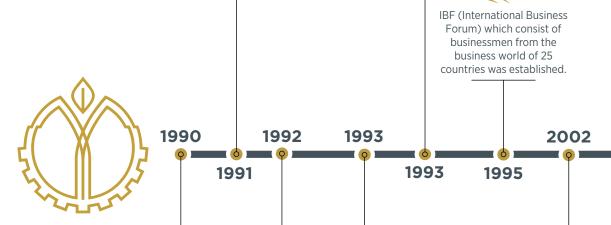


CERCEVE

The Çerçeve magazine started to be published every two months to explain the importance of a productive and people-oriented economy in our business world, to keep our civilization values alive and to be a strong and free voice.

MUSIAD Family is Growing

MÜSIAD, which attaches great importance to its works of organization in local since the day it was founded, opened its first Anatolian branch in Kayseri at 1991.



The Seed Falling to the Soil

MÜSIAD is an honorable non-governmental organization movement initiated by a group of virtuous businessmen.

MUSIAD is Globalizing

MUSIAD, which continues its activities on a global scale, opened its first overseas branch in Cologne, Germany in 1993.

On the Road to Institutionalisation

2007

MUSIAD which seeds sown in Mecidiyeköy in 1990, moved to new headquarters in Sütlüce, in 2007.

First Fair Excitement!

MÜSIAD opened its first fair in Izmir and a great adventure began. MÜSIAD Fair, which is the most important activity of MÜSIAD, the largest trade fair of Europe with getting the name EXPO.

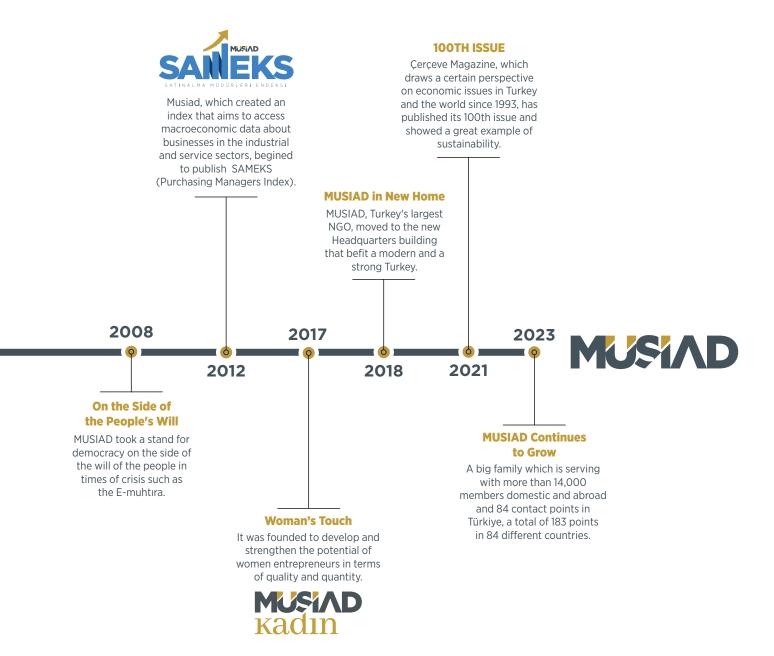


MUSIAD is getting younger!

Young MUSIAD, was founded in order to the country's economy and it's socio-cultural structure.











What sets MÜSİAD apart: ANATOLIA







Moving the Quran to the corner office

The difference in position between TÜSİAD and MÜSİAD mentioned above by Prof. Dr. Sabahattin Zaim was often clearly evident in practice. While MÜSİAD was essentially an association based on religious entrepreneurs and Anatolian capital, TÜSİAD was always known as the association on the other side of the water. In an assessment published in Dünya Gazetesi, these two associations were described in a way that symbolically expressed this difference:

"TÜSİAD is Istanbul-based, MÜSİAD is Anatolia-based" This distinction was not limited to the Turkish press; it was also made in the global media. An article in the American Business Week magazine praised MÜSİAD, describing it as "the alternative to TÜSİAD for industrialists and administrators committed to Islamic values." In a report titled "Bringing the Quran to the corner office" published by Milliyet, it was claimed that MÜSİAD and its members "believe that the capitalist system is the best option for Turkiye but aim to implement it in accordance with the principles outlined in the Quran." The article stated that "MÜSİAD members do not consume alcohol or gamble, and that they use a portion of their earnings for charitable causes." It also emphasized MÜSİAD's Anatolian identity, describing its members as "young businesspeople, mostly of Anatolian origin, who own medium-sized businesses."

The different views of these two organizations were particularly evident on certain economic issues. In a statement, Ali Bayramoğlu, who spoke about the damage caused to the country's economy by high interest rates and inflation, said that all civil society organizations shared the same view on interest rates and inflation and strongly criticized TÜSİAD for defending a different view. Bayramoğlu clearly stated that TÜSİAD was not acting in the interests of the people with the following words: "Only TÜSİAD is playing a different tune. If they learn to play according to the notes instead of making noise within the orchestra, it would be better for Turkiye."

Muharrem Kayhan, a former president of TÜSİAD, expressed his reservations about the mission undertaken by MÜSİAD, emphasizing this difference. "I find it wrong that in the business world, capital is divided into categories such as large, small, Istanbul, Anatolia, red, green."

Another example was MÜSİAD's accusation that TÜSİAD was biased for criticizing the AK Party government for developing populist policies. With this approach, MÜSİAD took a pro-government stance and did not shy away from clearly stating that it found TÜSİAD's criticisms unfair and unjust. Moreover, this "unfairness" was being made less than six months after the AK Party came to power. President Bayramoğlu emphasized the difference in positions once again, saying, "MÜSİAD considers the claims that the previous government was tolerated unconditionally for years and that the government's time is up to be cheap threats." The fact that MÜSİAD is organized in Anatolia, unlike TÜSİAD, also clearly highlights the difference in orientation.



MÜSİAD's MÜ, in other words, "We are proud to be Muslims"

In the years following MÜSİAD's establishment, the most debated topic was what MÜ at the beginning of the acronym stood for. Some believed that MÜ, the first letters of the word 'Müstakillik' (independence), stood for "Muslim." Founder President Erol Yarar stated that being identified as Muslim was a source of pride for them, but that using MÜ to mean Muslim was a deliberate choice, emphasizing the word "independence." This matter was actually clarified very clearly in a 2004 report by MÜSİAD: "We are also perceived as Muslim industrialists and businessmen in the market. We have no issue with being Muslim. However, in a country like Turkiye, where 99% of the population is Muslim, being Muslim cannot be an additional qualifier."

An interesting story told by Prof. Dr. Ömer Bolat clearly shows that the MÜ expression is perceived as Muslim in society. According to Prof. Dr. Ömer Bolat, who has always played an active role in the association since its establishment, this term was first used by a mosque imam: "When there was public outrage over TÜSİAD's education report, one day during Friday prayers at a mosque in Tahtakale, the imam gave a sermon that was quite critical of the congregation...

In Tahtakale and Sultanhamam, there are many devout shopkeepers and merchants who are entrepreneurs. The imam addressed the congregation, saying, 'They have TÜSİAD, so why can't you establish MÜSİAD? Establish MÜSİAD.' This is a true story... I heard this story from a member of the congregation who was present at that sermon." Cüneyt Ülsever, on the other hand, approaches the word "independence" from a very different angle, preferring to express it as feeding off one's own entrepreneurial spirit, as opposed to the business world that has been accustomed to feeding off the center for years. He concretized this by taking advantage of the atmosphere created by the outward-looking economy that began with Turgut Özal:

"Turkiye is encountering an independent entrepreneurial class for the first time in its history that is not dependent on the center. This class is predominantly emerging in Anatolia! This class, which has been advancing along the path of export-oriented production opened by the late Turgut Özal since the mid-1980s:



- a) They generate capital accumulation through their own dynamics: This class has broken away from the classic Istanbul-Ankara connection of the republic, remains outside the center, and is developing entirely through its own personal initiatives.
- b) They are unable to benefit from state rent through cooperation capitalism: This class, which is disconnected from the center, has not benefited from the state's policies of creating wealth through its dominant hand. Instead of being supported by the state, it has been hindered. It not only loses the taxes it pays to collaborative capitalism but also faces interference from the center in its way of life. At times, it is even viewed as an enemy of the regime.
- c) They are very open to the outside world because they are export-oriented: Turgut Özal strongly encouraged this class through policies supporting exports. These people generally made good use of these incentives, which were often spiritual and sometimes material. They learned to sell goods and services to the Middle East, Russia, North Africa, and even Europe, and to target these markets.

- d) They are strictly adherent to the Islamic way of life. They are closely tied to the dominant lifestyle in Anatolia and, consequently, to Islamic traditions. Indeed, during the February 28th period, efforts were made to suppress any objections they could raise against the Istanbul-Ankara alliance by highlighting these aspects.
- e) Although their fathers did not receive a modern education, their sons (and even daughters) are equipped with the highest level of modern education: Traditionalist fathers did not receive an education, but they send their sons, and even their daughters, to study in Europe and America.

In addition, this group consisted of businesspeople with a high capacity to adapt to new economic policies, as they had made the majority of their sectoral composition and investments after 1980. Their eagerness to open up to foreign markets, as well as their need for political and bureaucratic support in this regard, encouraged them to work in partnership with public authorities. It should be emphasized that the policy of supporting local entrepreneurs in opening up to foreign markets has gained momentum in recent years.



February 28: MÜSİAD's Trial by Fire

Every institution has turning points in its history. A major internal or external threat can suddenly leave institutions facing a battle for survival. This battle can be won or lost. A victory usually means that the institution emerges from the process stronger than before.

The post-modern coup process of February 28 represented such a challenging test for MÜSİAD. The post-modern coup's biased and negative pressure on Islamic capital circles and economies led to serious declines in their economic performance. More seriously, it also brought about a period of psychological pressure that forced some members to reconsider their relationship with MÜSİAD and decide to leave the organization.

In fact, during that process, MÜSİAD was targeted because the aim was to eliminate any structure that organized religious entrepreneurs. For this reason, a policy of intimidation was implemented through the President or Vice Presidents, using various statements as a pretext. Erol Yarar, the founding president of MÜSİAD at the time, summarized those dark days with the following statement: "On February 28, direct intervention against MÜSİAD and the political forces supporting it began. A case was filed to close MÜSİAD through me."





Green Capital Label and Boycott Lists

During that period of stagnation, Turkiye suffered from a collective loss of reason and became the scene of practices that no one would even want to remember in the years to come. One of these was labeling domestic capital as "green capital" and blocking it. How tragic it is that while efforts were being made to attract foreign capital from abroad to invest and produce, a portion of domestic capital was labeled "green capital," thereby preventing its owners from making investments. Newspapers published lists of companies labeled as "reactionary," and various institutions carefully distributed these lists to relevant units, preventing these companies from participating in tenders and purchasing their products. The public was astonished to see domestic capital being divided into two under the name of "green capital." Although officially denied by the General Staff, it was known that on February 28, eight companies representing Islamic capital were subjected to a covert embargo on suspicion of supporting reactionary activities.

Prof. Dr. Ömer Bolat, a close witness of that period and former president who served as General Secretary at MÜSİAD at the time, described the boycott process as follows: "(...) In addition, raids were carried out on workplaces by finance and security forces, and businesses with green-painted walls were labeled 'reactionary.'

Even kebab shops, pastry shops, and restaurants were added to blacklists, and calls were made to boycott them.

MÜSİAD members were not even allowed to bid on public tenders. In the governments formed after February 28, we had no chance to meet with ministers, let alone the prime minister; we couldn't even reach their secretariats. MÜSİAD members were not invited on business trips abroad, and not even written invitations were sent." Ali Bayramoğlu recounted the difficult period of February 28 and the embargo that was denied while it was in effect from the perspective of MÜSİAD, and he still seemed to be experiencing the difficulties of those days:

"During the Refahyol period, large privatization tenders were issued for the first time. We participated in this tender through a consortium we formed with companies within MÜSİAD. One of the groups that submitted bids alongside us was the Doğan Group. During the process when the tender documents were opened, the following headline appeared on the front page of Milliyet Newspaper, owned by the Doğan Group:

The military imposes an embargo on MÜSİAD!



The negative measures taken against MÜSİAD did not end there, but were repeated regularly. While "blacklists" were being published, banks were also prevented from granting loans to religious entrepreneurs. This was so severe that the implementation of these obstructionist measures at the international level suggested that the operation was being carefully managed from a central location. . Ali Bayramoğlu, who expressed these views, was convinced that one of the main goals of the process was to render MÜSİAD ineffective. According to him, members were forced to leave MÜSĪAD in order to continue their economic activities.

Bayramoğlu, while recounting those difficult days, also shed light on the methods used by the coup plotters to exert pressure on economic actors:

"The process was entirely against MÜSİAD member businesspeople. Blacklists were published; during that period, businesspeople were listed and prevented from obtaining loans from banks; they were prevented from participating in government tenders; companies that did business with the General Staff and the military were targeted and prevented from doing business. Even companies trying to expand internationally faced various obstacles. We experienced this difficult process heavily. Many of our friends who were affected by this process were forced to resign from their MÜSİAD membership."



ANXIRA DEVLET GÜVENLIK MAHKEMESI **6** MÜSİAD Founding President Erol Yarar answers questions from members of the press in front of the Ankara State Security Court of the Republic of Turkiye as part of the February 28 trials. bri Gir



Members are leaving, a lawsuit is being filed to shut down the organization

The figures also confirmed Ali Bayramoğlu's claims. MÜSİAD's membership, which stood at 2,823 in 1997, had fallen to 1,300 by 2002, when the February 28 process was still ongoing.

During that period, MÜSİAD lost an average of 1,000 members. Prof. Dr. Ömer Bolat also shared the view that MÜSİAD had gone through a very difficult test during that period. According to him, the February 28 process should never be forgotten by any MÜSİAD member.

Both the prison sentences sought for Erol Yarar and Ali Bayramoğlu and the lawsuit filed to close MÜSİAD had strengthened MÜSİAD's resistance. This was the most important indicator that they were on the right track. Because MÜSİAD had fought against bans. It had strongly opposed the closure of Imam Hatip schools and had declared war on those who had made it a

habit to plunder the economy, especially banks. Therefore, these lawsuits further increased MÜSİAD's determination to work hard and defend what was right and just. The powerful words of Bolat describing that period and the self-confidence that came from doing what was right showed why MÜSİAD existed:

"We cannot forget the difficult days of the February 28 process. In particular, the morning prayers we performed in Eyüp Sultan after the closure of the middle sections of Imam Hatip high schools and the rallies that followed must be given a special place. We cannot forget the trials against the two founding chairmen of MÜSİAD, Erol Yarar and Ali Bayramoğlu, which included requests for imprisonment, nor the legendary resistance we mounted against the attempts to close MÜSİAD."



Erdoğan: February 28 was directed against MÜSİAD

One of those who suffered during the February 28 process was Recep Tayyip Erdoğan, the mayor of Istanbul at the time. Erdoğan, who was already believed by the public to be a rising star in Turkish politics, was tried and sentenced to prison during this process. Years later, in 2012, Recep Tayyip Erdoğan, who attended the 21st Ordinary General Assembly of MÜSİAD as Prime Minister, also referred to those days in his speech. Reminding the audience of the pressure exerted on Anatolian capital, Prime Minister Erdoğan emphasized that February 28 was an intervention against Anatolian business circles and MÜSİAD:

"(...) As soon as Anatolian capital united its strength; as soon as Anatolian capital brought its enthusiasm, passion, and ideals to life; that was when they began to fear the lions and tigers of Anatolia. The businessman who said, 'I will no longer sell ovens; I will produce ovens,' and 'I will export ovens,' disrupted their plans. The Anatolian businessman who said, 'I will not be confined to Kayseri, Çorum, Konya, Denizli, or Gaziantep; I will open up to New York, Sydney, Beijing, Bishkek, Paris, and London,' disrupted all the markets.

Let no one take offense: February 28 was also an intervention against these successful businessmen of Anatolia. February 28 was an intervention against MÜSİAD, against its members, and against many other successful businessmen like them, aimed at breaking their wings. 'You won't buy this brand, you won't put that brand there...' These things happened."

In his speech, Prime Minister Erdoğan stated that he was a close witness to what MÜSİAD went through during the periods of oppression and the February 28 process, and he also stated that the reason for this oppression was that those who "leaned on the state" wanted to see Anatolian businessmen not as producers but as dealers selling their products. Prime Minister Erdoğan continued as follows: "I know very well the hardships MÜSİAD has endured, the crises it has overcome, the obstacles it has overcome, and how it has stood up to intimidation and pressure to reach where it is today. The status quo and those who rely on the state want to see Anatolia's young, dynamic, and enterprising businessmen as nothing more than dealers."



Founding President Erol Yarar agreed with the statements made by then Prime Minister Recep Tayyip Erdoğan. According to him, the process that began with blacklists had started much earlier, in 1994. Since that date, and especially with the coalition government of the Welfare Party, MÜSİAD had become an organization that guided decision-makers in the economic sphere. This meant that Anatolia would have a greater presence in politics and the economy. For this reason, intervention in both MÜSİAD and the politics that supported it had moved from indirect intervention to direct intervention. This led to February 28.

Yarar described this period as a transition from the founding period to the struggle period and explained the details as follows: "This showed that we had completed our founding period and had now entered a period of struggle. Change had begun in Turkiye. Because we had spread across Anatolia, we had spread to branches, and thousands of industrialists and businesspeople were carrying out national and international activities under the umbrella of MÜSİAD. They were influencing politics, questioning politics, and there was a tremendous shift of capital from a narrow circle to the broader Anatolia. Those who were uncomfortable with this wanted to take measures against it. This is how the 28 February process began, with the blacklist of 1994."

Yarar, who stated that the process that began with the blacklist was a preventive measure, continued his words as follows: "This is a preventive measure. It is the struggle of the Istanbul Police Bureau and the Istanbul Duchy to stop this. Of course, since we knew those people well at the time, we tried to carry out a certain struggle in a level-headed manner without causing social problems, and this also found its counterpart in the political arena. In politics, the rise of the group known as 'Political Islam', the voices calling for them to come to power, and the footsteps of their approach disturbed some people.



"Let no one be mistaken:February 28 was also an intervention against these successful businessmen of Anatolia. February 28 was an intervention against MÜSİAD, against its members, and against many other successful businessmen like them, aimed at breaking their wings."

These developments caused great unrest both in politics and in business, and then the Refah Party came to power in a coalition government, and MÜSİAD, which had not been invited on trips, began to take the forefront, which disturbed some people greatly. By this point, MÜSİAD had become the most influential organization guiding decision-makers in the economic sphere. This did not sit well with some, and then came February 28.



Closer ranks, stronger teams

However, MÜSİAD manaqed to emerge victorious from this difficult and lengthy process. The principle that "if you don't lose the battle, you can win the war" proved true once again. Indeed, this process led to even tighter ranks within MÜSİAD. According to Erol Yarar, the 28 February process, which lasted three years, resulted in the emergence of a solid MÜSİAD cadre. In fact, there were even businesspeople who joined MUSIAD solely because they opposed the pressure and intimidation campaigns directed against the association. Erol Yarar lists the gains made during this process as follows: "Thanks to God, despite some departures, despite losing 15-20%, maybe even 25% of its members, MÜSİAD became very solid during those three years. The opposite was also true: a group of businessmen who came from outside and said, 'I want to be a member of MUSIAD, I want to show my reaction to these people and what they are doing by becoming a member, joined us during this difficult time for the association."

Ali Bayramoğlu is among those who acknowledge that this process, in essence, led to healthy outcomes for MÜSİAD's structure. Bayramoğlu emphasized that those who pursued the struggle not solely for commercial purposes but also out of a sense of moral responsibility emerged victorious, stating:

"These departures were actually a crucial point for us. I would like to use a phrase I often used at the time: With these departures, we have, in a sense, cleansed ourselves of some impurities. The real strength lies in the fact that this struggle was not carried out solely for commercial purposes, but also by those who felt a spiritual responsibility, who saw this mission as their duty, and who could contribute to the country and themselves with such a vision, and in being able to move such a group to a new place."

Yusuf Cevahir, on the other hand, said the following about those who left MÜSİAD during the February 28 period: "We had around 3,300-3,400 members. However, 50 percent of these members left MÜSİAD. To be frank, I can say that I and many of my friends were very pleased with this situation. Because those who left were people we could describe as 'rotten apples' within our ranks. Their departure strengthened our struggle. We felt this way, and it truly was the case. In the end, being tried alongside our brothers in the State Security Courts was a meaningful struggle for us. Personally, I have always taken pride in being part of this process and defending this case alongside my brothers."



The owner of achievements in gold letters

Emphasizing that the purpose of these raids was to "intimidate, deter, and convict by fabricating baseless excuses," Ömer Bolat stated:

"Their goal was to silence the media defending Islamic values in Turkiye. They also aimed to eliminate businessmen who upheld Islamic values and worked in this field. Their objectives were that clear, but these institutions demonstrated an incredible, legendary resistance. Allah granted immense assistance, and ultimately, the February 28th actors were humiliated and disgraced in every sphere. Those in the media, the military, the bureaucracy, the judiciary, civil society, and the academic world-all the actors of February 28 were completely destroyed."

Prof. Dr. Ömer Bolat, who was part of the core group that stood together throughout the February 28 process, pointed out at the time that MÜSİAD served as a stronghold for groups defending Islamic and conservative values. According to Ömer Bolat, MÜSİAD, which successfully navigated every process, had achieved successes that would be written in gold letters in both the history of the Republic and the history of Islam. Ömer

Bolat explained the result achieved by a handful of idealistic entrepreneurs as follows: "While continuing its journey in Mecidiyeköy with modest means, MÜSİAD sent very powerful messages.

MÜSİAD has also served as a bastion for groups in this country that defend Islamic and conservative values. When it comes to human rights, social policies, foreign policy, the economy, culture, and the press, the approach has always been to ask what MÜSİAD has to say. Our colleagues and brothers working in these fields have always sought advice from MÜSİAD and sought its support. In this sense, I believe that MÜSİAD has left a mark and a legacy that will be written in gold letters in the history of the Republic of Turkiye and the Islamic world.



The Development History of MÜSİAD with Its Presidents

It is evident that the individuals who have served as presidents of MÜSİAD since its establishment have made significant contributions to the development and institutionalization of the association at various stages. The regular transfer of the presidency in accordance with established principles is always regarded as a change of leadership. However, the reality is that once someone takes up the MÜSİAD banner, they will never let it go. Because being a member of MÜSİAD means being destined to serve this institution indefinitely.

Within this principle, assuming the role of President also meant accepting that contributing to MÜSİAD at the highest level is a never-ending duty. Even if the position is handed over, continuing to contribute at the highest level will remain an unyielding responsibility. For this reason, Ömer Cihad Vardan, the fourth president of MÜSİAD, would say, "MÜSİAD presidents do not retire... There are no retirees at MÜSİAD, only those who have passed away... We continue to work."

In fact, this statement took on a different dimension with the words of Faruk Akbal, a former president of Genç MÜSİAD: "There are no retirees from Genç MÜSİAD, only MÜSİAD members." This dimension emphasized that responsibilities in MÜSİAD continue throughout life, not just during one's working life.

Combining the words of the two presidents, the following sentences emerged, succinctly describing MÜSİAD members and their work: "There are no retirees from Young MÜSİAD; they become MÜSİAD members. There are no retirees at MÜSİAD; at most, there are those who have passed away. Therefore, one continues to be a member of MÜSİAD until death..."

Why is being a member of MÜSİAD a principle that lasts a lifetime? Because MÜSİAD is a center for continuous education for businesspeople and society. Because MÜSİAD is the economic adaptation of a universal principle that ends with death. Because MÜSİAD is the expression of a universal responsibility that ends with the last breath.







The Logo That Arrived with Morning Prayer

Just as MÜSİAD's establishment process was thoroughly internalized, the MÜSİAD logo was also created in a very short time, even in a matter of hours or minutes. With just hours left before the organization was finalized and the announcement made, Arif Gülen, one of the unsung heroes of the process, took on the task of getting the logo ready for the morning meeting. When he made this promise, there was undoubtedly someone he trusted implicitly. He immediately knocked on their door. That person was Hasan Aycın, one of the undisputed masters of the field, who shared the same values as those who had set out on the path of MÜSİAD. However, Hasan Aycın was going through one of his busiest periods at the time. Faced with this request, he responded with his characteristic dervish-like attitude, saying, "We will get it done, inshallah."

Years later, Hasan Ayon would recount Arif Gülen's arrival and the creation of the logo as follows: "It was a very busy period for me; I couldn't even go home. It was 1990. Arif Gülen, one of the founders of MÜSİAD, asked me to design a logo. I asked for two weeks. He insisted that it be delivered by tomorrow morning." On one side were the jobs that had been promised to be completed by the next day, and on the other was the logo for the business organization that Arif Gülen had described...

Unable to refuse Arif Gülen's insistence, Hasan Aycın came up with a solution that would resolve both issues. They would take his brother Mustafa Aycın, who was hospitalized but capable of running the business, from Cerrahpaşa Medical Faculty Hospital that night. Mustafa Bey was taken from the hospital and brought to his workplace in Cağaloğlu in his pajamas.

Hasan Bey also handed over part of his work to him. Now there was time to think about the MÜSİAD logo and put it into practice. There was still time before morning!

So, Hasan Aycın, at what time of the night did he draw the logo that would unite him with MÜSİAD for 25 years and bless his work? "The next day," said Aycın, "after morning prayers, this emblem appeared. It has been used ever since."

According to him, no tools such as rulers, compasses, or protractors were used when this emblem, which has become a MÜSİAD classic, was drawn. Today, we understand much better that the great master had calculated everything with the measurements flowing from his heart. And he wanted this logo to bring together tradition and technology, technology and humanity... That is why the logo incorporates three elements: the M of MÜSİAD, the gear representing technology, and the human being, the noblest of all creatures, who gives life to all. Hasan Aycın's logo, which reflected the principles of a blessed civilization, was met with great approval by the founders. Ali Bayramoğlu described his thoughts on the logo and the excitement he felt: "Gears are the most beautiful representation of industry. In the past, if you wanted to visually depict industry, you had to use gears. In our MÜSİAD logo, the human being, who is the entire system, was at the forefront, followed by the mihrab, which symbolizes the goal. If you remove the gear, it's a human; the two empty spaces you see here represent the goals contained within the mihrab, the industrial identity; and the upper part with its arms spread out is the 'M' logo of MÜSİAD. We really liked this."





The Story: The Story: The Story of the foundation

Erol YARAR (1990-1998)





Because being the first, starting something, has always been difficult.

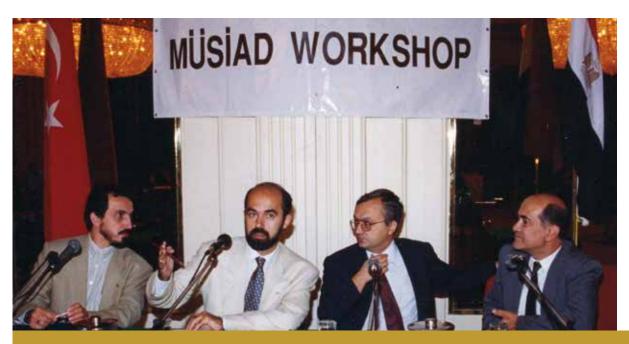
As the founding president of the Association, Erol Yarar was responsible for the difficult and important task of determining the founding philosophy and establishing/ spreading the new business culture. Looking back at that period in light of the experience and knowledge gained over the 35 years since the association's establishment. it can be said that Erol Yarar successfully fulfilled this role. He played a major role in the establishment of MÜSİAD, in overcoming the difficulties of the initial stages, and in resisting pressure in the following periods, transforming a deep-rooted and forgotten tradition into a confident entrepreneurial spirit. Because being the first, starting something, is always difficult. This difficulty was even greater when it came to MÜSİAD. What made this arduous journey easier was setting out with great faith. Perhaps it was only this faith that made it possible to revive the "pioneering spirit" that President Yarar would later refer to in his interviews, but this time in an economic sense.

Undoubtedly, the person who knew the best about the pre-establishment and establishment process of MÜSİAD was Erol Yarar. Erol Yarar, who was always at the forefront of the association's pre-establishment and establishment, said that MÜSİAD was a movement of returning to its essence.

Perhaps referring to the principle in the Ahilik tradition that every profession has a master, he stated that as merchants, their master was Allah's Messenger, Prophet Muhammad (peace be upon him). Erol Yarar summarized the events that inspired MÜSİAD, ranging from the Medina Market to the business activities of the Prophet (peace be upon him), as follows:

"The establishment of MÜSİAD is not so much a reaction against something as it is a return to essence, a return to roots. the result of a desire to search for one's roots. The Medina Market established by the Prophet Muhammad (peace be upon him) in Medina is a concept that is not well known and has not been given much attention in Islamic history, but it is very important. The fact that he was a merchant, his identity as a merchant, and the fact that most of the Sahaba-i Kiram and Aşere-i Mübeşşere were merchants the fact that the religion spread by merchants across the world made us feel deeply inspired. Our spiritual guide is the Prophet Muhammad, who was a merchant, and when we saw that his principles and approaches were later continued through the Ahilik institution, we recognized a parallel."





Undoubtedly, Erol Yarar was the person who knew best about the pre-establishment and establishment process of MÜSİAD. Always at the forefront of the association's pre-establishment and launch, Erol Yarar said that MÜSİAD was a movement of return to its roots

The defining principle of Ahi: Both Islamic and Anatolian

The principles of Ahi, which Erol Yarar describes as an institution that influenced MÜSİAD's philosophy, truly form one of MÜSİAD's fundamental philosophies. With its moral principles and rules governing business life, Ahi is regarded as an organization that brings the principles of Islam to life. It is like a living organism that continues from yesterday to tomorrow in terms of its way of thinking, life, and work. The fact that MÜSİAD has embraced Ahi and is committed to continuing it with a contemporary interpretation stems from a shared common ground: Ahi must not only be adorned with the necessary Islamic motifs but also possess the essential Anatolian spirit.





So, what was the fundamental mission of MÜSİAD, the organization these people established? Yarar explained that, just as those who established the first marketplace aimed to benefit all of humanity, those who founded the association also saw themselves as having a great mission, stating, "The greatest responsibility in terms of putting Turkiye on the world agenda in economic terms belongs to MÜSİAD members."

Yesterday a marketplace, today an association...

President Yarar stated that MÜSİAD was a product of the sensitivities of devout people, linking its beginnings to the Prophet Muhammad's (as) establishment of a marketplace upon his arrival in Medina and saying that they realized that in this day and age, a marketplace could only be established through an organization. Yarar expressed their decision to establish an association as follows:

"When we read in the books of the Prophet's biography that the first thing the Prophet established after the mosque in Medina was a marketplace and that he wanted Muslims to shop there and not go to other markets, we asked ourselves: Where and how will we establish this? To establish this in this day and age, we need an institution. It could be called an association or a foundation. We chose to establish an association. The fundamental philosophy of our association, MÜSİAD, originated from this point of returning to our roots and finding our origins. It was established based on this principle." As Erol Yarar also stated, MÜSİAD was founded by a group of people who set out with Muslim sensitivities. So, what was the most fundamental mission of MÜSİAD, which was founded by these people? Yarar explained that, just as those who established the first market aimed to serve all of humanity, those who founded the Association also assigned themselves a great mission, stating, "The greatest responsibility in terms of putting Turkiye on the world agenda in economic terms belongs to MÜSİAD members." President Yarar demonstrated how seriously he took this responsibility through the tremendous efforts he made to help many MÜSİAD members open up to the world for the first time.



Anatolia joins the game

MÜSİAD attracted attention by accomplishing a great deal in a short period of time. First and foremost, it represented a segment of society that had been marginalized until then. Their role in the economy was minimal. Despite their large numbers, they had managed to reach the marginalized segments of society and become their voice. In other words, MÜSİAD had brought Anatolia, which had been condemned to remain a spectator in the stands for years, into the game. This achievement came at an early stage and brought significant success. For instance, within 3-4 years, it had established an Anatolian capital capable of exporting to 30-40 countries. These successes did not go unnoticed by certain powers and institutions at the center. Therefore, when MÜSİAD began to become the voice of the silent masses in the economic sphere, efforts were made to suppress it before it could grow stronger, and shortly thereafter, it was forced to fight for its existence. Erol Yarar considers 1994 to be the starting point of the struggle and recounts how a blacklist containing the names of MÜSİAD members was circulated that year:

"Within just 3-4 years, MÜSİAD emerged as an Anatolian capital capable of exporting to 30-40 countries. While this greatly boosted the confidence of association members, it also caused unease among the previous dominant players in the market. 1994 marked the beginning of our first struggle; the blacklist, which included MÜSİAD members, was revealed this year because... A media outlet, through an advertising agency, published a blacklist. Targeting some MÜSİAD members, a fierce campaign was launched with familiar slogans such as "do not buy from them" and "they are religious, they want to impose Sharia law, they will turn Turkiye into Iran."

