

LEASING STATE ECONOMIC ENTERPRISES AGAINST
FOREIGN DEBT PAYMENTS

by

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B.A. in Econ., İstanbul University, 1984

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Submitted to the Institute for Graduate Studies in
Social Sciences in partial fulfillment of
the requirements for the degree of
Master of Arts

in

Economy

Boğaziçi University

1990

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ACKNOWLEDGEMENT

I am indebted to my advisor, EMRE GÖNENSAY , for his guidance and invaluable suggestions. Besides, I would like to thank to my friends and my colleagues for their contributions during the various stages of my study, with an impersonal acknowledgement of my sincere appreciation.

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SEPTEMBER, 1990, İstanbul

ABSTRACT

The Turkish economy is facing many problems in early 1990s. Especially State Economic Enterprises place a heavy burden on the economy and play an important role in these problems.

In order to increase the efficiency, productivity and flexibility of these enterprises many measures were taken in the Turkish economy. Eventually privatization has attempted to apply in Turkey like the other countries which suffered from the same problems.

Privatization could not be applied satisfactorily due to some problems such as lack of capital accumulation, unrealistic assessment of State Economic Enterprises.

In this thesis a new method is proposed and it is claimed that there will be a profit boom following the application of the new method to the State Economic Enterprises. The high profit of the State Economic Enterprises will facilitate the external debt payments. On the other hand public sector will benefit from the high tax revenues which will reduce in return budget deficit and domestic borrowing requirement.

The above mentioned assumptions led the study to test whether the new proposed method can be an alternative way or not to increase the efficiency, productivity and profitability of State Economic Enterprises.

TABLE OF CONTENTS

	PAGE
ACKNOWLEDGEMENTS	I
ABSTRACT	II
TABLE OF CONTENTS	III
LIST OF TABLES	VI
LIST OF CHARTS	VIII
INTRODUCTION	IX
CHAPTER I - THE MAIN PROBLEMS OF THE TURKISH ECONOMY	
1. Introduction	1
2. Budget Deficit	2
3. Inflation	3
4. Domestic Debt	5
5. External Debt	8
6. Management Skill Problems of the SEE's	12
CHAPTER II - SEE'S ANALYSIS	
1. HISTORICAL BACKGROUND	13
2. MAIN CHARACTERISTICS OF TURKISH SEE'S	18
2.1 Assets	20
2.2 Sales	20
2.3 Profit	22
2.4 Employment	24
2.5 Value Added	25
2.6 Investment	25

	PAGE
CHAPTER III - METHOD FOR IMPROVING SEE'S "PRIVATIZATION"	
1. Introduction	<u>28</u>
2. Privatization	30
2.1 The Concept of Privatization	30
2.2 The Objective of Privatization	31
2.2.1 Economic Objective	31
2.2.2 Financial Objective	34
2.2.3 Social Objective	35
2.3 Method of Privatization	36
2.3.1 Sales Method	36
2.3.2 Direct Sales Method	36
2.3.3 Management Contract	39
2.3.4 Franchising Method	40
2.3.5 Contracting out Method	40
2.3.6 Joint-Venture Method	41
2.3.7 Revenue Participation Certificates	41
2.3.8 Deregulation Method	42
2.3.9 Leasing Method	43
2.3.10 Other Methods	43

	PAGE
CHAPTER IV - PROPOSED LEASING METHOD	
1. INTRODUCTION	44
2. NEW LEASING METHOD	45
3. CONDITIONS FOR LEASING	46
4. COMPARISON OF METHODS	47
5. IMPROVEMENT CONDITIONS	48
CHAPTER V - APPLICATION OF THE PROPOSED METHOD TO THE TURKISH SEE'S	
1. INTRODUCTION AND RATIO FORMULAE	49
2. BEST PROFIT AND ITS ECONOMIC CONTRIBUTION	56
3. SECOND BEST PROFIT AND ITS ECONOMIC CONTRIBUTION	58
CONCLUSION	
BIBLIOGRAPHY	
APPENDIX	

LIST OF TABLE

CHAPTER	TABLE	PAGE
-----	-----	-----
I	I Wholesale Price Index	4,
	II The Domestic Debt	7
	III The Structural Breakdown of Total Outstanding Foreign Debt	11
II	IV Asset Shares-Top 5 SEE's	20
	V Sales/Asset Ratio	22
	VI Sales Profit Ratios-Top 5 SEE's	23
	VII Summary Data Sheet on SEE's (1988)	26
	VIII Summary Data Sheet on SEE's (1987)	27
IV	IX Gross Sales of SEE's	51
	X Profitability Ratios	52
	XI Best and Second Best Profit Ratios	53
	XII Best Profit of SEE's	54
	XIII Second Best Profit of SEE's	55
	XIV Results of Best Profit Ratio Applications	56
	XV Result of Second Best Profit Ratio Applications	58
APPEN DIX	XVI Macroequilibrium of The Turkish Economy (At Current Prices)	
	XVII Percentage changes macroeconomic variables in The Turkish Economy (At Current Prices)	
	XVIII Percentage share of macroeconomic Variable in The Turkish Economy	

- XIX Percentage change in macroeconomics
Variables in The Turkish Economy
(in real terms)
- XX SEE's Data Sheet as of 1988
- XXI SEE's Data Sheet as of 1987



LIST OF CHARTS

CHAPTER	CHART	
-----	-----	
II	I	Share of Top 5 SEE's as of Main Indicators of 1987
	II	Share of Top 5 SEE's as of Main Indicators of 1988



INTRODUCTION

The Turkish economy is facing many problems in 1990. Some of them are as follows; foreign and domestic debt burden, budget deficit, inflation, the inefficiency of state economic enterprises and the management skill problems of these enterprises. State Economic Enterprises create a great deal of problems. The appearance of public economic enterprises in Turkey in the 1930's arose from economic and social necessities. From the 1930's on, improvement and reorganization projects of the SEE's were never off Turkey's economic and political agenda. Many of the different legal and administrative measures taken were not able to turn SEE's into more productive and rationally functioning organizations. Public incorporations still do not perform their functions to regulate the market and consequently they lead to a waste of resources. In order to establish the basic elements of a market economy and achieve high productivity and better performance of State Economic Enterprises a new method is needed, which will be proposed in this thesis.

The new method is based on the expected profit of the SEE's which can be achieved under a new, skillful management. SEE's can be leased related to their expected profits. In this thesis, it is assumed that the benefits obtained from the application of the method will be used for foreign debt payments. The effects of this new method is analyzed between the years 1980 and 1988.

Some of the foreign debts of the country can be covered by the group who leases SEE. The success of the new method will help the Turkish economy to become healthy and will make a major contribution towards a more productive utilization of resources. It will also help the heavy foreign debt burden on the economy and will help the development of free competition. The thesis consists of five parts: In the first, many economic problems of the Turkish economy are analyzed. In part two, the history and main properties of SEE's are described. Furthermore, using the existing statistical data; assets, employment, value added, sale profits, investments of SEE's for 1987-88 are analyzed. In part three, Privatization, which is accepted as the most effective and successful method for achieving efficiency and productivity for SEE's is described. In part four the proposed method is described and in the last part the economic contribution is calculated.

CHAPTER I - THE MAIN PROBLEMS OF THE TURKISH ECONOMY

I - INTRODUCTION

The Turkish economy entered 1990's with many serious problems. The development strategy program of the 1980's which focused on infrastructure investment, such as roads, power plants and residential housing, aggravates the budget deficit of the country. These infrastructure investments were financed by money supply and internal and external borrowings which are still one of the main problems of the Turkish economy. On the other hand, two-digit inflation, which has been continuing in Turkey since 1971 is also a major problem of the country. Public economic enterprises also create many problems such as unsatisfactory and relatively poor performance because of a lack of management skills.

In this chapter, the main problems of the Turkish economy are analyzed in detail and the importance of the problems are emphasized.

2 - BUDGET DEFICIT

During the 1980's Turkey realized huge infrastructural investments. Large scale infrastructural housing, communications and energy projects were undertaken within the contents of the general budget, local authority budgets and extra-budgetary funds. Failure to adjust the prices of goods and services produced by state owned enterprises in time, and to the required extent, were the foremost reasons for the increasing public deficits. Public revenue did not increase proportionally to public expenditure and therefore public deficit rose dramatically. The gap between public expenditures and revenue is financed by money supply and domestic, and external debt.

The budget deficit in turn fuels inflation in Turkey through borrowing and expansion of the money supply. The unproductive aspects of infrastructure investments do not permit revenue increases for the public sector. A shortfall in taxes is also another factor which effects the growth in the deficit. The fact that a public savings deficit was largely financed by private sector savings, pushed domestic interest rates up and increased the burden on the public sector and increased interest payment expenditures. Excessive debt service which also has an inflationary effect worsens the budget balance. The high amount of debt service forces the public sector to create new debts in order to pay back its debt service of the previous years.

To sum up, the public sector borrows money in order to finance the budget deficit but the cost of new debts effects public expenditure which also increase budget deficits for the next fiscal year.

3 - INFLATION

Inflation is one of the main problems in Turkey. Many measures had been taken in previous years but their result were not successful. In order to curb inflation, Turkey implemented shock measures on January 24. The main tools of these measures were positive interest, real exchange rate and a tight money policy. One of the main goals of these measures was curbing price increases which reached to 100 % in 1980. These measures were successful in a demand decreasing aspect, but high interest rates and an undervaluated TL pushed up costs and fueled inflation.

Current public expenditures and infrastructure investment expenditures led to a rise in the public deficit which in turn was financed by money supply, domestic, and external borrowing. The main reason behind inflation during the 1980's was this deficit financing. The money supply reached TL 13 billion in July 1990 and domestic borrowing climbed to 1/3 of the expenditures in 1989. In order to pay previous debts, the public must reborrow and this cycle increases inflationary pressure on the economy.

The high interest rates of the debt pushed up the cost of products. The interest burden of the domestic debt also increased public expenditure which led to a budget deficit for the next fiscal period. On the other hand, external debt is one of the major reasons for inflation in Turkey.

External debt interest payments also increase public expenditure, and therefore consequently increase the budget deficit. The inability to improve income tax collection forces the public sector to borrow new funds in order to finance the budget deficit. High Public expenditure in Turkey is still the main factor of inflation.

TABLE - I : WHOLESALE PRICE INDEX

1982	27.0
1983	30.5
1984	50.3
1985	43.2
1986	29.6
1987	32.0
1988	68.3
1989	68.9

Source :DiE

4 - DOMESTIC DEBT

The budget deficit, which is mainly covered by means of internal borrowing, that through the sale of government bonds, treasury bills and Central Bank advanced increased since 1980.

The main reason for the budget deficit is the balance between public revenue and public expenditure. The public sector increased its infrastructure investments in the 1980's but due to the lack of public savings, these investments were financed mostly by short-term internal debt. Domestic debt is used by governments to reduce tax gaps. One of the main disadvantages of domestic debt in comparison to taxation is the interest burden. In the mid-80's, domestic debt became indispensable because of interest payments and public deficit. Budget deficit and interest payments of domestic debt fueled the domestic debt requirement of the public sector in recent years. On the other hand, insufficient tax revenue mainly due to collection problems aggravates the public domestic debt requirement.

To attract investors, the public sector offers higher interest rates which in turn increases the cost of money for the private sector and this becomes an alternative for direct investment.

Another factor which influences domestic debt is foreign debt payments by the treasury, due to changes in exchange rates.

Domestic debt which was TL 314 billion in 1979 rose to TL 42,016

billion in 1989. Domestic debt financing which was 5.7 % of the GDP in 1980 rose to 14.1 % in 1989. In 1980 28 % of the public revenue arose from domestic debt, whereas this ratio increased to 51.6 % in 1989. In the breakdown of public revenues during the 1980's, domestic debt financing increased while tax revenues decreased. The interest payments of domestic debt also grew during this period. In 1980 domestic interest payments were 0.7 % of the GDP while in 1989 it reached 2.8 %. Interest payment of domestic debt, which was 2.5 % of the total public expenditure in 1980, rose to 9.5 % of this expenditure in 1989.

In summary, domestic debt increased rapidly and became an important factor for public revenues during the 1980's while the interest burden of the domestic debt rose dramatically and increased public expenditure.

TABLE III

THE DOMESTIC DEBT

	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989
Debt Stocks	452	810	1,099	1,435	3,201	4,223	6,450	9,871	16,489	20,069	43,610
1. Treasury Obligation	229	526	757	1,075	2,838	4,111	6,183	9,468	15,816	18,988	42,513
Government bond	94	138	158	185	340	531	1,032	1,511	2,407	4,880	10,940
Consolidated debts	123	336	509	736	2,422	3,240	4,661	7,134	11,486	11,486	28,036
Treasury Bills	9	49	88	153	56	340	490	823	1,923	2,452	3,537
2. Treasury-Backed	223	284	342	360	363	112	257	403	675	1,161	1,097
Debentures	58	58	57	60	77	70	125	123	125	115	51
Bonds	165	226	285	300	286	42	142	280	550	1,046	1,046

Source: DIE. Monthly Economic Indicator January 1990

5 - EXTERNAL DEBT

External debts of developing countries have grown rapidly since the 1970's. External debt has always been a positive potential for economic development but on the other hand, it's associated with the risk of financial strain.

In the normal course of world development, capital should flow from advanced countries, where it is abundant and its return is relatively low, to developing countries, where capital is scarce and its return high.

While these flows contributed to development, they also meant increasing financial dependence for borrower countries and rising relative debt service obligations. Beginning in the mid-1970's, however, the sheer volume of external debt began to reach such magnitudes that potential disruptions in debt service posed a threat not only for a country's development but also for the international financial system. (*) 111 developing countries external debts pose heavy problems on the world economy. In 1990 the total amount of external debt of these countries reached to USD 1,319 billion. During the 1980's, while the economic growth increased gradually, the rise in the foreign debt stock showed a similar trend in Turkey.

The external debt of Turkey, which was stable at USD 20 billion during the period 1980 - 83, sped up after 1984 and rose to USD 41 billion, \$ 35.3 billion of the debt is medium and long term whereas \$ 5.7 billion is short term.

(*) Cline, William R. International debt :Systematic Risk and Policy response.

The factors contributing to excessive external borrowing in the recent years are liberalization of imports, chronic inflation, an exceedingly high incremental capital-output ratio, declines in domestic saving propensity and relative decline in tax revenue (*). On the other hand, the local commercial banks have been increasingly allowed by the authorities to utilize short-term credits and foreign exchange deposits in their trade-financing operations which in turn raised the short-term debts of Turkey (**). Turkey finances its infrastructure investments with foreign loans. These projects may not always generate income in a short term to pay back foreign debt. Therefore, Turkey borrows short-term credits in order to repay its existing debt. There has been a slight change in the breakdown of the total debt of the country in 1989.

