CORPORATE ADVISORY
ISTANBUL · TÜRKIYE



The difference one address makes.

EMAR Kurumsal · We make complex work manageable.

SERVICE CATALOGUE · 2026

We make complex work manageable.

EMAR helps companies and institutions work more efficiently, reduce and manage risk, and act on growth opportunities, using software it builds itself where it helps.

- Setup & Licensing
- International Business
- State Incentives
- Competition & Compliance
- Software
- Government Affairs & Strategy

5 PRACTICE AREAS · GOVERNMENT AFFAIRS & STRATEGY

EMARDANISMANLIK.COM

EMAR Kurumsal Risk Analiz Yönetimi ve Danışmanlık Hizmetleri A.Ş. · Evliya Çelebi Mah. Sadi Konuralp Cad. İKSV Vakfı Binası No:5 K:2 Beyoğlu / Istanbul, Türkiye · MERSİS 0333151312200001

CORPORATE

Starting a business, entering new markets and growing all require different kinds of expertise working together.

EMAR delivers practical solutions to commercial, corporate and technological needs.

It works across company formation and permits, international market entry, incentives and state support, regulatory compliance, competition and risk management, government affairs and strategy, software and application development, and business process automation.

Based in Istanbul since 2018, EMAR is a member of DEİK and TAİK.

5	★	2018	2
PRACTICE AREAS	GOVERNMENT AFFAIRS & STRATEGY	FOUNDED · ISTANBUL	MEMBERSHIPS · DEİK · TAİK

WHY EMAR

01 One contact, uninterrupted process
No need to find a separate office for each service. Whatever your need, you move forward with the same team from start to finish.

02 Current legislation
We follow the Official Gazette, court rulings and changes in administrative practice closely, and run your processes by the most current rules.

03 Risk first, then action
We work with a risk-analysis mindset; we clarify the picture before you decide and keep surprises to a minimum.

04 Confidentiality & trust
Your information and documents are protected with care. We act with transparent communication and a sense of accountability.

05 Clear process, clear timeline
We share steps, documents and timelines up front for each service, so you always know where the process stands.

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SERVICE MAP

Five practice areas and Government Affairs & Strategy.

We work in a defined set of areas, and in those areas we take on work that changes how an organisation runs and shows in the results. Each area is detailed on the following pages.

I Setup & Licensing — 4 SERVICES

- 1.1 Structure and feasibility
- 1.2 Application and authority process
- 1.3 Organisation, policies and systems
- 1.4 Go-live and beyond

II International Business — 4 SERVICES

- 2.1 Work permits
- 2.2 Residence permits
- 2.3 Turkish citizenship
- 2.4 Relocation and investment

III State Incentives — 4 PROGRAMMES

- 3.1 UR-GE
- 3.2 Investment incentive certificate
- 3.3 Export and market-entry support
- 3.4 KOSGEB and sector programmes

IV Competition & Compliance — 6 SERVICES

- 4.1 Competition policy monitoring
- 4.2 Market and competition analysis
- 4.3 Competition risk mapping
- 4.4 Compliance programme and internal control
- 4.5 Due diligence on people and companies
- 4.6 Training and scenario work

V Software — CUSTOM

- 5.1 Apps with regulatory requirements built in

★ Government Affairs & Strategy

- ★.1 Strategy diagnosis
- ★.2 Regulatory and political anticipation
- ★.3 Government affairs and advocacy design
- ★.4 Market entry and market access
- ★.5 Capacity to act
- ★.6 Board and senior counsel

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I

PRACTICE AREA · 4 SERVICES

Setup & Licensing

How do I launch a new business on solid ground?

Launching a business that needs a permit, licence or authorisation means getting the structure right, preparing a file that meets the authority's expectations and keeping things in order once you are operating. We run that process end to end so the business starts on solid ground from day one.

1.1 Structure and feasibility

Business model, capital and ownership structure, organisation; a clear view from the start of which permits and conditions apply.

1.2 Application and authority process

Preparing the application file, managing correspondence and meetings with the authority, answering follow-up requests on time.

1.3 Organisation, policies and systems

Roles, internal policies and procedures, information systems; built to meet the authority's expectations and to run efficiently.

1.4 Go-live and beyond

Turning reporting, notification and audit duties into a routine that runs on its own.

EXAMPLES

- E-money and payment institutions
- Digital banking
- Private employment agencies
- Free zone operations
- Company formation and trademarks
- Other permit- or licence-based activities



SERVICE VIDEOS · KEEP IT IN MIND

Episode 3 · The Right Start

Scan the QR code to watch a short video on this area (in Turkish).

emardanismanlik.com/#videolar

The licensing decision rests with the authority. EMAR prepares and manages the process and does not guarantee outcomes. Matters requiring a legal opinion are handled by licensed lawyers.

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1.3 SETUP & LICENSING
Organisation, policies and systems

Roles, internal policies and procedures, information systems; built to meet the authority's expectations and to run efficiently.

HUMAN RESOURCES

We analyse your current HR structure, strengthen your processes and stand by you as a solution partner that protects your business against risk — as a full package or service by service, flexibly.