This showed that we had now completed our founding period, grown large enough to attract attention, and entered a new phase of struggle. Thanks to MÜSİAD, change had begun in Turkiye. With the branches it had opened, MÜSİAD had also brought Anatolia into the game. Thousands of industrialists and businesspeople under the MÜSİAD umbrella were now engaged in national and international activities. They were influencing politics and questioning it. The capital that once existed within a narrow circle had now spread to a broader segment of society, to Anatolia. This situation did not sit well with some, and the 28 February coup followed."



Days when law became politicized...

Erol Yarar was among those who suffered the most during the events of February 28, and MÜSİAD was among the institutions that suffered the most. During the years when the process continued at full speed, those who were "more royalist than the king" filed a lawsuit to shut down both Erol Yarar and the association. Believing that the lawsuit was filed in bad faith and without justification, MÜSİAD remained steadfast in its conviction of its rightfulness and initiated the necessary procedures to file a counterclaim. However, during the counter-lawsuit, MÜSİAD officials faced serious difficulties and witnessed firsthand how the February 28 process had influenced all branches of government, particularly the judiciary. Erol Yarar described those days when they could not even find a judge to file a lawsuit:

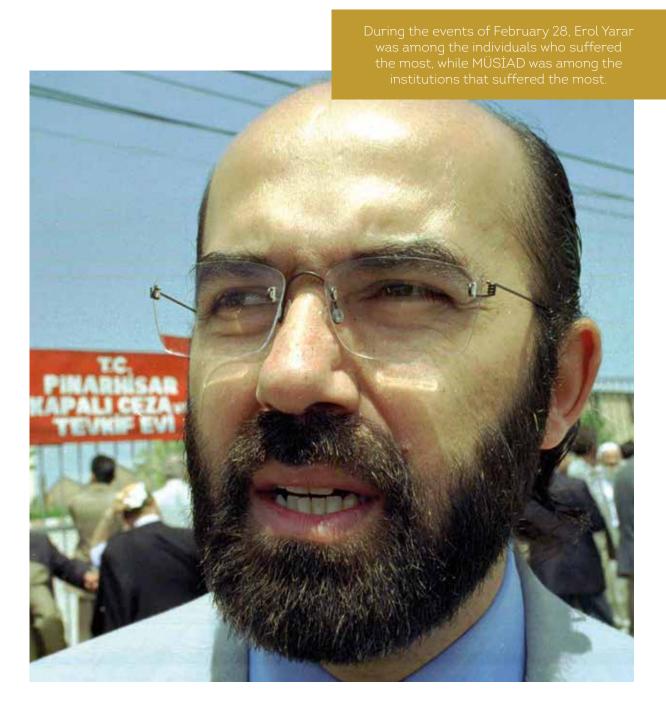
"When we wanted to file a lawsuit, we couldn't find a judge to hear the case. We could only find one judge who dared to write to the General Staff. Our lawyer visited 20 judges, and 19 of them said they couldn't write it. Yet we were only asking, 'We need to write to the General Staff to verify whether what has been written is true or not. Write it as a judge; is there really an embargo or not?' They said, 'We can't write it.' We lived through such a period. Nowadays, there are discussions about how the law has become politicized; I can't help but laugh a little, of course. We lived through the period when the law was most politicized."

Prof. Dr. Ömer Bolat, who was the General Secretary of MÜSİAD at the time, emphasized the serious nature of the difficulties experienced and the support given to them by their members during this process, pointing out how opposition to eight years of uninterrupted education became a subject of litigation. Accordingly, while addressing his members, Erol Yarar was

sued by Org. Çevik Bir for using the phrase "definite secular education law" in reference to eight years of uninterrupted education. This was not enough, and MÜSİAD was also requested to be closed down on this occasion. This process, aimed at dragging MÜSİAD executives through the courtrooms and tarnishing their image in the public eye, failed to achieve its objective. All MÜSİAD members stood united, enthusiastically supporting their institution and its leaders on every court day. Bolat, the General Secretary at the time, described those dark days with the following words:

"About a month later, at the construction committee's Turkiye meeting in Kızılcahamam, Ankara, our then-president Erol Yarar criticized this law in his speech, stating that it would deal a serious blow to religious education and disrupt it. To illustrate this, he said, 'This law is definitely a law for secular education, using only those words. Two days later, the then Deputy Chief of General Staff, Çevik Bir, filed a complaint with the Ankara State Security Court Prosecutor's Office. A case was quickly opened against Erol Yarar at the Ankara State Security Court. The indictment included both the conviction of Erol Yarar and the closure of MÜSİAD on this occasion. We went to the Ankara State Security Court every month for 12 months to monitor these trials and provide support, together with people who came from MÜSİAD branches across Turkiye. In the end, Erol Bey was convicted, but since he had not previously received such a sentence, his sentence was suspended: if he is convicted of the same crime again, he will have to serve both sentences. No decision was made regarding MÜSİAD."











Sohbet Karbuz Explains

The Door to Neglected Capital: MÜSİAD

"MÜSİAD made the potential of Anatolia visible and built an international brand."

In 1996, I spent a short but intense period at MÜSİAD. At that time, Prof. Dr. Ömer Bolat was the Secretary General and Erol Yarar was the President. I was working as an assistant secretary alongside Serdar Çam. We were a small but dedicated team. Much has changed since those days, but MÜSİAD's core role has remained constant: to give a voice to neglected capital.

In my opinion, MÜSİAD's greatest contribution to Turkiye is bringing together the long-neglected business and trade potential of Anatolia under one roof, thereby increasing employment and initiating a serious transformation in the economic structure. Today, many entrepreneurs in Turkiye who are referred to as SMEs but were previously limited to small businesses found the courage to grow thanks to MÜSİAD.

While this transformation was taking place domestically, a bridge was also built abroad. MÜSİAD is not just an organization that takes its members abroad; it has also changed the way the international business world views Turkiye. In this context, the International Business Forum (IBF) holds a special place. Once held in other countries, this forum has now become a trademark of MÜSİAD. With the IBF under its umbrella, MÜSİAD has become a veritable showcase for trade diplomacy.

Looking back, what I am most proud of is the success story of a marginalized group that achieved this through determination, resolve, and hard work. It is not easy to achieve a position of respect at the national and international levels. But we did it. The structure we established with a small team back then has now become an organization with hundreds of employees opening up to the world.

MÜSİAD was more than just a civil society organization for me. It was a stance, a claim. And today, I proudly watch as that claim has taken shape and become a reality.













ISİAD instead of MÜSİAD!

The lawsuit was also used by some media outlets for black propaganda. "Major" newspapers reported that MÜSİAD, against which a lawsuit had been filed for closure, would be shut down after the lawsuit, that preparations were already underway, and that another association would be established in its place. The news article, which stated, "Just as Fazilet was established after the closure of Refah, it is said that İSİAD (Association of Businessmen Who Love Their Work) may be established in place of MÜSİAD," did not reveal the source of the news or the ironic name İSİAD.

A difficult period had indeed begun for MÜSİAD members. However, MÜSİAD managed to overcome this challenging period with the support it provided to its members and the strength it drew from them, thereby establishing itself as a serious civil society organization. President Yarar stated that during that period, some members were not included in tenders, and some lost their jobs and suffered losses. However, he emphasized that they clung to the belief that sustenance comes from Allah and persevered with patience: "When our businessmen were not included in tenders, some people faced difficulties in their businesses. But thank God, I did not face any bankruptcies or closures. I always told my friends: 'Sustenance is something given by God. Sometimes He reduces it, sometimes He increases it. This is a test for us, and we will endure this test. If necessary, we will endure hardship, but we will never give up on our cause."

MÜSİAD received the greatest support from the people during the difficult days caused by a handful of elite managers. In a sense, as Erol Yarar also stated, the people did not heed the impositions from above and began to increase their purchases from companies under embargo. "But our people took such ownership of this cause. Every time those embargo articles came out, the sales of our friends whose names were mentioned skyrocketed. When the people saw their names, they said, 'Oh, so they're against them,' and started buying those brands.

This time, some of our friends said, 'I wish my name was mentioned too, so that our sales would increase. The situation took a different turn; we turned it into a joke. This people truly deserves to be praised; they are very self-sacrificing, very supportive of those who embrace their cause, and they love without question... They don't question much, they don't delve deeply into things, but when they take ownership of something, they defend it to the death. We witnessed those qualities up close.

They truly stood by MÜSİAD, supported us everywhere, and MÜSİAD emerged stronger from that serious 2-2.5-year process. The number of members initially seemed to decline, but then it increased. Because we never did anything unfair; we spoke for our country, not to fill our own pockets. In fact, our friends would not go to work for days while working with us. Despite their fathers telling them, "Son, you are not going to work. What have you done? Have you gone mad? Have you lost your mind? Why are you running around day and night? Go to work," they continued this struggle.

That's why, as the verse says, 'After every difficulty comes ease,' and as a result, MÜSİAD experienced significant growth and a peaceful environment."





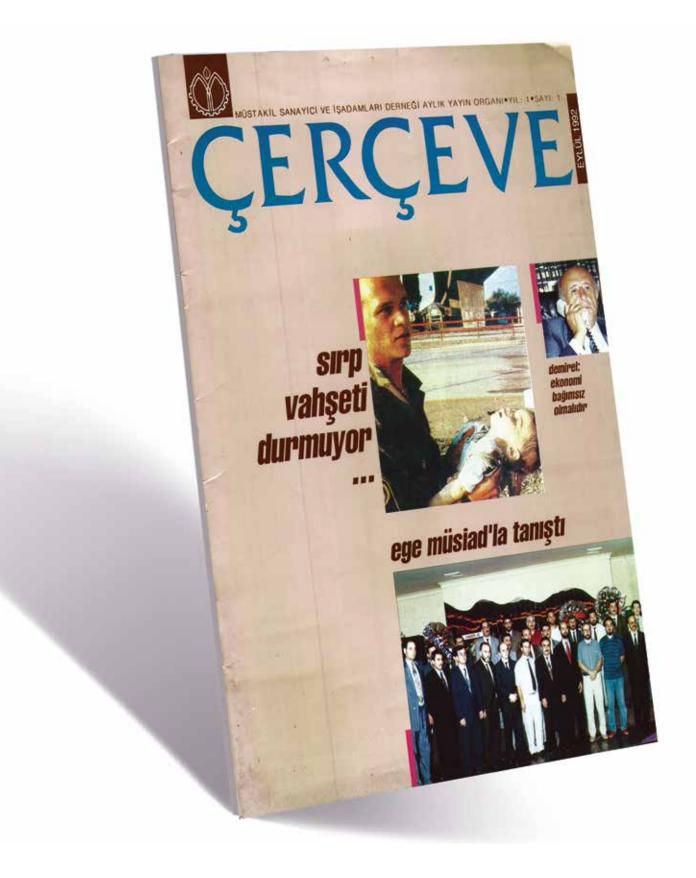
Çerçeve School

The first issue of Çerçeve Magazine was published in September 1992. With the headline "Serbian Atrocities Continue," the first issue immediately established Çerçeve's bold stance. Çerçeve not only shared MÜSİAD's intellectual wealth with the public, but also served as an important medium for communication within the MÜSİAD family. Published for 33 years, Çerçeve Magazine was one of MÜSİAD's most important contributions to the world of publishing and one of its most enduring brands.

Çerçeve Magazine was an important publication that supported MÜSİAD's intellectual accumulation and reporting activities. The magazine took a stand against monopolization, emphasized the importance of commercial partnerships, and stated that the economic structure needed to be organized according to the "Medina Market" model. The magazine also served as a platform to describe the challenges faced by MÜSİAD and religious businesspeople during the February 28 process. During this period, despite the economic pressures and legal proceedings faced by MÜSİAD members, Çerçeve Magazine maintained a strong stance. Erhan Erken, who served as the magazine's Editor-in-Chief for a long time, described the story behind the launch of Çerçeve and the contributions of the founding team as follows:

"We said to our friends at a dinner meeting—we were based in Mecidiyeköy at the time—'We are thinking of launching a magazine. How can you contribute?' Some of them wrote articles, but even those who didn't wrote, 'Our friends are launching an economic magazine. How can we contribute?' The magazine became part of their agenda. I think that was valuable. Let's say our friends are putting something out there—how can we support them? Some sent articles, others said, 'Get an article on this.' I think Çerçeve's role at the time was important. We chose our topics very carefully. We brought up many issues under different headings such as defense industry, the Balkans, and development. I can say we enjoyed working on it. Thankfully, the board members were also happy with it and didn't insist too much on "it should be like this or that." They were open to suggestions, which is important. Because I wasn't publishing the magazine on my own; I was doing it on behalf of an association. So if the people there didn't approve, the magazine wouldn't have been published. I'm the editor-in-chief, but ultimately, the board of directors—Chairman Erol Bey, his assistant Ali Bey, Natik Bey, and others—was a group of about 20 people. If even one of them had said, "Hey, let's not do this," we couldn't have done it. So everyone contributed to the process."









Years Spent in the Struggle for Existence

Bayram Ali BAYRAMOĞLU (1998-2003)







Ali Bayramoğlu, who took over the presidency from Erol Yarar at the 8th Ordinary General Assembly Meeting held on May 22, 1999, would spend his term, which he had planned as a "process of institutionalization and restructuring," not so much on efforts to achieve these goals as on what is commonly referred to as "chasing the devil."

Raids were carried out on MÜSİAD's headquarters, and press conferences were prevented.

TThe February 28 process, which claimed to redesign Turkish politics, was determined to determine the actors of the economy with a top-down approach. Ali Bayramoğlu, who entered the process as deputy chairman, was elected chairman of MÜSİAD in the middle of the process. Ali Bayramoğlu, who took over the presidency from Erol Yarar at the 8th Ordinary General Assembly Meeting held on May 22, 1999, would spend his term, which he had planned as a "process of institutionalization and restructuring," not so much on efforts to achieve these goals, but rather on what is commonly referred to as "chasing the devil." Erol Yarar, who described the difficult years as an opportunity and said that "great developments" would take place, would have to wait a few years for the era he had promised to arrive. This was because the negative impact and damage caused by February 28 would continue until 2001,

All the intimidation operations of the February 28 process continued violently during Bayramoğlu's term. The police were used as the main element in the intimidation attempts, raids were carried out on MÜSİAD's headquarters, and press conferences were prevented. In a speech he gave at the time, Ali Bayramoğlu referred to MÜSİAD's historical mission, stating that they would serve as a bridge between the people and the rulers, and said, "We will be the intermediary institution between the people and those who will govern Turkiye. In a sense, we will walk around in disquise and serve as a bridge." Unfortunately, the decisions and actions of the current political climate, which were in line with the February 28 process, would not grant the new President Ali Bayramoğlu this opportunity. The years of the "Struggle to Sustain the Association's Existence" had begun.



Intimidation operations: Convictions and police raids

Indeed, Bayramoğlu would have to carry out his duties under very difficult conditions during a period when the association was facing political pressure. Ali Bayramoğlu and a handful of MÜSİAD executives would stand firm with determination and courage, continuing to speak out loudly for justice and truth. The General Secretary at the time, Prof. Dr. Ömer Bolat, described this struggle for survival as follows:

"Two days after his statement, a similar case was filed against him under Article 312/2 of the Turkish Penal Code, just like Erol Yarar. Similarly, Ali Bey was also sentenced, and the closure of MÜSİAD was demanded. His trial lasted five sessions. We went to the Ankara State Security Court to support him and observe the proceedings. A similar decision was made there. Ali Bey was sentenced, but since he had not previously committed the same crime, the sentence was postponed, and it was decided that if he were to be convicted of the same crime within five years, he would serve the sentences for both crimes."

The similarity between Erol Yarar and Ali Bayramoğlu was that both were facing prison sentences and that MÜSİAD was also being sought to be closed down in the same case. However, the similarities between the two periods did not end with their imprisonment and the postponement of their sentences. The intimidation operations of the February 28 process continued violently during Bayramoğlu's term. The police were used as the main element in the intimidation attempts,

raids were carried out on MÜSİAD's headquarters, press conferences were prevented, and statements were forced to be sent to the press prosecutor's office first. The government was putting pressure on MÜSİAD members by using all the resources of the Ministry of Finance, and their companies were constantly harassed by inspectors. Prof. Dr. Ömer Bolat gave the following concrete examples of intimidation operations:

"During that period, we faced significant pressure, including police raids on MÜSİAD's headquarters, attempts to prevent press conferences, and the mandatory submission of MÜSİAD's statements to the press prosecutor's office. Our members were subjected to tax raids, SSK (Social Security Institution) inspections, and tax inspections. Interestingly, some individuals referred to as 'bagmen' began to appear. They would visit our members and make offers and demands such as, 'We can fix your relationship with the deep state if you give us this much money.' We also witnessed absurd demands and developments during that period, such as visiting our members' workplaces and saying, 'The paint on your workplace is green, which means you are part of the green capital; change it quickly... There are signs with Allah and Muhammad written on your workplace, and there are calligraphy writings; you will be considered reactionary if you don't remove them...'



A period full of sensational events...

Ali Bayramoğlu also pointed out that he was serving as president during an extraordinary period, but he did not attribute this extraordinary nature solely to the coup attempt of February 28. According to Bayramoğlu, the crises caused by overnight interest rates in the thousands and the fixed-floating exchange rate system, which were indicators of economic collapse, were also extremely important.

To put it bluntly, the February cold had come to threaten all fronts in Turkiye, and during this process, MÜSİAD President Ali Bayramoğlu had no time to "run away." So much so that MÜSİAD, which had learned to "live with suffering and hardship," set an example for the history books by continuing its struggle without giving up. Bayramoğlu: "During my term as president, we experienced quite a few sensational events (...).

The 1997 February 28 crisis and its aftermath in 1998, followed by a major earthquake in 1999 that severely disrupted Turkiye, the economic downturn in the 2000s, interest rates skyrocketing to 5,000% and 7,500% overnight, and most importantly, the fixed exchange rate policy, which had been officially adopted by the state and provided guarantees to the business world, being abandoned in favor of a floating exchange rate policy during the March 2001 crisis, were truly critical periods for Turkiye. Throughout all these processes, the business community endured hardships and difficulties. We were compelled to present our colleagues' concerns to the relevant and authorized authorities.















The best defense is offense

Ali Bayramoğlu incorporated the character traits typical of someone from the Black Sea region into his leadership style. Undoubtedly influenced by Bayramoğlu's personal characteristics, MÜSİAD did not choose to become an organization that was constantly on the defensive, enduring injustice and oppression in order to survive during those years.MÜSİAD, which spoke out against unfair and biased practices on all legitimate platforms, would also be the only civil society organization to file criminal complaints against bank looters who had deprived orphans of their rights and called on the judiciary to fulfill its duty.

Bayramoğlu recounted the story of the criminal complaint against the banks as follows: "Many banks were seized, and their risks were transferred to the state and the treasury. This created a serious burden on society. At that time, I was both a member of the Istanbul Chamber of Commerce and the President of MÜSİAD. In my speech at the Istanbul Chamber of Commerce and to most of our members, I said, 'Come on, friends, let's go to the Sultanahmet Courthouse and file a criminal complaint against all banks and their managers."

MÜSİAD General President Bayramoğlu, who went to the Istanbul Courthouse with a group of association members, stated in his petition to the prosecutor's office that

the board members of Egebank, Yurtbank, Yasarbank, Esbank, and Sümerbank, whose assets had been seized, had violated the provisions of the Banking Law regarding 'establishing banks, supervising their operations, and ensuring that their assets are used in accordance with the requirements of economic development, as well as supervising their transfer, merger, and liquidation," and that this constituted a violation of the country's economy and, consequently, the public. operating principles, mergers, acquisitions, liquidations, and supervision of banks in accordance with the requirements of economic development," and emphasized that this had caused significant costs to the country's economy and, consequently, to the public.

"Later," Bayramoğlu said, "I was summoned to court because I had filed a complaint with the prosecutor's office. The prosecutor said to me, 'Mr. Bayramoğlu, you have filed such a complaint. What personal loss have you suffered from this banking incident?' I replied to the prosecutor, 'Whether I have suffered a loss or not is not important. What matters to me is the indirect harm this has caused to me and the country's economy. There is a need for social awareness to prevent such incidents from recurring and to take measures against them.' The prosecutor then decided that there was no need for further investigation."









A determined and principled approach in the holding frenzy

MÜSİAD did not limit itself to addressing issues originating in Turkiye during this period. It also worked hard to prevent expatriates living in European countries from suffering economic losses due to the promises made by multi-partner companies. Insisting that the savings of expatriates should be used to finance investments in Turkiye, MÜSİAD sought to ensure that this was implemented in a way that legally safequards the rights of expatriates who have saved their hard-earned money. MÜSİAD President Bayramoğlu, who traveled abroad multiple times to attend meetings aimed at raising awareness among these small savers, fulfilled his moral responsibility to ensure that the ideas and values represented in this sensitive matter remained intact. Bayramoğlu summarized those days and his efforts as follows:

"There was also a group of people who had formed companies with many partners in Europe, which we refer to as the other face of Turkiye, and who were collecting the resources of thousands of people with various promises and using these resources in different and wrong areas rather than in economic areas. MÜSİAD, which also regarded this issue as its moral responsibility, conducted very serious efforts to address these wrongdoings and prevent potential injustices. I remember it very well.

In 2000, 2001, 2002, and 2003, I traveled abroad at least ten times a year. I held various meetings to warn investors and gave conferences on how to invest in the right places. I attended many meetings with 500 and 1,000 people.

MÜSİAD also held meetings with holding company executives in Turkiye to establish rules to be followed. During this period, it also decided to prohibit its member companies with multiple shareholders from using terms such as "Islamic holding" and from including sacred and symbolic values in their advertising and promotional activities. Not content with this, MÜSİAD prepared a handbook for expatriates and published a list of recommendations for investors, enabling them to safely entrust their savings. MÜSİAD's intensive efforts in this context bore fruit, and within two years, the number of Islamic holding company partners, which had quadrupled to 160, decreased by 40%. However, the problems caused by multipartner companies would not come to an end. Since the religious business community has always been the most important business organization, there would always be those who wanted to take advantage of the prestige of being a "MÜSİAD member" and exploit its reputation. Some multi-partner companies, particularly those collecting funds from expatriates, were part of this group. When one of these companies used the photographs of another MÜSİAD member's factory in a brochure prepared for distribution in Germany, eight similar companies immediately terminated their membership.









Ahmet Yıldırım Tells His Story

A Journey That Turned Into a School

"Being a member of MÜSİAD was not just a label; it was a heavy responsibility. But it was a beautiful burden..."

From the moment we started our duties, we felt a great excitement. For us, it was a dream come true. However, when the slogans discussed at the table collided with reality, we understood the seriousness of the task at hand. We started out with groups of 10-15 people. We struggled to find the 20th member. Looking back today, we hadn't even reached 22 members at that time. But we didn't give up.

At that time, we would gather after morning prayers. When we reached 40 members, we secured our first location in Mecidiyeköy. We worked with sincerity. We would travel to Ankara and Kayseri for meetings. Two or three cars would come together and set off. As the number of trips increased, so did the load. At that time, a beautiful practice had been initiated: Those who couldn't attend would cover the expenses of those who did. This was one of the most beautiful examples of solidarity.

We had promised that if the association couldn't pay the rent for our first office, we would cover it from our own pockets. Allah did not shame us. There were no cell phones at the time, but we were connected by a different frequency in our hearts. Our administrative supervisor would bring cookies and fruit to the meetings. We were growing with small but sincere steps. Among our first members were even our friends who ran cafeterias. We may not have had large capital, but we were honest and faithful Muslim businesspeople who earned our money halal. Being a member of MÜSİAD not only gave us honor, but also responsibility. There was a perception that "MÜSİAD members do not make mistakes." This guided us. We were young and could make mistakes, but the burden on us forced us to be careful.

Over time, MÜSİAD turned into a school of thought. It became synonymous with ethical trade, honesty, and solidarity. The fact that this line is still being upheld today is my greatest joy. It is very rare to find a MÜSİAD member who behaves unethically in the business world. This shows that we are on the right path.

I joined MÜSİAD when I was 26 years old. We were young, but we had a heavy burden. Work, family, children, and politics... We were trying to keep up with everything. We thought our fathers carried a heavier burden, but looking back now, our shoulders were not empty either. Do I regret it? Never. I would walk the same path again.

Today, MÜSİAD is 35 years old. In the early years, it was difficult to even get an appointment with three people. But we walked with patience, principles, and truth. A path leading to the Çankaya Palace opened up before us. From those days to today... Easier said than done.

May Allah grant us the strength to continue this journey without faltering. Let us continue on with the same enthusiasm, without straying from honesty and our principles.



The crisis that came with the constitution booklet

The then President Bayramoğlu, while going through the dangerous situation detailed above, carefully emphasized that they were taking great care to ensure that MÜSİAD members would not suffer any harm in Turkiye's fragile economic environment. For example, he received news of the crisis that erupted when President Ahmet Necdet Sezer threw the constitution booklet at then-Prime Minister Bülent Ecevit while he was in India and immediately decided to return home: "When the constitution booklet was thrown, I was on my way from South Africa to India for a meeting to purchase machinery. While watching television in my hotel in India, I suddenly saw the news on CNN International that President Ahmet Necdet Sezer had thrown the booklet at Prime Minister Bülent Ecevit. I immediately canceled the meeting here and returned to Turkiye on a flight that night. We held extraordinary meetings. You are already aware of the developments that followed: interest rates skyrocketed, the banking system was completely disrupted, and everyone watched in shock, not knowing what would happen next. This situation immediately prompted us to act cautiously and prudently. We took certain measures and warned our colleagues as soon as possible. Our members realized the gravity of the situation and took steps to minimize the damage they would suffer from the process.







The beginning of tranquility: November 3, 2002

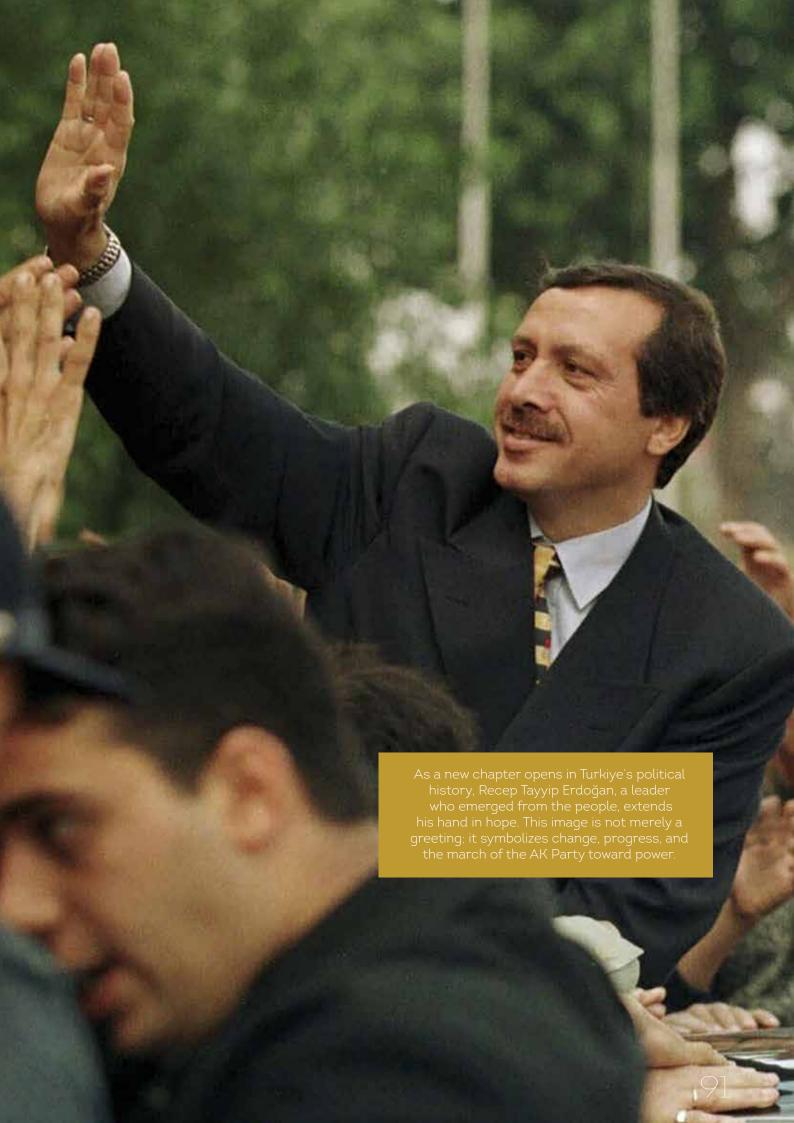
This difficult process would finally come to an end, and Ali Bayramoğlu would finally have a chance to rest. Undoubtedly, this period would begin after the November 3 elections. The AK Party, which managed to emerge as the leading party in the elections, would come to power alone and would carry MÜSİAD's truths into economic policy. MÜSİAD would also transfer all its economic resources, projects, and findings to the AK Party government. This was because, after a long hiatus, a government willing to listen to MÜSİAD's views and benefit from its experience had come to power.

"In November 2002," Bayramoğlu said, "with the AK Party coming to power alone, Turkiye achieved political stability for the first time.

With my presidency in 2003, MÜSİAD, as a civil society organization, was able to clearly convey its concerns to the political authority for the first time. It was extremely pleased to see that it was dealing with a political authority that listened to it and respected its knowledge, experience, and work.

For this reason, the work we did in 2002 and 2003 was both the most comfortable and productive work we have ever done, and it was also one of the periods in which MÜSİAD's communication with the bureaucracy and political power was at its most intense as a civil society organization.

However, the difficulties faced by MÜSİAD, albeit relatively minor, would continue for some time. During Ali Bayramoğlu's term, the application to become a public benefit association, which was referred to the Council of State with the positive opinion of the Prime Ministry, was rejected by this institution on the grounds that MÜSİAD's "activities were not yet of a nature and scale that would yield beneficial results nationwide." MÜSİAD would overcome this symbolic final obstacle two years after the initial rejection, during the presidency of Ömer Bolat.















From Opposition to Power

Prof. Dr. Ömer BOLAT (2004-2007)











He had two important characteristics that distinguished him from the previous two presidents

The tradition of MÜSİAD regarding the election of presidents remained unchanged in the election of Prof. Dr. Ömer Bolat, the successor to Ali Bayramoğlu.

This tradition requires that the potential presidential candidate have served as vice president during the previous term to gain experience and expertise. Ali Bayramoğlu, who had been involved in the process since its inception, had served as vice president during the Yarar period. Similarly, after Bayramoğlu became president, Bolat served as his deputy. However, Ömer Bolat had two important characteristics that distinguished him from the previous two presidents. First, before being appointed deputy president, he had also served as MÜSİAD's secretary general since Yarar's term. Second, he had an academic career. Therefore, Bolat, who combined theory with practice, was a manager who knew the spirit and philosophy of the organization beyond the vast experience he gained at MÜSİAD, and knew every detail of this effective and large organization of the future. In a sense, Ömer Bolat was the institutional memory of MÜSİAD.

Elected president at the 13th Ordinary General Assembly attended by Prime Minister Recep Tayyip Erdoğan, Ömer Bolat would serve at a time when Turkiye was beginning to normalize politically and economically, unlike his predecessor Ali Bayramoğlu. Therefore, he seized this extremely valuable opportunity for institutionalization and reorganization, did what needed to be done, and initiated a restructuring process within the association. Undoubtedly, Bolat's experience in holding important positions within the association since its inception provided a significant advantage in ensuring that the restructuring process was carried out in a healthy and efficient manner.



MÜSİAD's initial response to the e-memorandum

Although similar difficulties to those experienced on February 28 occurred on a smaller scale and for a shorter period during his term of office, MÜSİAD, which had gained considerable experience in relentlessly combating such incidents, did not hesitate to take the necessary measures in a decisive and clear manner without delay. The most important of these events was undoubtedly the e-memorandum issued on April 27. 2007. The e-memorandum, which coincided with the presidential elections to be held in the Turkish Grand National Assembly, was actually aimed at preventing the AK Party from electing its own president with its majority in an environment that had been tense for some time due to the Republic rallies. Ömer Bolat learned about the e-memorandum while attending a meeting with branch presidents at the MÜSİAD headquarters. Bolat described his stance, which was extremely important in terms of Turkish democratic history, as follows:

"In late April 2007, presidential elections were to be held in the Turkish Grand National Assembly; however, given that the AK Party had a large majority in parliament, it was clear that, at worst, it would elect a presidential candidate from within its own ranks in the third round. To prevent this, the CHP and its supporters launched a series of rallies across the country under the name 'Republic Rallies' starting in mid-April. Within 15 days, they held four or five large rallies. The then Chief of General Staff made a statement saying that we want a president who is truly committed to secularism, not just in words. The atmosphere began to polarize and become increasingly tense.

We, as MÜSİAD, had a General Administrative Board meeting on Saturday, April 28, at our new headquarters, which had been opened a month earlier, with our Anatolian branch presidents and the General Headquarters Management Board. It was Friday, April 27, 2007. Around 11:15 p.m., I observed a news anchor on a private television channel announcing the e-memorandum with shining eyes and joy. I looked at other channels, and they had also started reporting similar news.