During this year there was an increase of 2 % in medium and long term debt whereas a 10.5 % reduction in short-term debt. The ratio of short-term debt in total debt which exhibits a risky situation decreased from 19.8 % in 1986 to 14 % in 1989. An analysis of distribution by debtors proves that public sector foreign debt stocks is greater than that of the private sector.

Compared with the fixed prices of 1968, foreign debt financing rose from 2.5 % GDP in 1980 to 5.9 % in 1989. This ratio was 8.2 % in 1984.

(*) Kızılyallı, Hüsnü "An Appraisal of the Turkish Economic Performance during 1980s and notes on Economic Development Y.P.K Economic Review April 1989.

(**) Celasun Merih, Rodrik D. "Debt, Adjustment and Growth Turkey 1970-85".

In 1980, while 12 % of the public revenue constituted of foreign debt, in 1989 this ratio rose to 21 %. Since 1980, the importance of external debt on public revenue increased rapidly. Interest payment of external debt which was 0.6 % GDP rose to 3.6 % GDP in 1989. On the other hand, external debt interest payment formed 0.02 % of public expenditures in 1989.

To sum up, since 1980, external debt became an important factor of public revenue especially, for financing infrastructure investments. On the other hand, interest payments of debts became increasingly important and formed an important part of public expenditure.

TABLE:III THE STRUCTURAL BREAKDOWN OF TOTAL OUTSTANDING OF FOREIGN DEBT

	(USD MILLION)				
	1985	1986	1987	1988	1989
Distribution by debtors	25,349	31,228	40,228	40,772	41,021
1) Medium & Long Term					
-----	20,590	24,317	32,605	34,305	35,276
Public Sector	14,668	18,091	24,188	26,234	26,726
Central Bank	5,037	5,269	7,094	6,546	6,975
Private Sector	865	957	1,323	1,525	1,575
Short Term	4,759	6,911	7,623	6,417	5,745

Public Sector	230	597	517	272	159
Central Bank	1,685	597	517	272	159
Private Sector	3,844	3,985	4,570	4,316	4,768

Source: Disbank, The Turkish Economy 1989 TUSIAD Economic Report 1990

6 - MANAGEMENT SKILL PROBLEMS OF THE SEE'S

In the early years of the Turkish Republic, SEE's were given the role of leadership to develop the country's economy and also improve industrialization in the country. Many huge industrial projects were realized by SEE's and they played an important role in the economy.

The management of these SEE's has always been by bureaucrats, which are appointed by government. The responsibility of the managers are not proportional to their position and their flexibility in the decision making process is not enough for optimum profit. Tradition in management also prevents changes in the applying of new methods for efficiency. Fixed ways for managers and absence of relationship between firm performance and pay structure prevent to hire qualified managers for SEE's. All these negatives effect led to unskillfull management in SEE's which in turn decrease the performance of SEE's.

The low performance of SEE's led to a decrease in the profit and efficiency levels which in turn have negative effects on the Turkish economy.

Management skill problems can be considered as a big problem for SEE's and also for the Turkish economy. A solution to management skill problems may lessen the problem of SEE's and also the problem of the country.

CHAPTER II-STATE ECONOMIC ENTERPRISES ANALYSIS

1 - HISTORICAL BACKGROUND

Since the foundation of the Republic in 1923, Turkey's economic life has been transformed. At the beginning of the 1920's Turkey had virtually no mechanized industry and had few modern communication systems. Industrialization in Turkey, as in many newly-modernized countries, has followed an explicit governmental decision. The role of the state has always had great importance on the economy in Turkey since 1923. S.E.E.'s were considered as a pioneer in a mixed economic model and were given the role of leadership in order to develop the country's economy and also to accelerate industrial growth in the early years of the Turkish Republic.

The impact of the state on the economy can be classified as follows :

S.E.E.'s between 1923 - 1930

The role of government and State Economic Enterprise intervention into the economy was not directly performed during the above mentioned period. In this period, without adopting a doctrinaire position, the Turkish Republic undertook a variety of reforms, which was hoped would result in economic and social modernization. With the decision taken on the Economic Congress in Izmir in 1923, an economic model based on liberalism was accepted and the private sector was encouraged. The main objectives were industrialization of the country and development in agriculture and service sectors.

The lack of skilled indigenous private entrepreneurs, capital, and the negative effect of the 1929 world crisis led to the failure of this model and gave more importance to the role of the state on the economy.

1931 - 1946

The World economic crises in 1929, Ottoman Empire debts, lack of capital and lack of business experience in the private sector caused a change in the Turkish economic policy.

The role of the state in the economy increased considerably, many S.E.E.'s were established during this period. The five-year industrialization plan was launched in the early 1930's and the state's involvement in industry was established in such areas as cement, iron, steel, textile and glass.

A great deal of important infrastructure investments were realized during this period. The main objective was again industrialization by state power, to reduce foreign dependence, to become self-sufficient on main products and to create national entrepreneurs.

1947 - 1960

When the new government came in to power in 1950, the liberalization of the political field was reflected in the economic field and a liberal economic policy was applied. The main objective of this policy was to provide more opportunity to the private sector, to minimize S.E.E.'s importance on the economy, to establish the market mechanism and to transfer some S.E.E.'s ownership to the private sector. During this period a great deal of importance was given to the agricultural sector and to infrastructure investments.

Liberalization methods in foreign trade was applied during this period. At the end of the above mentioned period, inflation, budget deficit, decrease in foreign reserves and a slow-down in economic growth, required government intervention. The main products of the stabilization policy, which was put into effect in 1958, was a devaluation, limit on the money supply and credit, increases in interest and price increases in S.E.E. products.

1960 - 1980

Following the revolution of 1960 a new constitution was adopted that affirmed the important role of the State in economic planning and development. Economic, social and cultural development was based on a plan. The State Planning Organization was formed, whose functions are to prepare long-term and short-term plans and to assist in implementing and evaluating them.

Turkey's initial five-year plan (1963 -67) was prepared and a mixed economy principle was accepted.

The basic idea of the plan was the development of the country's economic structure into a more advanced production system. This was made possible by public investments and the activities of the S.E.E's.

The main purpose of public sector investments are; creating infrastructure, including power supply, irrigation and dams, transportation and traditional public services, increasing the productivity and efficiency of the S.E.E's, eliminating bottlenecks where private enterprises have not moved in, mobilizing private and foreign capital in mixed enterprises and creating, or continuing, state monopolies or controlling injurious private monopolies. (*)

S.E.E.'s would follow a price policy designed to yield maximum profits and ordinary prices will not be set below cost.

Protective tariffs will be applied selectively and in a nondiscriminatory manner to both public and private enterprises. Until 1976, high growth was realized in the economy, but oil shock in the world, social and political instability, high inflation, and a decrease in the foreign reserve led to negative growth for the first time in the five-year plan. S.E.E's burden on the economy increased enormously at the end of this period.

1980

Turkey changed its economic policy with a stabilization package put into practice on January 24, 1980. The industrialization strategy based on import substitution was terminated and an export oriented industrialization strategy was initiated.

(*) Planning and private sector, p.23

The main objective of the new economic policy was to ensure the proper functioning of the market mechanism. The chief features of that package was; realistic exchange-rate policies, realistic interest rates, tight control over the money supply and credit, the ending of most S.E.E price subsidies and of price control boards, tax reform and the encouragement of foreign investments. The leading role of S.E.E.'s in risky new investments or sectors was no longer desired and a systematic protection of industry was abolished. In 1983, further changes occurred, such as; liberalization of a foreign currency regime, selective export incentive and reduction in subsidies, partial liberalization of imports and an administrative reorganization of the S.E.E.'s.

In order to minimize the heavy burden of S.E.E.'s on the economy, the right of freely determining the price of their products was given to S.E.E.'s. The free pricing was considered as a market principle and was accepted as a sufficient way for minimizing S.E.E.'s deficit, which also effects the budget deficit.

2 - MAIN CHARACTERISTICS OF THE TURKISH SEE'S

Main Characteristics of Turkish State Economic Enterprises are as follows :

1. Insufficient equity
2. S.E.E.'s hold a monopoly position
3. Low profitability
4. Low capacity utilization
5. Poor performance
6. Political and strategic considerations on management and operations.
7. Determination of pricing, employment and investments by supervising ministers or government before the 1980's.
8. Traditional management styles which prevents to apply new and efficient methods.
9. Setting below market-level prices of goods and services before 1980, mainly due to protect low income groups, fight against inflation and encourage domestic industries by providing cheap inputs.
10. Freedom in price determination after 1980 which accelerated the cost of raw materials in the economy and sped up inflation.
11. Establishment of new plants to provide employment on a regional basis.
12. Lack of objectivity and scientific approach towards investments.

13. Many insufficiencies and defaults in management.
14. Hiring of labor surplus
15. Negative effect of overemployment on income distribution.
16. Inflationary effect of S.E.E. losses, which is financed by a budget, central bank or external credits.
17. Shortages at technological levels and of skilled laborers.
18. Fixed wages at management level.
19. Little direct relationship between firm performance and. pay structure.
20. Lack of profit orientation.



2.1 Assets (*)

Forty SEE's, which are included in this analysis, had TL 19,840 billion worth of assets in 1987 and had TL 34,536 billion worth of assets in 1988.

There has been an increase of 74 % in assets between these two years. The top five SEE's made up 57.20 % of the total assets in 1987 but in 1988 this ratio rose to 59.85 %.

An analysis for 1987 and 1988 is given, below with results for the top five SEE's.

TABLE IV - ASSET SHARES - TOP 5 SEE'S

	1987	%	1988	%
	----	-----	----	-----
1)	T.E.K	26.25	T.E.K	29.79
2)	T.P.A.O	9.11	T.P.A.O	9.11
3)	P.T.T	8.73	P.T.T	8.67
4)	PETKİM	6.74	PETKİM	6.74
5)	T.C.D.D	6.37	T.C.D.D	6.05

On the other hand, the top 10 S.E.E's proportion to the total rose to 76.73 % in 1988 from 73.83 % in 1987.

2.2 Sales

The total sales of SEE's, which was TL 20,459 billion in 1987, increased to TL 35,985 billion in 1988. An increase of 76 % was achieved during this period.

(*) Asset = Fixed Asset - Depreciation + Stocks

In the same years, T.P.A.O., T.E.K., TEKEL, ZIRAAT B., and the P.T.T were the SEE's which realized the highest sales. The shares of these SEE's reached to 58.24 % and 56.77 %, when compared to the total sales of all SEE's. On the other hand, an analysis of sales for the top ten SEE's showed that the shares rose to 70 % and 74.24 % between 1987 and 1988. T.P.A.O., which realized highest sales for the above mentioned, reached to 28.20 % and 27.04 %. The main reason behind the increase in SEE's revenues is the change in foreign exchange rates and price increases of SEE products rather than production increases.

Most SEE's can not compete with international and domestic private sectors, due to old fashioned technology and lack of international standards in their products. Therefore, SEE products can hardly be marketed in international markets.

The ratio of sales to assets shows how efficiently the assets could be used by an enterprise. This ratio is around 1.03 as an average, for SEE's in the years 1987 and 1988.

1987 Sales / Assets : 1.03

1988 Sales / Assets : 1.04

The same ratio for the top 5 SEE's showed a considerable decline.

1987 : 0.83

1988 : 0.80

The top 5 SEE's which have 57 % of the total assets have very low sales to assets ratio when compared to the average SEE's. Only T.P.A.O. is above SEE's average.

TABLE V - SALES/ASSETS RATIO - TOP 5 SEE'S

	Share in total asset (%)	Sales/Asset	
		1987	1988
T.E.K.	26.25	0.34	0.2
T.P.A.O.	9.11	3.19	3.09
P.T.T.	8.73	0.54	0.60
PETKİM	6.74	0.49	0.75
T.C.D.D.	6.37	0.23	0.20

A very striking example is, Ziraat Bank and TEKEL, whose ratios are 12.51; 12.46 and 3.43; 3.05 respectively.

2.3 Profit

SEE's made TL 1,488 billion profit in 1987 and TL 1,695 billion in 1988. The increase in profit is 13.8 % during this period. T.P.A.O., TEKEL, P.T.T., ETİBANK and T.EMLAK Bank were the most profitable public enterprises in 1987 and realized 74.35 % of the total profit. In the same year T.P.A.O.'s share in total profit was only 30.82 %. The first top 10 public enterprises profit reached 95.97 % of total SEE's profit. In 1988 T.P.A.O. was number one in profit, with a share of 32.95 %, ETİBANK, TEKEL, P.T.T. and ZIRAAT BANK follow the T.P.A.O. in profit, respectively.

The total share of the top 5 enterprises in 1988 reached 100 %.

An approach which considers only positive profit of SEE's showed

a profit augmentation to TL 2,584 billion. The ratios of profit to asset prove the profitability of the SEE's assets which are as follows :

In 1987 : 0.075 In 1988 : 0.049

The ratios show considerable decrease between 1987 and 1988.

The top 5 in profitability were 0.054 for 1987 and 0.024 for 1988. Both ratios show that the top 5 SEE's realized the majority of total profit in the above mentioned period, but were a good distance from being profitable.

On the other hand, the most profitable enterprise, T.P.A.O., had ratios of 0.25 and 0.16. These ratios were very successful results for a public enterprise. T.E.K. which had 26.25 % of the total asset in 1987 and 29.79 % in 1988 could not realize any profit.

Another outstanding ratio is profit / sales. This is another criteria for determining the profitability of the enterprise.

The average of the SEE's for 1987 is 0.072 and 0.047 in 1988.

A profit realized from one unit sales dropped in 1988.

The profitability of the top 5 SEE's, which realized the majority of sales, have lower profit ratios than top 5 SEE's which realized the majority of profit.

TABLE VI - SALES & PROFIT RATIOS - TOP 5 SEE'S

	1987	1988
Top 5 (In terms of sales)	0.075	0.051
Top 5 (In terms of profits)	0.11	0.09

It is clear that the top 5 profit / sales ratios were above

SEE's average.

T.P.A.O.'s ratios, which was the most profitable enterprise of the public sector, gave 0.079 and 0.052.