FREE HR Check-Up — Current-state analysis, risk identification, gap analysis and detailed reporting. Afterwards we present a development and improvement plan tailored to you.

OUR SERVICE PACKAGES

- Payroll management
- Onboarding / offboarding
- Leave & report tracking
- Timesheets & documents
- Personnel files
- Automation
- Org chart
- Job descriptions
- Internal policies
- Reporting infrastructure
- KPI definition
- Talent matrices
- 180° and 360° appraisals
- Needs analysis
- Annual development plan
- Eligibility analysis
- Process tracking
- Process & document audit
- OHS checks
- Mystery shopper
- Quality systems
- Certification

IT AND SYSTEMS SETUP

From infrastructure to security and ongoing support, we plan and implement your corporate IT end to end.

II

PRACTICE AREA · 4 SERVICES

International Business

How do I do business abroad, or in Türkiye?

We work in both directions: Turkish companies doing business abroad, and foreign companies and their people coming to Türkiye. As members of DEİK and TAİK, we work inside Türkiye's foreign economic relations network. We serve clients in Turkish, English and German.

TÜRKİYE → ABROAD

Turkish companies going abroad

- Target market and regulatory analysis
- Entity setup and representation abroad
- Partner and distributor search, background checks
- Trade missions, business forums and institutional meetings

ABROAD → TÜRKİYE

Foreign companies entering Türkiye

- Company formation and sector licences
- Banking, accounting and tax coordination
- Data protection, employment and governance obligations
- Investment incentive certificate and site selection

FOREIGN EXECUTIVES, EMPLOYEES AND FAMILIES

2.1 Work permits

Choosing the right permit type, application, social security registration and timely renewal.

From determining the right permit type to social-security registration, we track every stage from application to renewal and eliminate the risk of missing documents or deadlines.

2.2 Residence permits

Short-term, family, student and long-term residence: application, renewal and follow-up.

Residence permit types are generally grouped into six main categories. For each type, we handle the entire application, renewal and follow-up on your behalf.

2.3 Turkish citizenship

Identifying the right route (investment, marriage or residence) and managing the application.

Turkish citizenship is acquired at birth or subsequently. We determine the most suitable route together for your situation and manage the entire application end to end.

2.4 Relocation and investment

Housing, schooling and family settling-in; title checks and valuation for investment property acquisitions.

We find the property that fits your goal through a process that prioritises title security, manage valuation and negotiation, and stay by your side after the transfer.

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III State Incentives

PRACTICE AREA · 4 PROGRAMMES

Which support programmes can I use?

There are many support programmes, yet most companies either do not know which ones fit them or lose the benefit at the spending and reporting stage. We identify the programmes that fit and manage the process from application to close-out. The programmes below are examples; the support map is drawn up for each company.

3.1 UR-GE

Joining Development of International Competitiveness projects; preparing projects with cooperating organisations, needs analysis, training, consultancy and international marketing activities.

3.2 Investment incentive certificate

Eligibility and scope analysis, application, compliant spending, revisions and completion approval.

3.3 Export and market-entry support

Applications and claims for market research, international trade fair, promotion and branding support.

3.4 KOSGEB and sector programmes

Matching SMEs to the right programmes, application files and periodic reporting.

INVESTMENT INCENTIVE INSTRUMENTS

- VAT exemption
- Customs duty exemption
- Reduced corporate tax
- Employer social security support
- Interest / profit-share support
- Investment site allocation

PROCESS

1. **Support map** — Programmes that fit you
2. **Application** — File and follow-up
3. **Spending and reporting** — Without losing entitlement
4. **Close-out** — Completion and payment



SERVICE VIDEOS · KEEP IT IN MIND

Episode 2 · The Missed Incentive

Scan the QR code to watch a short video on this area (in Turkish).

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IV

PRACTICE AREA · 6 SERVICES

Competition & Compliance

How do I reduce and manage risk?

Everyday decisions on pricing, sales, distribution, procurement, HR and data use intersect with competition policy and compliance duties. We spot risk early, simplify processes and build controls into the flow of work, so compliance becomes part of how the business runs rather than a burden.

4.1 Competition policy monitoring

Tracking Board decisions, sector inquiries, guidelines and consultations; periodic notes on what they mean for your business.

4.2 Market and competition analysis

Economic and strategic reports on market structure, competitors, entry barriers and distribution channels.

4.3 Competition risk mapping

Prioritising operational risk in pricing, dealer networks, tenders, information exchange, HR and digital business models.

4.4 Compliance programme and internal control

Policies and procedures, authority matrices, risk-based internal audit, training and ongoing monitoring.

We build, run and continuously improve internal audit and compliance programs for legal entities, aligning your processes with legislation and ethical standards.