Bolat stated that they held the necessary consultations throughout the night and prepared a press release, saying, "In the morning, we convened our general administration council. During the council meeting, we worked on the press statement and declaration we had prepared. In the afternoon, while no one else in Turkiye had made a statement yet, we published our statement condemning the e-memorandum in the strongest terms, expressing our disapproval, and explaining to the public what needed to be done. At around 3:00 p.m. on April 28, then-Deputy Prime Minister Cemil Çiçek made a statement. We were the first to take a strong stance against the April 27 e-memorandum in the business world and among civil society organizations. In this sense, I believe we made an important move in the name of democracy and freedom." MÜSİAD had once again taken a stance in favor of democracy and freedom after the February 28 post-modern coup.

















Kerim Altıntaş Recounts

From the Silent Majority to the World Stage

"MÜSİAD told the people of Anatolia, 'You can do it too.' Many entrepreneurs who set out with that confidence are now doing business with the world."

When I look back at MÜSİAD's 35-year journey, I believe its most valuable contribution has been guiding Anatolian capital and our country's silent majority. For years, it instilled in thousands of entrepreneurs who were striving to produce in their own cities with their own resources the belief that "You have something to contribute." It gave them the courage to compete with the world. Many businesspeople who felt MÜSİAD's support behind them are now operating not just locally but on an international scale.

One of the aspects of this story that has impacted me the most is Genç MÜSİAD. Established to invest in the future and open doors for young people, this organization now reaches hundreds of thousands of young people. It has supported young people not only professionally but also in terms of moral and human values. It has been a companion on their journey, giving them courage and support. The impact of Young MÜSİAD is shaping not only today's business world but also that of tomorrow.

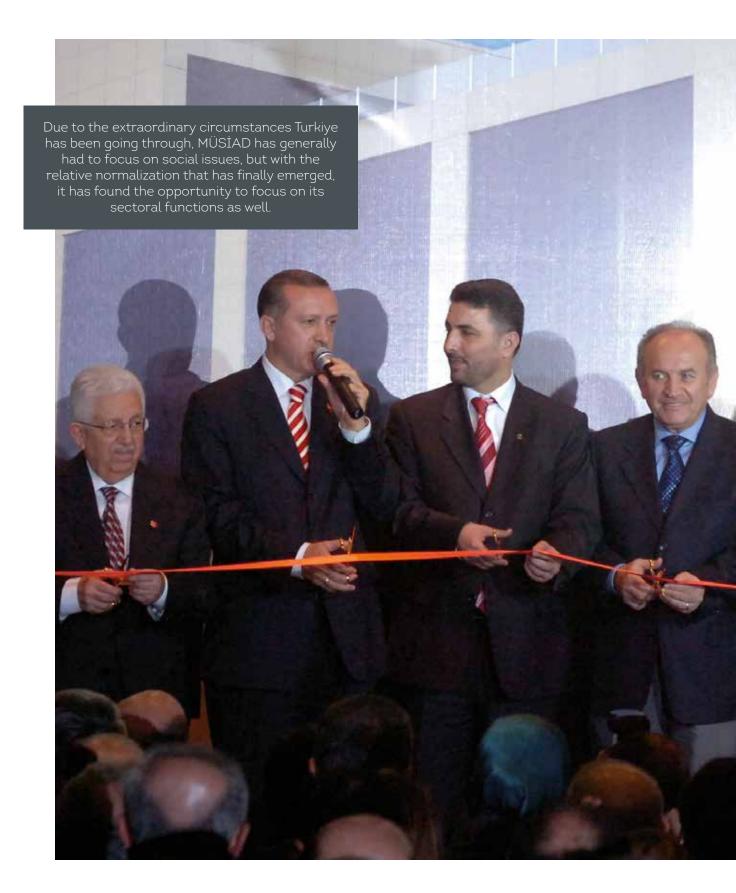
Looking at it today, the fact that MÜSİAD continues to pursue this mission gives me both hope and great pride.





Established to invest in the future and open doors for young people, this organization now reaches hundreds of thousands of young people.









From 200 square meters to 2,800 square meters...

Due to the extraordinary process Turkiye was going through, MÜSİAD was forced to focus on social issues. However, with the relative normalization that eventually emerged, it was able to focus on its sectoral functions. During this period, MÜSİAD emerged as an organization that facilitated the work of its members in economic matters and primarily quided them on visionary issues. To enhance its effectiveness in this role, it made more detailed adjustments to its institutional structure. A significant development was also achieved in terms of physical space. The Association, which began its activities in a small 200-square-meter office in 1990, moved to a new headquarters equipped with a smart building system.

MÜSİAD inaugurated its new headquarters during the presidency of Prof. Dr. Ömer Bolat. The new headquarters, built in the Beyoğlu Sütlüce district where the Golden Horn meets Cendere, also served as a symbol of a return to the glorious days of the Ottoman Empire. The general headquarters building, constructed on a 500-square-meter plot, consisted of four floors and two half-floors. The building, which had a total enclosed area of 2,800 square meters, included a 400-person conference hall, two training rooms each accommodating 50 people, an archive, a library, two lobbies, a mosque, and 20 offices. Completed in a record time of 11 months, the building was equipped with a closed-circuit television system, a security system, and smart building features.

The opening of the headquarters building was held on March 24, 2007, with the participation of then Prime Minister Recep Tayyip Erdoğan. Prime Minister Erdoğan cut the ribbon at the opening ceremony alongside MÜSİAD President Ömer Bolat, the late Istanbul Metropolitan Mayor Kadir Topbaş, the late Saadet Party Chairman Recai Kutan, Istanbul Chamber of Commerce President Murat Yalçıntaş, Istanbul Governor Muammer Güler, and Founding President Erol Yarar.







MÜSİAD's changing view of the EU and globalizing SMEs

Under the leadership of Prof. Dr. Ömer Bolat, MÜSİAD took significant steps toward integrating Turkish SMEs with global SMEs. The 10th anniversary meetings of the European Confederation of Small and Medium-Sized Enterprises Associations were hosted by MÜSİAD in Istanbul. Coinciding with Turkiye's efforts to secure a date for the start of full membership negotiations with the EU. President Bolat made a pioneering move by bringing European SMEs together in Istanbul and outlining MÜSİAD's stance on the EU. Speaking at the panel discussion titled "Perspectives for SMEs in 2010" organized within the framework of the Confederation's meeting, Bolat emphasized that the gathering of European and Turkish industrialists and SMEs in Istanbul was meaningful and sent a positive message to EU leaders.

Bolat said, "As a result of the Customs Union, which was kept on hold for 45 years and finally entered into force on January 1, 1996, at a great cost to Turkiye, Turkiye has completed its economic integration process. We hope that EU countries will pass the sincerity test on December 17 and take the necessary decision to start full membership negotiations without delay. This decision should aim at full membership, be sustainable, and not be conditional. A decision that imposes unwanted conditions or demands concessions on foreign policy from candidate countries, as was the case in previous enlargements, will not be accepted by Turkiye and the Turkish people," he said. Thus, MÜSİAD, which had long approached EU membership with caution, began the process of change alongside Bolat, demanding that full EU membership be initiated without conditions. The expression of this view at the meeting of European SME Associations was of great significance in terms of showing where the future of Turkish businesses lies.

MÜSİAD's transformative activities for its members did not remain at the level of rhetoric; they could not remain so. Because MUSIAD, under Bolat's leadership, was aware of the fact that "the salvation of a country is possible with the existence of strong entrepreneurs." For this reason, in order to adapt its members to the major changes taking place in the economy and trade, it did not limit itself to domestic issues but also turned its attention abroad. Believing that the solution to unemployment and increasing production lies in strengthening SMEs, MÜSİAD decided to increase its cooperation with organizations abroad within this framework. MÜSİAD signed a goodwill and cooperation agreement with the German Association of Medium-Sized Businesses (BVMW), which has 153,000 members with medium-sized business status in Germany. and KOSGEB during this period. Bolat emphasized the following fact at the signing ceremony:

"Supporting SMEs, opening up opportunities for them, and making them stronger in global competition; finding solutions to unemployment and increasing investments are of great importance. (...) The fact that German businesses are among the driving forces of the EU will open the door for Turkish SMEs to exchange knowledge at all levels, develop strategies for common markets, and participate in EU projects." MÜSİAD has also focused on activities related to competition and growth strategies for its members, most of whom are SMEs. Bolat has initiated the necessary research to develop these strategies using a scientific approach. Bolat identified the rationale for this as ensuring that businesses in Anatolia strengthen and achieve a more effective position in the economy, and for this reason, he aimed to assist members in Anatolia in "opening up to the outside world, learning about exports, and basing their growth strategies on exports."









The AK Party government and MÜSİAD

Erol Yarar analyzes the transition from opposition to government from a different perspective. Stating that MÜSİAD offered all its accumulated knowledge to the AK Party government, Yarar describes the years spent in power as follows: "With the advent of 2002, there emerged a long-lasting AK Party government and a MÜSİAD that had laid the groundwork by presenting economic models to the AK Party. This naturally created a significant synergy between MÜSİAD and the AK Party in terms of their roles in Turkiye. Because MÜSİAD had built up a certain level of expertise and established an economic philosophy, the AK Party came to power with the crucial strength to translate this philosophy into policy. The then Prime Minister, who was very active in the founding of MÜSİAD, now President Recep Tayyip Erdoğan, who has regarded MÜSİAD as his own home since its establishment and believes in its principles, paved the way for MÜSİAD's principles to become an economic model for politics in Turkiye. Of course, politics is not about implementing everything exactly as it is, but it is important to draw inspiration from it, to seek support from it, and to implement its principles in Turkish politics. This has led to a major transformation in Turkiye. Turkiye is a country experiencing rapid economic growth... Europe is surprised, surprised by the reality of Turkiye, because the economy is no longer in the hands of a select few. Turkiye has given its people, its citizens, the freedom to be entrepreneurial, to accumulate capital, to invest, and to sell their products in Turkiye and around the world. Such freedom did not exist in the past. This freedom was in the hands of a very limited number of people. People would be workers, civil servants, they could not be employers. The people of Anatolia achieved this. When we founded MÜSİAD, there were very small factories in an industrial zone where we went with our friends, and you couldn't see any large factories in a large industrial zone. We cannot talk about MÜSİAD, politics, or the reality of Turkiye without considering the growth that began in 2002. This unity already exists in all developed countries around the world. Today, German businesspeople work in tandem with the German government. American businesspeople work in tandem with the American government. This is a model for development. But in Turkiye, this disconnect was eliminated thanks to MÜSİAD. The ties between politics and economics have now grown closer and become more integrated.

Many MÜSİAD members have become presidents of chambers of commerce, chamber presidents, industrial chamber presidents, and assembly presidents. MÜSİAD is not just an association; it has become a powerful organization because it has seen its members rise to positions such as presidents of other institutions, members of parliament, and ministers. In the coming period, MÜSİAD may face the following process: It is easy to grow the economy when it is small, but it becomes very difficult to grow it further once it has grown. Now there is a need for micro analysis, micro work, much more technical work, and better integration. Perhaps the biggest challenge facing MÜSİAD in the coming period will be to establish the organizational structure, scientific studies, and business integration necessary to achieve this. I hope that MÜSİAD will demonstrate the will to do so. I see that our colleagues are working very hard on this issue."





During Ömer Bolat's presidency, MÜSİAD took major steps toward integrating Turkish SMEs with SMEs around the world. The 10th anniversary meeting of the European Confederation of Small and Medium-Sized Enterprises was held in Istanbul, hosted by MÜSİAD.

Continuous struggle through continuous education

During Bolat's term, MÜSİAD continued to serve as the spokesperson for social demands with sensitivity. Bolat, along with presidents Erol Yarar and Ali Bayramoğlu, criticized the education reform and clearly stated that Imam Hatip high schools should be reopened: "It is imperative to support Imam-Hatip high schools and theology faculties, which are tasked with preserving and developing our religious and moral values, and to remove the legislation and practices that hinder their development."

Ömer Bolat also prepared a "Vocational Education Report" highlighting the social damage caused by the coefficient system implemented by the Council of Higher Education (YÖK) under pressure from those who organized the February 28 coup, as well as the harm inflicted on vocational high schools. This report documented that the coefficient application, which was initiated to prevent Imam Hatip high schools from advancing, dealt a major blow to other industrial and vocational high schools and

brought the need for intermediate personnel to the highest level. MÜSİAD stated, "We are either pushing young people who receive vocational education in high schools toward university gates or into coffee shop corners due to this coefficient injustice." Through reports submitted to political parties, MÜSİAD conducted efforts to abolish the coefficient system and urge President Sezer, who had rejected the legislation prepared on this matter, to reverse this mistake. As someone who best understood the needs of the business world, Ömer Bolat used a symbolic phrase to describe YÖK's stubbornness on the coefficient issue:

"YÖK is harming the economy." President Bolat stated, "As the economy grows, serious needs have begun to emerge in terms of finding qualified labor. Unfortunately, the university entrance exam system and YÖK's ideological impositions are leaving Turkiye and the Turkish economy facing significant challenges in terms of vocational education."



MÜSİAD's initiative for foreign capital

MÜSİAD has taken an active role in attracting foreign investment needed by Turkiye. It has conducted specific initiatives targeting Gulf capital. As part of these efforts, the International Business Forum (IBF), hosted by MÜSİAD every two years, is held in Gulf countries, primarily Saudi Arabia. The event showcases the opportunities offered by the Turkish economy and brings together business leaders from the region with Turkish business executives.

President Bolat believed that Turkiye could also benefit from the capital accumulation in the Gulf and the investors who were leaving Western countries. According to Bolat, "between 5 and 10 billion Gulf capital could be attracted to Turkiye annually." The efforts made for this purpose would bear fruit in the short term, as Gulf capital was showing interest in privatizations in Turkiye.

Social responsibility extended abroad Ömer Bolat also did not shy away from warning the government on social policy issues, sharing with the public what the government needed to do to ensure that no citizen lived below the poverty line: "The government must have a zero hunger program. No citizen should live below the poverty line."

MÜSİAD also stood out during this period with its social responsibility activities. In this way, MÜSİAD demonstrated that it was not only active in the business world but also in every area where people lived, and that it had responsibilities and set an example for society with its work. Social responsibility was not limited to domestic activities.

A helping hand was extended to many countries, particularly Turkiye's historical hinterland. For example, following the earthquake that struck Pakistan on October 8, 2005, MÜSİAD member businesspeople rolled up their sleeves and decided to build a permanent structure. Within this framework, a permanent healthcare facility was constructed and put into service at the Muzafferabad camp of the Humanitarian Aid Foundation. Similarly, an ambulance was donated to the Darüşşifa Hospital in Tripoli, Lebanon. President Bolat, who attended the handover ceremony in person, stated, "As MÜSİAD, we delivered 12,000 aid packages consisting of food, cleaning products, and clothing materials to Lebanon and Palestine in 2006. We have never lost our social awareness as MÜSİAD."

Two of the social responsibility projects carried out in Turkiye during Bolat's term were particularly noteworthy. The first was the distribution of 500,000 copies of the book "The Beautiful Morals of Our Prophet," which explains the noble values and principles brought to humanity by the Prophet Muhammad (peace be upon him). The second was the blood donation campaign organized in collaboration with the Turkish Red Crescent and launched simultaneously at all MÜSİAD branches across Turkiye under the theme "Will You Be My Blood Brother?" MÜSİAD's blood donation campaign garnered significant attention nationwide, with over 2,600 MÜSİAD members participating in the campaign on the same day and at the same time.









Rising with Reports and Sectors

Ömer Cihad VARDAN (2008-2012)











My name is Cihad (Jihad), I love fighting and struggling.

Ömer Cihad Vardan took over the presidency in 2008 from Ömer Bolat, whom he had been assisting.

After the stressful days of 2007, which saw an e-memorandum, early general elections, and a highly controversial presidential election, it was hoped that 2008 would bring more peaceful days. However, 2008 began with a case filed to close the AK Party, which had been in power alone for six years. The stand-by agreement signed with the IMF, which was widely debated in society, was also coming to an end. Amidst these economic and political developments, which coincided with the onset of the global financial crisis towards the end of the year, Vardan, who took office, recounted a conversation he had with Ömer Bolat that day as follows:

"When all these problems piled up, my predecessor, Prof. Dr. Ömer Bolat, said to me, 'Oh Ömer, how unlucky you are to have come into this position at such a time.' I replied, 'You know my real name is Cihad; don't worry, I love fighting and struggling.' We became president during such a period."



"We defended the IMF's exit on our own"

With the onset of the 2008 global financial crisis, the situation became even more difficult. "On the one hand, there was the case to close down the party," said Vardan, "and on the other hand, there was the crisis. All of this really wore us down in those days. I am not an economist, I am an engineer, but I saw this: economic management is also a matter of psychological management. People's psychology must be good, you have to guide them well, you have to keep their morale high."

In such an environment, the 19th stand-by agreement with the IMF was coming to an end. MÜSİAD wanted Turkiye to develop its economy with its own dynamics, without an agreement with the IMF, starting in 2003.

In fact, Ali Bayramoğlu stated in 2003 that "we must get rid of the IMF," while his successor, Prof. Dr. Ömer Bolat, declared in 2004 that "there should be no IMF representative in Ankara." By 2008, MÜSİAD's view, based on reports, began to gain more support.

In fact, MÜSİAD was adamant that no further agreements should be made with the IMF, expressing this view in very strong and clear terms. Moreover, it was the only organization to voice this opinion so loudly. Vardan described these developments and continued as follows: "When the crisis began in 2008, certain groups started exerting serious pressure on the government to re-enter into an agreement with the IMF.

During that crisis period, I remember very well that in the Economic and Social Council meetings, in the meetings held by our ministers, and in the meetings convened by the then Prime Minister, Mr. Tayyip Erdoğan, only we, MÜSİAD, were the only ones saying that no agreement should be made with the IMF from now on."

After a long period of waiting, the government decided not to enter into another agreement with the IMF. Recalling this, Vardan posed the following important question and answered it himself: "Was it a good decision? Yes, it was. When you look at it, Turkiye continued without sinking the ship under the conditions of that day, while on the one hand the case for closing the party was coming to an end and on the other hand the whole world was struggling with this crisis. Moreover, as our Prime Minister said, the crisis only grazed us."







We opposed layoffs during the global crisis

The global financial crisis had a profound impact on Turkiye's main export markets, particularly the EU countries, led by the US. Some companies, anticipating that Turkiye would also be affected, began laying off employees.

MÜSİAD once again demonstrated its difference under these conditions. President Vardan called on its members and all employers not to lay off workers. Ömer Cihad Vardan described his resolute stance on that day as follows:

"We said, 'Don't lay off your employees, share what you have, divide the bread, don't let anyone go hungry.' If you lay off your employees in such a panicstricken environment, you are reducing or eliminating the purchasing power of those who will buy your products. If you are producing, who will buy your products? That is why we have always said that everyone has a role to play in this economy, and everyone must play their part. That is why we said that we must manage this process very seriously and intelligently. In fact, when you look back at all the work Turkiye has done from that day to this day, it has become history, a lesson to be learned.

Vardan emphasized that some banks recalled their loans during the crisis, putting companies in a difficult position, and stated that they made efforts to prevent this situation. Vardan said, "We always told the bank officials and general managers at that time: Look, you will continue to work with the real sector in the future, so please do not put them in a difficult position. Let's work together to navigate this difficult period in a smart way. We always tried to convey this to them."









Murat Yalçıntaş Recounts

MÜSİAD: The Four Pillars of the Business World

"I am glad to be a member of MÜSİAD... I am glad to have contributed to the establishment of this ethical global market.",

I see MÜSİAD as one of the main pillars of the Turkish business world. In my opinion, this pillar has been built on four fundamental pillars. During this 35-year journey, I have personally witnessed each of these four pillars.

The first pillar: Internationalization. Trade fairs, IBF congresses, overseas organizations... MÜSİAD has enabled SMEs that previously had no knowledge of export to become acquainted with global markets.

Many businesses that have established international partnerships today took their first steps thanks to MÜSİAD.

In this sense, MÜSİAD has built a bridge to the world.

The second pillar: Development. Training programs, committees, member meetings... As we all know, the majority of MÜSİAD members are SMEs. These members have become more knowledgeable, more competitive, and more visionary thanks to MÜSİAD. I know firsthand how many of my friends have taken their businesses to the next level under this umbrella. Third pillar: Ethics. Within MÜSİAD, there is always a reference to the Medina Market. Producing fairly, sharing fairly... MÜSİAD has become the bearer of virtuous trade in the business world.

We have built a structure that embodies ethics not only in words but also in actions. Fourth pillar: Impact. The reports we prepare, our visits to Ankara, the meetings we organize... MÜSİAD has become an influential institution in Turkiye's economic policies. We have served as a bridge between decision-makers and members; information, suggestions, and solutions flow through this bridge.





There are two moments within this structure that have touched me the most.

The first is IBF... Seeing business people from different countries who share the same moral values sitting around the same table always made me proud. I said, "I'm glad I'm a member of MÜSİAD." "I'm glad I'm contributing to the construction of this ethics-based global ecosystem." The second is the stories of brotherhood in Anatolia... No matter which city I go to, a MÜSİAD member I have never met before welcomes me as if we were old friends. They help me with whatever I need, open their doors, and share their tables with me. This bond cannot be explained by any material value. It is a matter of the heart.

I have always felt honored to be a part of this community. I have been a member of MÜSİAD for over 30 years. Looking back today, I say to myself: How fortunate I am to have contributed to this great structure.









As Vardan pointed out, MÜSİAD ensured that its members and the country's economy were affected as little as possible during the global financial crisis by utilizing psychological factors.

Two crisis management tactics provided to members...

MÜSİAD worked to help its members get through this turbulent period with minimal damage by ensuring that they implemented two strategies during the crisis. According to Vardan, the first strategy was to prohibit layoffs, with the aim of both protecting employees and maintaining production.

Secondly, members were shown new targets and markets. If there was trouble in Turkiye, it was necessary to expand into regions where there was no trouble. "If there is trouble in Turkiye," said Vardan, "we told them to look abroad to find ways to overcome this trouble, diversify their markets. Of course, we also made such recommendations to the government. Our largest export market was the European Union. We said that we should not remain dependent on it, but that

we should look for other places to go, other countries to go to, and find opportunities to sell the goods we produce. That was actually a successful suggestion. The government also took serious steps toward opening up to foreign markets during that period, laying the foundations for the high growth of 2010.

As Vardan pointed out, MÜSİAD ensured that its members and the country's economy were affected as little as possible during the global financial crisis by using psychological factors. If the morale and psychology of businesspeople are high, they will be able to find solutions to all kinds of problems. "That's why," said Vardan, "we at MÜSİAD tried our best to manage this mindset.

In the end, I think we performed well during that period."













The draft constitution was a unique work

One of Ömer Cihad Vardan's most important works was the Constitution Report. At a time when discussions on a new constitution were beginning in Turkiye, MÜSİAD also launched a serious study.

It shared its report, which reflected the views of its members and the business community it represented, with the public on December 1, 2011. President Vardan also visited the Reconciliation Commission, formed with the participation of representatives of political parties in Parliament, on December 5 and presented his organization's Constitution Report. Unfortunately, amid various political debates and crises, the constitutional work was pushed to the background and later removed from the agenda altogether. The report, which had been prepared with great care, was forgotten. Vardan provided the following information about that work: "It was not actually a report, but a booklet. It was a constitutional study.

If they had adopted and implemented it, we would have prepared a study that could have been fully implemented." Vardan pointed out that MÜSİAD had previously prepared studies on the constitution, saying, "We had previously carried out similar studies and stated that our constitution needed to break free from its molds and that it was no longer valid or sufficient for Turkiye's current position. Following those previous studies, the Constitution Report we prepared in 2011 was a comprehensive study. Unfortunately, however, Turkiye has not yet reached the point of renewing the constitution, let alone creating a new one."

The draft constitution prepared by MUSIAD consisted of 78 articles. Vardan explained that they had worked on a constitution that prioritized rights and freedoms, did not discriminate between people in any way, and did not give priority to one group over another.

In addition to the articles, the reasons for them were also written down. Vardan considered the draft, prepared by a 15-member commission, to be one of the most important works of his presidency.

At a time when discussions on a new constitution began in Turkiye, MÜSİAD also launched a serious initiative. It shared its report reflecting the views of its members and the business world it represents with the public on December 1, 2011.

MUSIAU





MÜSİAD's reports were its reputation...

President Vardan emphasized that one of the qualities that made MÜSİAD reputable in the eyes of society was its research reports. Indeed, due to its dynamic and effective communication with the public, MÜSİAD reports were highly predictive.

"The consistency of MÜSİAD's research reports was very important," said Vardan. "The most famous one was our report that predicted the 1999 crisis five years in advance as a debt crisis and warned the authorities. After that, we shared what we knew and believed to be true with the country and its leaders to the best of our ability through the reports we prepared. We wondered if we could help them manage the country and contribute to their decision-making. These efforts are still ongoing today. Those reports maintain the same level of consistency."

According to Vardan, the secret to the success of MÜSİAD reports, as with other studies, was that administrators took care to conduct research "entirely focused on the needs of the country" without putting themselves, their own interests, or the needs of a particular group at the forefront.

"We always strive to tell the truth in our research," said Vardan, recalling that one of the reports produced during his tenure was on "R&D and Innovation." At a time when the entire world was shaken by the crisis and Turkiye was seeking new opportunities in its stable economic environment, MÜSİAD pointed to research, development, and innovation as a new opportunity and set a new goal.













From National to Global: A Growing Family and Goals

Nail OLPAK (2012-2017)





A large family, whose boundaries are not limited to the Republic of Turkiye

Nail Olpak became the fifth president to take office after Erol Yarar. He took over the presidency from Ömer Cihad Vardan. Due to the tradition that a person can serve as president for a maximum of four years, which has become one of the important rules of MÜSİAD, Ömer Cihad Vardan handed over his position to Nail Olpak at the 21st Ordinary General Assembly. Nail Olpak, who joined MÜSİAD on March 1, 1997, the day after February 28, described the organization, where he served for a long time in various units and management positions,

He likened MÜSİAD to a family. According to him, MÜSİAD was "a large family, whose boundaries are not limited to the Republic of Turkiye, but extend to the entire world, working professionally but with an amateur spirit."

Nail Olpak became the fifth president to take office after Erol Yarar. He assumed the presidency from Ömer Cihad Vardan.







MÜSİAD did not require any economic size or turnover for membership. "We do not have a turnover criterion," said Olpak, "so you see the real profile of Turkiye."

MÜSİAD's membership structure reflects the profile of Turkiye

MÜSİAD did not require any economic size or turnover for membership. "Since we have no turnover criterion," said Olpak, "you see the real profile of Turkiye's members. Just as a certain percentage of Turkish businesses are small, medium, or large, MÜSİAD's membership structure is composed of those categories. People sometimes ask us, 'Are you an association composed of SMEs?' Yes, we are an association primarily composed of SMEs. Because Turkiye, and even the world, has an economic structure primarily composed of SMEs."

MÜSİAD's two core values...

Nail Olpak, the fifth president of MÜSİAD, stated that the organization has two core values, which he described as follows:

"One of these is our reputable members. Without them, we cannot carry out any activities. The second is the work we do and the reports we produce that showcase our intellectual capital and intellectual infrastructure. If we can talk about a MÜSİAD that prepared its first bureaucracy report 20 years ago and a MÜSİAD that highlighted the middle-income trap in a report just two years ago, these are among our most important achievements."







During Nail Olpak's tenure, MÜSİAD placed great importance on organization and worked to establish an organizational structure that would increase MÜSİAD's sphere of influence both in Turkiye and abroad.

Global MÜSİAD: Effective organization

During Nail Olpak's tenure, MÜSİAD placed great importance on organization and worked to establish an organizational structure that would increase MÜSİAD's sphere of influence both in Turkiye and abroad. Thanks to the performance of MÜSİAD under Olpak's leadership, the association grew to operate in 166 locations in 72 countries.

Olpak approached organizational development with renewed enthusiasm and energy, grounding it in a five-pillar foundation. First, MÜSİAD branches were established in various provinces and countries, meaning that associations named MÜSİAD were being founded.

Second, MÜSİAD representative offices or representatives were established in provinces and countries where there was not yet a branch but which had a certain membership potential, both domestically and abroad.

Here, the representative offices operated as structured entities with offices, while the representatives acted at an individual level. Third, there was the International Business Forum (IBF), an international event with a very large participation. Individuals or institutions that were members of the IBF were directly recognized as representatives of MÜSİAD. Olpak explained, "The IBF has board members from 30 countries. For example, I have board members from Pakistan, South Africa, Egypt, Morocco, and Jordan within the IBF." Fourthly, instead of establishing organizations or representative offices in certain regions and countries, mutual cooperation agreements were signed with existing organizations that share fundamental principles with MÜSİAD.



MÜSİAD, in five important locations around the world

The fifth was consistent with Nail Olpak's efforts to promote MÜSİAD as an organization with global influence. Olpak and his management divided the world into five important locations, taking into account economic power balances, and aimed to have MÜSİAD represented in these five locations. Olpak explained this as follows: "Today, you cannot operate without considering the power balances in the world. We divided the world into five important points in terms of these powers. The first is Washington, D.C., the capital of the United States. We have a representative in Washington, D.C., not only to do business but also to work with social and political groups there. The second important point is the European Union. Since Brussels is the political capital there, we have a representative in Brussels. The third is the Far East, which brings to mind Japan and China. We prioritized China and appointed a representative to Beijing. You cannot assess global balance without including Moscow in the equation. The fifth point is Addis Ababa, which is the center of the African Union from our perspective. As of today, MÜSİAD is continuing its activities with its own offices and representatives in four of these five centers. The final point will also be Addis Ababa."

President Olpak explained the reason for placing emphasis on overseas organization as follows: "While continuing our work related to the business world on the one hand, we have these representative offices on the other hand, which will provide both the business world and our country with social and political support. We can say that MÜSİAD's two main axes abroad will continue in this way."

aims to become one of the world's top 10 economies, needs to organize itself globally to achieve this goal. It was necessary to review the organization of the business world in line with this goal. MÜSİAD's overseas organization initiative should be evaluated within this framework.

President Olpak said, "We have fulfilled our duty within Turkiye, but it is not enough. Since we are on the verge of becoming a global power, my members should also have the same influence around the world. What I mean is this: If my MÜSİAD association in Washington is one of the first examples that comes to mind when a topic related to the business world is discussed in Washington, D.C., and if my MÜSİAD president in Tokyo is one of the people who comes to mind and is called upon when a topic related to Tokyo is discussed, then I may have achieved my goals. We are striving to conduct all our activities and work along these lines."

During Olpak's term, it was decided that MÜSİAD's activities abroad would not focus solely on people of Turkish origin, and MÜSİAD also opened its membership to new members. According to this, those who adopted MÜSİAD's charter could also become members. President Olpak explained this as follows: "This also brings us an opening. Our goal is not to structure MÜSİAD abroad as an organization composed solely of Turks or Turkish-origin individuals, but also to include people from different nations who embrace our ideals and bylaws."











Major projects: Domestic automobile and aircraft

President Olpak believed that one of MÜSİAD's most important duties towards its members and the business world was to pave the way and create a new spirit and momentum. The most concrete example of this was the production of "electric cars or domestic cars." "We were one of the first institutions to bring the issue of a domestic automobile to the agenda in Turkiye. Today, we can say that we are truly moving in the right direction. I would like to remind you that the issue of a domestic aircraft was also brought to the agenda by our machinery sector establishment approximately two and a half years ago. The answer we give when asked about both is the same: if you are a state with ambitions, you must be present in fields where you have ambitions. As MÜSİAD, we are pursuing projects aimed at broadening the horizons of both our members and our country.

Over the past decade, Turkiye has further strengthened its claim to domestic and national production. The TOGG, which hit the roads in 2023, has become more than just a car brand; it has become a symbol of Turkiye's technological leap forward. The electric vehicle ecosystem has expanded into areas such as battery production, software, and autonomous driving technologies. Similarly, domestic aircraft projects have made significant progress. Thanks to advances in the defense industry, competitiveness has increased in both civil and military aviation. MÜSİAD's efforts to contribute to this transformation by carrying out encouraging and guiding activities and leading sectoral clusters are among the most notable steps in the organization's history.



SMEs are the life jacket of Turkiye

Nail Olpak believed that SMEs played a leading role in the development of Turkiye's economy. As an organization whose members are mostly SMEs, he shared the view that Turkiye would enter a much faster development phase as SMEs were given more opportunities. For this reason, MÜSİAD, which works on various mechanisms for SMEs, believed that facilitating access to finance, one of the biggest obstacles to opening up opportunities for SMEs, would make this possible, and that with the necessary measures, SMEs could produce a solution to Turkiye's current account deficit.