2.4 Employment

The fact that an ideal personnel policy could not be established in SEE's created a great deal of problems and could not be solved for years. Because a healthy staff policy could not be formed SEE's frequently reorganised their staffs. With a new regulation that was put into effect in 1990, the staff of SEE's were divided into; clerks, personnel on contract and labours. Due to the structure of these companies, political appointments are commonly made. The efficiency of SEE's are largely effected by the number of employees, which are far more than the companies employment necessities.

There was a slight decrease in SEE employment numbers between 1987 and 1988. The total number of SEE's workers, which was 747614 in 1987, dropped to 732239 in 1988. Considering that excessive employment causes inefficiency, a more realistic employment policy led to a slight decrease in employee hiring last year.

The total number of employees in 1987 was divided as; 203415 clerks, 77031 personnel on contract, 486425 workers.

2.5 Value Added

The total value added realized by 40 SEE's in 1987 was TL 7,181 billion. This amount constituted 12.29 % of GDP. In 1988 an increase of 72.79 % was realized and value added climbed to TL 12,409 billion; the ratio to GDP for that year was 12 %.

The top 5 enterprises formed 40 % and 45 % of the total value added for the same years.

T.E.K. realized 16 % and 17 % of the total value added because of its huge infrastructure investments.

2.6 Investments

The total amount of investment of the 40 SEE's for 1987 has TL 4,044 billion and for 1988 TL 5,126 billion. There was an increase of 26 % in total investments during this year. T.E.K., P.T.T., T.P.A.O., PETKİM, T.C.D.D. (top 5) realized 78.11 % of total investments in 1987 and 73.84 % in 1988.

The investment ratio to GNP was 0.069 for 1987 and 0.051 for 1988. Last year there was a drop in SEE's investments due to the lack of new investment prospects in the manufacturing industries and also in other industries and a change in government policy that prevents the government from financing SEE's investments.

	ASSETS	%	EMPLOYMENT	%	SALES	%	VALUE ADDED	%	TEK (tot)	TEK (tot)	TEK (tot)	INVESTMENTS	%	TPAO (tot)	TPAO (tot)	PROFIT	%	
1	TEK (tot)	10,288,847	29.79	113,810	15.54	9,729,719	27.04	2,212,494	17.83	993,227	8.00	1,689,291	32.95	918,034	17.91	508,640	30.04	
2	TPAO (tot)	3,147,051	9.11	70,038	9.57	3,229,595	8.97	993,227	8.00	993,227	8.00	918,034	17.91	918,034	17.91	452,642	25.00	
3	PPT	2,993,705	8.67	64,636	8.83	2,933,488	8.15	906,753	7.32	906,753	7.32	558,517	10.89	558,517	10.89	367,899	21.73	
4	PETKIM (tot)	2,149,418	6.22	54,762	7.48	2,716,509	7.55	782,150	6.30	782,150	6.30	353,534	6.90	353,534	6.90	186,621	11.92	
5	TCDD (tot)	2,089,976	6.05	41,198	5.63	1,820,502	5.06	769,854	6.20	769,854	6.20	266,473	5.20	266,473	5.20	177,984	10.51	
6	TDCI (tot)	1,405,915	4.07	39,192	5.34	1,620,129	4.50	743,496	5.99	743,496	5.99	234,881	4.58	234,881	4.58	166,972	9.81	
7	THY (tot)	1,373,376	3.98	36,271	4.95	1,249,369	3.47	526,540	4.24	526,540	4.24	187,191	3.65	187,191	3.65	148,004	8.74	
8	TKI	1,123,362	3.25	32,816	4.48	1,170,689	3.25	523,912	4.22	523,912	4.22	129,888	2.53	129,888	2.53	86,626	5.16	
9	TMO (tot)	1,008,630	2.92	27,451	3.75	1,145,352	3.18	449,853	3.68	449,853	3.68	99,674	1.94	99,674	1.94	63,607	3.76	
10	TSEKER F.	926,877	2.68	26,461	3.61	1,100,588	3.06	445,333	3.59	445,333	3.59	97,768	1.91	97,768	1.91	59,366	3.51	
11	TEKEL	889,159	2.67	25,432	3.47	794,917	2.21	371,445	2.99	371,445	2.99	74,507	1.45	74,507	1.45	57,160	3.38	
12	ETIBANK (tot)	853,221	2.47	19,340	2.64	773,709	2.15	330,806	2.67	330,806	2.67	65,953	1.28	65,953	1.28	36,989	2.18	
13	SUMERBANK	739,649	2.14	15,796	2.16	770,684	2.14	282,156	2.27	282,156	2.27	51,913	1.00	51,913	1.00	31,468	1.86	
14	T.EMLAK B.	657,263	1.90	14,131	1.93	598,238	1.67	264,553	2.13	264,553	2.13	48,344	0.94	48,344	0.94	27,979	1.65	
15	SEKA	576,201	1.67	13,235	1.82	562,422	1.56	241,169	1.94	241,169	1.94	41,369	0.81	41,369	0.81	27,173	1.60	
16	T.GUBRE SAN	482,269	1.40	11,724	1.60	551,557	1.53	215,023	1.73	215,023	1.73	35,091	0.66	35,091	0.66	26,829	1.58	
17	T.CIM. TOP.SI	462,453	1.34	11,498	1.57	437,664	1.22	185,730	1.50	185,730	1.50	25,103	0.49	25,103	0.49	20,927	1.20	
18	T.DNZ.I (tot)	443,117	1.28	10,826	1.48	421,582	1.17	181,672	1.46	181,672	1.46	23,313	0.45	23,313	0.45	17,759	1.05	
19	ASOK (tot)	392,997	1.14	8,938	1.36	414,612	1.15	174,808	1.41	174,808	1.41	22,776	0.44	22,776	0.44	12,953	0.76	
20	MKEK	273,645	0.79	7,406	1.01	391,250	1.09	172,209	1.39	172,209	1.39	17,978	0.35	17,978	0.35	11,530	0.68	
21	ZIRAAT B. (t)	259,103	0.75	6,092	0.83	268,268	0.75	104,838	0.84	104,838	0.84	16,351	0.32	16,351	0.32	10,442	0.62	
22	CAYKUR	255,976	0.74	7,406	1.01	386,268	1.07	168,000	1.35	168,000	1.35	11,381	0.22	11,381	0.22	7,031	0.42	
23	TRT	228,945	0.66	7,322	1.00	281,646	0.78	151,907	1.22	151,907	1.22	10,655	0.21	10,655	0.21	6,877	0.41	
24	TZDK	184,529	0.53	6,707	0.92	271,269	0.75	139,615	1.08	139,615	1.08	9,343	0.18	9,343	0.18	5,270	0.31	
25	T.TAS K.KUR.	181,291	0.52	6,607	0.90	247,703	0.69	106,763	0.86	106,763	0.86	7,944	0.15	7,944	0.15	3,890	0.23	
26	DHMI	169,141	0.49	6,266	0.86	222,981	0.62	104,838	0.84	104,838	0.84	5,926	0.12	5,926	0.12	3,979	0.22	
27	T.HALK B.	158,624	0.46	5,872	0.80	215,079	0.60	85,244	0.69	85,244	0.69	4,924	0.10	4,924	0.10	1,044	0.06	
28	DNZB.	152,146	0.44	5,243	0.72	200,962	0.56	57,888	0.46	57,888	0.46	4,652	0.09	4,652	0.09	-3,198	-0.19	
29	T.VAKIF B.	118,722	0.34	5,096	0.70	177,852	0.49	55,185	0.42	55,185	0.42	4,417	0.09	4,417	0.09	-7,626	-0.45	
30	ORLS	96,371	0.28	4,989	0.68	174,698	0.49	51,735	0.42	51,735	0.42	4,016	0.08	4,016	0.08	-13,229	-0.78	
31	T.GEMİ SAN.	91,576	0.27	3,854	0.53	172,564	0.48	45,053	0.36	45,053	0.36	4,016	0.08	4,016	0.08	-16,169	-0.95	
32	ETVE B.KUR.	77,415	0.22	3,378	0.46	139,597	0.39	43,172	0.35	43,172	0.35	3,346	0.07	3,346	0.07	-25,460	-1.50	
33	DMO	73,768	0.21	2,515	0.34	138,578	0.39	40,573	0.33	40,573	0.33	3,147	0.06	3,147	0.06	-26,247	-1.55	
34	TARIM ISL.	71,191	0.21	2,245	0.31	111,767	0.31	32,242	0.26	32,242	0.26	2,929	0.06	2,929	0.06	-82,512	-4.87	
35	SEK	47,677	0.14	1,748	0.24	97,506	0.27	31,028	0.25	31,028	0.25	1,197	0.02	1,197	0.02	-101,769	-6.01	
36	TURİZM B.(to	47,578	0.14	1,622	0.22	70,402	0.20	23,348	0.19	23,348	0.19	1,115	0.02	1,115	0.02	-156,666	-9.25	
37	YEMSAN	23,872	0.07	1,462	0.20	63,855	0.18	16,399	0.13	16,399	0.13	208	0.00	208	0.00	-191,719	-10.73	
38	KALKINMA B.	18,475	0.05	1,123	0.15	34,080	0.09	16,328	0.13	16,328	0.13	0	0.00	0	0.00	-276,812	-16.35	
39	USAS	3,269	0.01	375	0.05	32,520	0.09	13,826	0.11	13,826	0.11	0	0.00	0	0.00	1,693,482	100.00	
SEE's total	34,536,802	100.00	732,209	100.00	35,985,999	100.00	12,409,296	100.00	12,409,296	100.00	12,409,296	100.00	5,126,981	100.00	5,126,981	100.00	1,693,482	100.00
TOP 5	20,668,997	59.85	344,444	47.04	20,429,804	56.77	5,666,478	45.66	5,666,478	45.66	5,666,478	45.66	3,785,849	73.84	3,785,849	73.84	1,695,086	100.09
TOP 10	26,507,159	76.75	506,575	69.18	26,715,911	74.24	8,367,448	67.43	8,367,448	67.43	8,367,448	67.43	4,535,251	88.46	4,535,251	88.46	2,219,261	131.05

	ASSETS	%	EMPLOY	%	TPAO (tot)	SALES	%	TPAO (tot)	VALUE AD.	%	TEK (tot)	INVESTME	%	TPAO (tot)	PROFIT	%
1	TEK (tot)	5,208,823	26.25	PIT	12.76	5,770,448	27.26	TEK (tot)	1,154,379	16.07	16,070	1,333,380	34.20	TPAO (tot)	458,791	30.92
2	TPAO (tot)	1,807,474	9.11	TCDD (tot)	10.87	1,779,152	8.78	TEK (tot)	699,089	9.73	PIT	749,970	18.54	TEK (tot)	197,156	13.24
3	PIT	1,732,433	8.73	TEK (tot)	9.56	1,722,547	8.49	PIT	689,139	8.36	TPAO (tot)	514,378	12.72	PIT	183,138	12.20
4	PETKIM (tot)	1,336,823	6.74	TEKEL	7.53	1,692,947	8.27	PETKIM (tot)	456,087	6.35	PETKIM (tot)	340,769	8.43	ETIBANK (tot)	177,723	11.94
5	TCDD (tot)	1,263,469	6.37	ZIRAAT B. (t)	5.38	951,463	4.65	ZIRAAT B. (t)	402,572	5.61	TCDD (tot)	170,843	4.22	TEMLAK B. (t)	89,557	6.04
6	TDC (tot)	1,188,902	5.99	SUMERBANK	5.34	665,262	3.25	TEKEL	393,491	5.48	TKI	125,160	3.09	ZIRAAT B. (t)	88,733	5.96
7	TMO (tot)	777,775	3.92	T.TAS K.KUR	3.92	606,825	2.97	ETIBANK (tot)	349,512	4.87	ZIRAAT B. (t)	93,939	2.32	T.VAKIF B. (t)	81,253	5.46
8	THY (tot)	682,734	3.44	TKI	4.38	601,513	2.94	TCDD (tot)	320,567	4.46	ZIRAAT B. (t)	88,492	2.19	TPT	76,975	5.11
9	TKI	649,894	3.28	T.SEKER F.	4.09	532,082	2.60	TKI	301,766	4.20	T.GUBRE SA	71,098	1.76	T.DNZL (tot)	75,816	5.10
10	T.SEKER F.	549,068	2.77	ETIBANK (tot)	2.92	452,017	2.21	TDCI (tot)	271,350	3.78	T.DNZL (tot)	66,970	1.66	T.HALK B.	66,307	4.45
11	ETIBANK (tot)	506,509	2.55	T.CIM.TOPS.	2.62	440,636	2.15	SUMERBANK	241,923	3.37	T.CIM.TOPS.	56,800	1.40	DHMI	50,946	3.42
12	TEKEL	501,488	2.53	TPAO (tot)	2.59	435,176	2.13	T.DNZL (tot)	163,291	2.27	TMO (tot)	55,183	1.36	ORUS	35,887	2.41
13	SUMERBANK	459,442	2.32	MKEK	2.32	358,538	1.95	TMO (tot)	158,293	2.21	T.SEKER F.	53,203	1.32	ANADOLU B.	28,310	1.90
14	T.GUBRE SA	405,348	2.04	CAYKUR	2.31	348,912	1.71	TEMLAK B. (t)	137,607	1.92	TRT	47,689	1.18	MKEK	24,883	1.67
15	T.DNZL (tot)	398,023	2.01	T.CIM.TOPS.	2.01	308,236	1.51	MKEK	174,020	1.91	TDCI (tot)	31,024	0.77	DYB	19,492	1.31
16	T.CIM.TOPS.	380,197	1.92	T.HALK B.	1.88	292,341	1.43	T.HALK B.	124,680	1.74	MKEK	26,446	0.63	TDCI (tot)	14,824	1.07
17	SEKA	350,461	1.77	T.DNZL (tot)	1.88	283,502	1.39	THY (tot)	122,925	1.70	T.TAS K.KUR	18,702	0.46	DMO	13,917	0.94
18	ASOK (tot)	239,259	1.21	SEKA	1.57	271,784	1.33	T.GUBRE SA	115,006	1.60	DHMI	17,164	0.42	SUMERBANK	13,516	0.91
19	MKEK	177,608	0.90	T.GUBRE SA	1.42	269,479	1.32	T.CIM.TOPS.	108,555	1.51	ASOK (tot)	12,021	0.30	T.GUBRE SA	12,908	0.87
20	TZDK	164,724	0.83	TARIM ISL.	1.23	258,037	1.26	TRT	106,474	1.48	TEKEL	11,970	0.30	CAYKUR	11,284	0.76
21	CAYKUR	152,350	0.77	THY (tot)	1.20	246,174	1.20	T.SEKER F.	104,658	1.46	SUMERBANK	8,816	0.22	TARIM ISL.	9,208	0.62
22	ZIRAAT B. (t)	135,234	0.68	TMO (tot)	1.06	231,897	1.13	CAYKUR	85,534	1.19	TURIZM B. (t)	8,133	0.20	USAS	8,506	0.57
23	T.TAS K.KUR	110,514	0.56	T.EMLAK B. (t)	1.03	196,814	0.96	ANADOLU B.	61,702	0.86	T.HALK B.	6,221	0.15	TURIZM B. (t)	7,580	0.51
24	TRT	105,623	0.53	PETKIM (tot)	0.98	166,982	0.82	DHMI	59,269	0.83	SEKA	5,941	0.15	TZDK	5,519	0.37
25	T.HALK B.	69,047	0.35	TZDK	0.95	157,319	0.77	T.TAS K.KUR	56,734	0.79	T.GEMISAN	5,699	0.14	TKI	5,327	0.36
26	TEMLAK B. (t)	65,781	0.33	TRT	0.92	143,600	0.70	ASOK (tot)	50,802	0.71	DMO	4,523	0.11	YEMSAN	3,166	0.21
27	ORUS	61,804	0.31	ET VE B.KUR	0.70	111,884	0.55	ORUS	42,319	0.59	CAYKUR	4,450	0.11	THY (tot)	3,006	0.20
28	DHMI	49,058	0.25	T.VAKIF B. (t)	0.66	96,493	0.47	TARIM ISL.	38,247	0.53	TZDK	3,624	0.09	SEK	881	0.06
29	ET VE B.KUR	45,991	0.23	T.GEMISAN	0.64	93,575	0.46	TZDK	34,108	0.47	TEMLAK B. (t)	3,490	0.09	T.GEMISAN	808	0.05
30	DMO	45,964	0.23	ORUS	0.50	83,700	0.41	T.GEMISAN	25,751	0.36	TARIM ISL.	3,478	0.09	T.SEKER F.	-4,567	-0.31
31	TARIM ISL.	44,237	0.22	DHMI	0.45	75,071	0.36	TURIZM B. (t)	21,509	0.30	SEK	3,131	0.08	SEKA	-7,563	-0.51
32	T.GEMISAN	41,526	0.21	ANADOLU B.	0.43	72,138	0.33	DYB	20,276	0.28	ORUS	3,022	0.07	ASOK (tot)	-7,893	-0.53
33	T.VAKIF B.	36,719	0.19	ASOK (tot)	0.34	63,337	0.31	DMO	19,308	0.27	YEMSAN	1,319	0.03	ET VE B.KUR	-9,104	-0.51
34	TURIZM B. (t)	32,452	0.16	TURIZM B. (t)	0.30	49,128	0.24	SFKA	15,714	0.22	USAS	544	0.01	DNZL B.	-24,363	-1.64
35	SEK	27,344	0.14	SEK	0.22	44,740	0.22	ET VE B.KUR	15,714	0.22	ANADOLU B.	238	0.01	TEK (tot)	-27,614	-1.86
36	YEMSAN	16,176	0.08	YEMSAN	0.18	49,525	0.24	USAS	19,296	0.27	ET VE B.KUR	1,272	0.03	TCDD (tot)	-19,916	-1.23
37	ANADOLU B.	15,452	0.08	DMO	0.15	39,429	0.19	YEMSAN	9,088	0.13	DYB	0	0.00	T.CIM.TOPS.	-27,994	-1.88
38	DNZL B.	2,363	0.01	USAS	0.15	19,457	0.10	SEK	9,076	0.13	DNZL B.	0	0.00	T.TAS K.KUR	-77,236	-5.19
39	DYB	1,391	0.01	DNZL B.	0.14	15,463	0.08	DNZL B.	-17,724	-0.25	T.VAKIF B. (t)	0	0.00	TMO (tot)	-92,699	-6.23
40	USAS	1,339	0.01	DYB	0.03	11,916,557	58.24		3,312,276	46.12		3,159,340	78.11		1,106,622	74.35
	TOP 5	11,349,022	57.20		46.08											
	SEE's total	19,840,809	100.00	SEE's total	100.00	20,459,897	100.00	SEE's total	7,181,499	100.00	SEE's total	4,044,698	100.00	SEE's total	1,438,443	100.00
	TOP 10	14,648,317	73.83		65.00	14,322,339	70.00		4,677,552	65.13		3,537,939	87.47		1,428,529	95.97