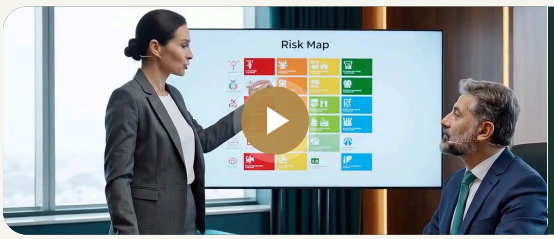
4.5 Due diligence on people and companies

Before a partnership, investment or supply deal: identity and ownership, sanctions and PEP screening, reputation and financial risk, in a scored report.

Before you enter a partnership or investment, we examine the parties thoroughly and deliver a scored risk report that puts your decision on solid ground.

4.6 Training and scenario work

Programmes for sales, procurement, HR and management teams built around day-to-day decisions.



SERVICE VIDEOS · KEEP IT IN MIND

Episode 1 · The Invisible Risk

Scan the QR code to watch a short video on this area (in Turkish).

emardanismanlik.com/#videolar

Scope of service. EMAR does not provide legal services, legal opinions or representation before courts. Legal opinions, defence submissions, filings and litigation are handled by licensed lawyers chosen by the client, under a separate engagement.

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V

PRACTICE AREA · CUSTOM

Software

Which tools help me run it?

We turn the problems we meet in advisory work into software. Alongside our own products, we build custom apps and web solutions for companies and associations.

5.1 Apps with regulatory requirements built in

Web and mobile solutions from needs analysis to launch and maintenance. Record-keeping, reporting and data-protection requirements are part of the design.

CUSTOM DEVELOPMENT

Needs analysis · Web and mobile · Integration · Maintenance and support

OUR SOFTWARE PRODUCTS

TÜRKIYE

e-Dernek Portal

Association Management Software

Association management software with no installation required. Members, dues, general assemblies, documents and the legal obligations calendar on a single panel; designed in line with Turkish Associations Law No. 5253 and the KVKK data protection law.

e-dernekportal.com

GERMANY

e-Dernek Portal · Deutschland

Vereinsverwaltung — German edition

A separate installation for associations (Vereine) in Germany. Bilingual German and Turkish; legal texts and modules prepared in line with the GDPR (DSGVO) and German association law (Vereinsrecht).

e-dernekportal.com/de

BUSINESSES

e-Patronix Asistan

Your Business's Digital Manager

A digital management assistant for business owners: an executive panel showing the five dials of the business on one screen, an approval flow where the assistant prepares and the owner approves, and an international knowledge bank.

A software service; it does not replace legal, financial or tax advice.

e-patronix.com

STORAGE SECTOR · IN DEVELOPMENT

TR-STOCK

Warehouse & Storage Listing Platform

A listing platform connecting those looking for storage with warehouse operators: search by province, district and warehouse type, results on a map, company listings, sector news and job postings. Works on mobile too.

HOTELS · IN DEVELOPMENT

SmartKey Hospitality

Smart Hotel & Guest Experience

An end-to-end digital guest journey for hotels: online booking and in-app payment, online check-in, room codes sent to the phone and card-based door access, a multilingual AI reception assistant and an owner's dashboard.

CERTIFICATIONS · E-DERNEK PORTAL

Initial issue 13.10.2026 · Valid until 12.10.2027

TS EN ISO/IEC 27001:2022
Information Security Management System
Certificate No I 1519
TÜRKAK BDS YS-3B49-9D66

ISO/IEC 27701:2019
Privacy Information Management System · Controller
Certificate No K 1044
TÜRKAK BDS YS-1BA3-3761

Scope: design, development, hosting management, operation, technical support and sale of e-Dernek Portal, the cloud-based (SaaS) association management software, and the protection of member and association data within this scope.
Certified by YBM Belgelendirme (TÜRKAK accreditation AB-0051-YS). Verification: tbds.turkak.org.tr

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PRACTICE AREA · ALSO

Government Affairs & Strategy

How do I get my strategy and my relationship with government right?

In large companies the problem usually comes from one of two places. Either the strategy is weak, or it is sound but the conditions to act on it were never built. Every engagement starts by diagnosing which one it is. Senior-level work in setup, international business and competition is led from this area as well.

★.1 Strategy diagnosis	★.2 Regulatory and political anticipation
★.3 Government affairs and advocacy design	★.4 Market entry and market access
★.5 Capacity to act	★.6 Board and senior counsel

PRACTICE LEAD

Cengiz Aydın

Chairman of the Executive Committee · Partner

cengizaydin.co · linkedin.com/in/cengizaydin

- Over a 30-year career, has worked on foreign trade, government affairs, public diplomacy and regulatory strategy across Türkiye, the EU, the Caucasus and Central Asia
- Turkish Ministry of Trade; Permanent Delegation of Türkiye to the EU, Brussels; U.S. Embassy, Ankara; AİFD; Mastercard; senior executive roles at a NYSE-listed technology company
- Independent board member at Erdemir, İsdemir, Hektaş and OYAK Yatırım
- Columbia University SIPA, MIA (Master of International Affairs); METU, Political Science and Public Administration

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CONTACT

Let's plan it together.

We listen to your situation and work out with you which practice area meets your need and the path to follow.

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MEMBERSHIPS

TAİK
Turkish-U.S. Business Council

DEİK
Foreign Economic Relations Board

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