President Olpak emphasized that SMEs are the lifeblood of the economy both in Turkiye and around the world, explaining his views on the matter as follows: "SMEs carry the burden of the economy, especially in terms of employment, but unfortunately, they do not receive the value they deserve in return for this burden. One of the most talked-about issues in Turkiye is the current account deficit. Almost everyone on the street is talking about it. Looking at the figures for SMEs in Turkiye over the last two years, we can see that they have generated a current account surplus. In other words. SMEs have increased their exports and imports. This presents a significant opportunity for a country aiming to address the current account deficit. If we can support SMEs effectively, we can take important steps toward reducing the current account deficit.









Mahmut Önügören Recounts

A Visit to Çankaya: An Unforgettable Meeting with Turgut Özal

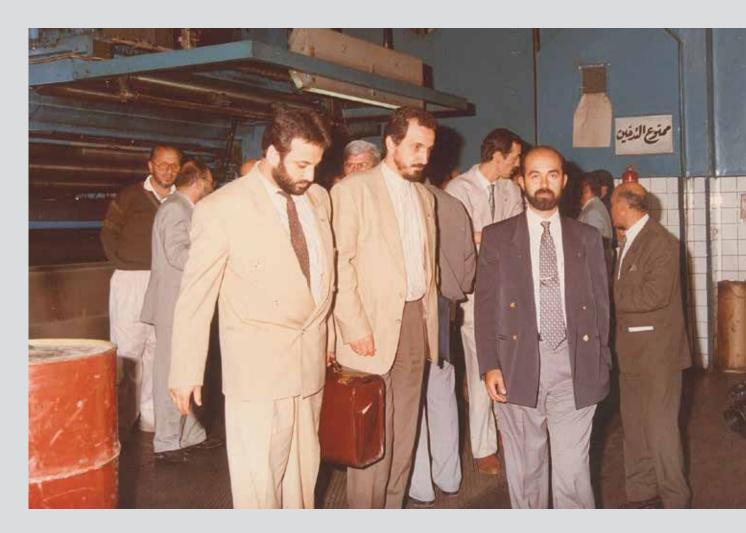
"We were only a two-year-old association. We had a meeting at the Çankaya Palace that lasted an hour and a half. Smiles, sincerity, interest... That day, a window to the future opened."

It was 1992. MÜSİAD had not yet completed its second year. Despite this, as a 20-member delegation of the young organization that had managed to secure an appointment with then-President Turgut Özal, we set off for Çankaya Palace. More than half of the delegation consisted of young, bearded businesspeople; in Turkiye at the time, this was far from an ordinary sight.

During our initial reception at Çankaya, the private secretary and protocol team were quite distant. We were informed that only 20 minutes had been allocated for the meeting. However, after entering the hall, Özal's sincere interest extended the meeting to 1.5 hours. Throughout the conversation, the President was extremely warm and sincere. As young businesspeople, we were surprised by his openness and closeness. In the group photo taken at the end of the conversation, the pride and joy on our faces were clearly visible. Following this first meeting, we requested another appointment for a more private meeting at Özal's summer residence. The invitation came from the Presidential Residence in Marmaris Otluk Koyu. At that time, I believe there were five of us from the administration: Erol Bey, Ali Bayramoğlu, Şekib Bey, Natık Akyol, and myself. There may have been one more person. I remember that Ömer Şehabettin also wanted to come, so he was probably with us. Thus, there were six of us in total. This time, we had a more in-depth conversation with Özal at the summer residence for a few hours.

The atmosphere we experienced during those meetings was a sign that MÜSİAD was not just an association, but was transforming into a structure that would have a say in Turkiye's future. The "warm winds" that blew that day have turned into a powerful climate of solidarity and vision that now surrounds the country.





From Anatolia to Africa: The First Passport, the First Contact

"We had friends who had never even seen Istanbul... We took them to Africa."

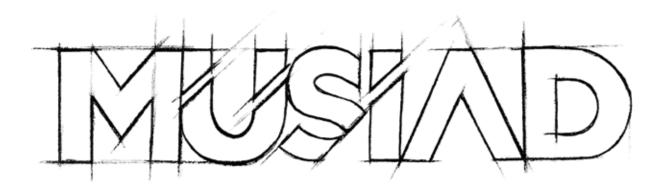
In my opinion, one of MÜSİAD's greatest contributions was introducing Anatolian businesspeople to the world. So much so that some of our members made their first overseas trips directly through MÜSİAD without even having seen Istanbul. In 1993, we went to Egypt and Sudan with a delegation of 50 people. At the time, this was truly a big step.

Many of our friends got their first passports on that trip. Some were flying for the first time. They learned how international trade works, what a trade fair is, and what B2B meetings mean. We conducted numerous

bilateral business meetings in the places we visited, discussed investment opportunities, and observed the local business environment. These contacts were not merely commercial; they were also about building self-confidence. Anatolian capital had been closed off for years, distancing itself from large capital and central structures. MÜSİAD broke this isolation. What we did at that time was not just to take people to a trade fair. It was to introduce the honest, hardworking, and halal-oriented merchants of Anatolia to the world and give them a vision.

Many of my friends who were part of those delegations are now doing business all over the world. The fact that they took that first step with MÜSİAD is an indescribable source of pride for me.







Logo Change at MÜSİAD: A Renewal Process Based on a Culture of Consultation

Nail Olpak emphasized that he had paid particular attention to the culture of consultation at MÜSİAD during his presidency. The logo change process also took shape within this culture of consultation. While some members of the board of directors drew attention to the difficulties of changing the logo, another group brought up the need for a new logo. A comprehensive assessment was made on how the change would be implemented and who would make the decision. Upon this, a logo committee was formed, including four former chairmen who had contributed to MÜSİAD in the past.

During the committee's work, the attachment to the old logo and the necessity of change were questioned. Taking into account the possible concerns of the founding members regarding the change of the logo, it was decided that the process should be carried out together with the former and current presidents. The final decision was shaped not only by the current management but also with the approval of those who have contributed to the history of MÜSİAD.

Nail Olpak described the logo change process and provided insight into the consultation and deliberation culture at MÜSİAD:

"When the logo change came up, some of our friends thought, 'Could we have a different logo?' This issue was discussed at the board meeting. Our friends who gave examples from family businesses said, 'Logo change is very difficult; we couldn't even change the logo of our own family business.' It was indeed an issue that was both necessary and required careful consideration.

To manage this process professionally, we launched a competition and received proposals from over ten sources. However,

the most important thing was who would decide on the logo. We formed a logo committee and included four former presidents who had served before me. I believe this was one of the best decisions we made.

I told my colleagues, "We are embarking on a difficult journey. Let's ask ourselves: Is changing the logo a necessity or a tradition? Is it obligatory?

In other words, is it necessary to change the logo? No. If we change it and it is accepted, could it be good? Yes. So, if we design a logo and decide on it as management, do we have the authority to do so? Yes, we do. But what if one day our founding president, Erol Yarar, says, 'Nail, you've designed a wonderful logo. No one could have done better. Well done. But as the founding president of this organization, I was attached to the old logo. Why did you change it?' And if this causes a rift between us, is it worth it?' I asked. The answer was clear: It's not worth it.

That's why we didn't just consult with the previous chairmen, but with a group of about ten people. During the change process, we again asked Erol Bey for his opinion. He asked, "While things are changing at MÜSİAD, has a similarity in font emerged with TÜSİAD?" One of our friends jokingly said, "Mr. Erol, you weren't bothered by the similarity to TÜSİAD when you named this organization, so why are we bothered by it in the logo now?" We all laughed, including Mr. Erol, and the process was completed in a healthy manner.

The previous logo wasn't bad. Maybe there will be other logos in the future. But it was important to do it through consultation. If you do it within a participatory system, it becomes much more valuable in terms of people embracing it. Participation can be done with just two people, but as I just explained, a broad consultation process yields much healthier results. Our logo change is an example of this."









A Beautiful Problem: Not Fitting In and the Story of the New Building

The greatest achievement of a civil society organization is when its vision cannot be contained within its physical space. MÜSİAD began its journey in 1990 in a multi-story building in Mecidiyeköy and, over time, transformed into an organization that shapes the economic vision of Istanbul and Turkiye. After its establishment, MÜSİAD started its activities in several floors of a building in Mecidiyeköy. "At that time, it was the center of the business world," says Ali Bayramoğlu about Mecidiyeköy. However, after a while, the increasing number of members, intense activities, and the developing organizational structure made a larger headquarters inevitable for MÜSİAD. In this direction, the MÜSİAD management began searching for a new headquarters in different parts of Istanbul. Aiming for an accessible and prestigious location within the city, the decision was made to build on the land in Sütlüce, and MÜSİAD moved to its new headquarters constructed on that site. Prof. Dr. Ömer Bolat described that process as follows:

"After taking office, we began the search for our new headquarters, which we had been dreaming of for many years. During this process, we received support from some of our friends and first purchased the land for our new headquarters in Sütlüce. As General President, I provided funding from my own pocket to initiate the process. Thanks to the contributions of over a hundred friends at the time, we were able to move into our new headquarters building, which was approximately 2,700 square meters and five stories tall, on March 24, 2006, without incurring any debt, at its value at the time of approximately two and a half million dollars."

This development was a major turning point for MÜSİAD. As Hz. Mevlana said, "People are greeted by their clothes and bid farewell by their ideas." Thus, MÜSİAD made a strong mark on a new era not only with its ideas and projects but also with an aesthetic and functional headquarters building. Soon, the building became too small to accommodate the countless activities and meetings held there. Nail Olpak described those days as "a beautiful problem for us." In response to this issue, the MÜSİAD management began planning for the construction of a new headquarters and established a General Headquarters Construction Committee. Nail Olpak described that committee as follows: "As the board of directors, we evaluated this issue. I believe that the presidency is not the position that knows everything best, but rather the one that ensures good coordination and directs collective wisdom in the right direction. In this vein, we discussed the question, 'We no longer fit here: what should we do?' with our board of directors. As a result, we established a 'General Headquarters Construction Committee.' I prefer to serve as a member rather than as the chair in such committees, which I consider important. For example, Mahmut Asmalı was also one of the members of this committee."

Following the committee's evaluations, plots of land that the General Directorate of National Properties could allocate to associations operating in the public interest were examined, and an area meeting the specified criteria was identified. Ultimately, a plot of land totaling 14,650 square meters in Yenibosna was allocated to MÜSİAD.



Construction of the new building began without delay. Construction continued during the term of Abdurrahman Kaan, who assumed the presidency of MÜSİAD on June 3, 2017, and was completed in a short period of time. MÜSİAD moved into its new headquarters with an opening ceremony attended by President Recep Tayyip Erdoğan. President Recep Tayyip Erdoğan did not just cut the ribbon at the opening of MÜSİAD's new headquarters, he also emphasized the critical role the organization plays in Turkiye's production power. Abdurrahman Kaan described President Erdoğan's interest in MÜSİAD and its new building as follows:

"The opening ceremony was very well attended. During the ribbon-cutting ceremony, it was difficult to maintain order due to the large crowd. At this point, our President personally gave directions, telling the photographers and cameramen where to stand. After the opening, he took my arm and said, 'MÜSİAD has now become a very powerful structure in terms of Turkiye's production power. With its number of members, its building, and its activities, it has become a large organization. I want you to be even more diligent, work harder, and contribute more to the country's economy by establishing large companies."

Mahmut Asmalı accelerated his efforts to ensure that MÜSİAD would fully own its new headquarters when he took office. Together with his management team, he carefully managed the financial process, and as a result of the negotiations, the title deed of MÜSİAD's new building was transferred to the association. Thus, MÜSİAD gained a permanent headquarters rather than a temporary one. This means that MÜSİAD will continue to grow independently in its own building, in line with its values. Mahmut Asmalı described the process as follows: "Praise be to Allah, we have achieved another important development during our presidency.

We have purchased the property and title deed of MÜSİAD's headquarters and transferred them to our association. MÜSİAD is no longer a tenant but continues its activities as the owner of its own building. May God grant us this blessing during our tenure. This development is an important indicator of MÜSİAD's growing and developing structure." This development goes beyond merely acquiring physical property: it also ensures MÜSİAD's institutional independence. Now, it has a permanent center where it can serve its members and Turkiye's economic vision without being dependent on any external influences.









A Nation's Story of Resistance: July 15

On the evening of July 15, everyone learned from their televisions that something was wrong. The closure of the Bosphorus Bridge to traffic in both directions initially raised the possibility of a terrorist attack, but it did not take long for the traitors to reveal their intentions. The coup attempt, launched by traitors affiliated with the Fethullahist Terror Organization (FETÖ) who had infiltrated the Turkish Armed Forces, aimed to assassinate President Recep Tayyip Erdoğan, abolish the constitutional order, destroy the parliamentary system, and establish a military junta.

Acting in accordance with this treacherous plan, the coup plotters targeted institutions representing the will of the people. They attacked the Grand National Assembly of Turkiye, the Presidential Complex, the Ankara Police Headquarters, TÜRKSAT, and the Special Operations Department in Gölbaşı, Ankara, with F-16 fighter jets. Civilians were fired upon at the Bosphorus Bridge, Çengelköy, Atatürk Airport, and in front of the Istanbul Metropolitan Municipality. During this bloody night, 252 of our citizens, including civilians and security forces, were martyred. President Recep Tayyip Erdoğan took the most critical step in changing the course of the coup by calling on the people to take to the streets via Facetime. The leadership shown by President Recep Tayyip Erdoğan that day was the most important factor in the coup's failure. The President's determined leadership mobilized millions and sparked a historic resistance.



Millions of people filled the squares with flags in their hands, setting one of the most honorable examples of defending democracy. Not only in Istanbul and Ankara, but in every city across Turkiye, people from all walks of life began to keep watch for democracy in city squares. On the morning of July 16, after the coup was suppressed, the people remained in the squares for days and continued their vigil for democracy.

These vigils were not only a reaction against the coup plotters, but also the most concrete demonstration of the people's unwavering commitment to democracy and their determination to defend their national will. People from all walks of life, regardless of their political views, united in defense of their homeland. The people, who rushed to the squares with flags in their hands, filled the squares day and night to keep the memory of the martyrs alive and to show their determination to protect democracy.

This process was not only a turning point in Turkiye's democratic history, but also set an unforgettable example worldwide in terms of upholding the will of the people. The spirit of unity and solidarity displayed in Turkiye went down in history as the greatest proof not only of the people's commitment to democracy, but also of their determination not to give up in the face of adversity.



MÜSİAD's Example on July 15

The night of July 15 went down in history as one of the days that changed Turkiye's destiny. Millions poured into the streets, defending not only democracy but also their future as an independent country. MÜSİAD did not remain silent during this dark night; with its members, managers, and entire organization, it demonstrated one of the strongest reactions of civil society against the coup attempt. Nail Olpak, the president at the time, described the events of that night as follows:

"This was not just a process where MÜSİAD took action: it was a process where the country took action and demonstrated leadership. Starting with the President, every individual took a stand. I was alone at home that evening. At around 8 p.m., when the first images of the commotion at the Bosphorus Bridge began to arrive, I quickly made some phone calls to a few friends. In the early stages, it was not possible to obtain much information. I immediately changed into more comfortable clothes and went out in my car. First of all, I was physically present at the scene; something had to be done. We went through the process in a very dynamic way."

That night, among the millions fighting against the coup attempt on the streets of Turkiye, the leadership of MÜSİAD was also present. Nail Olpak quickly planned how the association should organize itself as soon as the events began. He did not just give directions; he

took to the streets himself, made contact with members, and ensured that MÜSİAD was actively present on the ground. MÜSİAD members and branches were quickly contacted. In order not to waste any time, it was recommended that questions from branches in Anatolia be answered through one-on-one phone calls. Olpak described the process as follows:

"Some of our branches asked, 'How can we communicate with our members? I suggested the following: 'You know how many members you have, so instead of sending messages, divide the list into groups of five and call everyone individually. If everyone makes a one-minute call, you can reach all members in ten minutes.' As time passed, it became necessary to take to the streets. We spent the first night like this."

Following the foiled coup attempt, democracy vigils began across the country and were supported by MÜSİAD. During the vigils, all MÜSİAD branches participated in the protests in the squares.











The spirit of unity and solidarity displayed in Turkiye is not only proof of the country's commitment to democracy, but also stands as a testament to the fact that the Turkish people will never give up in the face of adversity.

"All of our branches were out in the streets until morning. I either went to the branches myself or followed the process on three screens when I couldn't go. One screen showed domestic branches, another showed international branches, and the third showed updates on social media. When the head of a non-governmental organization asked me, 'How do you write so many messages?', I replied, 'You only see the messages, you don't know that we were in the squares until morning.' In the morning, we would evaluate the situation as if we were receiving a Z report and then close the day."

MÜSİAD also developed projects to strengthen unity and solidarity during this process. Olpak described the impact that the Kurdish version of the song "Ölürüm Türkiyem" (I Will Die for Turkiye) sent by the Diyarbakır Branch President had on him as follows:

"I was very impressed when our Diyarbakır Branch President, Mr. İsmail, sent me the Kurdish version of the song 'Ölürüm Türkiyem'. I immediately came up with a project idea. We decided to organize a performance that would be broadcast live simultaneously in four different languages and four different cities on large screens in public squares: in Diyarbakır in Kurdish, in Mardin in Arabic, in Rize in Laz (not as a dialect, but actual Laz), and in Istanbul in Turkish. This was a process that left a lasting impression."



MÜSİAD was not just an organization that directed its members to the squares. The next day, it mobilized the business world to prevent a blow to the country's economic structure. It sent messages to calm the business world to prevent financial panic and ensure the economy did not falter. Thus, it played a critical role in preventing July 15 from dealing a blow to the country not only politically but also economically. Olpak summarized MÜSİAD's stance during this process with the following words:

"The stance taken during this period is not a political issue. It is about people being able to stand where they should and take responsibility. These are difficult times, and MÜSİAD has fulfilled its duty as it has done in the past."

Yusuf Cevahir, Senior Advisory Board Member, stated that the July 15 process, like February 28, was a threshold for cleansing harmful elements:

"On February 28, the authoritarian system targeting capital attempted to suppress the entire nation on July 15. Those who targeted the business world on that day directly aimed at Turkiye's future this time. MÜSİAD stood firm during both processes, demonstrating that the business world can develop not only economic but also social reflexes. Thus, the struggles waged since the February 28 and July 15 periods and MÜSİAD's firm stance on the issue have signaled an important process of awareness. However, despite the perception that a strong stance has been taken, it has been identified that the state can encounter toxic elements, and we too are facing similar situations. If the state takes measures to protect structures that pose a threat to national security, we at MÜSİAD must act with the same awareness to eliminate or reject elements with this mentality in our field of work. For this reason, we must always be conscious and sensitive."

MÜSİAD Deputy Chairman Doğan Alperen summarized MÜSİAD's stance against the coup and the coup-minded mentality with the following words:

"Just as MÜSİAD stood firm in the face of economic pressures on February 28, it demonstrated the same stance on July 15. Defending democracy and the national will is not merely a political stance, but also a matter of economic independence. Those who sought to reshape the business world on February 28 attempted to disregard the will of the people on July 15. However, in both processes, MÜSİAD fulfilled its historical responsibility. We have always opposed the violation of the democratic system and human rights in Turkiye. Processes such as February 28 and the April 27 e-memorandum were blows to the country's economy and stability by certain circles. Whenever Turkiye began to advance on the path of development, elements both within and outside the country sought to obstruct this progress and drag the nation into chaos. However, we have always stood by the national will and the interests of our country, and we demonstrated the same stance on the night of July 15











Hasan Büyükdede Recounts

We Are the Foundation of the Republic

"MÜSİAD is not just a civil society organization; it is a balancing force in Turkiye's social and economic life."

We owe a debt of gratitude to those first founding members who came together in 1990. They set out on their journey in a challenging political climate, facing numerous obstacles, but with unwavering faith. If MÜSİAD still embodies that spirit today, it is because of the solid foundation laid back then. MÜSİAD was founded in Istanbul but quickly spread across Anatolia and abroad. It became the voice of devout small, medium, and large business owners. Despite the turmoil experienced during every government, it voiced the concerns of its members and offered solutions.

We are not merely a critical voice, but also a constructive one. We have brought the problems of tradesmen, industrialists, and merchants to the attention of the Istanbul Chamber of Commerce (İTO), the Istanbul Chamber of Industry (İSO), the Turkish Union of Chambers and Commodity Exchanges (TOBB), the Foreign Economic Relations Board (DEİK), the Turkish Exporters' Assembly (TİM), chambers of commerce and industry, stock exchanges, and trade associations. We have developed solutions based on an approach that prioritizes halal earnings.

We organized fairs, seminars, and international events to facilitate networking among members, promote trade, and increase exports. We reached out to the younger generation through Young MÜSİAD and Women's MÜSİAD. We provided guidance to the administration through the High Advisory Board. We continuously renewed ourselves by adhering to the principle of "no more than two terms in office."

We provided interest-free support to our members in difficult times through initiatives such as Karz-ı Hasen. In this sense, MÜSİAD was almost an education and training institution. Ministers, bureaucrats, publishers, and lawyers emerged from this structure. A cadre of people knowledgeable about industry and trade, with their files ready, was formed.

From Anatolia to Europe, all our organizations have been working with the same energy for 35 years. MÜSİAD is the cement of this Republic. It will continue to exist as a guarantee of social and economic life with the support of faithful and nationalist people, without being swayed to the right or left.

I joined MÜSİAD in 1992 through Mehmet Gönenç, one of the founders. I served on the board of directors for two terms. I held positions in the Istanbul Chamber of Commerce (İTO) and Istanbul Chamber of Industry (İSO) assemblies, as well as in the management of the Trade University, Technopark Istanbul, and OAİB. The TESKOOP Industrial Zone we established in Hadımköy is a special source of pride for me.

In my political career, I served as the Chairman of the Istanbul Provincial Assembly and as Deputy Minister of Industry and Technology, and MÜSİAD's support was instrumental in this.





Resilient to Crises, Ready for the Future

Abdurrahman KAAN (2017-2021)





The core spirit of MÜSİAD remains unchanged, but as the world changes, we must adapt to change.

Abdurrahman Kaan became the sixth President to take office after Nail Olpak. Kaan, who assumed the presidency at the 25th Ordinary General Assembly held on June 3, 2017, has worked for many years at various levels of MÜSİAD. He has been working to help the organization adapt to new economic dynamics, lead the digital transformation process, and deepen its global outreach.

Updating MÜSİAD's vision to align with the demands of the era, Kaan stated, "The core spirit of MÜSİAD remains unchanged, but as the world changes, we must adapt to change." Under his leadership, MÜSİAD implemented projects focused on digitalization, entrepreneurship, global expansion, and resilience.



Kaan, who assumed the position of President at the 25th Ordinary General Assembly held on June 3, 2017, worked for many years at various levels of MÜSİAD and has been working to ensure that the organization adapts to new economic dynamics, leads the digital transformation process, and deepens its global outreach.





Digitalization: The Inevitable Reality of Change

Kaan's presidency coincided with major global changes. As the business world became digitalized, MÜSİAD acted with the awareness that it needed to take the lead in this process. During this process, the association created digital business platforms, encouraged the spread of e-commerce, and implemented projects to accelerate the digital transformation of SMEs.

In line with this vision, MÜSİAD organized comprehensive training courses to open its members to digital markets, use data analytics, and guide them toward innovative business models. "The system we keep referring to as the 'new world order' is actually a series of new rules, new players, new markets, and new models being restructured through the 'digitalization' system. We are faced with an old and outdated world, yet we are now aware that we must establish brand-new algorithms compatible with the new norms of this old world. But as I mentioned, these algorithms will apply to every area of life," said Kaan, emphasizing the necessity of this transformation and working hard to get the business world to embrace technological innovations.

During Abdurrahman Kaan's tenure, important steps were taken to strengthen the institutional structure and adapt activities to the digital age. In this context, MÜSİAD TV was established, and MÜSİAD's work was transferred to digital platforms and social media. This structure, implemented in the new headquarters, enabled MÜSİAD to reach a wider audience.

Kaan said that they aimed to develop cooperation with universities by establishing MÜSİAD Academy during the same period, and that they formed strong partnerships with universities and academic institutions by signing a total of 39 different protocols by 2019. These initiatives contributed to the implementation of innovative projects by bringing together the business world and academia. While describing these projects, Kaan emphasized the necessity of being visionary in every aspect of life:





"One of the projects that stood out during this process was the hemp production study we conducted with Samsun 19 May University. This project, which began in 2018 and concluded in 2021, involved rediscovering hemp, a nearly forgotten heirloom seed in Turkiye, in Vezirköprü and reintroducing it into production. Since there was no harvesting machine available in Turkiye, one was specially manufactured and integrated into the project. Thanks to this initiative, with the support of the Presidential Investment Office, hemp production has officially resumed in Turkiye. In fact, the suit I am wearing is made from an organic hemp-cotton blend fabric produced as part of this project, with the contributions of the MÜSİAD Textile Committee.

Similarly, we carried out an important project on medicinal and aromatic plants in collaboration with Düzce University. This project, implemented with the partnership

of 55 of our members in the field of bee products and herbal dietary supplements, aimed to provide the health sector with local and natural products.

In addition, we brought together contractors to contribute to Turkish cuisine and laid the foundation for a Çağ Kebab production facility in Erzurum-Oltu. This facility was later opened during Mahmut Bey's presidency. In Alanya, we facilitated the establishment of a facility focused on avocado production to encourage tropical fruit cultivation.

These projects demonstrate that MÜSİAD is not only active in the business world but also develops innovative and sustainable production models in various sectors such as agriculture, food, textiles, and healthcare. These initiatives, which encourage entrepreneurship and support local production, stand as significant steps toward shaping Turkiye's economic future.

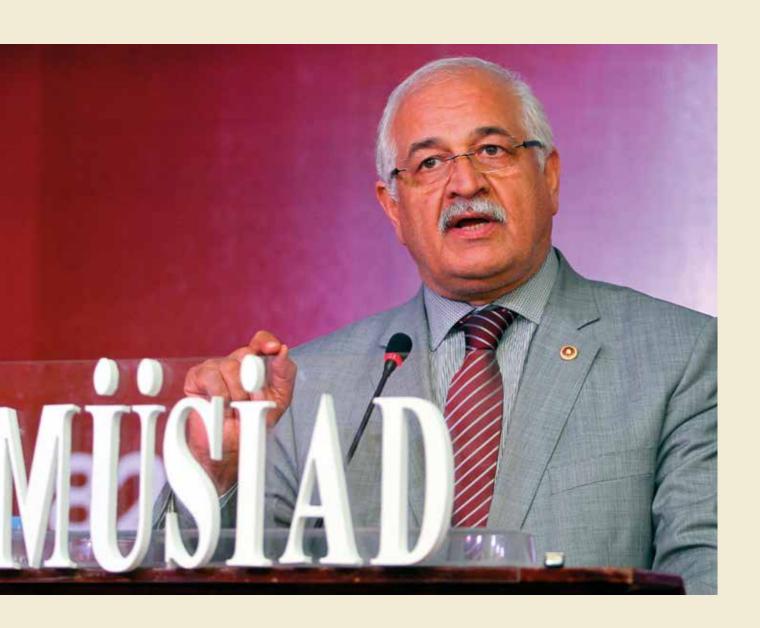














Mehmet Erdoğan Recounts

Those Who Run with Love Never Tire

"MÜSİAD is not just an economic power; it is also the representative of an ancient civilization." In 1990, 12 volunteer businesspeople saw the void that Turkiye needed to fill and founded MÜSİAD with the motto "running tirelessly with love." This structure is not merely a business platform; it is the manifestation of a vision of civilization centered on humanity, shaped by high moral values and the principle of halal earnings.

Since its inception, MÜSİAD has become one of the most important civil society organizations in Turkiye and abroad, developing a culture of trade fairs and creating model markets for domestic and international trade.

It has become a center not only for trade but also for social solidarity. During the pandemic, in Gaza, Syria, and major earthquakes, the efforts shown by MÜSİAD once again demonstrated that it is a true civil conscience.

Through the Karz-ı Hasen Fund, the grocery debts of low-income people were paid off. MÜSİAD has become the voice of marginalized Anatolian capital. It has demonstrated a strong stance not only in the economic sphere but also in social, cultural, and humanitarian areas.

Its sincerity in its principles of high morality, high technology, and halal earnings has elevated MÜSİAD to the status of an "association working for the public good." This is not only the result of a vision, but also of determination and loyalty.

Today, MÜSİAD is the focus of those who fearlessly take to the streets. It is the roof over the heads of those who stand firm against systems of guardianship and walk with faith. It is a structure that is rebuilding not only the present but also the past it deserves.

For me, MÜSİAD is a chain of loyalty from the past to the present; it is a journey of wisdom walking resolutely toward the future.



Anatolia Meetings: From Local to Global Economy

Kaan launched the Anatolia Meetings program with the aim of increasing the power of Anatolian capital and integrating local entrepreneurs into national and global markets.

These meetings brought together local businesspeople, industrialists, and managers to discuss regional development strategies. Despite security risks in the region, the program was not canceled at a meeting held in Hatay, demonstrating MÜSİAD's determination to promote national unity and economic solidarity.

Kaan described the process as follows: "When I arrived in Hatay, Abdullah Bozatlı, the then-chairman of the Hatay branch, came to me in a panic and said, 'Mr. President, a few hours ago, there was an explosion on the border, on the Syrian side, and we have 34 martyrs.' This news deeply saddened us. Subsequently, we received information that the situation in the region could escalate and that there could be potential missile attacks. For this reason, suggestions were made to cancel the meeting, for me to return to Hatay city center, or not to go to İskenderun. However, I remained resolute and said, 'We came here, and we will not go anywhere. The MÜSİAD community from all over Turkiye will also be here. The homeland is defended where it stands. The struggle continues both at the border and beyond. As industrialists, we are not only responsible for economic development but also for contributing to our country's struggle in every field."

Afterward, we went to the crisis center with our Governor, the Mayor of İskenderun, Fatih Bey, our District Governor, İskender Bey, and our commanders. Here, we evaluated the current situation and consulted on the measures to be taken during meetings that lasted until 1:00 a.m.

Following the meeting, in accordance with the instructions I gave to the organization chairman, the next day, all MÜSĪAD branch presidents across Turkiye arrived in Hatay. With the participation of Ali Bayramoğlu, one of our former chairmen, while our heroic soldiers were fighting across the border, we discussed what we could do for the future of our country as Turkiye's largest capital platform on this side of the border.

This gathering once again demonstrated the truth that Turkiye is the heir to a deep-rooted civilization and that Anatolia is the eternal homeland of this nation. As MÜSİAD, we acted with the awareness that it is our responsibility to fulfill our duty in every struggle that strengthens the unity and solidarity of our country, not just economic development.















MÜSİAD's Jerusalem Initiative

In August 2017, the MÜSİAD Board of Directors took an important decision to take a stand against Israel's attacks and oppression in Jerusalem. Led by Abdurrahman Kaan, the community decided to visit Jerusalem to raise public awareness and demonstrate its determination to protect the holy lands of Islam.

On August 12, 2017, 101 branch presidents and board members arrived in Jerusalem under the leadership of MÜSİAD President Abdurrahman Kaan. On the day their journey began, Turkish President Recep Tayyip Erdoğan also made a statement raising awareness about Jerusalem, strengthening the public impact of this meaningful visit. Abdurrahman Kaan stated that upon their arrival in Jerusalem, they observed that Israeli soldiers were on high alert and displaying a tense attitude toward the Turkish delegation. The repressive nature of Israel's security policies and its treatment of Muslim visitors were directly observed by the MÜSİAD delegation. On the other hand, the fact that they were Turkish led to them being treated with a different sensitivity. During their visit to Jerusalem, the MÜSİAD delegation met with the families of martyrs and local non-governmental organizations, emphasizing the importance of Jerusalem for the Islamic world. While it was stated that an average of 25,000 Muslims visited Jerusalem annually at that time, this number rose to 100,000 within a year following MÜSİAD's visit. MÜSİAD's mission to raise awareness about Jerusalem in the Islamic world was yielding tangible results.

Particularly, various meetings were held with Hamas leaders, and MÜSİAD acted not only as a business association but also with the responsibility of being the conscience of the Islamic world on the Jerusalem issue.











In the Shadow of the Pandemic: MÜSİAD EXPO 2020

Pandemi tüm dünyayı sarsarken, iş dünyasının en büyük organizasyonlarından biri olan MÜSİAD EXPO için belirsizlik hakimdi. Salgın nedeniyle fuarların peş peşe iptal edildiği bir dönemde, MÜSİAD için de aynı akıbet kaçınılmaz görünüyordu. Ancak Abdurrahman Kaan ve ekibi, bu süreci bir fırsata dönüştürme kararlılığıyla harekete geçti.

Başlangıçta fuarın yapılmasına izin çıkmadı. Oysa MÜSİAD için EXPO, yalnızca bir iş fuarı değil, Türkiye'nin ekonomik vizyonunu dünyaya gösterme platformuydu. Ticaret Bakanı ile yapılan uzun görüşmelerin ardından nihayet izin alındı, ancak önlerinde yalnızca 45 gün vardı. Bu kadar kısa sürede böylesine büyük bir organizasyonu hayata geçirmek imkânsız görünse de MÜSİAD kadroları ve Dış İlişkiler Komisyonu olağanüstü bir tempoya girdi.