CHAPTER III - METHOD FOR IMPROVING SEE'S "PRIVATIZATION"

I - INTRODUCTION

Public enterprises and corporations had been established in order to accelerate economic development, to fulfill the gap arising from market failure and to provide cheap goods and services in many countries. Inefficiencies in the public sector brought a heavy burden to the governmental budget and economy.

In order to increase efficiency, performance, flexibility of the economy through competition and to engage in activities in accordance with commercial principles, a new method known as "privatization" was applied in many countries. In the privatization method, the ownership and the administration of the government owned company is turned over to the private sector. Therefore, privatization is regarded as an effective method for the modernization and rationalization of the SEE's and of the economy in general.

After the great depression of 1929 in the USA, State Economic Enterprises (S.E.E.) grew substantially, but during the 1970's, when a general economic crisis became apparent, the burden of S.E.E.'s on the economy started to become important. Inflation and unemployment during the 1970's led (S.E.E.) to a breakdown in services and major operating losses which appeared as a negative indicator resulting in their failure.

(*) TUSIAD Report on Privatization

A new concept which defended the free-market economy and withdrawal of the state's control over the economy (The Friedman school), had begun arguing that the state's performance of economic operations was the basic cause of the problem, and that the solution lie in reducing the state's business operations to a minimum. Redefining the position of the public sector in the production of goods and services constitutes one of the most significant structural reforms in the many countries.

Privatization is considered as a solution for such negative indicators and was put into effect as part of an overall economic strategy.



2 - PRIVATIZATION

2.1 - THE CONCEPT OF PRIVATIZATION

Privatization is one of the major policies which was put into effect, especially in the last decades, within the framework of a wide-ranging program of reforms in many countries, especially in Great Britain and then in the U.S.A.

The most complete and common form of privatization is the transfer of publicly owned enterprise shares to private shareholders through asset sales (*).

In this case, in order to describe the company's legal ownership structure as a private company, at least 51 percent of the publicly owned shares should be transferred to the private shareholders according to the company's act. Using this broad term of definition, the ownership or management can be transferred to the private sector whereas the opposite of this definition is the concept defined as limiting or reducing the public sector importance and strengthening the free market in the economy (**).

(*) Esen Rifat, "Privatization in Developing Countries: The Objectives, Principles and Techniques" Y.K.B. Economic Reviews Vol:3 p:40 April 1989.

(**) Aktan Can Coskun "Kit ve Özelleştirme"

2.2 - THE OBJECTIVES OF PRIVATIZATION

The objectives of privatization can be classified as; economic, financial, social and political.

2.2.1 - ECONOMIC OBJECTIVES

2.2.1.1 - Strengthening the Free Market Economy and Increasing Productivity.

It is claimed that the performance of public enterprises is poor due to lack of competition. In many developing countries, the restrictive trade regime leads to a high degree of protection of domestic industries against foreign competition and strengthens inward-oriented development strategies. The average productivity of the public sector is lower than the private sector, which also adversely affects the general level of productivity in the economy. On the other hand, S.E.E.'s are not sensitive to market demand and do not take measures for improving quality or lowering prices and cost. There are enough incentives for public enterprises to increase productivity and efficiency. In the public sector many decisions are made on political grounds to serve certain public goals. Managers are incapable of operating their companies according to market forces. Privatization would introduce market discipline to public enterprises. Companies, when regarding to the demand of the market, can produce and sell and therefore increase their profits. The increase in economic activity may stimulate the economic system by reducing inflation, developing the market and fostering growth.

2.2.1.2 - Developing The Capital Market

Privatization through public share offering will ensure the development of the market economy and transform savings into investment. The lack of a developed capital market is a real constraint on privatization for developing countries where the Banking system dominates the financial system.

Capital market in developing countries have two main characteristics :

- 1) The absolute number of buyers and sellers is limited and therefore their maximum average frequency of transaction is low,
- 2) There is not a wide spectrum of owners and ownership motives. (*)

In underdeveloped countries, the accumulated savings can not be transformed into investments because of the inexistence of deep and broadbased capital markets.

For the most part, privatization addresses the supply side issue by immediately making available shares of stock for private ownership. The increase in supply then indirectly enhances the chances of developing a successful capital market and acts as a catalyst in this effort. On the other hand, the development of the capital markets will indirectly assist in speeding up economic growth. (**)

(*) Esen, Rifat. *ibid*

(**) The Morgan Bank Privatization Master Plan, Executive summary. 1986 P/30

2.2.1.3 - Fighting Back Against Inflation

Privatization can be considered as a factor against inflation. Especially in underdeveloped countries, S.E.E.'s are not profitable. Their losses, which are covered by the treasury, lead to high inflation. Privatization can help ease the burden of S.E.E.'s on the economy and increase the fund supply in order to help the government lessen the growth of inflation. (*)

2.2.1.4 - Increasing Capital, Managerial, and Technical Inflows from Overseas

One of the most successful ways of attracting foreign and private sector investments are through a privatization process.

Direct, or portfolio, investments can be used as a way of attracting foreign reserves in privatization which in turn will strengthen the balance of payments of the country.

Privatization, through the encouragement of investments from overseas, represents an important potential source of capital, managerial and technical inflows. The companies whose technology is not competitive on a world-scale may benefit from foreign investments. The ownership by a foreign investor may open up new markets for the countries goods and services. This objective is particularly applicable to companies whose technology keeps changing or where management is not successful.

(*) Privatization master plan p/31

2.2 - 2. FINANCIAL OBJECTIVES

2.2.2.1 - Increasing Public Revenues

Privatization in many countries can be used as one of the major policy devices for easing the heavy burden of S.E.E. on the state.

Governments have many different revenue tools, such as domestic and external borrowing and taxes.

External borrowing is not so easy for many countries. The credibility of the country must be appreciated by international institutions such as the I.M.F. and the World Bank. For domestic borrowing, citizens confidence in the government is necessary.

In order to reduce high budget deficit, governments may use the money supply as a tool which may consequently boom the inflation rate.

Taxation is another tool for governments may use to increase revenue. In developing economies tax collection is not successful and generally does not give positive results. Privatization can be considered as an alternative way for increasing government revenue, especially in countries which suffer from high budget deficits.

2.2.3 - SOCIAL OBJECTIVES

2.2.3.1 - Improving the Distribution of Income

In order to improve income distribution the shares of S.E.E's can be sold to their employees, managers and also to small savers.

The objective may diversify the base of capital ownership which will have a positive effect on the distribution of income.

Besides, it is believed that the ownership of similar assets by that firms employees would give personal motivation to increase profits which in turn will promote efficiency and productivity. When workers participate in the ownership of the company, quality tends to increase as workers now personally gain from reduced costs and increased sales.

Workers accept that their own interests, are coincident with the firm. The sale of SEE's shares increases capital market volume and gives a wide range of shares for investors.

2.2.3.2 - Political and Ideological Objectives

Privatization has political and ideological characteristics as well as economic, social and fiscal objectives.

A philosophy widely gaining acceptance is that government should not be the owner and operator of commercial enterprises. Many economic policies state that the role of the government should only be to regulate and to formulate policies that provide for a conducive business environment.

2.3 - METHODS OF PRIVATIZATION

There are many different methods of privatization. Some of them are as follows ;

2.3.1. - Sales Method

This method is widely used and represents the most successful form of privatization.

- 1) Sale of all or part of the assets of the public sector.
- 2) Sale of the stock of S.E.E.'s through the capital markets.

2.3.2. - Direct Sales Method

This method is the sale of a part of the S.E.E.'s assets, of their secondary areas of activity or of relatively small business. (*)

The direct sale method can be divided into two categories :

- a) Full Privatization : Outright sale of all the enterprises to private investors.
- b) Partial Privatization : Sale of controlling interest to private sector. (*)

In this method, the assets or enterprises to be sold may be turned over by means of bargaining to a specific firm, to several firms or to a consortium. This method may be preferred over other methods since it is faster to implement and easier to make appraisals and also provides a means to generate revenue by sale of idle non-critical assets. This method does not develop capital market.

(*) Tusiad Report on Privatization

(**) Calvin A Kent Privatization of Public Functions
"Entrepreneurship and the Privatizing of government"

The economic rationale for this policy is that public enterprises, by being sheltered from the discipline of market forces, reduce employee morale, remove incentives for efficiency and productivity, discourage innovative management and increase the financial and administrative burden of the government.

Privatization of S.E.E.'s reintroduces a market discipline, changes the motive of management to profit making and reallocates resources such that consumer benefits are maximized.

Especially liberal doctrines give a great deal of importance to individual freedom and accept that government intervention will limit this freedom. This ideology can be summarized as economic individualism which is sufficient for optimization of social welfare. The economic individualists support privatization of social welfare.

2.3.2.1. - Sale of Stock Through The Capital Market

This method may be defined as the sale of all or a part of the shares in a publicly-owned joint-stock company to private individuals or organizations.

The shares may be offered to the public at a fixed price which is determined by the government in advance. This is called Offer for Sale Techniques (OFST).

On the other hand, the price of the share can be determined to a greater extent at the market, this is called Tenders Offers Techniques (TOT).(*)

TDT is more useful than OFST in the long run for improvement in the capital market. Sales of stocks can be realized both in internal and external markets.

2.3.2.2. - Internal Market

The sale of the stock may be effected directly on the market or through a stock broker. The Stock Exchange is very important for the improvement of capital market. The sale of public shares on the stock exchange will stimulate growth of the capital market.

2.3.2.3. - External Market

The capacity of capital markets in developing countries is not sufficient to sell all of the shares, therefore these countries prefer to sell some of their S.E.E. shares in foreign capital market.

(*) Esen, Rifat. *ibid.*

2.3.2.4 - Stock Sale by Requesting Bids

This method is the sale of stock by means of obtaining bids from different groups instead of the sale of shares on the stock market.

This is a widely used method for the countries whose capital market is not sufficiently developed.

2.3.2.5. - Minority Interest

This method concerns sale of less than 50 % of a company to a private sector investor.

There are several advantages to this method, such as :

Introducing of private sector influence without giving up control, attracting technology from private sector and the little decision-making power of minority investors. Little interest from corporate ownership without ability to exercise significant control.