Pandeminin ortasında, uluslararası uçuşlar kısıtlıyken 102 ülkeden 15.000 iş insanı Türkiye'ye getirildi. Sağlık önlemleri en üst seviyeye çıkarıldı, her detay titizlikle ele alındı. Organizasyonun her anında belirsizlik hâkimdi; bir ülkenin son anda katılımını iptal etme ihtimali, sağlık tedbirleri nedeniyle aniden kapanabilecek sınırlar ya da fuar alanında yaşanabilecek herhangi bir kriz emekleri boşa çıkarabilirdi. Ancak 2020 fuarı son güne kadar sorunsuz ilerledi.



MÜSİAD Races Against the Pandemic

The COVID-19 pandemic that shook the world also caused MÜSİAD EXPO, one of the largest organizations in the business world, to take place in a different way. The fair, which was held under pandemic conditions and with wide participation, was progressing smoothly until a major crisis occurred at the last minute. The positive result of a rapid COVID-19 test administered to MÜSİAD General President Abdurrahman Kaan at the fair entrance put the organization in a difficult position, but the crisis management process was exemplary.

Kaan, who had no health issues on the first day of the fair, continued his work after undergoing routine tests. However, on the evening of the second day, just hours before President Recep Tayyip Erdoğan was scheduled to attend the fair, the rapid test result came back positive. A critical process began for Kaan, who was supposed to welcome the President as the host of the fair.

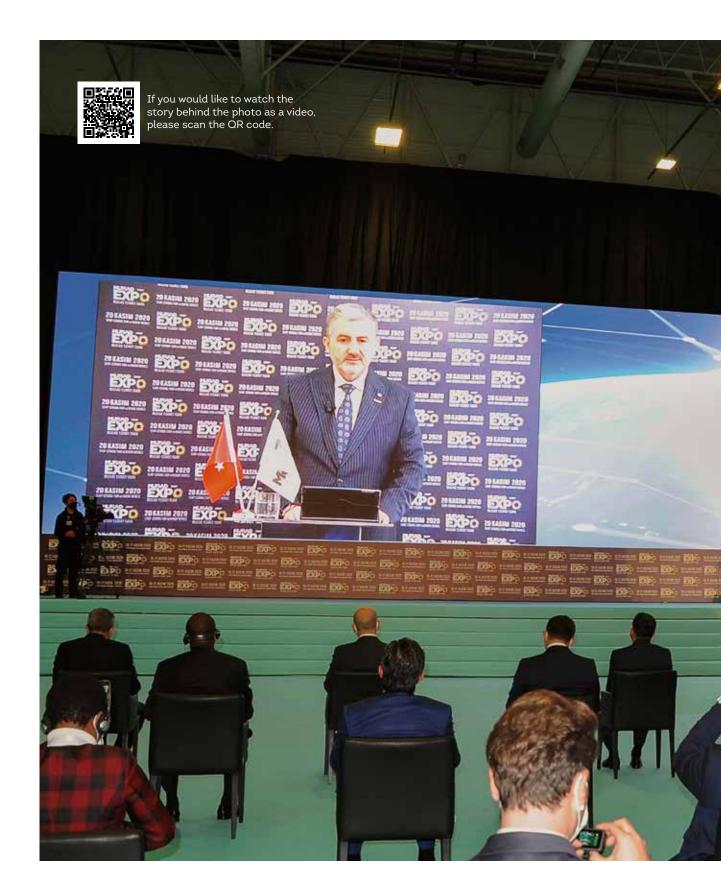
Kaan, who felt no symptoms and did not trust the test result, immediately went to a private hospital for a PCR test and a chest X-ray. The results came back negative at 3 a.m. However, the presidential team decided not to allow him to enter the fairgrounds, taking into account the positive rapid test result as a precaution.

Abdurrahman Kaan described the process as follows: "Strict health measures were in place at the MÜSİAD EXPO Fair due to the pandemic. We took our tests at the entrance on the first day, and there were no problems.

However, on the evening of the second day, just hours before the President's arrival, my rapid test came back positive.

Since I didn't feel any symptoms, I immediately went to a private hospital for a PCR test and a chest X-ray. The result came back negative at 3 a.m. However, the Presidential team decided to take the rapid test result into consideration as a precaution. As a result, we turned my home into a command center. A stage was set up in the background, and a live broadcast vehicle was brought in to prevent any internet disruptions. By morning, all preparations were complete. I put on my suit and prepared for the speech. With the approval of the President, I addressed the fair live from home. Due to the mask requirement, participants thought they had seen me at the fair and were surprised the next day. Ultimately, the event proceeded smoothly and turned into a historic success for MÜSİAD."











Mehmet Yıldız Recounts

Those Gathered Around a Belief

"The foundations laid with self-sacrifice have become a source of hope and direction for thousands of people today."

Founded in 1990, MÜSİAD is not merely an association; it is the result of a desire to unite faith, commerce, ethics, and vision under one roof. In the economic and political conditions of those days, establishing such a structure was no easy task. Financial resources were limited, organization was challenging, and there was significant skepticism in the surrounding community toward such an initiative. However, a group of businesspeople with strong beliefs set out on their journey, saying, "We have a say too."

In the early days, an office was rented, expenses were covered, and members were recruited one by one. Everyone contributed with what they had and with their labor. Some conducted research, some took on organizational tasks, and some established relations with the press. The founders came from different professions and age groups, but they all shared a common sincerity. I was one of the oldest members. My friends jokingly called me "grandpa." But believe me, I kept up with them and gave it my all.

MÜSİAD grew rapidly. It spread from Istanbul to Anatolia and then abroad. Solidarity was the guiding principle. Members did business with each other, shared knowledge, and supported one another. Efforts were made to establish consortia, export unions, and professional committees within the organization. Some initiatives were successful, while others fell short. But every step paved the way for the next.

During those years, we were driven not only by economic goals but also by a values-based approach. Concepts such as halal earnings, fair sharing, and ethical trade were not just words; they were reflected in our daily lives. We sought the answer to the question, "What makes a Muslim businessperson?" and to a large extent, we found it during those years.

Today, at the point where MÜSİAD stands, if the excitement of those early days is still felt, it is not the work of individuals but of a shared ideal.









Together as One Again

Mahmut ASMALI (2021-2025)





Together as One Again

The ancient civilizations of human history were not built solely on palaces, wars, or laws; they were nurtured in artisan markets, in relationships forged through mutual aid, and in organizations based on morality. In these lands, this culture was called Ahi. The principles of Ahi Evran, which have survived for centuries, have been a guide not only for commercial life but also for social solidarity, brotherhood, and sharing. MÜSİAD was founded as a contemporary interpretation of this deep-rooted tradition. It has built a structure that adapts Ahi Evran's description of the tradesman as "open-handed, open-hearted, open-door, but with a watchful eye and a guarded tongue" to today's entrepreneurs. The period under the leadership of Mahmut Asmalı at MÜSİAD was also marked by efforts to stand together in the face of the pandemic, war, disasters, and economic fluctuations, guided by this principle. This period left its mark not only through reflexive responses to crises but also through its vision, the wisdom it spread across the field, its international mission, and the call for "unity and togetherness" rising from the heart of Anatolia.

Mahmut Asmali assumed the role of the seventh General President of MÜSİAD on September 11, 2021, at a time when the world was still struggling to recover from the pandemic. The picture was even more challenging for Turkiye: currency fluctuations that had gained momentum since 2018 had weakened the purchasing power of the Turkish Lira, while inflation continued to plague the business world.

On top of all this, the Russia-Ukraine war that broke out in early 2022 increased global uncertainty and plunged the business world into a new type of turmoil.

Mahmut Asmalı, who took office in such an atmosphere, actually started his term four months late due to the postponement of the 26th Ordinary General Assembly, which was held in September due to the impact of the pandemic. Although this made him the shortest-serving president in MÜSİAD's history, the remaining three years and eight months were an intense, effective, and authentic period that left a lasting impression.

Mahmut Asmali's presidency also marked another first in MÜSİAD's history. Asmalı described the process as follows: "An important first occurred during my presidency. A person who was not an active member of the board of directors was elected president... My term had ended, and I was serving as the chairman of the Karz-ı Hasen Fund. Therefore. I was not a member of the board of directors. However. in the past, MÜSİAD presidents were always selected from among the current members of the board of directors and usually from among the vice presidents. However, this tradition changed during my tenure. It seems that the work we had done in the past was not forgotten, as our colleagues nominated me for the position of General President."



When the First Button is Fastened Correctly...

Walking in line with the values upheld by MÜSİAD was Mahmut Asmalı and his team's top priority. Meeting the needs of the growing organization with its own resources was also part of this priority. During Nail Olpak's tenure, the organization moved from its headquarters in Sütlüce to public land in Yenibosna due to physical inadequacies. However, the land where the new building was located was allocated; in other words, it belonged to the state, and annual rent was paid.

The Asmali administration decided to resolve this issue at its root. Believing that the land on which an principled organization such as MÜSİAD was established should be owned outright, the administration purchased this land, which belonged to the Treasury, by paying two to three times its appraised value as soon as it took office. This move not only prevented any negative public perception but also enabled MÜSİAD to acquire a property with its own title deed instead of a leased one.

However, Mahmut Asmali's contributions did not stop there. He turned his background as a civil engineer into an advantage and built a business center on the land owned by MÜSİAD right next to the headquarters. The income from the sale of the apartments in this project was used to purchase the land and finance the construction. This strategic move was one of the most solid steps taken as soon as he took office. It was like the first button on a shirt, and once that button was buttoned correctly, all the steps that followed were shaped by that correctness.

Mahmut Asmalı describes this process as follows:

"The land where the MÜSİAD General Headquarters building is located was allocated and leased from the state, and we were paying annual rent. We developed a project consisting of 267 independent units and 18 shops on the adjacent plot. We used the income we generated to purchase the plot. We paid a very significant amount; two to three times the appraised value... We wanted to ensure that the public retained no rights whatsoever. We made the payment entirely in cash."

The 18 shops included in the project have not yet been sold. They are scheduled to be leased starting in February 2025. This will provide MÜSİAD with a steady source of income, enabling it to cover regular expenses such as employee salaries.

As Asmalı puts it:

"MÜSİAD is now operating in its own building. We have seen that our members wholeheartedly support concrete and results-oriented projects."















Serdar Çam Recounts

The Great Journey from an Idea to an Ecole

"MÜSİAD has created a transformation not only in the business world but also in our hearts and minds."

I first became aware of MÜSİAD thanks to Mustafa Özel when I was taking doctoral courses in Istanbul. He said, "Come, I'll take you to a meeting." There was an event where young people were participating. The movie "Fire and Water" was being shown. What seemed like just a movie at the time later took on a deeper meaning for me: It was not about the clash of two different civilizations, but about the construction.

MÜSİAD offered a very different perspective to the lives of people of faith. Until then, Islam was mostly lived in theory: MÜSİAD brought it to practice. It brought the values we read in books into the field of trade and entrepreneurship. It re-established the relationship between matter and meaning. MÜSİAD completed that model that was missing in me. Therefore, MÜSİAD is not just a non-governmental organization for me, but a school of life.

We set out with the slogan "High morality, high technology". This structure was not only a business platform, but also the reflection of an alternative world view on the field Entrepreneurs, who had never seen a fair until then, opened up to foreign markets with MÜSİAD. Entrepreneurship took on a different meaning.

In 1994, our President was still the Mayor of Istanbul Metropolitan Municipality. During the 1997 Refah-Yol period, there were important ruptures. February 28th was a time when civil society was tested. We had friends who were detained in the morning in the Dost Insurance incident. But MÜSİAD stood firm

After 2002, a new era began. MÜSİAD was also indirectly influential in the political journey of our President. Of course, the following questions were also raised during this process: Did MÜSİAD become part of the government? Has it lost its old dynamism? I think no. Even though it voiced its criticisms more carefully, MÜSİAD has always walked its own line.

MÜSİAD stood out with its strong stance during the FETÖ's December 17-25 plot and the July 15 coup attempt. It made every sacrifice to prevent damage to the country's economy. Today, MÜSİAD is a global brand. It is organized in America, Europe, Asia and Africa. Our children grew up in the dust of this structure.

As a result, MÜSİAD has become the school that initiated a transformation not only in the business world, but also in minds and hearts. This was a beginning and I believe it will play a much bigger role in the future.



February 6 Earthquake and MÜSİAD

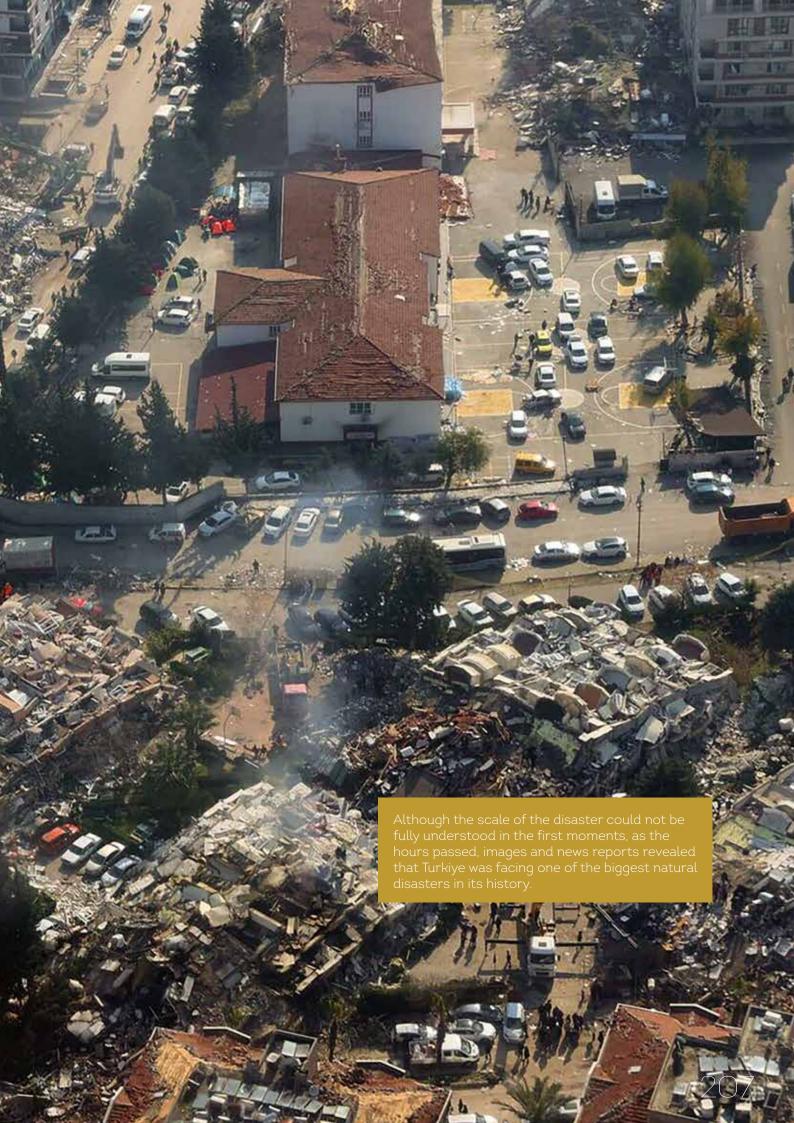
On the morning of February 6, Turkiye woke up to a deep tremor. Thousands of buildings collapsed in seconds, tens of thousands of people lost their lives and millions were left homeless. Screams from under the rubble echoed across the country. The 7.7 magnitude earthquake centered in Kahramanmaraş caused major destruction in 11 cities. Although the scale of the disaster could not be fully understood in the first moments, as the hours passed, the images and news reports revealed that Turkiye was facing one of the biggest natural disasters in its history.

Especially in Hatay, Kahramanmaraş, Malatya and Adıyaman, the magnitude of the devastation affected almost all cities. Moreover, as the earthquake occurred in harsh winter conditions, the cold weather made search and rescue operations difficult, while the need for shelter and food increased rapidly. Immediately after the earthquake, the state, non-governmental organizations and volunteers mobilized to rescue the injured under the rubble, minimize the loss of life and deliver humanitarian aid to the region.

In this process, MÜSİAD was one of the organizations that showed the fastest reflexes in the field. As soon as the news of the earthquake was received, a crisis desk was set up at the headquarters and the entire board of directors and professional staff were assigned to this desk. First, strong branches in Anatolia were matched with the affected provinces and coordination was ensured. Reports and requests received by the crisis desk were forwarded to the branch managers and solutions were produced quickly.

President Mahmut Asmalı went to Kahramanmaraş on the second day of the earthquake and personally participated in the relief activities. MÜSİAD board members also traveled to Hatay, Malatya and Adıyaman to examine the situation on the ground and ensure coordination.







Shelter and Emergency Relief Efforts

In the first moments of the earthquake, the biggest problem was shelter. Thousands of people were exposed under harsh winter conditions, and tents became inadequate. For this reason, MÜSİAD took action to establish a container city in Elbistan by meeting with the then Minister of Interior Süleyman Soylu. Mahmut Asmalı described that process as follows:

"We set up 1,500 containers there, but just providing shelter was not enough. We had to create an arrangement where people could meet their basic living needs and feel like a warm home. For this reason, we prepared 1,500 containers fully equipped with every detail from carpets to curtains, kitchen utensils to televisions.

We also shipped more than 500 containers to the K9 region in Adıyaman."

In addition, more than 4,000 aid trucks were delivered to the region with the support of MÜSİAD members and domestic and international organizations.

A separate logistics team was formed for the transportation, storage and distribution of aid materials in the field. Container purchases were made quickly and the process was not allowed to be disrupted.







In this process, MÜSİAD was one of the organizations that showed the fastest reflexes in the field. As soon as the news of the earthquake was received, a crisis desk was set up at the headquarters and the entire board of directors and professional staff were assigned

Health and Infrastructure Support

MÜSİAD's international organization also provided support to the region from the first moments of the earthquake. A fully-equipped field hospital was built in Hatay's Defne region to meet the urgent health needs of earthquake victims and to provide rapid response to injured citizens. The hospital was equipped with the necessary equipment to ensure uninterrupted health services in the region and was put into service in a short time.

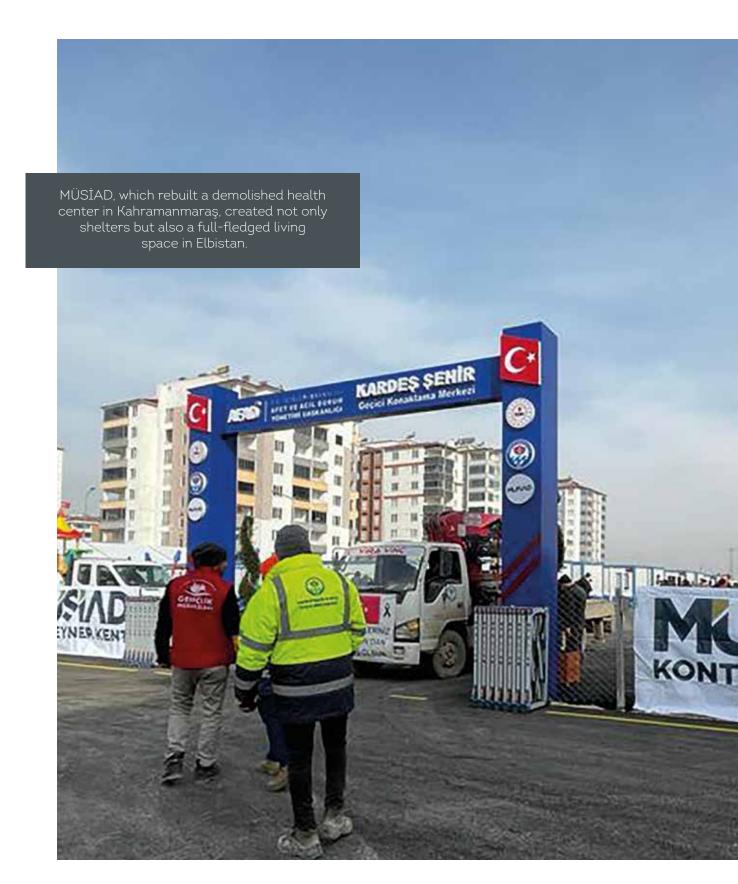
MÜSİAD, which rebuilt a demolished health center in Kahramanmaraş, created not only shelters but also a full-fledged living space in Elbistan.

Inside the area built in this context:

- · A Kitchen
- · A Tea House
- · A Mosque
- · A library (in cooperation with the Red Crescent).

These projects aim not only to shelter people in the region, but also to help them rebuild their lives in a safe and secure environment.









Economic Support and Karz-i Hasen Fund

In order to compensate for the financial losses in the region and accelerate economic recovery, the Karz-I Hasen Fund was put into action. Mahmut Asmalı, the General President, described this model of solidarity in the following words:

"Especially as we commemorate the second anniversary of the February 6 earthquake, I would like to emphasize once again the critical role played by this relief fund. In the aftermath of the earthquake, approximately 40 million TL worth of financial support was provided, offering lifeline loans for damaged machinery, factories and raw material stocks in the region. In addition, we are pleased to see that the loans granted in such a difficult period have been largely repaid. After all, this aid is intended for people in really difficult situations and there is always the possibility that some loans may not be returned. But thankfully, we have a return rate of over 95 percent. This is the biggest indicator of how robust and reliable this solidarity model is."



Onsen Girls' Houses Project for Orphaned Children

MÜSİAD continues to develop long-term social projects in the region. One of the most meaningful of these projects is the "Önsen Girls' Houses Project" for orphaned girls between the ages of 14 and 18 who lost their parents in Kahramanmaraş. Mahmut Asmalı explains the project as follows:

"Together with the Ministry of Family and Social Services, we are implementing the 'Önsen Girls' Houses Project' for 120 orphaned girls who lost their parents in the earthquake in Kahramanmaraş. With this project, we aim to provide a warm home and a safe living space for our children. Currently, the rough construction of the houses has been completed and hopefully we will bring them to their new homes within this year. Our biggest responsibility is to make them feel that they are not alone and to support them to hold on to life strongly."









Keeping Hope Alive in the Earthquake Zone

In the immediate aftermath of the February 6 earthquake, MÜSİAD not only went to the field, but also dedicated the solidarity movement it launched that day not to saving the day, but to building tomorrow. The activities carried out in a wide range of areas, from shelter to health, from economic recovery to social projects, once again demonstrated that MÜSİAD is not only a business organization, but also a community with a conscience.

There are thousands of people in the region who are still waiting for a breath, a support, a hope. And MÜSİAD continues to fulfill its duty of being this hope not only with aid trucks, but also with permanent projects and long-term solutions. Because the issue here is not just humanitarian aid; the issue here is shouldering the burden of a civilization that can say "one for all". For MÜSİAD, aid is not a momentary reflex, but a matter of responsibility and loyalty rooted in the Ahiqiyya tradition. And this loyalty will continue until the region gets back on its feet.





Cihangir Bayramoğlu Recounts

Witness to a Turning Point

"MÜSİAD is not just an association, it is a paradigm shift in the Turkish economy."

Before the establishment of MÜSİAD, the Turkish economy revolved within a narrow framework and was shaped by the influence of certain groups. Opportunities for entrepreneurs were limited, and it was almost impossible for those coming from outside the system to gain a foothold. We set out to change this order. With the establishment of MÜSİAD, the business world has been disrupted. We took a principled, independent and fair stance. We knew how to say "no" when necessary.

In those days, we were not only an association of business people, but also the representative of an economic and social stance. If a threshold has been crossed in Turkiye's economic structure, MÜSİAD's clear and upright stance has played a major role in this. When evaluating the Turkish economy today, we can talk about two different periods: before and after MÜSİAD. There were only 12 of us when we were founded. In a room of a modest business house in Mecidiyeköy, we did not have great means, but we had great faith. Our aim was to do business not only on the axis of profit, but also on a ground based on the principles of justice and morality, and to create a community around this understanding.

Over time, this small group grew, and MÜSİAD has spread all over Turkiye with thousands of members. We now have a voice not only domestically but also in the international arena. We say that we are also present in global trade with the fairs, summits and international collaborations we organize.

It is an indescribable pride for me to see the transformation of MÜSİAD and to have personally experienced the journey from that first small table to today's global scale. It is our greatest achievement that we are still walking with the same principles today on this path we set out on in the name of Turkiye's economic independence and fair trade.







MÜSİAD's New Vision: Global Expansion through Anatolian Economic Diplomacy

With the emergence of MÜSİAD, the unipolar structure in the business world was replaced by a broader economic representation. MÜSİAD was a pioneer at this point. People said, "If MÜSİAD can do it, so can we." As a result, many large and small nongovernmental organizations emerged outside MÜSİAD, taking MÜSİAD as an example.

From the point where the late Mr. Erbakan said, "Erolcuğum, we set out with Mehmet the grocer", MÜSİAD has transformed into an influential business world organization in Turkiye and around the world. MÜSİAD, which overcame an Istanbul-centered and monophonic understanding of the economy and built a structure that supports polyphony and regional development in Anatolia, implemented the "Anatolian Economic Diplomacy" project under the presidency of Mahmut Asmalı. Within the framework of this initiative, which represents the spirit, wisdom and conscience of Anatolia in the international arena, ambassadors in Ankara visited MÜSİAD branches in Anatolia and were introduced to the economic and cultural structures in different regions of Turkiye.

"This semester, we also launched the Anatolian Economic Diplomacy Movement. We took all the ambassadors in Ankara to our branches in Anatolia one by one. We took them to Bursa, Samsun, Çorum. We carried out these programs in about 30 branches that I cannot count right now. Therefore,

MÜSİAD is the representative of Anatolian wisdom today. It is the representative of the Anatolian conscience."

Underlining that the perception of MÜSİAD in Europe was negative in the past, Mahmut Asmalı explained that this perception has changed positively in the current situation as follows "In the past, especially in Europe, especially in Germany, there were negative opinions about MÜSİAD. There were evaluations like 'It is close to a certain power'. However, as they got to know us, people there started to show more interest in us and participate in our programs. We had long talks with the mayors who did not give us appointments. At the beginning, we were told that we could meet for 15-20 minutes, but 3-4 times they listened to us for an hour and a half. They were impressed by our speeches, our work and the sacrifices of our members." MÜSİAD is an independent organization that generates its own economic power entirely through member dues and donations, without using any public funds. "Especially with our new headquarters, MÜSİAD has become a popular destination for government representatives, ministers and ambassadors. Visitors do not want to leave without seeing MÜSİAD."





MÜSİAD, which overcame an Istanbul-centered and monophonic understanding of the economy and built a structure that supports polyphony and regional development in Anatolia implemented the "Anatolian Diplomacy" project under the presidency of Mahmut Asmalı.

An incident he personally witnessed showed that the reputation of the MÜSİAD brand has spread across continents: "There is an incident I witnessed recently, I tell it everywhere. A member of parliament called me and said, 'I would like to introduce my son to you. His son came, a young Turkish entrepreneur doing business in Australia. He has developed a software on e-commerce and wants to expand it by adding new software developers to the team. In this process, he needs financing and is looking for funding. A fund that wanted to support him asked him the following question: 'Are you a member of MÜSİAD? Do you know and love MÜSİAD?" And then added: "I will invest in you accordingly." The young entrepreneur turned to me and said: "President, can you be a reference for me? I told him to become a member of MÜSİAD first. He was a brilliant, decent young man. So we became his reference.

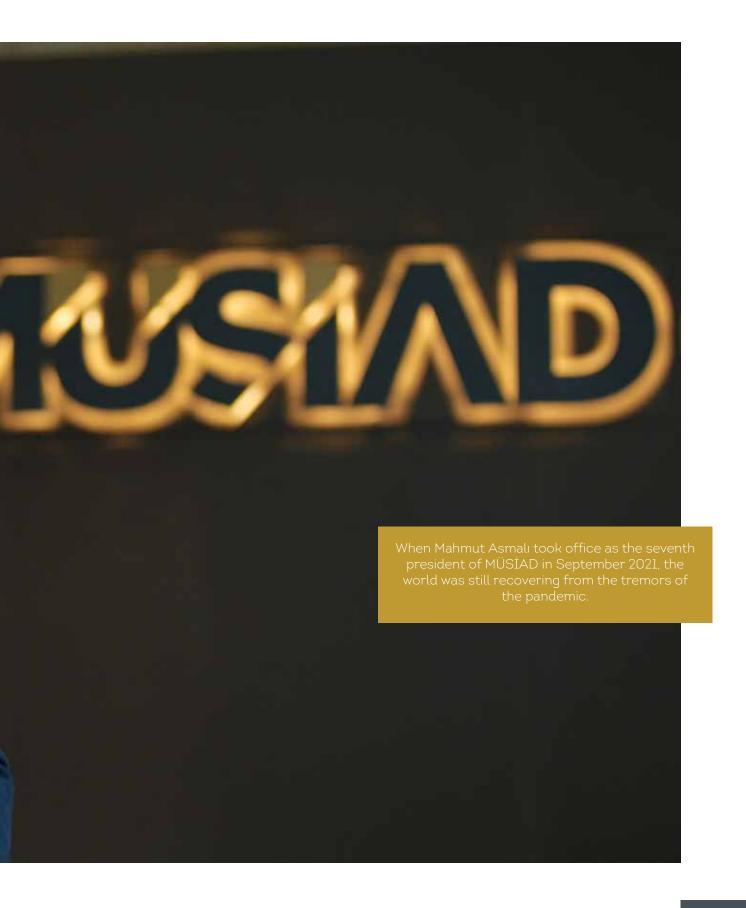
This example shows that MÜSİAD has become a symbol of trust and reputation not only in Turkiye but also around the world. People question whether the people they do business with are members of MÜSİAD and see MÜSİAD's membership as a reference. This shows that MÜSİAD has become not only an institution in the business world, but also an indicator of trust and commitment to ethical values."













From a Dream to a Partnership: MÜSİAD Venture Capital Fund

In its 35-year journey, MÜSİAD has been a pioneer in keeping the spirit of entrepreneurship alive not only in Anatolia but also around the world. It has acted with the awareness that this spirit should be nurtured not only with words but also with concrete steps. Under the presidency of Mahmut Asmalı, one of these steps, perhaps one of the boldest, was taken: MÜSİAD Private Venture Capital Investment Fund. Asmalı summarizes his thoughts on this project as follows:

"We have 14,500 members. If we start with only 2 thousand of them, if each of them puts 50 thousand dollars, we will have a fund of 100 million dollars. And this is a serious capital. We can make strong, permanent and strategic investments with this resource. We set out with this in mind and laid the foundation."

In 2022, this idea was shared with the public for the first time and soon began to materialize. The Detached Private Venture Capital Investment Fund was established in cooperation with Hedef Portföy Yönetimi A.Ş. Structured in line with the principles of participation finance, the fund aims to invest in ventures in technology, energy, health, agriculture, education and many other strategic sectors.

But it is not just about investment. The real issue is to strengthen the culture of "doing business together" among members. Mahmut Asmalı explains how this project mobilizes MÜSİAD's spirit of solidarity:

"100 million dollars of commitment came. People have a heart for this. We planted the seed, and now the seedlings have emerged. When you show the right project, the MÜSİAD family comes together. This is our character."

Turkiye is not the only country covered by the fund. Investors abroad will also be able to benefit from this structure. Scaled and effective investments are targeted in many areas from automotive to technology, energy to retail. But there is an idea at the center of all this movement: To grow not with bank loans, but with friendship. This makes the spirit of the fund different.

This move by MÜSİAD is part of a vision that goes far beyond the classical understanding of association. Values on the one hand and capital on the other; one does not tire the other, but rather nourishes it. And this is the difference of MÜSİAD.







From Center to Neighborhood: Trade Expansion

One of MÜSİAD's strongest breakthroughs during Mahmut Asmalı's presidency was undoubtedly in the field of foreign trade and international organization. As the stones were shifting in the new post-pandemic world order, it was inevitable for Turkiye to turn this process into an opportunity. This is precisely where Asmalı's foreign expansion policy, which he summarized with the motto "everywhere is a target market, every country is a partner to cooperate with", came into play.

After strengthening its domestic organizational structure, the Asmali administration turned its attention to foreign markets step by step. Starting from neighboring countries and expanding to six continents, MÜSİAD's colors became visible all over the world. From then on, foreign trips were no longer touristic, but directly aimed at business development. Delegation meetings turned into investment tables and trips into business partnerships.

One of the main pillars of this expansion was MÜSİAD's network of branches and representative offices, which reached 100 locations around the world. These structures functioned as honorary trade ambassadors in the countries where they were located. Hundreds of MÜSİAD representatives, who spoke the local languages, established their lives there, but whose hearts still beat for Turkiye, were reporting on opportunities in their countries, setting up trade desks and building common grounds. From Japan to the USA, from the UK to China, this expansion of MÜSİAD breathed new life into Turkiye's economic diplomacy.

Mahmut Asmali summarized this strong organization as follows: "We are present all over the world. In New York, London, Tokyo, Beijing, Paris... Our friends there represent Turkiye with their trade, character and stance. Their efforts are our strength."