2.3.3. - Management Contract Method

This method does not let a transfer of ownership to one degree or another. This method is not similar to the leasing method. The aim of this method is improving the performance of S.E.E., whose ultimate privatization is planned. In this method, private management brought into the company works on a contractual basis.

This method is widely used in many developed countries where the

government wishes to maintain ownership, and plan to sell companies after reorganization. At the end of the maturity of the contract the lesser may purchase the sum..

2.3.4 - Franchising Method

This method concerns the private sector entrance to the market which is under the control of public monopoly. This method is used especially in the areas where there is a natural monopoly.

The critical point of this method is bargaining. By bargaining, the provision of the goods and services are left to companies whose supply price to the market will be the lowest compared to the other candidates. This method can be an alternative solution where the privatization of natural monopolies are difficult.

2.3.5. - Contracting Out Method

This method allows authorities to behave as a competitive buyer of many goods and services through competitive tendering firms.

The main policy objective is to lower costs and increase the quality of goods and services. On the other hand, this method provides improvements in efficiency, service, quality and also reduction in government expenditure.

This method is widely used by local authorities especially in developed countries. In this method, the public still finances the services where it transfers the provisional right of some services to the private contractor and awards the contract to the firm which bids the lowest.

2.3.6 - Joint-Venture Method

This method represents significant equity participation of domestic or foreign company in the state company or, in other words, it concerns the creation of "mixed" organizations by means of the opening up of existing production or service units to the private sector.

The firms (mixed economy firms) must be independent in matters of production, investment, financing and decision-making. This method can give more successful results if public shares can be held to a level where it won't lead to confusion in the management of the firm.

The joint-venture method may give a more successful solution for large-scale and risky investments.

The public and private sectors will be able to operate in a harmonious and successful manner under a suitable legal framework which will ensure the function of the method.

By this method marketing, financial and other strengths of both partners can be optimized. The mutual weakness of partners might be exasperated by the firm. Potential conflicts between partners may lead to a unproductive result.

2.3.7. - Revenue Participation Certificates

This type of method allows private investors, by instruments to share the revenue but not the ownership of the company. The government prefers to apply this method especially for public service companies where it wishes to maintain ownership and also to finance new infrastructural projects.

This method may provide efficiency, profitability and also may increase government revenues without giving up control.

2.3.8. - Derégulation Method

This method refers to allowing the private sector entrance to the market which is under the control of public monopoly. In this case the government may draw from provision of many goods and services, leaving them wholly or partly to the private sector.

It also refers to reforming public enterprises to operate according to market principles.

Several ideas behind this method are that competitive environments would improve efficiency and productivity which in turn would ease public burden and would increase public sector financial performance.

Deregulation became popular during 1980's and was considered as an effective policy instrument to increase the efficiency, performance flexibility and competition of the economy.

2.3.9 - Leasing Method

This is a simple agreement whereby the owner of the property (lessor=government) allows to another party (lessee=private sector) to use the services of the enterprises for a specific period of time in return for the payment of vitals. This method is not really regarded as a method of privatization. Instead, this is employed for improving the performance of SEE's whose privatization is planned.

In this method, it may be possible that SEE's, which are leased to

private companies for a specific period, may be purchased by the lessor at the end of the period under the terms and conditions mentioned in the contract.

The success of this method is dependent upon the careful specification of the SEE's which are to be leased and upon drawing up agreements in a manner which harmonize public benefits with the rapid, productive and independent functioning of the decision-making mechanism of the companies. (*)

2.3.10 - Other Methods

There are also other methods in practice which can also be considered as methods of privatization such as;

- Pricings
- Encouragement of private sector
- Decreasing public spending
- Grants, vouchers to consumer
- Voluntary organizations

(*) TUSIAD "Report on Privatization", 1988.

CHAPTER IV - PROPOSED LEASING METHOD

1 - INTRODUCTION

State Economic Enterprises place a heavy burden on the governments budget and on the economy in Turkey. On the other hand, management skills problems also aggravate the burden of these enterprises on the economy. In chapter one, many of the main problems of the Turkish economy are described and it is obvious that SEE played an important role in these problems.

In the last years, many measures were taken in order to improve efficiency and profitability of SEE's but the net effect of these measures were not satisfactory. Therefore, in the last decades, many industrialized countries applied a new method know as "privatization" to increase the efficiency, performance and flexibility of their economy. The above mentioned method has also been applied in Turkey.

In Turkey, State Economic Enterprises have realized considerable profits for some years. These profits proved that SEE's have an important potential of profit. A more flexible, modern, responsible, efficient management may consider this potential and create a considerable profit boom in SEE's.

This assumption led the study to test a new method as to whether it will be an alternative way to increase efficiency, performance and profitability of SEE's in the economy.

2 - NEW LEASING METHOD

The new method proposed in this thesis is an alternative method to increase efficiency, performance and profitability of SEE's in the economy. The main point in this method is to securitize public sector institutions in the economy by forming 100 % income shares.

Securitization will be based on revaluation of SEE's assets. On the other hand, the cost of Leasing SEE's will be based on the expected profit of the SEE's.

The income shares will be made available to experienced groups. The owner of the income shares will obtain the right of profit sharing of the institutions proportional with their shares during each balance sheet period. Income share holding, as a new financial instrument will have a validity for a certain time and can be renewed or cancelled at the end of each period. i.e. ten years.

The criteria of income share distribution will be as follows :

The group who holds 60 % of the income shares will have the right to manage and control the company for a certain period of time. Also, the group will have the choice of applying any method which will maximize the profit of the firm.

The public will held 40 % of the income shares. The public sector will gain revenue by income shares and this revenue will increase proportional to the improvement in the management.

The public sector will not directly influence the management but will have a role in the decision making process. The public sector (i.e) will have a representation right of 40 % in the board of directors. Government's benefits will increase due to higher tax collections from the SEE's under new management. The new method provides many different benefits to government, such as high profit revenue and high tax revenue. An alternative distribution of the shares can be; 60 % to leasing group, 30 % to governments and 10 % to investors by stock exchange. In this case the income shares, which will be a new instrument for investors, will increase the profundity of the market and will diversify the choice for investors. The income shares traded on the stock exchange will reflect the market value of the firm and will be a measure to determine the real value of the shares.

3 - CONDITIONS FOR LEASING

Conditions for leasing income shares will be as follows :

Based on the hypothesis that, SEE's are not profitable enough because of management skill problems, their profits would be higher under a more active and skillful management. The cost of leasing SEE's are related to their expected profits. Expected profits of SEE's are calculated from the best and second to best profits of the SEE in the past. The group who will lease the income shares will undertake foreign debt of the country which corresponds to 50 % of the total expected profit of that SEE. The group will have the right to lease up to 60 % of the total income shares of the SEE.

4 - COMPARISON OF METHODS

The difference between privatization and the newly proposed leasing method is, unlike privatization in the leasing method, publicly owned enterprise shares are not transferred to the private shareholders through asset sales. In the proposed method there are no asset sales. One of the privatization methods, which is based on leasing SEE's that have not reached to the stage of selling their shares, is also different from the newly proposed leasing method. In this privatization method it is possible for the SEE's to be leased for a certain period (i.e. under leasing statute number 3226, it is possible for the SEE's to be leased for a period of at least four years). In addition, by means of a provision placed in the leasing agreement concluded, the lessee may purchase the leased property at the end of leasing period. In the new method all SEE's can be leased and will not be sold at the end of the agreement. There is also a difference between classical leasing methods and proposed leasing method. The former is simply a commercial arrangement whereby the owner of the property (lessor) allows another party (lessee) to use the services of the property for a specified period of time in return for the payment of rentals. Whereas in the proposed leasing method the owner (public) leases the enterprise in return for foreign debt payments which will be 50 % of the expected profit of the firm.

5 - IMPROVEMENT CONDITIONS

Some improvement conditions should be taken in order to encourage the share holders to act not as a lessee but as a real owner.

This will help to improve the efficiency, productivity and profitability of the SEE's.

- The share holder should be able to own the investment he realizes. By this way the shareholder will not only be able to hold the investments as his asset but, will have the opportunity to change the old technology in the enterprises. These will bring the company to a more efficient, profitable and competitive level in the market.

As an example; Assume a SEE with total 100 assets. If the new management of this SEE invests 25 units, the final assets of the SEE will be 125. Then the investor will have the right to hold $25/125$ (which is 20 %) of the property share.

- When the contract period is over the leasing group should have priority among other investors to lease the SEE for an other leasing period.

CHAPTER V - APPLICATION OF THE PROPOSED METHOD TO THE TURKISH SEE'S

INTRODUCTION AND RATIO FORMULAE

The study made for testing the effect of the new method proposed in this thesis is as follows.

The assumption of this thesis is that SEE's have an important potential of profits and realized for some years very crucial profits. The best and second to best profitability ratios of SEE's between 1974-88 were considered as their ideal profit ratios for this study.

The application of these ratios to the gross sales of SEE's between 1980-88 gave the new best and second best profit of the SEE's.

The effects of the new profits on the economy and its solution is analyzed at the end of the chapter.

The profitability of SEE's between 1974-88 is calculated in table no : X. The table is calculated by dividing each SEE's profit to their gross sales for the specific year. The highest ratio for the above mentioned period is considered as the best profitability of the SEE's and the second highest profitability ratio is considered the second to best profitability ratio of SEE.

It is assumed that this ratio can be realized in a more flexible, efficient and modern management.

The best and second best profitability ratio is showed in table no:XI. Table no :XII showed the profit that can be realized by applying the best profit ratios to SEE's. The multiplication of the ratios to the gross sales (Table No :IX) give the best profit. On the other hand the table no : XIII showed the second best profit of the SEE's.

The economic contribution of the new profits on the Turkish Economy is analyzed on the last part.



TABLE: IX

GROSS SALES (Million TL)

	1980	1981	1982	1983	1984	1985	1986	1987	1988
T.K.E.K	21,085	33,433	34,058	68,365	80,106	106,000	139,226	231,897	414,612
SUMERBANK	30,772	44,989	72,373	93,974	129,038	195,422	249,839	452,017	1,145,352
T.D.C.	45,414	44,483	80,681	94,765	161,343	228,266	387,205	606,825	1,100,568
SEKA	25,431	37,028	51,756	66,818	109,678	161,948	181,635	308,296	421,592
ETIBANK	27,637	39,742	50,609	83,386	202,844	304,924	418,714	601,613	1,249,389
T.E.K.	61,897	95,602	158,373	234,834	455,960	793,187	1,194,747	1,779,157	2,933,488
T.P.A.O.	361,137	240,849	338,182	350,227	2,779,554	4,106,768	4,978,798	5,770,448	9,729,719
T.K.I.	51,274	73,688	101,278	135,464	113,355	123,812	122,981	398,558	513,154
T.ET.BALIK	12,251	22,115	26,208	36,966	50,568	82,191	93,951	111,884	200,962
T.M.O.	23,027	38,285	66,215	117,306	202,360	320,098	419,637	532,082	1,170,669
T.SEKER	45,352	85,892	128,700	162,678	260,165	333,909	466,780	435,176	599,229
T.Z.D.K.	72,445	124,896	148,827	227,427	325,008	496,149	626,788	283,502	281,646
CAYKUR	17,443	27,560	47,173	55,456	84,432	156,761	194,533	196,814	271,269
D.B.D. NAK.	11,541	15,764	35,641	28,486	41,575	59,533	69,500	72,188	74,979
P.T.T.	32,478	51,562	69,116	107,265	215,724	373,167	609,344	951,463	1,320,502
T.C.D.D.	36,922	51,078	69,065	93,425	142,758	187,675	248,901	292,341	437,664
SUB-TOTAL	876,116	1,026,966	1,478,253	1,956,842	5,354,468	8,109,930	10,402,679	13,024,251	22,289,815
OTHERS	345,013	850,709	1,278,753	2,220,392	1,290,628	1,943,456	2,880,503	7,435,646	13,696,194
TOTAL	1,221,129	1,877,675	2,757,005	4,177,234	6,645,096	10,053,386	13,283,182	20,459,897	35,985,999

SOURCE:KIT YILLIGI 1977,1980-81,1980-86,1987-1988

TABLE:Y

PROFITABILITY RATIOS

	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88
M.K.E.K	0.09 (0.04)	0.04 (0.04)	0.03 (0.03)	0.00 (0.03)	0.00 (0.03)	0.04 (0.03)	0.05 (0.03)	0.07 (0.03)	0.10 (0.03)	0.05 (0.03)	0.14 (0.03)	0.09 (0.03)	0.08 (0.03)	0.11 (0.03)	0.01 (0.01)
SUMERBANK	0.10 (0.23)	0.00 (0.23)	0.01 (0.05)	0.03 (0.23)	0.04 (0.25)	0.06 (0.07)	0.07 (0.05)	0.01 (0.21)	0.03 (0.21)	0.00 (0.24)	0.12 (0.14)	0.04 (0.00)	0.06 (0.03)	0.03 (0.03)	0.09 (0.05)
T.D.C.	0.29 (0.03)	0.03 (0.14)	0.05 (0.30)	0.23 (0.22)	0.25 (0.02)	0.07 (0.53)	0.05 (0.03)	0.21 (0.06)	0.21 (0.16)	0.24 (0.22)	0.14 (0.04)	0.00 (0.10)	0.03 (0.18)	0.03 (0.04)	0.05 (0.04)
SEKA	0.03 (0.08)	0.14 (0.17)	0.20 (0.30)	0.18 (0.46)	0.11 (0.41)	0.14 (0.26)	0.16 (0.16)	0.15 (0.09)	0.09 (0.25)	0.23 (0.07)	0.35 (0.32)	0.32 (0.28)	0.30 (0.00)	0.30 (0.01)	0.35 (0.06)
ETIBANK	0.02 (0.14)	0.04 (0.04)	0.04 (2.21)	0.07 (1.57)	0.07 (0.01)	0.05 (0.01)	0.02 (0.31)	0.13 (0.10)	0.12 (0.07)	0.19 (0.14)	0.01 (0.09)	0.09 (0.08)	0.00 (0.08)	0.10 (0.02)	0.05 (0.54)
T.E.K.	0.14 (0.45)	0.04 (1.04)	0.04 (0.50)	0.07 (0.49)	0.07 (0.51)	0.05 (0.27)	0.09 (0.11)	0.09 (0.09)	0.07 (0.07)	0.14 (0.05)	0.09 (0.01)	0.08 (0.25)	0.10 (0.36)	0.10 (0.31)	0.13 (0.02)
T.P.A.O.	0.09 (0.38)	0.01 (0.54)	0.03 (0.52)	0.05 (0.57)	0.48 (0.01)	0.43 (0.01)	0.09 (0.71)	0.10 (0.99)	0.03 (0.80)	0.07 (0.96)	0.00 (0.72)	0.01 (0.65)	0.00 (0.37)	0.02 (0.04)	0.01 (0.02)
T.K.I	0.42 (0.85)	0.22 (0.22)	0.02 (0.02)	0.18 (0.18)	0.22 (0.22)	0.16 (0.16)	0.08 (0.11)	0.22 (0.10)	0.02 (0.02)	0.03 (0.03)	0.25 (0.25)	0.28 (0.28)	0.36 (0.36)	0.31 (0.31)	0.02 (0.02)
T.ET.BALIK	0.09 (0.38)	0.01 (0.54)	0.03 (0.52)	0.05 (0.57)	0.48 (0.01)	0.43 (0.01)	0.09 (0.71)	0.10 (0.99)	0.03 (0.80)	0.07 (0.96)	0.00 (0.72)	0.01 (0.65)	0.00 (0.37)	0.02 (0.04)	0.01 (0.02)
T.M.O.	0.46 (0.46)	0.32 (0.32)	0.21 (0.21)	0.38 (0.38)	0.38 (0.38)	0.49 (0.49)	0.11 (0.11)	0.10 (0.10)	0.22 (0.22)	0.10 (0.10)	0.14 (0.14)	0.18 (0.18)	0.12 (0.03)	0.06 (0.06)	0.03 (0.16)
T.Z.D.K.	0.14 (0.49)	0.04 (0.23)	0.20 (0.03)	0.62 (0.24)	0.92 (0.23)	0.22 (0.44)	0.21 (0.18)	0.16 (0.55)	0.01 (0.42)	0.56 (0.56)	0.06 (0.50)	0.04 (0.53)	0.03 (0.43)	0.05 (0.30)	0.16 (0.24)
CAYKUR	0.06 (0.09)	0.23 (0.17)	0.24 (0.09)	0.34 (0.31)	0.18 (0.26)	0.03 (0.22)	0.20 (0.05)	0.26 (0.03)	0.26 (0.01)	0.21 (0.05)	0.41 (0.07)	0.48 (0.08)	0.34 (0.05)	0.19 (0.06)	0.10 (0.03)
D.B.D. MAK.	0.06 (0.09)	0.23 (0.17)	0.24 (0.09)	0.34 (0.31)	0.18 (0.26)	0.03 (0.22)	0.20 (0.05)	0.26 (0.03)	0.26 (0.01)	0.21 (0.05)	0.41 (0.07)	0.48 (0.08)	0.34 (0.05)	0.19 (0.06)	0.10 (0.03)
F.T.T.	0.06 (0.09)	0.23 (0.17)	0.24 (0.09)	0.34 (0.31)	0.18 (0.26)	0.03 (0.22)	0.20 (0.05)	0.26 (0.03)	0.26 (0.01)	0.21 (0.05)	0.41 (0.07)	0.48 (0.08)	0.34 (0.05)	0.19 (0.06)	0.10 (0.03)
T.C.D.D.	0.06 (0.09)	0.23 (0.17)	0.24 (0.09)	0.34 (0.31)	0.18 (0.26)	0.03 (0.22)	0.20 (0.05)	0.26 (0.03)	0.26 (0.01)	0.21 (0.05)	0.41 (0.07)	0.48 (0.08)	0.34 (0.05)	0.19 (0.06)	0.10 (0.03)
SUB-TOTAL	0.09 (0.09)	0.04 (0.01)	0.03 (0.34)	0.00 (0.04)	0.04 (0.04)	0.06 (0.00)	0.07 (0.06)	0.01 (0.04)	0.10 (0.03)	0.05 (0.01)	0.14 (0.07)	0.09 (0.13)	0.08 (0.14)	0.11 (0.06)	0.03 (0.08)
OTHERS	0.09 (0.09)	0.04 (0.12)	0.03 (0.14)	0.00 (0.18)	0.04 (0.19)	0.06 (0.15)	0.06 (0.02)	0.00 (0.00)	0.02 (0.02)	0.04 (0.04)	0.07 (0.07)	0.09 (0.09)	0.07 (0.07)	0.06 (0.06)	0.08 (0.05)
TOTAL	0.09 (0.09)	0.04 (0.12)	0.03 (0.14)	0.00 (0.18)	0.04 (0.19)	0.06 (0.15)	0.06 (0.02)	0.00 (0.00)	0.02 (0.02)	0.04 (0.04)	0.07 (0.07)	0.09 (0.09)	0.07 (0.07)	0.06 (0.06)	0.08 (0.05)

SOURCE:KIT VE ISTAKARLER YILLIGI 1977,1980-81,1980-84,1987,1988

TABLE: XI

BEST AND SECOND BEST PROFIT RATIOS

	BEST	SECOND BEST
M.K.E.K	0.14	0.11
SUNERBANK	0.12	0.10
T.D.C.	0.29	0.14
SEKA	0.04	0.04
ETIBANK	0.35	0.32
T.E.K.	0.32	0.28
T.P.A.O.	0.19	0.14
T.K.I.	0.14	0.09
T.ET.BALIK	0.10	0.08
T.M.O.	0.22	0.08
T.SEKER	0.03	0.03
T.Z.D.K.	0.04	0.04
CAYKUR	0.22	0.18
D.B.D. NAK.	0.21	0.18
P.T.T.	0.48	0.41
T.C.D.D.	-0.03	-0.24
TOTAL	0.09	0.07

TABLE: XII

BEST PROFIT OF SEE'S
(million TL)

	1980	1981	1982	1983	1984	1985	1986	1987	1988
M.K.E.K	2,952	4,681	4,768	9,571	11,215	14,840	19,492	32,456	58,046
SUMERBANK	3,693	5,399	8,685	11,277	15,485	23,451	29,981	54,242	137,442
T.D.C.	13,170	12,900	23,397	27,482	46,789	66,197	112,318	175,979	319,165
SEKA	1,071	1,482	2,070	2,673	4,387	6,478	7,267	12,332	16,864
ETIBANK	9,673	13,910	17,713	29,185	70,995	106,723	146,550	210,565	437,286
T.E.K.	19,807	30,593	50,679	75,147	145,907	253,320	382,319	569,330	938,716
T.F.A.D.	68,616	45,761	64,255	66,543	528,115	780,286	945,972	1,096,385	1,848,647
T.K.I.	7,178	10,316	14,179	18,965	15,870	17,334	17,217	55,798	71,842
T.ET.BALIK	1,225	2,212	2,621	3,697	5,057	8,219	9,395	11,188	20,096
T.M.D.	5,066	8,422	14,567	25,807	44,519	70,422	92,320	117,058	257,547
T.SEKER	1,361	2,577	3,861	4,880	7,805	10,017	14,003	13,055	17,977
T.Z.D.K.	2,898	4,996	5,953	9,097	13,000	19,846	25,072	11,340	11,266
CAYKUR	3,838	6,063	10,378	12,200	18,575	34,487	42,797	43,299	59,679
D.B.D. NAK.	2,424	3,310	7,485	5,982	8,731	13,097	14,595	15,159	15,744
P.T.T.	15,589	22,474	33,151	44,844	68,324	90,084	119,472	140,323	210,079
T.C.D.D.	(1,108)	(1,523)	(2,072)	(2,803)	(4,283)	(5,600)	(7,467)	(8,770)	(13,130)
SUB-TOTAL	157,453	173,573	261,690	344,547	1,000,691	1,509,701	1,971,203	2,549,749	4,407,266
OTHERS	48,301	119,099	179,025	310,855	181,528	272,084	403,270	1,040,990	1,917,466
TOTAL	205,754	292,672	440,715	655,402	1,182,219	1,781,785	2,374,573	3,590,739	6,324,732

TABLE: XIII

SECOND BEST OF SEE'S
(million TL)

	1980	1981	1982	1983	1984	1985	1986	1987	1988
M.K.E.K	2,319	3,678	3,746	7,520	8,812	11,660	15,315	25,509	45,607
SUMERBANK	3,077	4,499	7,237	9,397	12,904	19,542	24,984	45,202	114,535
T.D.C.	6,358	6,228	11,295	13,267	22,588	25,109	54,223	84,956	154,079
SEKA	1,017	1,482	2,070	2,673	4,387	6,478	7,267	12,332	16,864
ETIBANK	8,835	12,717	16,195	26,684	64,910	97,576	133,988	192,516	399,804
T.E.K.	17,331	26,769	44,344	65,754	127,669	222,092	334,529	498,164	821,371
T.P.A.O.	50,559	33,719	47,345	49,032	389,138	574,947	697,032	807,863	1,361,461
T.K.I.	4,615	6,632	9,115	12,192	10,201	11,143	11,068	35,870	46,184
T.ET.BALIK	980	1,769	2,097	2,957	4,044	6,575	7,516	3,951	16,077
T.N.O.	1,842	3,063	5,297	9,384	16,188	25,608	33,571	42,567	93,654
T.SEKER	1,361	2,577	3,681	4,880	7,805	10,017	14,003	13,055	17,977
T.Z.D.K.	2,898	4,996	5,963	9,097	13,000	19,846	25,072	11,340	11,266
CAYKUR	3,140	4,961	8,491	9,982	15,198	28,217	35,016	35,427	48,828
D.B.D. NAK.	2,077	2,838	6,415	5,127	7,484	25,137	12,510	12,994	13,482
P.T.T.	13,316	21,140	28,338	43,979	88,447	152,998	249,831	390,100	739,026
T.C.D.D.	(8,861)	(12,259)	(16,576)	(22,422)	(34,262)	(45,042)	(59,736)	(70,162)	(105,039)
SUB-TOTAL	110,864	124,809	185,053	249,503	758,513	1,191,903	1,596,189	2,146,684	3,795,176
OTHERS	44,852	110,592	166,368	288,651	168,562	252,649	374,465	966,634	1,780,504
TOTAL	155,716	235,401	351,421	538,154	927,075	1,444,552	1,970,654	3,113,318	5,575,680

2 - BEST PROFIT AND ITS ECONOMIC CONTRIBUTION

When the newly proposed leasing method is applied to SEE's starting from 1980, according to the best profitability ratios, the following results were obtained.

TABLE XIV - RESULT OF BEST PROFIT RATIO APPLICATIONS

	TL billion	\$ billion	Amount Corresponding to foreign debt payment (\$ billion)
	-----	-----	-----
1980	206	2.3	1.15
1981	293	2.2	1.1
1982	441	2.4	1.2
1983	655	2.4	1.2
1984	1,182	3.7	1.35
1985	1,782	3.1	1.55
1986	2,374	3.1	1.55
1987	3,591	3.5	1.7
1988	6,325	3.5	1.75

It can be clearly seen that this newly proposed method realizes considerable profit increases. This profit increase reached USD 3.5 billion for the years 1987 and 1988. For 1988 the profit of SEE's reached to TL 6,3 billion from TL 1,68 billion. With the new method, foreign debt which was charged to the group who leased SEE was USD 1.15 billion in 1980 and USD 1.75 billion in 1988. This eased the burden of foreign debt on the Turkish economy. Also this amount paid off all transfer expenditures (including foreign, domestic interest payments and subsidies) in 1980 which was a major part of public expenditures.

Furthermore, benefits obtained from the new method paid off all foreign and domestic debt interests until 1985 but after then only a part of foreign debt interests could be paid with this amount. Another comparison can be made with foreign debt repayments. In the year 1980 and 1981 all of the foreign debt repayments could be made, whereas after 1981 only a considerable part of foreign debt repayments could be. When a comparison is made with the foreign debt financing which the Turkish economy needs, almost all of the foreign debt could be covered in 1980 whereas 34 % could be covered in 1988. 10 % of the profit made when the newly proposed method is applied, will be taken by the group who leases the SEE. When a comparison is made with the amount left after deducting the 10 % fee, this amount covers almost all interest payment and foreign debt payment. This amount is equivalent to foreign debt financing for the years 1980, 1982, 1983, 1985, 1987. On the other hand, this amount covers 92 % of the exports and 33 % of imports in 1980, 26 % of exports and 26 % of imports in 1988. When the comparison is made from a public revenue point of view, the new amount is bigger than the non-tax income in 1980 which is a part of public revenue, this ratio dropped to 56 % in 1988. The amount covered also 21 and 20 % of public revenues for the years 1980 and 1988.

3 - SECOND BEST PROFIT AND ITS ECONOMIC CONTRIBUTION

When the newly proposed method was applied according to the second best profitability ratios, the following results were obtained.

TABLE XV - RESULTS OF SECOND BEST PROFIT RATIO APPLICATIONS

	TL billion	\$ billion	Amount corresponding to foreign debt payment (\$ billion)
	-----	-----	-----
1980	156	1.7	0.85
1981	235	1.8	0.9
1982	351	1.9	0.95
1983	538	1.9	0.95
1984	927	2.1	1.05
1985	1,444	2.5	1.25
1986	1,971	2.6	1.3
1987	3,113	3.0	1.5
1988	5,576	3.1	1.55

SEE's profits rose to 3.1 in 1988 from 1.7 in 1980.

Foreign debt, which was to be paid by SEE lessor, increased from USD 0.85 billion in 1980 to USD 1.55 billion in 1988. Second bests, like the first ones, could pay all of the interest payments until 1983, which was a major part in public expenditures. In 1984, all of the foreign interest payments could be made and after this year, most of the foreign interest payments could be paid.

In 1980, 75 % of foreign debt repayments could be made. This ratio dropped to 68 % in 1987 and 70 % in 1988.

In 1980, 72 % of foreign debt financing were made, but this ratio dropped to 40 % in 1987 and 43 % in 1988. From the public revenue point of view, in 1980, 68 % of non-tax was paid whereas in 1988 this ratio dropped to 27 %.

The amount left after fees covers 63 % of exports and 23 % of the imports in 1980. These ratios became 30 % of exports and 24 % of imports in 1988. On the other hand, the amount left after the deduction of the 10 % fee covered all the interest payment until 1985 and all foreign repayments until 1987 and 90 % in 1988. This amount was equivalent to foreign debt financing for the years 1980, 1983 and covers a major part of them for the other years.

Best and second to best profitability ratios for the all SEE's are 9 and 7 %. These ratios are below from private sector best ratio for the years 1988 and 1987 which were 10.2 % and 9.7 %.

CONCLUSION

Turkey has been engaged in a radical transformation of its economy in the last years. Significant progress in the structural re-adjustment of the economy has been achieved, but present high levels of inflation, big budget deficit, big domestic and external debt problems, State Economic Enterprises inefficiencies are still crucial problems of the Turkish Economy.