G20 Focused Strategy

One of Asmalı and his team's priorities was to build stronger ties with the G20 countries. These countries represented 70-80% of world trade. The goal was clear: To increase Turkiye's share of global trade. In this direction, the visits to the USA were particularly noteworthy. Organized in 9 different states, MÜSİAD not only held trade negotiations but also established contacts with the most strategic institutions in the US: SelectUSA, the US Chamber of Commerce, the National Association of Manufacturers, the World Bank... Making Turkish businesspeople more visible in the US was the cornerstone of MÜSİAD's vision of "permanent relations". The liaison office opened in New York was a sign of this determination. Asmalı's emphasis is clear: "We say this to those who say the US is far away: A ship leaving from Shanghai takes 49 days, while the one leaving from Istanbul takes 18 days. This opportunity cannot be ignored."

Today, MÜSİAD has reached a network of branches and representative offices in 100 locations in 85 countries. The last representative office was assigned to Argentina, and during the Mahmut Asmalı era, MÜSİAD succeeded in establishing a presence in all G20 countries. This expansion was not just a quantitative increase; it was a strategic step towards increasing Turkiye's influence in global trade. In early 2025, the last remaining goal from the strategies announced in 2021 was completed.



Gulf Initiative: The Meeting of Common Civilization with Economy

Gulf countries had a special place in the expansion map of MÜSİAD. The landings in the region, particularly in Qatar, the United Arab Emirates and Saudi Arabia, had a great resonance. There was a serious interest in both Turkish products and Turkish entrepreneurs. Asmalı summarized this by saying "the appetite for our country is very high, we should make good use of this atmosphere".

Especially the \$3.3 trillion "Vision 2030" project launched by Saudi Arabia was a great opportunity for MÜSİAD. In this context, the 27th International Business Forum organized in Riyadh strengthened the contact of Turkish companies with the Saudi market. Cooperation in every field from construction to tourism, energy to digital transformation was discussed. "There is a great need for Turkish contractors because they are doing business around the world," Saudi officials were heard saying. Asmalı made this vision clear by saying, "Our friendship should not only be in the heart, but also in economic development."

New Routes of the Far East

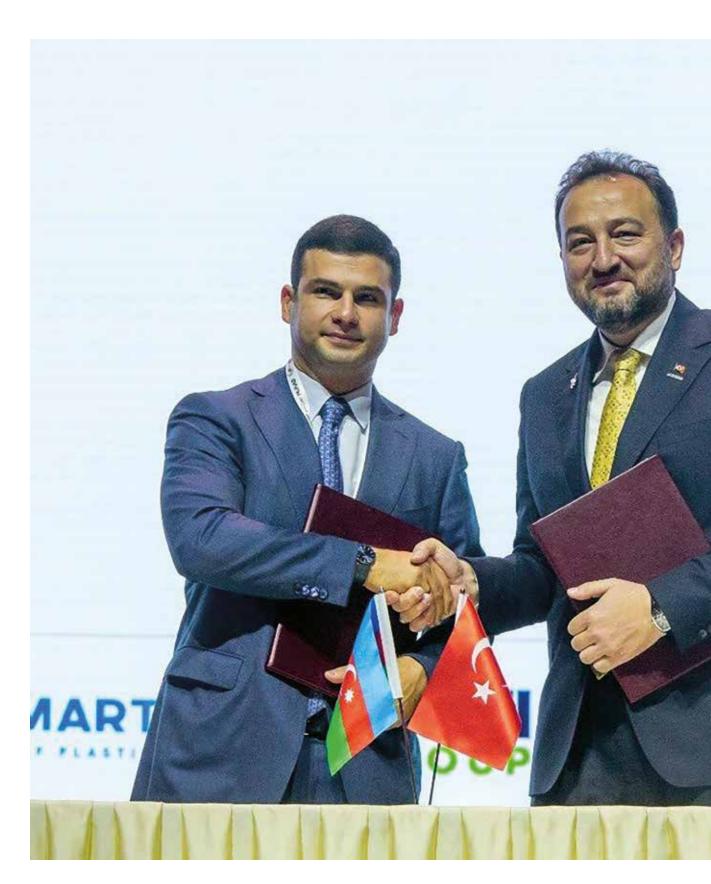
MÜSİAD's radar includes not only the West or the Gulf, but also the Far East. Contact was established with many new centers from Jakarta to Sydney. Discussions on new investment opportunities, technology partnerships, agriculture and digitalization strengthened Turkiye's presence in these regions. The delegations did not just visit and visit; they reported, analyzed and implemented. This was completely different from classic protocol visits.

















Azerbaijan: From "One Nation, Two States" to a "Common Future"

The first major foreign expansion under Asmali's presidency was to Azerbaijan. The 25th International Business Forum (IBF), organized in Baku, created a ground for not only brotherhood but also common development. Cooperation in the fields of agriculture, technology and infrastructure, especially the reconstruction of Karabakh, was discussed.

"We will increase the trade volume of 3 billion dollars to 10 billion dollars in a short time and to 15 billion in the medium term," he said, indicating the size of the target.

The New Path Combining Economy and Diplomacy: Trade Balance = Political Balance

MÜSİAD became a way not only to do business, but also to better explain Turkiye's arguments to the world. Asmalı's following words clearly explained this approach:

"If we establish strong ties as business people, it will be easier to explain Turkiye's issues to politicians in that country. The way to rationalize politics is through strong economic ties."

This approach was reflected in the second US visit. The contacts in the US reflected not only trade but also Turkiye's strategic stance. With the opening of MÜSİAD's New York office, the organization's sphere of influence in the US expanded. The goal was not only to increase trade volume, but also to explain Turkiye's global perception in the right way.





Engin Mehmet Özertan Recounts

From a Desk to an International Fair: 33 Years of Loyalty

"From those meetings that lasted until midnight at Cansızoğlu Business Inn to today...
MÜSİAD is a cause movement."

It was spring 1992. Ali Rıza Yapar called from Istanbul. "We have established an association called MÜSİAD, we are organizing nationwide. Will you establish the Ereğli branch?" I said, "I will, but first let me see who you are and what we're going to do." He said, "We have a place in the Cansızoğlu Business Center, we meet every Friday, come." The step I took that day was the first step of a journey that would last 33 years with MÜSİAD.

The meetings would start at 19.00 and last until 01.00-02.00 at midnight. People would come from Konya, Kayseri, Urfa. The general executive board meetings, which are held in hotels today, were held with a few people around a table back then. Ereğli was the first district-based branch of MÜSİAD.

Oddly enough, the second branch was established in my hometown Bandırma. It was headed by my late friend Ekrem Yüzbaşı. Unbeknownst to us, we set our hearts on this movement in two different cities at the same time.

At that time, our official establishment could only be realized in 1994. Nothing could be done without permission from the Associations Desk. There was no AK Party government, there was a serious pressure on us. But we didn't give up. We made an impact in the district. At first, those who said, "They will disband in three days," later started to say how to stop this movement. February 28th was the beginning of the end for many people, but we experienced that period as a purge. We have come to this day stronger thanks to that purge.





When I look back today, if you ask me what MÜSİAD's greatest achievement is, I would say its weight in the Chamber of Commerce and Industry elections internally and the material and moral support we provided to our brothers and sisters in Bosnia externally. The meeting with Aliya Izzetbegovic in Ankara is one of the most unforgettable moments of my life.

And yes, that first modest MÜSİAD fair we organized at the Izmir Fair, albeit in a fair-like atmosphere... That was a nucleus, and today it has turned into a giant international organization. I am a witness of this.

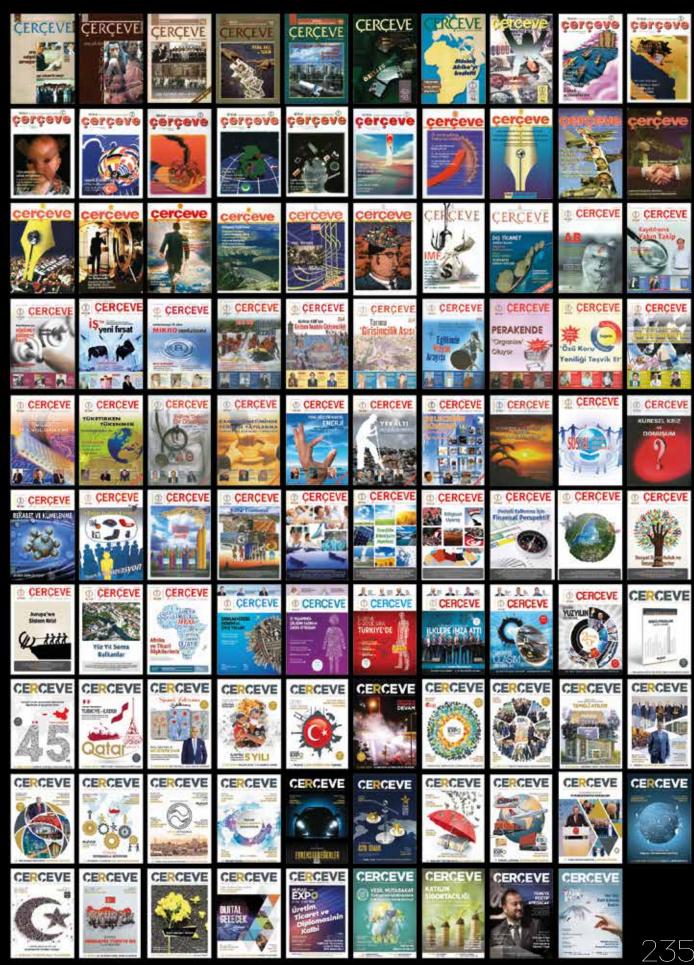
I can't forget Süleyman Demirel. He never came to any of our meetings. Erol Yarar satirically said at the time, "Mr. Demirel said he could not attend because he had an important meeting with the Canary Lovers Association." This was our small but meaningful note to history.

Heart of the World in its 100th Issue

The Frame celebrated its 100th issue with this headline. The issue, which included two important file topics, also included the effects of the Ukraine-Russia war on the business world, the reflection of the historical memory of MÜSİAD, all the veterans who contributed to MÜSİAD with the Ahde Vefa section, and the historical background of Framework Magazine from 1 to 100. Writing an article for the 100th issue of the magazine, President Mahmut Asmalı explained the mission of the magazine as follows:

"For more than 30 years, Çerçeve Magazine, whose quality has increased with the contributions of the valuable members of our family, has succeeded in becoming the leading intellectual representative of the chain of values inherited from our 'independent' thought and ancient culture that sprouted from Anatolia and enveloped the whole world. With its analyses and reports shedding light on Turkiye's recent history, the magazine has also gained the quality of an archive, while it has always been the voice of oppressed geographies and friendly, related and brotherly societies by carrying the events in our heartland to its agenda."

Having published its 118th issue as of the time of this writing, Framework will continue to be the heart of the business world for many years to come.











Organizational
Structure of MÜSİAD



A widespread and effective organizing network

Founded in the spring, MÜSİAD immediately set its agenda to establish a widespread and effective organizational network. The first pillar of the organization was to establish branches in provinces other than Istanbul, which constituted the central organization. MÜSİAD did not have any difficulty in establishing branches; on the contrary, it selected members who were in line with its principles from among the applicants. According to Erol Yarar, after the first eight years, MÜSİAD had spread throughout Anatolia, opened branches in important cities, gathered thousands of businessmen under its roof and started to show its organizational presence in national and international trade.

The Istanbul Headquarters always represented the tightest and most dynamic aspect of the organization. In order to strengthen the work of the Headquarters and to build it on solid foundations, commissions were established. It was extremely important that these commissions, which were established as the need arose, were established immediately after the foundation in 1991. Among the commissions established that year were the Organization and Profession, Foreign Relations, Research and Press, and Public Relations commissions.

By prioritizing the establishment of these commissions, MÜSİAD management was also revealing what kind of goals and priorities it had. In other words, with the Organization Commission, MÜSİAD wanted to have a strong organizational network; with the Foreign Relations Commission, MÜSİAD aimed to promote itself and provide its members with the necessary information about foreign markets; with the Research Commission, MÜSİAD intended to find solutions to Turkiye's economic and social problems; and with the Public Relations Commission, MÜSİAD planned to carry out a study that would eliminate the prejudices that might arise in the Turkish press.



Its power is in its organization: How are new branches and representative offices being created?

What made MÜSİAD's organizational structure unshakable even in the most challenging times was that the people who would take part in this structure were subjected to a very important preliminary examination process. In a way, this process was akin to the rigorous security investigation of civil servants who would serve in strategic positions. The first thing that was looked for in those who would take office in a branch to be established in a province or district was "whether their moral structure, principles and values coincided with MÜSİAD's moral structure, principles and values". After this process, which involved a long preliminary preparation phase, whoever or whomever the Domestic Organization Commission agreed upon, that person or the most respected businessman among those people would be appointed as the representative. The first thing that was expected of this representative was to recruit 50 businessmen from the province as members of MÜSİAD within a period of one year. If the representative reached 50 members, it meant that all other procedures would be completed and it would be possible to open a branch of MÜSİAD in the province or district in question.

Considering the lack of entrepreneurial development in Anatolia, reaching 50 members was not always a realistic and easy target, especially in the short and medium term. In this situation, MÜSİAD operated a representative office format, also known as a "branch office", with a capacity of 20 members. These representative offices functioned just like a branch.

MÜSİAD opened its first branch in Kayseri in 1991. It opened 5 branches in 1993, 6 branches in 1994, 2 branches in 1995, 2 branches in 1996 and 4 branches in 1997. In these years, which coincided entirely with the Erol Yarar era, a total of 20 branches were opened, breaking an organizational record. In 1998, 2 branches were opened, 1 branch in 2003, 1 branch in 2004, 1 branch in 2005, 1 branch in 2007, 1 branch in 2008 and 2 branches in 2009. In 2010, 3 branches, 1 branch in 2011, 2 branches in 2012. In 2013, 6 branches were put into service, and 4 branches in 2014. In 2015, 2 branches, and in 2018 and 2019, 3 more branches joined the MUSIAD family. With the newly established representative office and representative structure, 1 representative office was opened in 2012, 6 representative offices were opened in 2015 and 6 representative offices were opened in 2014. The number of representatives was 5 in 2012, 2 in 2015 and 17 in 2014. As of 2015, MÜSİAD was operating in 86 locations in Turkiye, with 25 representatives, 14 representative offices, 46 branches and headquarters.

MÜSİAD had adopted a method similar to its domestic organization for its overseas organization. Preliminary work on this issue was carried out by the Foreign Organization Commission. The Commission planned the establishment of new representative offices or the reorganization of existing offices in target countries or cities in order to expand MÜSİAD's international organization. MÜSİAD was also meticulously working on recruiting new members from abroad.



Today, MÜSİAD's international organization consists of 9 representative offices, 55 active representatives and 36 branches. Thus, MÜSİAD had a large organization network with 183 contact points in 85 countries. Therefore, in many parts of the world, MÜSİAD was making a name for itself with its corporate identity, principles and goals, working system and effectiveness. It can be said that MÜSİAD is one of the two institutions in Turkiye with the largest number of overseas organizations.

Under its fifth President Nail Olpak, MÜSİAD has made a major organizational move both at home and abroad. During his term, MÜSIAD became, so to speak, "Wherever there is a Turk, there is MÜSIAD". With one foot firmly planted in its domestic organization, MÜSIAD has marched towards its goal of leaving no country untouched in the world with its other foot. As explained in detail in the Presidents' Section, President Olpak had built MÜSİAD's international organization on five pillars.









It is a privilege to be a member of the General Assembly of MÜSİAD's organs...

MÜSİAD, which was subject to the Law on Associations, was obliged to establish the boards and management style that other associations had and were obliged to establish. In this context, the most important body of MÜSİAD was the General Assembly. The General Assembly, which was held every two years with elections in accordance with the bylaws, had a difference from the general assemblies of other associations. MÜSİAD saw the General Assembly meeting as the platform where the ideal of merging and meeting with its members and walking into the future as a single power was embodied.

Integration with its members was of utmost importance for MÜSİAD, because its members constituted the central force of MÜSİAD, which focused its services on people. At the same time, all its members were also members of the general assembly.

The General Assembly also adopted a participatory method to evaluate the past year and determine the work program and basic principles for the coming year. But the main feature of MÜSİAD General Assemblies was that they set the agenda for the country. Not only Turkiye's economic issues, but also its social and political problems, and the vision it needed for the future would be expressed here. The statements made by the president of MÜSİAD and other speakers would carry great clues as to how Turkiye's future would be shaped.











Where meeting culture begins: Board of Directors

The Board of Directors is the institution where MÜSİAD's face of change, which does not compromise on its principles, is most evident. The term of office of MÜSİAD executives, which was established after the first years and later became a tradition, was the guarantee of the organization's dynamic structure and effectiveness. Accordingly, the only permanent position in MÜSİAD was membership of the General Assembly. In all other positions, the length of time members would serve was fixed. The Board of Directors, elected by secret ballot by the members of the General Assembly, consisted of 25 original and 10 substitute members and could serve for 2 years. A member of the Board of Directors could serve for a maximum of 6 consecutive years. If, for any reason, the 6-year term expired before the General Assembly convened, the Board member's term of office was terminated ex officio. It was possible for him/her to be re-elected with a one-year break.

MÜSİAD gained the structure that distinguished it from other business organizations through its regular and consistent meeting culture. The meetings, which were held so frequently that some might consider them almost unnecessary, were in fact the starting point for discussing the problems of the members and Turkiye, developing ideas and finding solutions. Therefore, they could never be neglected.

For this reason, anyone who failed to attend three consecutive meetings of the Board of Directors without an excuse or who failed to attend more than half of the meetings of the Board of Directors held within a sixmonth period, with or without an excuse, was dismissed from membership by the Board of Directors.

The Chairman of the Board of Directors was elected by open ballot at the board meeting held at the beginning of each administrative year. In addition to the chairman, six vice-chairmen and one accountant member were also elected. According to MÜSİAD's bylaws, the term of office of the Chairman of the Board of Directors was limited to two years, and he could serve for a maximum of two consecutive terms. It was possible for the former chairman to be re-elected after a one-term break.

The main members of the Board of Directors also served as commission chairpersons. In addition, the meeting interval of the Board of Directors was set as once every two weeks, while the Presidium met regularly every week.



MÜSİAD presidents' pulse beats at the GAB

It was the General Administrative Board meetings where strong communication and harmony between the MÜSİAD Headquarters management and the branches took place. The Board was an indication of MÜSİAD's adoption of a management style that does not depend on a specific hierarchical structure and chain of command. In other words, a participatory approach, as opposed to a centralized management approach, was being established for all branch presidents through these meetings.

The General Administrative Board of MÜSİAD, which is composed of the members of the Headquarters Board of Directors and branch presidents, used to meet regularly every two months. Each time, the meetings were held in the province where a different branch was located. Each meeting had a predetermined agenda that was closely related to society and the economy. The agenda was communicated to the participants in advance so that they could make the necessary preparations, and the issues discussed were discussed in depth and finalized in a report. These reports, usually characterized as final declarations, were shared with the public. Establishing a strong network throughout Turkiye and in countries around the world, MÜSİAD's views, which keep its finger on the pulse of society as well as the business world, have a great resonance.



He was the first secretary general and the third president

The secretary general, the main executive body of MÜSİAD, is appointed by the board of directors. Therefore, he is also responsible to the board of directors. As the head of the professional staff, the secretary general, as someone who has adopted MÜSİAD's traditional values, is also the implementer of permanent services and activities. Although he/she does not have the right to vote, he/she is obliged to attend the meetings of the Board of Directors and his/her main duty is to represent MÜSİAD duly and manage the administrative staff.

In addition to its bureaucratic duties, the office of the Secretary General, which serves as the biggest assistant of the Board of Directors, has a very strong and effective structure in terms of tradition. Undoubtedly, this strength and effectiveness was based on the tradition laid by Ömer Bolat, who served as the first Secretary General of the association and later became the Vice President and President. There was an interesting story behind Ömer Bolat becoming the secretary general of MÜSİAD. In fact, Bolat had received offers from both DEİK and the Automotive Manufacturers Association at the time. But he explained his preference for MÜSİAD as follows.

"One day Ahmet Ertürk called me and said, Friends, MÜSİAD is looking for a Secretary General, would you consider working for them? I had been working at the Economic Development Foundation, including my student years, as an Economic Expert and European Union Expert. At that time, I had received offers from the Foreign Economic Relations Board (DEIK) to be Deputy Director General and from the Secretary General of the Automotive Manufacturers' Association (OSD) to be Deputy Secretary General. However, I accepted the offer of Secretary General from MÜSİAD, which was in line with my ideas and mentality, and which was pious, conservative and embraced Islamic values more. After a first round of negotiations, I started to serve as Secretary General and Board Member at MÜSİAD on September 1st of 1993."



The strong branches of the MÜSİAD Tree: Commissions

Commissions represent one of the freest structures of MÜSİAD. This is because in the commissions that meet regularly, every issue, especially those that fall within their areas of responsibility, are discussed freely. Different layers of society are strongly represented here. More importantly, the committees work on behalf of the Headquarters in accordance with the founding ideals, needs and expectations of the association. They are tasked with conducting research on any issue related to the association, the economy or society, as well as making the necessary preparations for such issues.

While the first commissions were established at the end of 1991, their number increased over time according to need.

Today, each commission is chaired by a

member of the Board of Directors and its number has reached 16. Commissions usually meet every two weeks, depending on the demands of their members and the intensity of their work.

Ömer Bolat described the commissions as an example of MÜSİAD being a "grassroots organization" and explained the reason for this as follows: "While carrying out its activities, MÜSİAD evaluated its members as experts. It has incorporated their ideas and brains into its activities. How did it do this? Through sector boards and specialized commissions."

The 16 commissions, which represent the dynamic and consultative face of MÜSİAD, consist of the following:

- Domestic Organization, Member Acceptance and Member Relations Commission Foreign Organization Commission
- International Relations Commission
- Commission on Diplomatic Relations
- Young MÜSİAD
- MÜSİAD Women
- Corporate Communication Commission
- Education, Culture and Publication Commissions
- Export Promotion Commission
- MÜSİAD Trade Office
- MÜSİAD Invest
- Industrial Production and Policies Commission
- Sector Boards and Fair Forum Commission
- Administrative Affairs, Human Resources, Budget and Financial Affairs Commission
- Strategy and R&D Commission
- Joint Procurement and Cooperation Commission



Sector Boards, voice of Turkiye...

One of the most active elements within MÜSİAD is the sector committees. These boards guide their sectors by carrying out activities in line with the decisions and policies of the association in the sector for which they were established. In a sense, the most important feature of the sector boards, which work like the professional committees of chambers and stock exchanges, is that they target the whole of Turkiye. Sector boards, which are responsible for ensuring professional and commercial cooperation and solidarity among members, are carrying out very successful activities. Sector committees also hold extended and public meetings that focus on prominent issues related to the sector they represent. In these meetings, new visions and horizons are established for Turkiye.

In the first quarter of 2025, MÜSİAD Sector Committees carried out a very important reporting study. 17 separate reports on 17 different sectors, in which the current situation in Turkiye and the world is evaluated, the problems faced by the sectors are discussed and solution proposals are presented, were shared with the public at a press launch held at the headquarters.

MÜSİAD Vice President Burhan Özdemir expressed the importance of these reports at the launch as follows: "In today's world, economies grow and develop thanks to actors who not only follow global trends, but also shape these trends. As MÜSİAD, our aim is to carry Turkiye's strong industrial and trade infrastructure further, contribute to the sustainable growth of our sectors and provide guiding analysis for decision makers."

In addition to theoretical production, Sector Committees also carry out intensive activities to improve the commercial activities of MÜSİAD members. One of these was the Building Materials Supplier Days Event held at the Headquarters on 30 May 2024. Organized jointly by the Construction and Building Materials Sector Board and the MÜSİAD Trade Office, the event was attended by 45 contracting companies and nearly 3000 B2B appointments were made.





Composed of a chairperson and a number of members determined according to need, sector boards, like commissions, usually meet every two weeks. There are currently 16 sector boards operating within MÜSİAD.

- Printing, Publishing and Media Sector Board
- Digital Transformation Sector Board
- Energy and Environment Sector Board
- Financial Services, Consulting and Education Sector Board
- Food, Agriculture and Livestock Sector Board
- Services Sector Board
- Construction and Building Materials Sector Board
- Chemical, Metal and Mining Sector Board
- Logistics Sector Board
- Machinery Sector Board
- Furniture and Consumer Durables Sector Board
- Automotive and Transportation Vehicles Sector Board
- Health Sector Board
- Defense Industry Sector Board
- Textile, Leather and Apparel Sector Board
- Tourism Sector Board



Disciplinary Board transformed into arbitration

The Arbitration Board, which operates within the association, takes its source from the association's bylaws, and just as the Constitutional Court acts as the Supreme Court when necessary, the Disciplinary Board also acts as the Arbitration Board when needed. The Board, which operates in line with very strict principles based on written as well as unwritten traditions, can be defined as an internal judicial authority established to protect MÜSİAD's social reputation and integrity. It is composed of three full and three substitute members elected from among its full members during the General Assembly meeting for a period of two years. The Arbitration Board examined and adjudicated disputes and commercial disputes arising between MÜSİAD members and/or between members and third parties.

The Arbitration Council stands out as an official body that steps in to resolve disputes between members and functions like a court. At the board meetings, where all parties are heard and information and documents related to the dispute are requested, technical opinions are also sought. The Arbitration Board, which is managed by a professional team, operates as an official structure stipulated in the statute. The Disciplinary Board is also organized in the same structure as the Arbitration Board and includes figh scholars, jurists and experienced names from the business world. In this way, it is aimed to resolve the disputes that arise with common sense and through the arbitration mechanism. Decisions made by the Arbitration Board for the expulsion of a member are advisory and the Board of Directors may accept or reject this decision.



The center of collective wisdom and experience: High Advisory Board

What made MÜSİAD such a strong and great association was that it was guided by collective wisdom and consultation. Neither did the Presidents and Board Members have a superior power whose actions were unquestioned and who did whatever came to their minds, nor did they have a structure influenced by certain individuals and institutions, as is often the case.

MÜSİAD gained its effectiveness through the importance it attached to negotiation and exchange of views. For this reason, the duties of the chairman or the wise men did not end when their term of office expired. They continued to guide MÜSİAD with their views and ideas. And they did this through the High Advisory Board.

The High Advisory Board was established in 1999, and its reason for existence can be explained by the words of Ömer Cihad Vardan, the 4th President of MÜSİAD: "MÜSİAD does not have retired members, it has deceased members...". Thus, MÜSİAD's management approach could be passed on from person to person, from generation to generation. In a sense, the Board was performing the very important and valuable task of transferring the experience of the association at the highest level to new managers. The first chairman of the High Advisory Board, which represented the accumulation of corporate governance, was Erol Yarar, who was also the first chairman of the association.









The board that changes the rules that block the system: Supervisory Board

These boards, commissions and other legal and voluntary bodies, which seem like a bureaucratic organization, actually represented the place where the MÜSİAD culture began. MÜSİAD, which declared its founding philosophy as raising and creating businessmen who are Islamic people and set out to establish this goal, would never waver in this blessed journey due to its existing authorized bodies. One of these bodies was the Supervisory Board, which functioned almost like an internal audit authority. Another very important task of the

Supervisory Board was to bring the conditions of the bylaws, which it found during the inspections and which were hindering the functioning of the association, into a form that would meet the needs of the times. In other words, the Board functioned to update the association's bylaws. In cases where there was insufficient clarity, the Board could even issue new regulations to be put into effect for the approval of the General Assembly.





MÜSİAD's Vision and Mission: The Basic Philosophy, Building a Great Civilization.

Founding President Erol Yarar described the mission that the founders wanted to create and establish with these four words: "High morality, high technology." Erol Yarar said, "A development without moral criteria cannot be a healthy development" and continued as follows: "We are the ummah of a Prophet who expressed the reason he was sent as "I was sent to complete high morality." Therefore, we must see any development that is not based on high morality as an abnormality, as a deviation, as a perversion. There must be a criterion of high morality at the basis of the order in the world. But we need to make Turkiye a pioneer country with our high morals, virtues and works by bringing the technological developments we call high technology, that is, the element at the basis of economic development, to Turkiye."

Stating that civilization can only be born through the unification of virtues and works, Yarar said: "As the children of a great civilization, we, of course, should aspire to establish a great civilization instead of pursuing small goals. This philosophy is the basic philosophy of all the core staff of MÜSİAD and then all the members who responded to this invitation.

Erol Yarar explained the mission of the association as establishing the Medina Market as a worldwide market and continued his speech as follows: "This is the main goal of MÜSİAD. The whole world must mature within the framework of the concept of the Medina Market, which will be rebuilt under our leadership."

When defining MÜSİAD's mission, Ali Bayramoğlu emphasized that the country's economy must first develop. "MÜSİAD," Bayramoğlu said, "is a non-governmental organization that not only acts for the economic interests of its members, but also has adopted the economic development of its members and indirectly the economic development of the country as its mission and duty."

Ömer Bolat is the person who elaborated MÜSİAD's mission and gave it a scientific structure. Underlining that MÜSİAD's basic principle is primarily to develop and strengthen solidarity, cooperation and unity of power among its members, Bolat explained the principles of the association, in other words its mission, in the following words:



"To contribute to the development of Turkiye's economy and foreign economic relations; to ensure industrialization and development; to meet the expectations of its people in Turkiye's economic, social and foreign policy developments as an indigenous and propeople community in terms of the values it defends and to form public opinion in line with these expectations: MÜSİAD's main functions are to provide guidance to governments, bureaucracy and public opinion; to improve Turkiye's foreign economic relations; and finally, as an organization that advocates conservative values at its core, to act as a bridge for the development of economic and social integration and commercial integration within the Islamic World, and to fulfill the function of a cooperation center."

President Mahmut Asmalı, while explaining the vision and mission of MÜSİAD, referred to Ahi Evran and said the following: "Within a month of taking office, we started working on MÜSİAD's new vision, but we could not bring ourselves to change our founding motto: 'High Morality, High Technology'. This motto covers everything. In the new period, 'Morality' is written on the wheel, which is the symbol of MÜSİAD. Because morality is the beginning of everything and a moral merchant is very important. We feel the Prophet's good news: "Honest and trustworthy traders are with the prophets, sincere ones and martyrs." We believe that Muslims should be economically strong with the understanding that 'the giving hand is better than the receiving hand'. This is based on being a moral, reliable and honest merchant.

We also attach great importance to high technology. MÜSİAD expressed this vision when it was founded in 1990. Today, the level we have reached in UAVs, UCAVs and the defense industry is an indication of the power that high technology brings to our country. The fact that the localization rate in the defense industry has increased from 20% to 80% gives us all confidence. While the world is facing increasingly complex geopolitical risks, the advancement of morality and technology together represents MÜSİAD's mission. Although our road map is updated from time to time according to the requirements of the day, this does not mean that our founding philosophy has changed. As Ahi Evran-i Veli Hazretleri said 775 years ago: 'We are the ones who ask for patience with truth and come to us, and we are the ones who work with reason and morality and pass us. MÜSİAD also says, 'May those who work with reason and morality and pass us be on their way."

Erhan Erken, who played a major role in shaping MÜSİAD in the first period, also demonstrated his disciplinary perspective in terms of mission and vision. Erken, who revealed that MÜSİAD was also an institution with an intellectual side and concerns through its Framework Magazine, explained the mission by underlining certain values.



"We are businessmen who defend free enterprise and have an entrepreneurial spirit.

We believe that the independent status of the association we belong to is important.

In our relations with the public, one of our basic principles is to act with the awareness that the nation's property is entrusted to us. We have emerged from the bosom of the nation, we attach importance to its values. We respect the language, identity, culture and history of the people living in this country. We want our country to remain independent. We believe that independence is a natural extension of our country's tradition of being a great state.

We believe that our country has the potential to become a global power, and therefore we attach importance to pursuing policies in international relations in line with this goal. We are aware that the values we defend are the values of the majority.

We are against monopolization, open and hidden exploitation in economic life. We believe that there are equitable financing systems other than the existing and dominant interest-based banking system in our country and around the world.

We argue that the spread of capital to the grassroots, the proliferation of publicly traded companies, the development of a

stock and stock exchange system that is free from speculation and whose functioning is well supervised, venture capital and similar structures will provide positive openings for both our country and humanity as alternative financial methods.

We think it is necessary to adopt a line that is in line with justice and fairness in earning and avoids wasteful spending.

We want to be able to be in environments where we can understand each other, not as enemies with people who do not think like us. We emphasize that being economically strong should not be our only goal.

We argue that striving to make each day better than the one before it, in a balance at peace with God, with other human beings, with the whole environment and, of course, with oneself, should be a much more preferable goal.

We do not believe in growth first and equality later, but in growth in an environment where equal opportunities are provided to our people, in other words, we believe that society will be collectively enriched by people who spend their wealth, words and deeds appropriately, who are generous and who are known for their arrogance."