State economic enterprises also created a heavy burden on the economy, especially unskillfulness in management, poor performance, low profitability, lack of objectivity, shortage of technological level and low capacity utilization aggravates the burden.

In order to increase the efficiency, performance and flexibility of the economy a method known as "privatization" is applied in many developed countries. This method is also advised to many developing countries. Privatization method is also applied to some public enterprises in Turkey. In this method, the ownership of the government owned company is turned over to the private sector by asset sales. The main critical point of this method is the valuation of the assets which may be undervaluated, in other word, the public enterprises real value may not calculated exactly. On the other hand, it is also difficult to sell these assets to domestic private sector which lack of fresh funds and capital accumulation.

The newly proposed method in this thesis has very different properties and is a very good approach to improving the profitability of the SEE's. The application of this method will contribute to the development of State Economic enterprises which always have great impact on the Turkish economy.

The study made in this thesis, for the years 1980 to 1988, provides the following contributions to the Turkish economy.

- SEE's realized a profit boom (TL 6,325 billion which is equivalent to USD 3.4) in 1988.
- Improvement in technology and management which will eventually effect productivity.
- The increase in profitability due to increases in productivity will have positive effects on the economy.
- A part of the foreign debt each year will be covered by the group who lease SEE's.
- With the funds raised, all foreign and domestic debt interests could be paid between 1980 and 1985. After this year, part of the foreign and domestic debt interests could be paid.
- In 1980 and 1981 all of the foreign debt repayments could be made and a considerable part of foreign debt repayments could be paid after 1981.
- In 1980 all of the foreign debt financing could be covered whereas after 1980 a considerable part of it could be paid.

- The government will benefit proportionally to its share in the SEE. This may help to cut down budget deficits and decrease domestic borrowing requirements.

- When the best profitability ratio is applied, the new profit left after the leasing fees, ranges between USD 2.1 billion and USD 3.2 billion in 1980 and 1988. This profit covers almost all interest payments and foreign debt payments.

- When the second debt profitability ratio is applied, the contribution of the amount (after the leasing fees are deducted) to the Turkish economy is ranges between USD 1.5 billion and USD 2.8 billion.

- The new profit is equivalent to foreign debt financing for the years 1980, 1982, 1983, 1985, 1987.

- With either of the profitability ratios applied to SEE's, there will be a considerable improvement on the Turkish economy.

The new proposed method can contribute in a great extent to the whole Turkish economy. Computations of the profitability ratios showed that there will be a profit boom following the application of the method to the SEE's.

High profitability of the SEE's will facilitate the external debt payments of Turkey.

Public sector will benefit from high tax revenue which will reduce in return the budget deficit and domestic borrowing requirements. Furthermore, the new method's most outstanding advantage, is the fact that the public sector continue to posses SEE's assets.

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APPEN DIX



TABLE: XVI - MACROEQUILIBRIUM OF THE TURKISH ECONOMY (at current price)

	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989
GDPfp	4080	6060	8107	10817	17349	25525	35627	52925	91546	156396
Agriculture	925	1325	1679	2118	3397	4790	6586	9532	15822	26247
Industry	1027	1278	2191	3096	5110	8060	11352	16848	29820	50770
Services	2129	1157	4237	5603	8842	12675	17689	26545	45904	79379
Direct Taxes	280	464	609	911	1205	2479	4003	5856	9923	15936
Subsidies	32	111	96	196	342	453	343	481	897	956
GDPmp	4328	6413	8620	11532	18212	27551	39287	58300	100572	171376
Net Factor Income from Abroad	107	140	115	20	162	238	22	90	-418	1169
GNPmp	4435	6553	8735	11552	18374	27789	39309	58390	100154	172545
FOREIGN BALANCE	244	230	188	476	513	525	1023	840	-2129	-1525
TOTAL RESOURCES	4679	6783	8923	12028	18887	28314	40332	59230	98025	171020
IMPORT	613	1002	1461	2127	4035	5995	7561	12353	20477	337560
TOTAL CONSUMPTION	3732	5376	7148	9693	15294	22532	30728	44382	73979	133509
Public	544	700	939	1167	1622	2375	3490	5320	8815	18191
Private	3188	4676	6209	8526	13672	20157	27238	39062	65164	115318
EXPORT	221	531	937	1299	2608	4253	5012	8844	16809	24826
TOTAL INVESTMENT	948	1408	1774	2260	3595	5782	9605	14848	24047	37511
Public	508	864	1044	1137	1833	3167	5258	7786	10990	15911
Private	440	544	730	1123	1762	2615	4347	7062	13057	21600
Fixed Capital Formation	864	1241	1646	2131	3332	5562	9089	14094	24166	38202
Public	485	767	1005	1183	1831	3236	5233	7547	11510	17014
Private	379	474	641	948	1501	2326	3856	6547	12656	21188
Change in Stocks	84	167	128	129	263	220	516	754	-119	-691
Public	23	97	39	-46	2	-69	25	239	-520	-1103
Private	61	70	89	175	261	289	491	515	401	412
TOTAL DOMESTIC SAVINGS	702	1177	1585	1900	3127	5113	8520	13399	26175	40339
Public	232	564	780	842	1424	2579	4110	4440	8730	12395
Private	470	613	805	1058	1703	2534	4410	8959	17445	27944
PUBLIC DISPOSABLE INCOME	776	1264	1719	2009	3046	4954	7600	9760	17545	30586
PUBLIC REVENUES	878	1458	2007	2529	4006	6639	11237	15624	28534	46897
TAXES	764	1225	1576	1961	2472	4251	7175	10911	18318	33312
Direct	464	743	929	1044	1343	1772	2961	4331	7062	14445
Indirect	300	482	647	917	1129	2479	4214	6580	11256	18867
NON-TAX	114	233	431	568	1534	2388	4062	4713	10216	13585
DEBT USES	354	399	1469	3516	3192	4766	8163	15185	23571	34304
Domestic	246	77	1100	2950	1702	3578	5842	11304	17119	24227
Foreign	108	322	369	566	1490	1188	2321	3881	6452	10077
PUBLIC EXPENDITURES	1154	1758	2271	2814	4415	7184	12448	18530	30794	50413
CURRENT	544	700	939	1157	1622	2332	3553	4880	8815	18191
TRANSFERS	102	194	288	520	960	1685	3637	5864	10989	16311
Interest Payments	56	82	142	257	596	1167	2145	3718	6464	10970
Domestic	30	27	38	30	156	258	717	1675	2487	4805
Foreign	26	55	104	227	440	909	1428	2043	3977	6165
Subsidies	32	111	96	196	342	453	343	481	897	956
Other transfers	14	1	50	67	22	65	1149	1665	3628	4385
REPAYMENTS	76	158	254	1340	831	2220	3538	6169	9701	18764
Domestic	50	100	150	1113	241	1239	2301	4600	5880	10640
Foreign	26	58	104	227	590	981	1237	1569	3821	8124
PRIVATE DISPOSABLE INCOME	3658	5289	7014	9487	15270	22691	31648	48021	82609	143262
PRIVATE CONSUMPTION	3188	4676	6209	8429	13567	20157	27238	39062	65164	115318
PUBLIC SECTOR DEFICIT	-276	-300	-264	-285	-409	-545	-1211	-2906	-2260	-3516

TABLE: XVII - PERCENTAGE CHANGES MACROECONOMIC VARIABLES IN THE TURKISH ECONOMY (at current price)

	81/80	82/81	83/82	84/83	85/84	86/85	87/86	88/87	89/88
DPfp	48.5	33.8	33.4	60.4	47.1	39.6	48.6	73.0	70.8
Agriculture	43.2	26.7	26.1	60.4	41.0	37.5	44.7	66.0	65.9
Industry	24.4	71.4	41.3	65.1	57.7	40.8	48.4	77.0	70.3
Services	-45.7	266.2	32.2	57.8	43.3	39.6	50.1	72.9	72.9
Direct Taxes	65.7	31.3	49.6	32.3	105.7	61.5	46.3	69.5	60.6
Subsidies	246.9	-13.5	104.2	74.5	32.5	-24.3	40.2	86.5	6.6
DPmp	48.2	34.4	33.8	57.9	51.3	42.6	48.4	72.5	70.4
Net Factor Income from Abroad	30.8	-17.9	-82.6	710.0	46.9	-90.8	309.1	-564.4	-379.7
NPmp	47.8	33.3	32.2	59.1	51.2	41.5	48.5	71.5	72.3
OREIGN BALANCE	-5.7	-18.3	153.2	7.8	2.3	94.9	-17.9	-353.5	-28.4
TOTAL RESOURCES	45.0	31.5	34.8	57.0	49.9	42.4	46.9	65.5	74.5
EXPORT	63.5	45.8	45.6	89.7	48.6	26.1	63.4	65.8	1,548.5
TOTAL CONSUMPTION	44.1	33.0	35.6	57.8	47.3	36.4	44.4	66.7	80.5
Public	28.7	34.1	24.3	39.0	46.4	46.9	52.4	65.7	106.4
Private	46.7	32.8	37.3	60.4	47.4	35.1	43.4	66.8	77.0
EXPORT	140.3	76.5	38.6	100.8	63.1	17.8	76.5	90.1	47.7
TOTAL INVESTMENT	48.5	26.0	27.4	59.1	60.8	66.1	54.6	62.0	56.0
Public	70.1	20.8	8.9	61.2	72.8	66.0	48.1	41.2	44.8
Private	23.6	34.2	53.8	56.9	48.4	66.2	62.5	84.9	65.4
Fixed Capital Formation	43.6	32.6	29.5	56.4	66.9	63.4	55.1	71.5	58.1
Public	58.1	31.0	17.7	54.8	76.7	61.7	44.2	52.5	47.8
Private	25.1	35.2	47.9	58.3	55.0	65.8	69.8	93.3	67.4
Change in Stocks	98.8	-23.4	0.8	103.9	-16.3	134.5	46.1	-115.8	480.7
Public	321.7	-59.8	-217.9	-104.3	-3,550.0	-136.2	856.0	-317.6	112.1
Private	14.8	27.1	96.6	49.1	10.7	69.9	4.9	-22.1	2.7
TOTAL DOMESTIC SAVINGS	67.7	34.7	19.9	64.6	63.5	66.6	57.3	95.4	54.1
Public	143.1	38.3	7.9	69.1	81.1	59.4	8.0	96.6	42.0
Private	30.4	31.3	31.4	61.0	48.8	74.0	103.2	94.7	60.2
PUBLIC DISPOSABLE INCOME	62.9	36.0	16.9	51.6	62.6	53.4	28.4	79.8	74.3
PUBLIC REVENUES	66.1	37.7	26.0	58.4	65.7	69.3	39.0	82.6	64.4
TAXES	60.3	28.7	24.4	26.1	72.0	68.8	52.1	67.9	81.9
Direct	60.1	25.0	12.4	28.6	31.9	67.1	46.3	63.1	104.5
Indirect	60.7	34.2	41.7	23.1	119.6	70.0	56.1	71.1	67.6
NON-TAX	104.4	85.0	31.8	170.1	55.7	70.1	16.0	116.8	33.0
DEBT USES	12.7	268.2	139.3	-9.2	49.3	71.3	86.0	55.2	45.5
Domestic	-68.7	1,328.6	168.2	-42.3	110.2	63.3	93.5	51.4	41.5
Foreign	198.1	14.6	53.4	163.3	-20.3	95.4	67.2	66.2	56.2
PUBLIC EXPENDITURES	52.3	29.2	23.9	56.9	62.7	73.3	48.9	66.2	63.7
CURRENT	28.7	34.1	23.2	40.2	43.8	52.4	37.3	80.6	106.4
TRANSFERS	90.2	48.5	80.6	84.6	75.5	115.8	61.2	87.4	48.4
Interest Payments	46.4	73.2	81.0	131.9	95.8	83.8	73.3	73.9	69.7
Domestic	-10.0	40.7	-21.1	420.0	65.4	177.9	133.6	48.5	93.2
Foreign	111.5	89.1	118.3	93.8	106.6	57.1	43.1	94.7	55.0
Subsidies	246.9	-13.5	104.2	74.5	32.5	-24.3	40.2	86.5	6.6
Other transfers	-92.9	4,900.0	34.0	-67.2	195.5	1,667.7	44.9	117.9	20.9
EXPAYMENTS	107.9	60.8	427.6	-38.0	167.1	59.4	74.4	57.3	93.4
Domestic	100.0	50.0	642.0	-78.3	414.1	85.7	99.9	27.8	81.0
Foreign	123.1	79.3	118.3	159.9	66.3	26.1	26.8	143.5	112.6
PRIVATE DISPOSABLE INCOME	44.6	32.6	35.3	61.0	48.6	39.5	51.7	72.0	73.4
PRIVATE CONSUMPTION	46.7	32.8	35.8	61.0	48.6	35.1	43.4	66.8	77.0
PUBLIC SECTOR DEFICIT	8.7	-12.0	8.0	43.5	33.3	122.2	140.0	-22.2	55.6