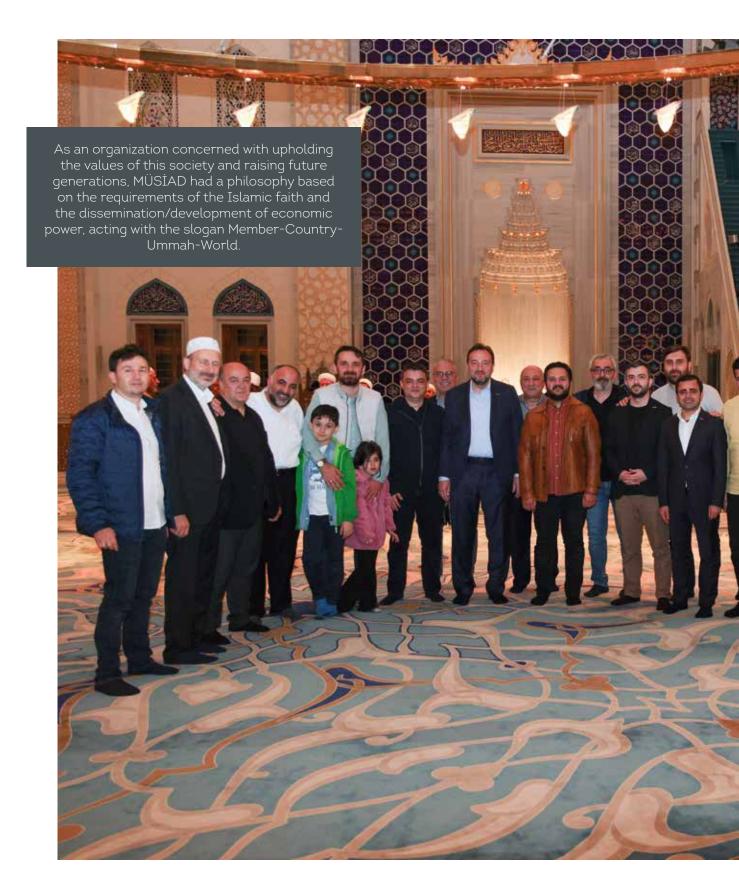
















Therefore, MÜSİAD was an organization formed by people whose ideal was to unite around these main principles. It advocated that these countries should exist and be followed in all circumstances and conditions. MÜSİAD's guiding principle was the principle of "Emir-Amir-Tajir", whose main goal was to gain Allah's pleasure. Considering that one of the most morally degenerated areas of life today is "business, work or trade", MÜSİAD was founded with the aim of managing the commercial relations of its members with the high moral values set by Islam.

At this point, MÜSİAD believed that "Awareness of Servant's Right" and "Awareness of Halal Earnings" were two important commandments that should be kept alive at all times as the source and guarantee of quality and efficiency in business life and the peace of heart provided by halal earnings in the commercial field. Therefore,

MÜSİAD management and members could never ignore the principle of "servant's right" and "halal earnings".

The independent adjective in its name imposed certain responsibilities on MÜSİAD, which it had to fulfill on behalf of the society. Aware of this, Ali Bayramoğlu emphasized that MÜSİAD had to be an independent organization that lived up to its name and explained this independence as follows: "It has to be.

As an organization concerned with upholding the values of this society and raising future generations, MÜSİAD had a philosophy based on the requirements of the Islamic faith and the dissemination/development of economic power, acting on the slogan of Member-Country-Ummah-World. On the one hand, it was loyal to its beliefs, values and principles, and on the other hand, it attached importance to the creation of a member profile that was economically empowered and had an increased level of quality. It believed that only in this way could it make economic, social, cultural and moral contributions to Turkiye and the world.



Management Approach

MÜSİAD's management approach was based on consultation. President Mahmut Asmalı expressed MÜSİAD's understanding of consultation in the following words: "When I came to power, I stated in my opening speech at the general assembly that we would manage this big family with a big mind. The basis of this management approach would be a collective mind based on consultation. Our culture is a culture of consultation. At that time, MÜSİAD had 31 years of experience; now we are entering our 35th year. We have great experiences, valuable brothers and friends that we have gained in this process. I said that we would benefit from their knowledge and experience and that we would always be accountable." Founding President Erol Yarar also drew particular attention to this principle of consultation. "In MÜSİAD, everything from the bottom to the top is done and decided in consultation with members, committees, commissions, professional committees and the board of directors," Erol Yarar said:

"Generally, it is thought that associations go as their founding presidents think. Although I was the founding chairman, we built our working style in the board of directors on the consultative system. Since we discuss issues very fiercely when necessary, newcomers cannot perceive our level of discussion, they worry about 'how fierce the discussions are, how do they discuss like this'; but when they see that everyone is still going on as brothers and sisters when they leave the door, they realize the reality of MÜSİAD and relax. Noting that MÜSİAD does not hesitate to discuss any issue and always defends the truths that emerge as a result of negotiations, Yarar said: "MÜSİAD is an association that embraces polyphony and different ideas. In my opinion, an important secret underlying MÜSİAD's growth is that it has been able to maintain this consultative mechanism."

In order to save the organization from being controlled by the presidents and to enable it to gain a new perspective, the changing of the guard in the management of the association was tied to a certain calendar and principles. Erol Yarar stated that while he was still in office. he had announced that he would leave the association, stating that the habit of permanent presidency would harm the institutional identity, and said, "Everyone was surprised. But we overcame this shock and said that the president will change every 4 years. From now on, no one will be able to chair MÜSİAD for more than 4 years. I left the presidency with this rule in mind, and thus a good tradition was established in MÜSİAD. From now on, a new president who comes every 4 years will have the opportunity to instill different perspectives in MÜSİAD with a new vision, without giving up the basic principles."

Ali Bayramoğlu agreed with the view that MÜSİAD had now acquired an institutional structure and said that the important thing was to establish the system correctly. Bayramoğlu said, "But if you establish an organization that depends on individuals, then you will have established a system that depends on individuals, and the crises, troubles and health problems experienced by those individuals will become disturbing for the whole system. MÜSİAD is the organization with the healthiest institutional structure in Turkiye. Its presidency and board membership are limited in time. It does not depend on individuals, the system is at the forefront."



MÜSİAD's managerial values were combined with economic, social, personal and moral values. Therefore, the association had a holistic system of values. These values and principles, which constitute MÜSİAD's management approach, were shaped as follows:

1. Being Benevolent and Possessing Moral Virtue:

Yol haritasını hak kavramı üzerinden çizen MÜSİAD; övgüde, yergide, destek ya da karşı çıkmada durumun gerektirdiği şartlara uygun hareket etmeyi ve ölçülü olmayı, kendine ve ortaya çıkış nedenini ifade eden topluma karşı bir borç bilmektedir. Bu borcu yerine getirirken, yüksek bir ahlaki değere sahip olmayı ve bu doğrultuda amaç/hedeflerini gerçekleştirebilmeyi de en temel değerleri arasında görmektedir.

2. Detachment

As an important critic, innovator and decision-maker at national and international level, MÜSĪAD acts independently of political parties, other non-governmental organizations, various socio-economic clubs and international organizations of any kind.

3. Becoming a Leader and Entrepreneur:

MÜSİAD is known and appreciated as a pioneering non-governmental organization in the national and international arena due to its ability to carry out innovative activities, which are of primary importance in today's management function and strategic structuring, and to develop ideas or services that are difficult to imitate, but it never considers this sufficient for itself and is constantly open to improvement. At the point of putting this leadership role into practice, MÜSİAD not only provides its members with the necessary information support, but also encourages them, deals with their problems and even plays a role as an actor in the solution of these problems.

4. Equal Treatment and Balance:

MÜSİAD has chosen the Member-Country-World philosophy as its road map in terms of treating human beings equally and fairly. MÜSİAD is confident that this humanitarian attitude, which it believes must first start among its own members, will ripple out to the entire country and then to the world. In addition, taking care not to experience "dilemma" within the framework of the principles and values it has determined is another important issue that MÜSİAD attaches great importance to.

5. Focus on Specialization:

Although MÜSİAD carries out activities on a wide range of national and international issues in the form of comments, ideas, developments or recommendations, it tends not to stray away from its core field, especially in terms of project realization. Within this framework, it prefers to focus on "current problems of working life" and "economic developments" without disregarding moral and ethical concerns.

6. Participatory and Result Oriented:

Recognizing the importance of high levels of participation in the functioning of democracy and the emergence of new ideas, MÜSİAD prefers a member profile that is active rather than on paper. Furthermore, MÜSİAD has a structure that patiently overcomes the adversities it encounters in reaching its strategic goals and is able to utilize resources in a way that does not lead to waste. This is one of the most important characteristics that prove how result-oriented its working characteristics are.





7. Bilimsel ve Yenilikçi Olma:

Gerek üyeleri açısından, gerekse de toplum açısından seçilmiş bulunan hedefle re varma yahut karşılaşılan sorunlara çare bulma noktasında dogmatik, peşin hüküm ya da kalıplarla değil; akılcı, bilimci ve pragmatik bir bakış açısıyla yaklaşan MÜSİAD, üyeleri ve toplum için sadece yeni iş modelleri kurmaya ve mevcut kapasiteleri artırmaya değil, aynı zamanda çoğu kez teknoloji geliştirmek veya teknik uzmanlık sağlamak için işbirlikçi bir yaklaşım gerekti ren yeni kapasiteler edinmeye de odaklanmıştır.

8. Business Ethics and Social Responsibility Awareness:

Ownership MÜSİAD considers the principles of business ethics as a priority when evaluating the behaviors, policies, principles and decisions of all social groups. However, it strives to demonstrate the dignity of a socially responsible strategy to conduct its activities within limits that take into account moral principles and the public interest, to respond positively and show willingness to take necessary measures to meet societal priorities and expectations, to balance the interests of its members against the interests of society as a whole, and to be a "good citizen" in society.



Roof Organization Memberships

Among the domestic organizations to which MÜSİAD belonged were the Voluntary Organizations Foundation of Turkiye (TGTV), the Foreign Economic Relations Board (DEİK) and the Neighborhood Disaster Volunteers Foundation (MAG). The formation process of TGTV was organized by MÜSİAD itself, bringing together many associations established in different fields and creating a great and powerful example of organization.

MÜSİAD is also a member of the Islamic World Association of Civil Society Organizations (IDSB).

Among the foreign organizations of which he is a member are the following. World Islamic Economic Forum Foundation (WIEF), European Parliament, Centre for Economic Policy Research (EPR), Confederation Européennedes Associations de Petites et Moyernes Entreprises (CEA-PME), Brussel Enterprises Commerce & Industry BECI.

























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A School Raising the Entrepreneurs of the Future

Young MÜSİAD is the youth organization of MÜSİAD, established to raise a generation that prioritizes moral entrepreneurship in the business world. It is a civil society school that prepares young people for business life on the axis of entrepreneurship, leadership, solidarity and sense of responsibility.

Appealing to a wide audience, from university students to young entrepreneurs, Young MÜSİAD offers its members both personal development and professional networking opportunities. With workshops, seminars, entrepreneurship camps, domestic and international business trips and mentoring programs, it prepares young people not only for the business world but also for life.

The difference of Young MÜSİAD is that it focuses not only on business development but also on character building. Here, entrepreneurship is not only a profit-oriented journey, but also a value-oriented one. The principles of "Halal profit, honest trade and social responsibility" form the basis of this structure.

The names that have chaired Young MÜSİAD since its foundation are as follows:

- Kerim Altintas (2002-2006)
- Yusuf Kılıç (2006-2008)
- · Seyyed Mahmoud Nabati (2008-2009)
- Fatih Uysan (2009-2011)
- · Abdulsamet Temel (2011-2013)
- · Ömer Faruk Akbal (2013-2015)
- · Yavuz Fettahoğlu (2015-2017)
- M. Engin Akdağ (2017-2019)
- Y. Furkan Akbal (2019-2023)
- Cahit Ertemel (2023-2025)
- · Muhammed Huzeyfe Güllüoğlu (2025-2025)
- · Magsum Usta (2025-Present)

These names not only served as presidents, but also played pioneering roles in the institutionalization of Young MÜSİAD, the expansion of its vision and the realization of projects that touch the youth. Each of them shaped the character of Young MÜSİAD within the conditions specific to their own period; sometimes with programs that encourage young entrepreneurship, sometimes with foreign expansions, and sometimes with unique projects that increase internal solidarity.



Young MÜSİAD Projects

1. Young Business Academy (YBA)

Organized in cooperation with a different university every year since 2016, YBA is a training program that aims to raise entrepreneurial and innovative young business people.

2. IYBC (International Young Businessmen Congress)

This congress, which brings together young business people at an international level, encourages the sharing of knowledge and experience and paves the way for the establishment of new collaborations.

3. Golden Container Export Awards

İhracat alanında başarılı olan genç girişimcileri ödüllendiren bu program, ihracat bilincini artırmayı ve gençleri uluslararası ticarete teşvik etmeyi amaçlar.

4. Young Trade Ambassadors

This project trains international students studying in Turkiye to build trade bridges between their home countries and Turkiye and offers foreign trade specialization training and internship opportunities.

5. Commercial Diplomacy Workshop

This workshop for undergraduate students aims to build competence in the field of commercial diplomacy. The program is supported by academic trainings and field practices.

6. KIT (Know - Introduce - Trade)

Aiming to establish active business relationships between members, this program provides opportunities for meeting and interaction, allowing new business opportunities to be explored.

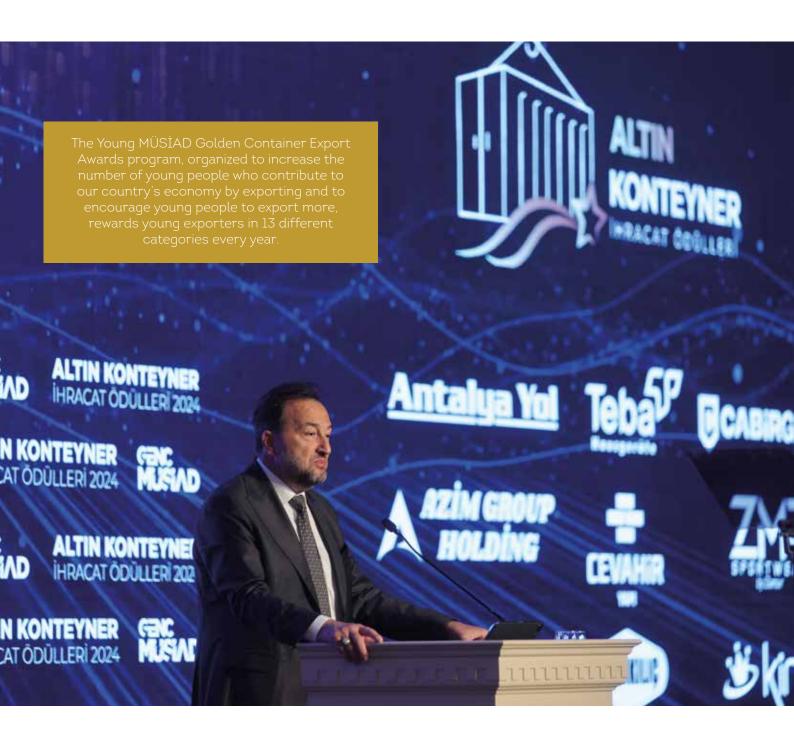
7. CPEA (Competition - Partnership - Experience - Analysis)

Designed for professionals and entrepreneurs, this platform offers experience sharing and analysis to increase success in the business world.

8. Tex'IT Textile Summit

Tex'IT is a thematic textile summit organized annually by the Young MÜSİAD Textile, Leather and Ready-to-Wear Sector Board. Shaped around a different motto and theme each year, the summit brings together the young actors of the sector with academia and industry.















MUSIAD Kadin



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In 2021, after Mahmut Asmalı took over the presidency, MÜSİAD Women's organization entered a new era. In this process, strong support was provided for women members to realize their projects. MÜSİAD Women shaped its projects based on the feedback received from both headquarters members and branch visits across Turkiye. The projects developed in line with the needs contributed to the strengthening of women's entrepreneurship. One of the important projects realized during this period was the International Awareness Summit (IAS). This summit, which was organized for the first time in 2022, was repeated in 2024 and became one of MÜSİAD's permanent events. In addition, the book "23 Women in Turkiye's Century", which includes the stories of 23 women who left their mark on Turkiye's history, was also published in this period.

MÜSİAD Women attracted attention not only with projects, but also with training programs and sectoral meetings to support women in the business world. With the "Transformation Starts from Home, Education Starts from Mother" project, trainings were provided and reported to raise awareness on zero waste among housewives. In addition, social media posts providing legal information for women entrepreneurs offered solution-oriented support for the problems faced by women in the business world.

During the organization process, it was prioritized that women's organizations should exist in each branch with a qualified human resource, not numerically. The requirement of at least 5 female members was determined as an important criterion for the sustainability of projects. This structuring enabled MÜSİAD Women to grow with stronger foundations in Anatolia and abroad.

In MÜSİAD Women's activities in this period, great importance was attached to the balance between family life and the business world. It was emphasized that women should take a strong stance both in business life and family life amid the difficulties of the commercial world. Collaborations, trainings and organizational activities were carried out to support and empower women business representatives.

MÜSİAD Women has undertaken projects that raise awareness not only in the business world but also in social life. Despite the difficult economic conditions in Turkiye and around the world, the efforts made to support women entrepreneurs have reinforced MÜSİAD's leadership in this field.















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The International Foundation for Technological, Economic and Social Research (UTESAV) was founded on November 14, 1995 by 54 industrialists and businessmen. The founding members were businessmen from Istanbul and different cities in Anatolia. The foundation's rationale for its establishment was explained as "the necessity for our country to produce and implement technology". "UTESAV, acting on the principle that non-governmental organizations have an important role to play in bridging the gap between Turkiye and other powerful economies, aimed to fill the gap in this field. For this reason, UTESAV's first principle was to "introduce industrialists and businessmen to technological innovations and make them competitive with other developed countries in this field".

It was also interesting to note that the foundation's mandate included "conducting research on economic and social issues and supporting researchers in order for Turkiye to get out of its current economic crisis as soon as possible and for citizens to achieve the level of prosperity and happiness they deserve".

UTESAV also had a strong mission and vision. Accordingly, UTESAV's main principle was to "educate and train highly qualified, knowledgeable and cultured people in the fields of technology, economics and social sciences, both nationally and globally"; to "develop cooperation ties between industrialists, businessmen, workers, universities, research institutions and the state": to "establish research and development centers, laboratories, institutes and various facilities in economic and technological fields"; to "carry out necessary project studies in the fields of export, industry, development and foreign exchange-generating fields for the development of the national economy". "to establish contacts with universities and scientific institutions abroad in order to develop industry, technology and exports, and to provide technology transfers", "to give awards to institutions and organizations that contribute to the national economy and employment", "to establish the relationship between industry and the environment, to protect the national and international ecological balance", and "to provide liaison between industrialists and the government". Continuing its activities in this direction. UTESAV set the agenda with its report "From Consumption Economy to Economy of Conviction", which was prepared to address the economic and environmental crises caused by excessive consumption and inefficient use of resources. The report, which focused on the efficient use of resources and saving, drew a comprehensive road map for the construction of a sustainable economic model.

On the other hand, "Turkiye's Migration Report: Roadmap for an Integrated Migration Policy", emphasized that migration is not a crisis but an opportunity that, when managed properly, leads to social, economic and cultural enrichment.















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The first International Business Forum (IBF) took place in 1995, 5 years after the establishment of MÜSİAD. The first IBF was held in Pakistan, and the last one was held in Saudi Arabia in 2024. The (IBF) congresses, of which MÜSİAD is the General Secretariat, aim to create opportunities for members to establish new relations with businessmen, especially from the Afro-Eurasian region.

The International Business Forum has a structure that creates opportunities and environments for sectoral cooperation and solidarity, builds trade and investment bridges, and brings together the public and private sectors with the participation of local and foreign businessmen. The basic principle of the IBF meetings was to be held regularly every year, one year in Turkiye and the next year in another IBF member country.

This platform, which was established based on the principle of establishing a "Global Business" Network among Muslim Businessmen", was a meeting where Muslim businessmen came together and discussed business opportunities, like the economic forum in Davos. The IBF also has an executive board consisting of the presidents of business associations from 22 countries. The IBF Executive Committee includes businessmen and business associations from the following countries: USA, Bangladesh, Algeria, Algeria, Indonesia, Morocco, Ivory Coast, Palestine, South Africa, South Sudan, Iran, Lebanon, Malaysia, Egypt, Mauritania, Pakistan, Singapore, Singapore, Syria, Saudi Arabia, Tunisia, Jordan, South Sudan, United Kingdom,

At the IBF Congresses, which are held with the participation of the leaders of the Islamic world, the economic, social and political issues of Muslim societies are discussed and solutions are negotiated. In addition, investment and trade opportunities of the member countries of the Organization of Islamic Cooperation are shared with the participants and business projects are brought together with partners and investors, thus providing opportunities for new business expansions.















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MÜSİAD started organizing fairs in Izmir for the first time in 1993, which it saw as a "good race". The first three fairs were held in Izmir. In 1996, the fair was moved to Istanbul, but could not be held due to the great economic crisis in 2001. A total of 2.62 million people have visited the MÜSİAD International Fair since its opening. Thus, the fair has become a prestigious international brand in its field. Organized every two years, MÜSİAD International Fair is held in parallel with the International Business Forum (IBF) Congress. The fair, which aims to establish a global business network among Muslim businessmen by bringing together participating businessmen and investors, operates with the aim of offering new opportunities for commercial cooperation and global partnerships. Foreign businessmen and local and foreign booth exhibitors from many countries from Asia to Europe, from African countries to Turkic Republics are participating in the fair.

Prof. Dr. Ömer Bolat, one of the former MÜSİAD Presidents, was explaining how the fair had come from the past to the present. "When we started in 1993, our goal was to make Turkiye a common global meeting place for the businessmen of the Asia-Eurasia region, from east to west, north to south, and north to south," said Prof. Dr. Bolat: "We were very happy when three company representatives from Uzbekistan and Italy participated in our first fair held in Izmir in 1993. We are grateful to God that our fairs have now gained the quality of a trade Olympics. We are really happy to host quest businessmen from Morocco, the USA, Malaysia, Indonesia and even Australia. Our fairground is also expanding every year. In 2014, the fair was held in a closed area of 100 thousand square meters."

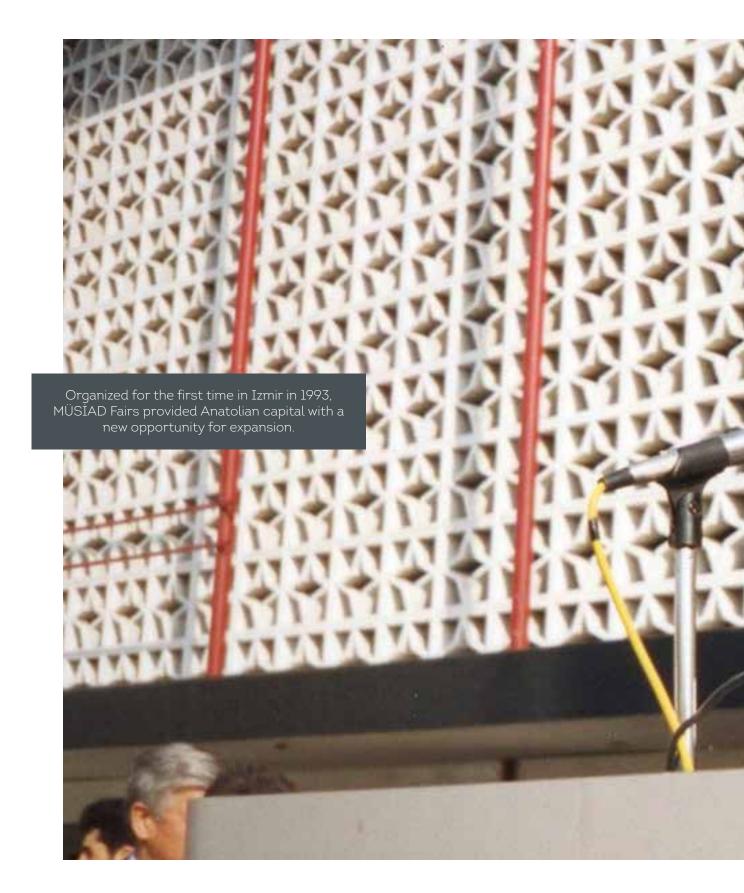
According to Özcan Tokel, former Secretary General of MÜSİAD, MÜSİAD Fairs provided Anatolian capital with a new opportunity for expansion. Because the members had unwittingly discovered an important channel for marketing and product development. Thus, they not only developed and expanded their markets, but also increased their competitiveness. Tokel expressed this view as follows:

"Members who actively participate in MÜSİAD activities have the opportunity to meet many people and institutions both at home and abroad. Those who do their business professionally have developed their businesses with these relations provided by MÜSİAD.

Organized for the first time in Izmir in 1993, MÜSİAD Fairs provided Anatolian capital with a new opportunity for expansion. Exhibiting their products in a very amateur manner at the first MÜSİAD fairs, MÜSİAD members unwittingly discovered an important channel for marketing and product development. Entrepreneurs, who had not even visited fairs as visitors until then, improved themselves in terms of participating in fairs, exhibiting their products and establishing communication, while getting into the habit of visiting international fairs and keeping up with the latest developments in their field. Those who rented small square meter stands at our fairs for the first time have now become permanent exhibitors at international fairs. Therefore, they have both developed their markets and increased their competitiveness."

Organized by MÜSİAD as a non-governmental organization, the fairs were met with great interest both in national business circles and in the international business world. In addition, in a very short period of time, it had succeeded in becoming one of the largest fairs in terms of the number of local visitors and exhibitors, as well as the number of booths and visits by foreign businessmen.



















MUSIAD KARZ-I KASENI





"Indeed, those who believe, do good, establish prayer, and pay alms-tax will receive their reward from their Lord, and there will be no fear for them, nor will they grieve." Al-Bagarah, 277

Karz-i Hasen, one of Islam's principles of social justice and solidarity, is not only a debt, but also a trust, a loyalty and a prayer. This concept, which is defined in the Holy Quran as "a good debt given to Allah", was transformed into an institutional structure within MÜSİAD in 2016 and put into practice under the name of Karz-ı Hasen Fund.

This fund provides non-demeaning, interest-free, recyclable support to members who are in temporary financial difficulties, without any expectation of benefit or interest, only for the sake of Allah. Karz-i Hasen, which the Prophet said is "more virtuous than charity", is no longer just an individual good deed, but a corporate charity movement.

The MÜSİAD Karz-ı Hasen Fund is not only an economic support, but also a contract of brotherhood, which is molded with faith. This interest-free, unconditional and confidential system offers wholehearted support to members experiencing temporary financial

difficulties without harming their dignity. To date, more than 270 members from 47 branches have received more than TL 100 million in support; this system has been a lifeline, especially in times of disaster and crisis. After the February 6 earthquakes, the statements of the members who benefited from Karz-I Hasen reveal both the material and spiritual power of the system: "I felt a community standing behind me like a mountain."

The Karz-I Hasen Chest is not just a fund; it is a digitalized, systemized and institutionalized form of ancient values such as trust, loyalty, compassion and solidarity, which are rapidly eroding in the modern world. In other words, this fund is the re-growth of a forgotten moral heritage in the modern world.



VZYONER





Direct impact on our country's economic strategy

MÜSİAD Visionary is one of the most important intellectual contribution platforms that MÜSİAD offers not only to the business world but also to Turkiye's future vision. Organized every two years since 2015, this major summit is an area of strategy and influence where the business world, academia, the public sector and young entrepreneurs intersect. The Visionary Summits, each with themes that correspond to periodic needs, work as a center of idea generation for Turkiye's intellectual, technological and economic leaps.

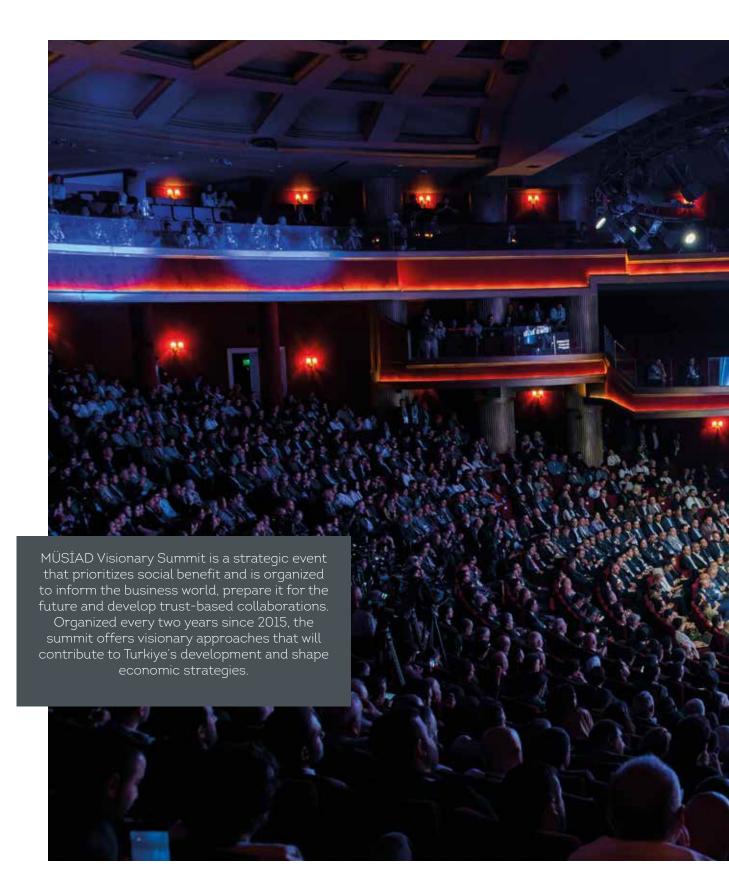
Each topic selected according to the theme of the summit is not only talked about, but also analyzed, interpreted and transformed with local and foreign speakers. Organizations with the themes of "Doing Business with the Future", "New Turkiye in a Transforming World", "Digital Future", "Make a Difference" and finally "The Power of Us" have become cornerstones in the business world and have left permanent traces in the minds of the participants.

These summits are not only events where ideas are exchanged, but also spaces where concrete collaborations and strategies are born and collective wisdom is mobilized. MÜSİAD Visionary plays an important role in helping Turkiye achieve its development goals and stand out in global competition.

The Visionary'23 Summit, organized in 2023, emphasized the importance of collective action by going beyond individual efforts with the theme "The Power of We". In the words of Mahmut Asmalı, President of MÜSİAD, this summit has assumed the catalytic role of collective power in Turkiye's development.

The speeches and collaborations made at the Visionary Summits have a direct impact on the economic strategy of the organization and our country, with both MÜSİAD members and non-members coming from all over the world.











BUSINESS WORLD AND CURRENT ECONOMY MAGAZINE

CERCEVE







MÜSİAD's intellectual accumulation

Framework Magazine, one of MÜSİAD's most established and prestigious periodicals, has reached its 118th issue as of 2025, with a content approach that closely follows the country's agenda and prioritizes domestic and national vision. Published for more than 30 years without interruption, the magazine is published every two months and remains an important medium that forms the intellectual memory of MÜSİAD.

Since its inception, Çerçeve has been enriched with dossiers on economic, social and cultural issues, special interviews, analytical articles and current commentaries. The magazine has a wide readership that appeals not only to the business world, but also to academia, media and politics. The magazine, which keeps its finger on the pulse of the country with the evaluations of competent writers, has undertaken a serious mission in not only informing the public but also in forming opinions.

Especially the early issues of MÜSİAD are full of articles that set out MÜSİAD's intellectual course and basic principles. These articles are still among the texts taken as reference in shaping the strategic vision of the organization. The stance it took on issues such as domestic production, development and a fair economic order in the conditions of the period made Framework not only a magazine but also a platform of ideas.

Maintaining this mission today, Framework continues to shed light on the issues of the age with its thematic dossiers. A wide range of topics from industry to artificial intelligence, entrepreneurship to urbanization are covered in the magazine with in-depth analyses reflecting MÜSİAD's vision. Moreover, with its design and publication quality, Framework has become an exemplary publication in corporate publishing. Keeping pace with the digitalized world, the magazine is also accessible online, and contributes to Turkiye's economic and social memory with each archival issue.







The pulse of the economy is kept with SAMEKS

One of the first actions of Nail Olpak, the 5th term President of MÜSİAD, was to adapt the Purchasing Managers' Index (SAMEKS), known as PMI worldwide, to Turkiye and to conduct a survey among MÜSİAD members. Olpak shared this idea with the public after the 77th General Administrative Board meeting held in Karadeniz Ereğlisi and said, "As MÜSİAD, we are planning to work on the PMI index. We will be the first to do this in Turkiye. This is practiced in many countries around the world. We will implement PMI among our 5,600 members and 16,000 companies." Less than 6 months after this speech, President Olpak announced the first results of SAMEKS to the public.

SAMEKS, which stands out as a different project that will significantly improve the database by making predictions about the course of the economy, started to be shared with the public in January 2013. President Olpak announced that the index was launched after a 6-month preliminary study and emphasized that the index reflected the profile of Turkiye and was prepared with a scientific approach. In the survey, questions are asked on issues such as forecasts on basic economic indicators, order situation and exchange rates. The answers are transformed into an index with a certain econometric model.

"I believe that SAMEKS will provide important contributions to market makers in making healthy decisions by accurately reflecting the dynamics of the real sector," said President Olpak and continued as follows: "There is a great labor behind SAMEKS. Because this index emerges by managing the process of compiling the data that more than a thousand of our members seriously spare time and participate in every month."

President Olpak noted that the analysis of the collected data is evaluated by an expert staff with academicians who are experts in their fields and said, "Then these analyzes are reported... and all these are brought to a maturity that will be shared with the public in a short period of one week. It will be appreciated that the emergence of a study that reflects and evaluates the economic development of the current month in such a short period of time is the fruit of a great labor and sensitive work." Olpak stated that SAMEKS, both in terms of sampling and as a leading indicator, reflects the real dynamics of the Turkish economy to a great extent.

Reminding that the Purchasing Managers Index has examples in the world, President Olpak said, "Since the sub-index weights in SAMEKS are determined directly in the focus meetings held in domestic markets, we think that SAMEKS best reflects the perception and position of companies operating in the industry and service sector in Turkiye."









MÜSİAD has organized many award ceremonies throughout its 35-year history. These included awards in various fields such as science and arts, science and technology awards, and business press awards. However, in the past, these awards were given under different organizations and were interrupted from time to time. In 2022, MÜSİAD management decided to unify these scattered awards under a single roof and started organizing them under the name MÜSİAD Turkiye's Power Awards.

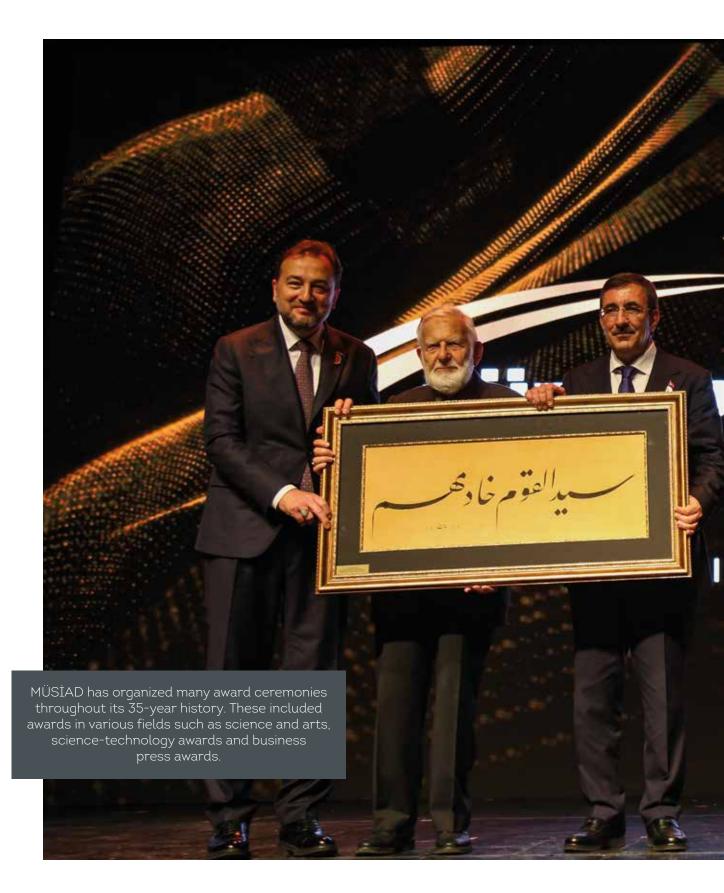
In this new format, all awards were gathered in a single organization and were presented for the first time at a ceremony held on 9 May 2022 at the Atatürk Cultural Center. President Recep Tayyip Erdoğan attended the ceremony and was presented with the Power of Turkiye Special Award. It was stated that this award was given only once and that no one else would receive this award. On the day of the ceremony, the President was also in Ankara for a cabinet meeting, making his attendance at the event an important moment in his busy schedule.

On this special night, a special cinevision show was prepared for President Erdoğan and a special song titled "Yanyana" was composed by the famous composer Yücel Arzen. Awards were distributed in 9 different categories and the last award was presented to President Erdoğan.

The second Power of Turkiye Awards was held on May 9, 2024 at the Atatürk Cultural Center. Tahir Tuluk, Chairman of the Executive Committee of the Power of Turkiye Awards, explained the Power of Turkiye Awards in his speech at the opening ceremony:

"As MÜSİAD, we will hopefully continue on our way and continue this blessed march with our projects that we have been carrying out for 34 years and that have provided great motivation to everyone in the business world. Tonight, we will witness a ceremony where successful and exemplary names will be awarded in various categories of the Power of Turkiye Awards. In the awards to be given in 9 different categories, the winners in each category will be a source of inspiration not only in their own fields but also for the whole of Turkiye. Tonight, a special Jury Special Award, which reflects the spiritual power and vision of MÜSİAD, will also be presented."

















You are not alone in trade

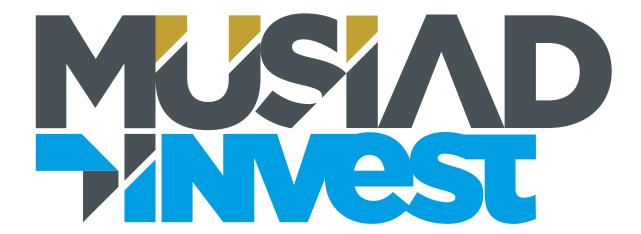
MÜSİAD Trade Office is an innovative model that aims to increase trade among members, strengthen the business network and establish sustainable trade relations. Unlike conventional "data matching" systems, it has a structure that works actively in the field, identifies needs and brings members together with the right partners.

The office not only finds solutions to members' demands for goods and services, but also ensures direct business connections through bilateral meetings, sectoral trade days and trade desks. It works in coordination with branches across Turkiye and representative offices abroad to support the transfer of trade from local to global.

The Trade Office also reinforces the sense of trust among members. With the principle of "trading with MÜSİAD members", every step of business is conducted under the roof of corporate security. This structure both creates an opportunity ground for new entrepreneurs and facilitates the access of large enterprises to the qualified suppliers they need.

In summary, MÜSİAD Trade Office is a center that increases the commercial power of its members, facilitates their business processes and transforms the solidarity within MÜSİAD into an institutional structure.









Evaluate Turkiye's investment potential with us

MÜSİAD INVEST is an investment support platform created with the assurance of MÜSİAD for international entrepreneurs and capital groups wishing to invest in Turkiye. Its aim is to facilitate and accelerate the investment process with accurate information, reliable business partners and sound quidance.

It does not only offer consultancy to investors; it provides active support in the field. It provides end-to-end investment guidance from sector analysis to regional opportunities, from feasibility studies to public relations. It removes obstacles for foreign investors who want to do business in

Turkiye, helps them overcome bureaucracy and make the right connections.

Thanks to MÜSİAD's strong network at home and abroad, the INVEST platform brings international investors directly together with local producers, industrialists and project owners. In this way, the investment process is both safer and more efficient.





Connect, Explore, Realise...





MÜSİAD Connect is an innovative platform that aims to become part of the digital transformation in the business world by establishing a strong communication network among MÜSİAD members. Launched in 2023, this application is designed as a digital hub where members can easily reach each other, develop collaborations, and directly communicate their suggestions and requests.

With over 4,000 active members to date, MÜSİAD Connect is attracting attention with its rapidly growing user base. Thanks to the store, sales areas, and trade modules within the platform, members can promote their products, make purchases, and develop business connections in a digital environment.

As a result, MÜSİAD Connect is not only a communication platform but also serves as a digital marketplace. By utilizing the opportunities offered by technology in the most efficient way, MÜSİAD Connect strengthens communication between members not only on an individual basis but also at the corporate and sectoral levels. The platform aims to increase the effectiveness of its members in the business world by offering many functions such as creating trade networks, generating business opportunities, providing sectoral information, announcing events, and facilitating social interaction. MÜSİAD Connect is easily accessible via mobile devices, tablets, and computers thanks to its user-friendly interface.

This allows members to connect to the platform anytime, anywhere, quickly access up-to-date information, communicate directly with business people from different sectors, and develop joint projects. Additionally, the platform's real-time notifications and messaging features ensure that members stay connected and informed about the latest developments.

MÜSİAD Connect is a powerful interaction network that brings the business world together with the speed and flexibility required by the digital world. The platform not only establishes business connections but also strengthens the culture of solidarity among MÜSİAD members, encourages knowledge sharing, and facilitates the achievement of common goals.

One of the advantages offered by MÜSİAD Connect is its event management module. This module provides instant access to up-to-date information about meetings, conferences, training programs, and networking events organized by MÜSİAD.

Members can easily register for events they are interested in, interact with other participants during the event, and continue to exchange information by accessing postevent content.

MÜSİAD Connect also enables members with common interests to discuss specific topics and share their experiences through sector-based groups and forums. This allows members to closely follow sectoral trends, discover new business opportunities, and increase their knowledge base.

Strengthening corporate identity, reinforcing synergy among members, and integrating the business world into digitalization processes, MÜSİAD Connect is a smart and strategic platform that carries the spirit of unity of MÜSİAD into the digital world. Developed in line with the pace and requirements of the 21st century, this platform contributes to sustainable success by increasing the effectiveness of MÜSİAD members in their professional lives.











The heart of the business world

With MÜSİAD TV, the practical information needed by the business world, commentary on current news, ideas that will open the horizons of young entrepreneurs, and the experiences of Turkiye's leading business people meet with viewers. Reflecting 35 years of knowledge and experience, this platform conveys MÜSİAD's experience in the business world to the public through digital media.

With MÜSİAD TV, viewers can closely follow large-scale events such as forums, conferences, panels and economic summits organized by MÜSİAD via live broadcasts. Actively broadcasting on its YouTube channel, MÜSİAD TV brings MÜSİAD programs and activities to the audience instantly. The channel, which has 12 thousand active subscribers as of today, continuously offers valuable content to its audience.

MÜSİAD TV also features special interviews with the leading representatives of the sector in all business sectors that are closely related to the Turkish economy, "Member Introduction Films" where MÜSİAD members can introduce themselves closely, Economic Programs, Fair Introductions, Information Programs, Training Programs and Success Stories where developments closely related to the business world will be discussed. In addition, in-depth analyses of the transformation processes in the business world are also offered through global and local publications focused on entrepreneurship, innovation and technology.

MÜSİAD TV continues to keep its finger on the pulse of the business world by utilizing all the possibilities of digital broadcasting. This channel, which conveys MÜSİAD's vision to a wider audience, is an indispensable source of information both for those who want to follow current developments and for entrepreneurs looking for inspiration. The platform also aims to contribute to the preparation process for the business world with special content for young professionals and students. MÜSİAD TV not only conveys information, but also acts as an effective bridge that brings different segments of society together with the business world.



A blessed journey: Business trips, first trip abroad, with Özal...

Turgut Özal, in his intensive efforts to make Turkiye part of the global economy, had opened the way for exports and started offering attractive incentives to encourage Turkish businesspeople to export. He also included businesspeople in his overseas trips for the first time, aiming to broaden their horizons and give them an outward-looking vision. The MÜSİAD delegation participated at the organizational level in President Turgut Özal's Central Asia trip in 1993.

Businesspeople continued to participate in overseas trips during the Demirel presidency, but Demirel adopted a more distant attitude toward Anatolian capital during this period. During the presidency of Ahmet Necdet Sezer, businesspeople were not included in the trips he made until 2002. After 2002, businesspeople were able to participate in the few trips that were made. Therefore, the Özal period served as a model for opening up to businesspeople in international relations and became a reference point for Anatolian capital.

The change during the presidency of Abdullah Gül was remarkable. With Gül, entrepreneurs from all levels began to participate intensively in overseas trips organized by business organizations at the sectoral level. By 2010, the number of businesspeople participating in overseas trips during the Gül presidency had reached three thousand. SMEs were able to reach their counterparts in foreign countries and establish business connections with the technical support of business organizations and foreign affairs experts. They were able to

convey their problems to the highest levels of state authorities and provide information to the authorities on the results of the trips through reports prepared by business organizations. In parallel with the strengthening of policies encouraging businesspeople to open up to the outside world in international relations, political authorities began to act as a bridge between international markets and business groups at all levels and in all sectors by providing them with expert support.

Again during the Abdullah Gül era and under the leadership of then Prime Minister Recep Tayyip Erdoğan, MÜSİAD made efforts to take an active role in overseas trips. The trip to Lithuania organized by MUSIAD under the chairmanship of Nail Olpak was a first in this regard. During the visits to Lithuania and Estonia led by President Abdullah Gül, MÜSİAD took charge of organizing the official business delegation and hosted business events. The success of the organization was also appreciated by Koray Ertas, a member of the presidential team. During the meeting held on the way back, it was stated that the authorities had concerns that MÜSİAD would not be able to successfully carry out such an organization, but that the event exceeded expectations in terms of quality. The authorities expressed their gratitude, stating that MÜSİAD had carried out one of the best organizations they had ever seen.

Nail Olpak described the trip as follows: "We had a trip abroad with President Abdullah Gül. I think it was to Lithuania. As MÜSİAD, we hosted the event for the first time. We took care of every detail of the organization. In fact, let me tell you, our professional staff at the airport even informed the participants of their hotel room numbers before they boarded the plane.



In other words, our team handled the job so professionally that we may have exaggerated a little, but in a positive way! It was a flawless organization from start to finish." Özal initiated this process, which is still ongoing, and MÜSİAD actively supported and strived to develop it.

MÜSİAD brought a new dimension to Turkish foreign trade by focusing on the Afro-Eurasian geography (the Ottoman hinterland) in addition to Western countries, which are Turkiye's traditional markets. It had been working for years to realize this vision, which was brought to the agenda by the state's "Neighboring and Surrounding Countries Strategy."

In an article he wrote for Çerçeve Magazine, Erol Yarar emphasized that Cairo is closer to Berlin and recounted a humorous incident that occurred with the MÜSİAD delegation in Cairo:

"The incident that happened to us in Egypt was truly interesting and humorous. Our friends were waiting for us there, and we were going to organize an event.

They had hung a large 'Welcome MÜSİAD' sign to greet us. We hadn't yet passed through passport control and were waiting in line. Looking across, we thought, 'How nice, they've prepared a welcome sign for us.' Just then, someone came and quickly took down the sign and carried it away. We were surprised and tried to figure out what was happening. After passing through passport control, we looked back and saw that they had put the sign back in its place. When we asked what had happened, it turned out that the police had seen the sign and mistakenly thought it said "Welcome Mossad" instead of "Welcome MÜSİAD." They had misunderstood it as a welcome message from the Israeli intelligence agency Mossad. Later, when they found out that MÜSİAD was a business association, they realized their mistake and put the sign back in place. After this incident, we learned that we need to pronounce the name MÜSİAD carefully. It remains a nice memory for us."

MÜSİAD, like Özal, took entrepreneurs abroad to open up new opportunities for them. However, overcoming the legal obstacles to organizing these trips was not as easy as it seemed. Erol Yarar, who organized the first overseas trips, described the tragicomic situation as follows, noting that the Associations Law at the time prohibited associations from engaging in overseas activities:

"At the time, the Associations Law prohibited us from conducting activities abroad. Therefore, we had to carry out all our activities under different names until the law was changed. We organized our trips abroad independently of the association, as if we were businessmen traveling for work. We couldn't openly state that we were conducting activities as an association."

Yusuf Cevahir, a member of the High Advisory Council, described Özal's role in these trips as follows: "Under Turgut Özal's leadership, Turkiye entered a process of liberalization in trade. Özal's initiatives were not limited to the economic sphere; overseas visits and direct contact with the international business community also began during his tenure. During those years, commercial delegations were able to travel abroad and visit Central Asia and Western countries thanks to Özal's policies. The opportunities Özal provided accelerated the integration of the business world with the outside world. As Turkiye and the business world, we owe him a great deal. We remember Özal with gratitude."



First stop, Moscow...

MÜSİAD's first foreign trip stop was Moscow. This was followed by the Turkic Republics, Malaysia, Europe, Africa and Sudan. In the same year, MÜSİAD, which was accused of being green capital and reactionary during the February 28 process, organized a trip to the USA. With a team of 40 people, this visit included meetings with IMF and World Trade Center officials and financial circles.

Natik Akyol, a founding member and former Vice President of MÜSİAD, said that they followed a target market strategy in their foreign travels with the experience gained from his seven-year tenure as Chairman of the Foreign Relations Commission. Akyol said that in the first stage, they first focus on previously neglected markets, and that they establish contacts with official and private sector representatives in the countries they visit. Akyol continued his words as follows:

"Turkiye had neglected important markets while trying to improve its relations with the West. From this point of view, we turned to target markets such as the Middle East, North Africa. Far East, Central Asia and Russia, and we advocated the development of marketing strategies for these markets. Since our establishment, we have organized collective business trips to these regions with the participation of our members.

During these trips, in addition to meetings between mutual businessmen, we also established contacts with the representatives of the official and private sectors in the countries we visited. We participated in workshops abroad or made organizations ourselves. To date, many of our members have come a long way with the experiences and business contacts they have gained from these trips and even invested abroad. This is why today MÜSİAD is constantly receiving delegations from abroad. The number of foreign visitors to the MÜSİAD fair is increasing every year, and our exports are constantly increasing. All this shows that the organizations have achieved their goals."

MÜSİAD's trips abroad also provided direct access to foreign markets without having to visit a center in Turkiye. Prior to MÜSİAD, capital mobility in Turkiye was generally realized as an expansion from Anatolia to Istanbul and from there to the world. For example, Koç Holding, one of Turkiye's leading corporations, was based in Ankara, while Sabancı Holding was based in Adana. But after a while they moved their headquarters to Istanbul. Because Istanbul was the marketing center of the domestic market. They, too, first strengthened their position in the domestic market by coming to Istanbul, and then opened up to the world from there. While this was the natural process, with the influence of MÜSİAD, Anatolian entrepreneurship turned directly to world markets. Noting that the process started with Özal, Cüneyt Ülsever said, "Interestingly, this Anatolian-origin capital segment bypassed the domestic market in a very short time and reached a position of exporting to the world. It developed as an exporter", confirming this observation.













Sensitivity to the Issues of the Ummah

MÜSİAD had some sensitivities on the international platform. In particular, its sensitivity to the Bosnian issue was already evident in the first issue of Framework. MÜSİAD, which announced the atrocities in Bosnia on its cover, had not lost any of its active interest in Palestine, which was subjected to a strict economic embargo. It was reaching out its hand wherever oppression and persecution were taking place, and it considered it its duty to extend its helping hand there as a social responsibility.

Almost every MÜSİAD president, on almost every occasion, emphasized that the framework of cooperation with Palestine should be expanded and that Palestine was a matter of the ummah. On October 7, 2023, thousands of Palestinians lost their lives as a result of the escalating Israeli attacks. The city of Gaza has become unable to meet its basic needs. Its hospitals were bombed. A whole city was left alone.

Accordingly, MÜSİAD accelerated its humanitarian aid efforts. Donations collected at the auction held at the headquarters were sent to Palestine via Sadakatasi Association and Lighthouse Association. In addition, a food parcel campaign was launched in cooperation with the Red Crescent for the Goodness ships sent to Gaza. General President Mahmut Asmalı explained that process as follows:

"Since October 7, a great human tragedy has been taking place in Gaza, a persecution that has wounded the conscience of the whole world. Even as of May 7, 2024, when this meeting was held, attacks continue, and a major air and ground operation is being carried out, especially against the Rafah Border Gate. Unfortunately, we are living through one of the most helpless and helpless periods of the Islamic world. Our hearts are shattered, but we are trying to do what we can.

Gaza has been under siege for years, with essential supplies largely cut off. With the outbreak of the war, existing aid has been completely interrupted. In order to provide a solution to this situation, MÜSİAD launched a food parcel campaign in cooperation with the Red Crescent. We prepared 150 thousand food parcels containing 28 ready-to-eat meals that do not spoil for a long time. This aid provided more than 4 million meals in total and was loaded onto the Red Crescent's 'Goodness Ship' on May 7 and sent off from Mersin Port.

The Red Crescent opened a special account for MÜSİAD to collect this aid. We hope that the war will end as soon as possible and the oppression will end. In the long term, we would like to contribute to the reconstruction process in Gaza and support the commercial activities of the people of the region by establishing a 'MÜSİAD Trade Center' here. Creating a structure that will ensure the economic independence of the people of the region is as important as the need for housing."



Turkiye's Reality: Migration and Migration Management

During the Syrian Revolution, which culminated in the ouster of Bashar al-Assad, hundreds of thousands of people lost their lives and millions were forced to migrate. On the shores of Europe, thousands of people fell prey to the hope brokerage of migrant smugglers and the Mediterranean became a graveyard of migrants. Under the leadership of President Recep Tayyip Erdoğan, the Republic of Turkiye, unlike Europe, did not hesitate to take matters into its own hands and opened its doors to migrants.

However, the increasing anti-immigrant sentiment and major judicial incidents in this process, which has been ongoing since 2011, have led to debates on whether migration policies in Turkiye are being implemented correctly. In this respect, MÜSİAD, in cooperation with UTESAV, published "Turkiye's Migration Report: A Roadmap for an Integrated Migration Policy" with UTESAV.

The report was prepared by a team of experts coordinated by Prof. Dr. Bekir Berat Özipek and edited by Prof. Özipek. Regarding the report, which was announced with a press launch in November, President Mahmut Asmalı said: "Migration is not just a crisis, it can be a great opportunity when managed correctly. Turkiye's economy, culture and society are strong enough to benefit from this dynamism. Our report has been prepared to reveal these opportunities and contribute to the formulation of the right policies. We believe that Turkiye can serve as a regional and global model for migration management. Today, the causes of migration have become more complex and profound. Wars, political pressures, economic instability, disasters caused by the climate crisis and threats to people's safety of life are forcing millions of people to migrate from their homes. Wars, in particular, force people to leave their homes suddenly and often unprepared."

The report detailed the steps Turkiye has taken in response to the increasing migration waves since 2011. In particular, recommendations were presented for the integration of migrants from Syria, Afghanistan and other countries into economic and social life. It emphasized the strategic importance of Turkiye's current migration policies and highlighted the need for stronger cooperation between the state, civil society organizations and the private sector.







MÜSİAD From Reports to Real Action

EAdopting an action-oriented approach to economic and social issues, MÜSİAD drew attention with the accuracy of its reports, projects and opinions. The association not only prepared reports, but also made great efforts to realize the principles it advocated in these reports. Acting with the awareness of an NGO responsible for "its members, the country and the ummah", MÜSİAD also shared its reports and opinions with the public.

These reports, which included the economic and social problems and demands of a social structure that had not been listened to until then, contained such accurate results in naming the problem and determining solutions that the governments that paid attention to these reports won. With its reports, sectoral reports and solution proposals, MÜSİAD was one of the rare structures that achieved institutionalization in its field.

Prof. Dr. Ömer Bolat, who is quite assertive about the quality of these reports, said, "I can say that the governments that took these reports into account won. In particular, our work on bringing SMEs to the forefront, open growth, removing six zeros from the Turkish lira, developing KOSGEB, including the service sector in its scope, giving importance to information technologies, and revealing state contributions to R&D studies have made very important contributions."

Had MÜSİAD's research reports been heeded, the 2001 crisis might not have happened. Because MÜSİAD had foretold the coming crisis with the report titled "State Debt Crisis, Bankruptcy 1999" published in 1995. Prof. Dr. Ömer Bolat, one of the former presidents, attributed the two-year delay to the fact that the Welfareyol government recovered the economy a bit.

Ömer Cihad Vardan, who was president at the time of the constitutional debates in Turkiye, expressed their work on the new constitution as follows: "As MÜSİAD, we have endeavored to share our opinions and suggestions during the process of drafting the constitution, just as we have endeavored to generate ideas on the issues on the country's agenda. In this regard, MÜSİAD had previously prepared two separate constitutional reports.

In 2011, we carried out a new constitutional study at Istanbul University under the leadership of our professor Abdurrahman Eren and with the contributions of the advisory board. We presented our study titled 'Constitutional Proposal for the Republic of Turkiye' to the government at the end of 2011. However, we went not only to the government but also to the opposition parties at that time and conveyed our views by saying, "This is how we think the constitution should be." As you know, the constitution is a text that protects the rights of individuals. We shaped our work in line with this priority. Even today, the content of this work and the views we expressed at the time are still valid."



Publications combining theory and practice

MÜSİAD's difference was also reflected in the way it prepared its publications. Usually, non-governmental organizations would commission a study or a report to be prepared by a group of academics. Their only addition to the book or report prepared by the group of academics was to write a foreword. The difference with MÜSİAD was that it did not do any of its work in this way. MÜSİAD prepared its publications under the supervision of an advisory committee. This committee included academics as well as experienced businessmen.

Ali Bayramoğlu explained how the subsequent process works as follows: "These studies are prepared, they come to the MÜSİAD management as a template, and the MÜSİAD management puts them on the table and discusses them one by one from top to bottom. They would compile both the experiences in business life and real life into this report. Therefore, these have always been reports that combine theory and practice."

MÜSİAD's publications can be divided into two main sections: books, reports and journals. The books/reports, which constitute the bulk of its publications, were categorized under three headings.

1. Current issues related to economy and society-politics

publications that examine issues and problems: Publications in this category are commonly known as MÜSİAD Research Reports. The first report was published in 1993. As of today, it has turned into a large corpus with 91 books, 3 books published as MÜSİAD Economy Library series and 36 books published as MÜSİAD Pocket Books series. These works, written in cooperation between academics and businessmen, or in other words, schooled and educated, have a quality that appeals to both members and the relevant public.

2. In relation to economy and society-politics publications aimed at creating a vision:

Publications in this category were published in the MÜSİAD Management Library and MÜSİAD Culture Library series. Having reached 10 books, this series also constitutes an important resource for business people.

3. Prestige publications related to the organization: MÜSİAD

Yearbooks and almanacs fall into this group. Considering the works published to date, it is seen that the number has reached 4.



Trips with a commercial personality

The most interesting observation about MÜSİAD's foreign trips was made by journalist Engin Şenol, who emphasized that MÜSİAD was giving its members a commercial personality through these trips. Şenol shared his impressions after a foreign trip he participated in as follows:

"In a sense, MÜSİAD undertook to act as a host to our businessmen. In fact, it acted as a direct instructor in international travel, transfers, settling in a hotel, visiting countries and so on. It taught those boarding an airplane for the first time how to stay in a foreign hotel, how to conduct business negotiations, and the rules of doing business. In a sense, it taught its members how to do business while conducting international business, the behavioral patterns to be exhibited while conducting these relations, and the issues to be considered in a practical way like a teacher. In doing so, it gave its members a commercial personality."

Erhan Erken, one of the former Vice Presidents, explained MÜSİAD's role as a host as follows:

"People in the business world used to be more timid, worked on a smaller scale and generally focused on the domestic market. MÜSİAD has instilled in them a belief and confidence that they can achieve greater things by acting together. It showed them that they could be influential in state and national governance, and that together they could form a stronger structure. MÜSİAD took these people abroad and opened the doors of international trade. After 1980.

in parallel with Turkiye's opening up to the outside world, MÜSİAD played an important role in the integration of introverted communities with the world.

In fact, someone who would have been just a small machinist if he had not met MÜSİAD has now exported to fifty countries thanks to fairs and international connections. Similarly, thanks to MÜSİAD, publishers have also expanded abroad and started selling their books in international markets. MÜSİAD played a critical role in this process of internationalization. Perhaps another organization could have undertaken a similar mission, but in the last 35 years, MÜSİAD has transformed the business world by assuming an important function in this field."

One of the biggest problems encountered during these trips was the problem of foreign languages. While Erol Yarar was talking about the problems encountered, he was also telling us how they turned them into advantages: "Since most of our friends did not speak a foreign language, the success of these trips was limited. But our new generation, those who came after that generation, understood and grasped the importance of language. They were very sensitive about their children's foreign language skills. I saw that both girls and boys were encouraged in this regard. For example, in many of my meetings, I have dealt only with this issue, or I have dealt with it as an important issue. We went into the education of families, we even went into which branches their children should choose."



Passport issued by MÜSİAD

MÜSİAD had also established a special unit within its organization to assist members going abroad. This unit assisted members from obtaining passports to contacts in the destination country, and provided all kinds of support with an amateur enthusiasm. Preparations for study trips abroad were quite professional. First of all, research was conducted on the country to be visited, and it was determined which product group members would be better suited to go to that country. Once in the country, advertisements were placed in the newspapers in order to meet with the relevant interlocutors, and foreign businessmen were brought to the feet of the members through workshops. For those businessmen who did not speak the language, an interpreter was allocated and they were allowed to talk business with their counterparts.

Undoubtedly, MÜSİAD's trips abroad have had positive and functional results for the country where the trip was organized. MÜSİAD, which made a research trip to Bosnia and Herzegovina, proposed that Vakıfbank become a 40 percent shareholder in Bosnia Vakufska Bank, which has made a significant contribution to the development of the financial market in Bosnia and Herzegovina.





MÜSİAD as an NGO

Although MÜSİAD was founded as a businessmen's association, it was an organization that adopted the principle of not being disconnected from the people. Prof. Dr. Ömer Bolat, the third president of the association, expressed this fact as follows:

"MÜSİAD is basically a community of industrialists and businessmen. Although it has the status of an association, it is an organization that has become one with our people and identified with our people in terms of its activities, principles and the values it defends." MÜŚİAD's mission was to inform the public correctly and to guide them when necessary, and it derived its strength from the independence at the beginning of its name. Because instead of being subject to politics, economic circles, certain groups and communities, it preferred to be independent. It worked as a center of thought and policy development that would embrace all segments of society, and developed a perspective open to innovation. Undoubtedly, in doing so, he took into account the elements of reason, faith and justice."





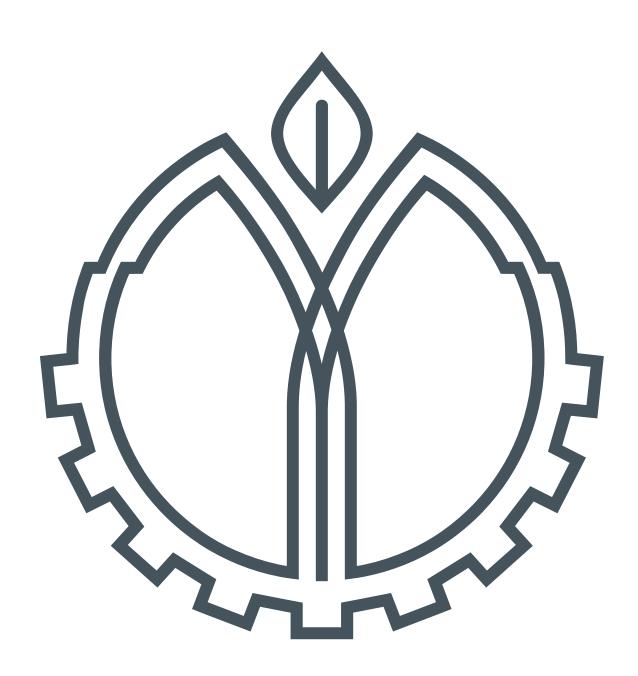


From Ancient Values to the Future

Inspired by its ancient past and rooted in the ethics, solidarity and fair trade, MÜSİAD has been one of the pioneers not only in the business world but also in Turkiye's development journey for 35 years. Blending the moral and ethical understanding of trade inherited from the Medina Bazaar with today's competitive economic order, MÜSİAD has led the rise of Anatolian capital, encouraged domestic and national production, and revived the spirit of entrepreneurship.

With the principle of "High Morality, High Technology", MÜSİAD has not only considered the economy as a material force, but also sought ways to transform it for the benefit of humanity. At the same time, it has acted by focusing on social solidarity, sustainable development and ethical trade. From its February 28th struggle against the tutelage mentality to its defense of the national will on July 15th, from the strategies it developed against global economic crises to its vision of digital transformation and sustainable development, it has assumed pioneering roles in every period.









From past to present, the understanding of fair and honest trade in the Medina Bazaar has shaped the vision of MÜSİAD. This legacy continues to be an important principle guiding the business world today. Building an economic order where fair competition and the principle of solidarity prevail has always been one of MÜSİAD's greatest goals.

However, this journey is not yet complete. Turkiye is facing new economic dynamics, technological transformations and global challenges. As it has done so far, MÜSİAD will continue its efforts for the development of not only the business world but also the country as a whole.

While this almanac serves as a memory of MÜSİAD's past, it also provides a road map for the future. 35 years of experience is a reflection of MÜSİAD's ambition to shape not only yesterday but also tomorrow. Every step taken to contribute to Turkiye's economic independence, entrepreneurship and social development will be a lasting legacy left for the future.

MÜSİAD's core values of faith, morality, entrepreneurship and solidarity will continue to be a strong source of inspiration for future generations. By working, producing and sharing together, we will continue to march with determination towards the ideal of making Turkiye one of the most powerful economies in the world with the motto of "High Morality, High Technology".

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