TABLE: XVIII - PERCENTAGE SHARE OF MACROECONOMIC VARIABLES IN TURKISH ECONOMY

	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989(1)
GDPfp	94.3	94.5	94.0	93.8	95.3	92.6	90.7	90.8	91.0	91.3
Agriculture	21.4	20.7	19.5	18.4	18.7	17.4	16.8	16.3	15.7	15.3
Industry	23.7	19.9	25.4	26.8	28.1	29.3	28.9	28.9	29.7	29.6
Services	49.2	18.0	49.2	48.6	48.6	46.0	45.0	45.5	45.6	46.3
Direct Taxes	6.5	7.2	7.1	7.9	6.6	9.0	10.2	10.0	9.9	9.3
Subsidies	0.7	1.7	1.1	1.7	1.9	1.6	0.9	0.8	0.9	0.6
GDPmp	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Net Factor Income from Abroad	2.5	2.2	1.3	0.2	0.9	0.9	0.1	0.2	-0.4	0.7
GNPmp	102.5	102.2	101.3	100.2	100.9	100.9	100.1	100.2	99.6	100.7
FOREIGN BALANCE	5.6	3.6	2.2	4.1	2.8	1.9	2.6	1.4	-2.1	-0.9
TOTAL RESOURCES	108.1	105.8	103.5	104.3	103.7	102.8	102.7	101.6	97.5	99.8
IMPORT	14.2	15.6	16.9	18.4	22.2	21.8	19.2	21.2	20.4	197.0
TOTAL CONSUMPTION	86.2	83.8	82.9	84.1	84.0	81.8	78.2	76.1	73.6	77.9
Public	12.6	10.9	10.9	10.1	8.9	8.6	8.9	9.1	8.8	10.6
Private	73.7	72.9	72.0	73.9	75.1	73.2	69.3	67.0	64.8	67.3
EXPORT	5.1	8.3	10.9	11.3	14.3	15.4	12.8	15.2	16.7	14.5
TOTAL INVESTMENT	21.9	22.0	20.6	19.6	19.7	21.0	24.4	25.5	23.9	21.9
Public	11.7	13.5	12.1	9.9	10.1	11.5	13.4	13.4	10.9	9.3
Private	10.2	8.5	8.5	9.7	9.7	9.5	11.1	12.1	13.0	12.6
Fixed Capital Formation	20.0	19.4	19.1	18.5	18.3	20.2	23.1	24.2	24.0	22.3
Public	11.2	12.0	11.7	10.3	10.1	11.7	13.3	12.9	11.4	9.9
Private	8.8	7.4	7.4	8.2	8.2	8.4	9.8	11.2	12.6	12.4
Change in Stocks	1.9	2.6	1.5	1.1	1.4	0.8	1.3	1.3	-0.1	-0.4
Public	0.5	1.5	0.5	-0.4	0.0	-0.3	0.1	0.4	-0.5	-0.6
Private	1.4	1.1	1.0	1.5	1.4	1.0	1.2	0.9	0.4	0.2
TOTAL DOMESTIC SAVINGS	16.2	18.4	18.4	16.5	17.2	18.6	21.7	23.0	26.0	23.5
Public	5.4	8.8	9.0	7.3	7.8	9.4	10.5	7.6	8.7	7.2
Private	10.9	9.6	9.3	9.2	9.4	9.2	11.2	15.4	17.3	16.3
PUBLIC DISPOSABLE INCOME	17.9	19.7	19.9	17.4	16.7	18.0	19.3	16.7	17.4	17.8
PUBLIC REVENUES	20.3	22.7	23.3	21.9	22.0	24.1	28.6	26.8	28.4	27.4
TAXES	17.7	19.1	18.3	17.0	13.6	15.4	18.3	18.7	18.2	19.4
Direct	10.7	11.6	10.8	9.1	7.4	6.4	7.5	7.4	7.0	8.4
Indirect	6.9	7.5	7.5	8.0	6.2	9.0	10.7	11.3	11.2	11.0
NON-TAX	2.6	3.6	5.0	4.9	8.4	8.7	10.3	8.1	10.2	7.9
DEBT USES	8.2	6.2	17.0	30.5	17.5	17.3	20.8	26.0	23.4	20.0
Domestic	5.7	1.2	12.8	25.6	9.3	13.0	14.9	19.4	17.0	14.1
Foreign	2.5	5.0	4.3	4.9	8.2	4.3	5.9	6.7	6.4	5.9
PUBLIC EXPENDITURES	26.7	27.4	26.3	24.4	24.2	26.1	31.7	31.8	30.6	29.4
CURRENT	12.6	10.9	10.9	10.0	8.9	8.5	9.0	8.4	8.8	10.6
TRANSFERS	2.4	3.0	3.3	4.5	5.3	6.1	9.3	10.1	10.9	9.5
Interest Payments	1.3	1.3	1.6	2.2	3.3	4.2	5.5	6.4	6.4	6.4
Domestic	0.7	0.4	0.4	0.3	0.9	0.9	1.8	2.9	2.5	2.8
Foreign	0.6	0.9	1.2	2.0	2.4	3.3	3.6	3.5	4.0	3.6
Subsidies	0.7	1.7	1.1	1.7	1.9	1.6	0.9	0.8	0.9	0.6
Other transfers	0.3	0.0	0.6	0.6	0.1	0.2	2.9	2.9	3.6	2.6
REPAYMENTS	1.8	2.5	2.9	11.6	4.6	8.1	9.0	10.6	9.6	10.9
Domestic	1.2	1.6	1.7	9.7	1.3	4.5	5.9	7.9	5.8	6.2
Foreign	0.6	0.9	1.2	2.0	3.2	3.6	3.1	2.7	3.8	4.7
PRIVATE DISPOSABLE INCOME	84.5	82.5	81.4	82.3	83.8	82.4	80.6	82.4	82.1	83.6
PRIVATE CONSUMPTION	73.7	72.9	72.0	73.1	74.5	73.2	69.3	67.0	64.8	67.3
PUBLIC SECTOR DEFICIT	-6.4	-4.7	-3.1	-2.5	-2.2	-2.0	-3.1	-5.0	-2.2	-2.1

Table: XIX Percentage Change in Macroeconomics Variables
in The Turkish Economy (in Real Terms)

PERCENTAGE CHANGE IN REAL TERMS									
	81/80	82/81	83/82	84/83	85/84	86/85	87/86	88/87	89/88
GDPfp	4.6	4.5	3.4	7.4	2.2	6.0	7.5	4.0	1.5
Agriculture	0.9	-1.0	-2.2	7.4	-2.0	4.4	4.7	-0.2	-1.4
Industry	-12.4	33.9	9.5	10.5	9.6	7.0	7.4	6.4	1.1
Services	-61.7	186.1	2.5	5.7	-0.4	6.0	8.6	3.9	2.7
Direct Taxes	16.7	2.5	16.0	-11.4	42.9	22.7	5.9	1.9	-4.6
Subsidies	144.3	-32.4	58.3	16.8	-8.0	-42.5	1.5	12.1	-36.7
GDPmp	4.3	5.0	3.7	5.7	5.1	8.3	7.4	3.7	1.2
Net Factor Income from Abroad	-7.9	-35.8	-86.5	442.3	2.1	-93.0	196.1	-379.2	-266.1
GNPmp	4.1	4.1	2.5	6.5	5.1	7.4	7.5	3.1	2.3
FOREIGN BALANCE	-33.6	-36.1	96.3	-27.8	-28.9	48.0	-40.6	-252.3	-57.4
TOTAL RESOURCES	2.1	2.8	4.5	5.1	4.2	8.2	6.3	-0.5	3.6
IMPORT	15.1	13.9	12.9	27.0	3.2	-4.2	18.2	-0.4	879.3
TOTAL CONSUMPTION	1.4	3.9	5.1	5.6	2.4	3.6	4.5	0.2	7.2
Public	-9.4	4.8	-3.7	-6.9	1.7	11.6	10.3	-0.4	22.6
Private	3.3	3.7	6.4	7.4	2.4	2.6	3.8	0.3	5.1
EXPORT	69.2	37.8	7.5	34.4	13.3	-10.5	27.7	14.2	-12.3
TOTAL INVESTMENT	4.6	-1.6	-1.2	6.5	11.7	26.2	11.9	-2.7	-7.3
Public	19.8	-5.6	-15.6	7.9	20.0	26.1	7.2	-15.2	-14.0
Private	-12.9	4.8	19.3	5.0	3.1	26.3	17.6	11.1	-1.7
Fixed Capital Formation	1.1	3.6	0.4	4.7	16.0	24.1	12.2	3.1	-6.1
Public	11.4	2.4	-8.8	3.6	22.8	22.8	4.4	-8.3	-12.2
Private	-11.9	5.6	14.6	6.0	7.7	25.9	22.9	16.2	-0.5
Change in Stocks	40.0	-40.1	-21.9	36.5	-41.9	78.2	5.8	-109.5	245.0
Public	197.0	-68.6	-191.4	-102.9	-2,496.9	-127.5	591.9	-230.8	26.0
Private	-19.2	-0.7	52.4	-0.1	-23.1	29.0	-24.1	-53.2	-39.0
TOTAL DOMESTIC SAVINGS	18.1	5.2	-7.1	10.2	13.6	26.6	13.8	17.4	-8.4
Public	71.2	8.0	-16.3	13.2	25.8	21.0	-21.8	18.2	-15.7
Private	-8.2	2.6	1.9	7.8	3.4	32.2	47.0	17.0	-4.8
PUBLIC DISPOSABLE INCOME	14.7	6.2	-9.4	1.5	13.0	16.5	-7.1	8.1	3.6
PUBLIC REVENUES	16.9	7.5	-2.3	6.1	15.1	28.6	0.6	9.8	-2.4
TAXES	12.9	0.5	-3.5	-15.6	19.5	28.2	10.1	0.9	8.0
Direct	12.8	-2.3	-12.9	-13.9	-8.3	26.9	5.9	-2.0	21.5
Indirect	13.1	4.9	9.9	-17.6	52.5	29.1	13.0	2.8	-0.4
NON-TAX	43.9	44.5	2.2	80.8	8.2	29.2	-16.0	30.3	-21.0
DEBT USES	83.4	24.5	79.6	-37.2	3.5	30.4	34.6	-6.7	-13.5
Domestic	71.8	43.2	107.9	-61.4	46.1	24.0	40.0	-9.0	-15.9
Foreign	110.0	-10.5	-4.8	120.2	-45.1	49.7	21.0	-0.1	-7.2
PUBLIC EXPENDITURES	7.3	0.9	-3.9	5.0	13.0	31.6	7.7	-0.1	-2.7
CURRENT	-9.4	4.8	-4.5	-6.1	-0.1	15.7	-0.6	8.6	22.6
TRANSFERS	33.9	16.0	40.0	23.6	21.9	64.0	16.7	12.6	-11.8
Interest Payments	3.1	35.3	40.3	55.3	36.0	39.6	25.4	4.5	0.8
Domestic	-36.6	9.9	-38.8	248.2	14.9	111.1	69.1	-10.8	14.8
Foreign	49.0	47.7	69.2	29.8	43.5	19.3	3.5	17.0	-7.9
Subsidies	144.3	-32.4	58.3	16.8	-8.0	-42.5	1.5	12.1	-36.7
Other transfers	-95.0	3,805.9	3.9	-78.0	105.3	1,242.7	4.9	31.0	-28.2
REPAYMENTS	11.4	31.7	202.3	-60.6	76.8	19.7	32.9	-0.2	-0.6
Domestic	40.8	17.2	475.2	-85.5	257.2	41.1	44.7	-23.2	7.5
Foreign	-2.9	41.9	43.6	-2.5	14.3	-3.5	14.4	45.9	-9.1
PRIVATE DISPOSABLE INCOME	1.8	3.6	4.8	7.8	3.2	5.9	9.8	3.4	3.0
PRIVATE CONSUMPTION	3.3	3.7	5.2	7.8	3.2	2.6	3.8	0.3	5.1
PUBLIC SECTOR DEFICIT	-23.5	-31.3	-16.3	-3.9	-7.4	68.8	73.7	-53.3	-7.6

CHART 1 - SHARE OF TOP 5 SEE's AS OF MAIN INDICATORS OF 1987

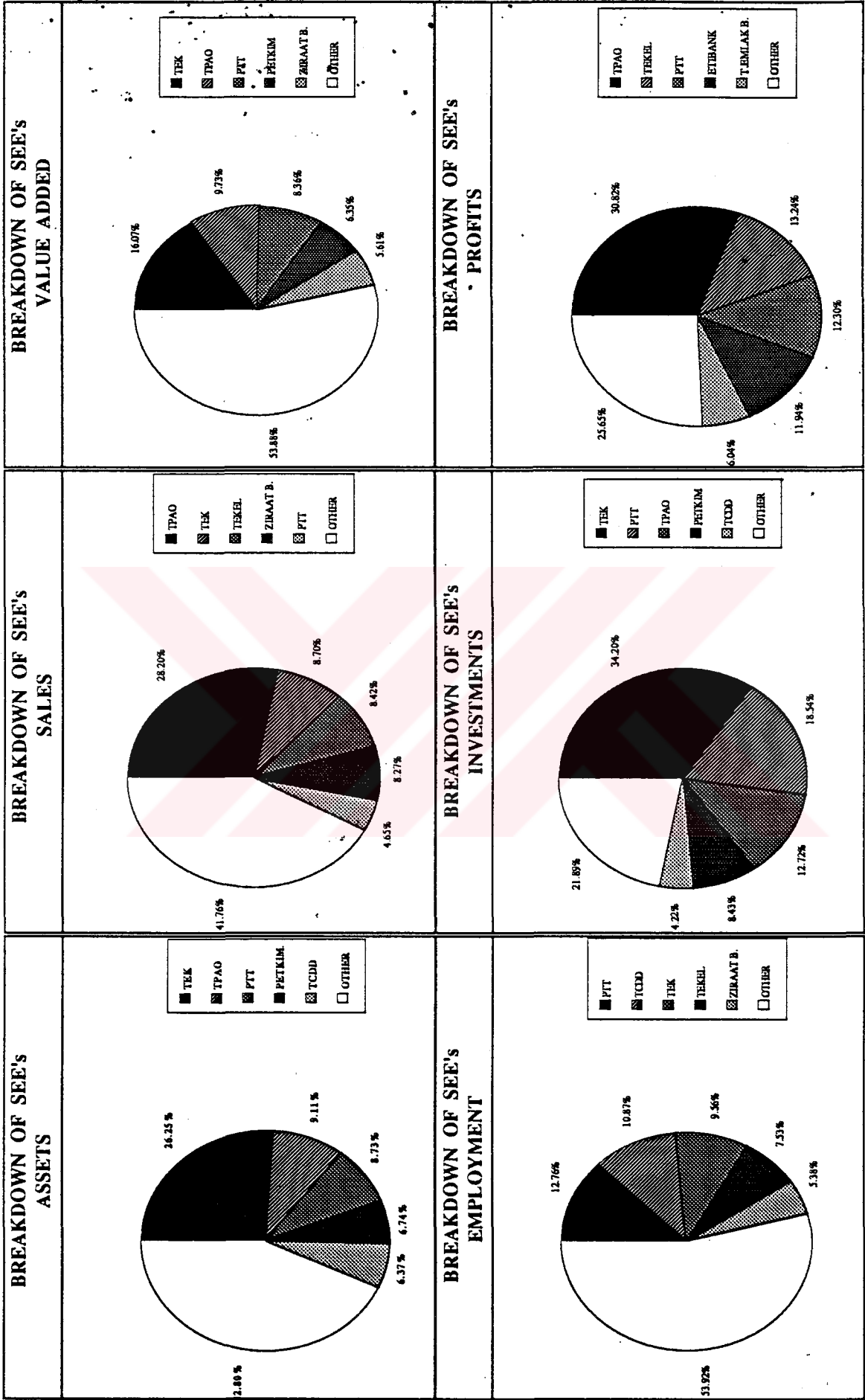
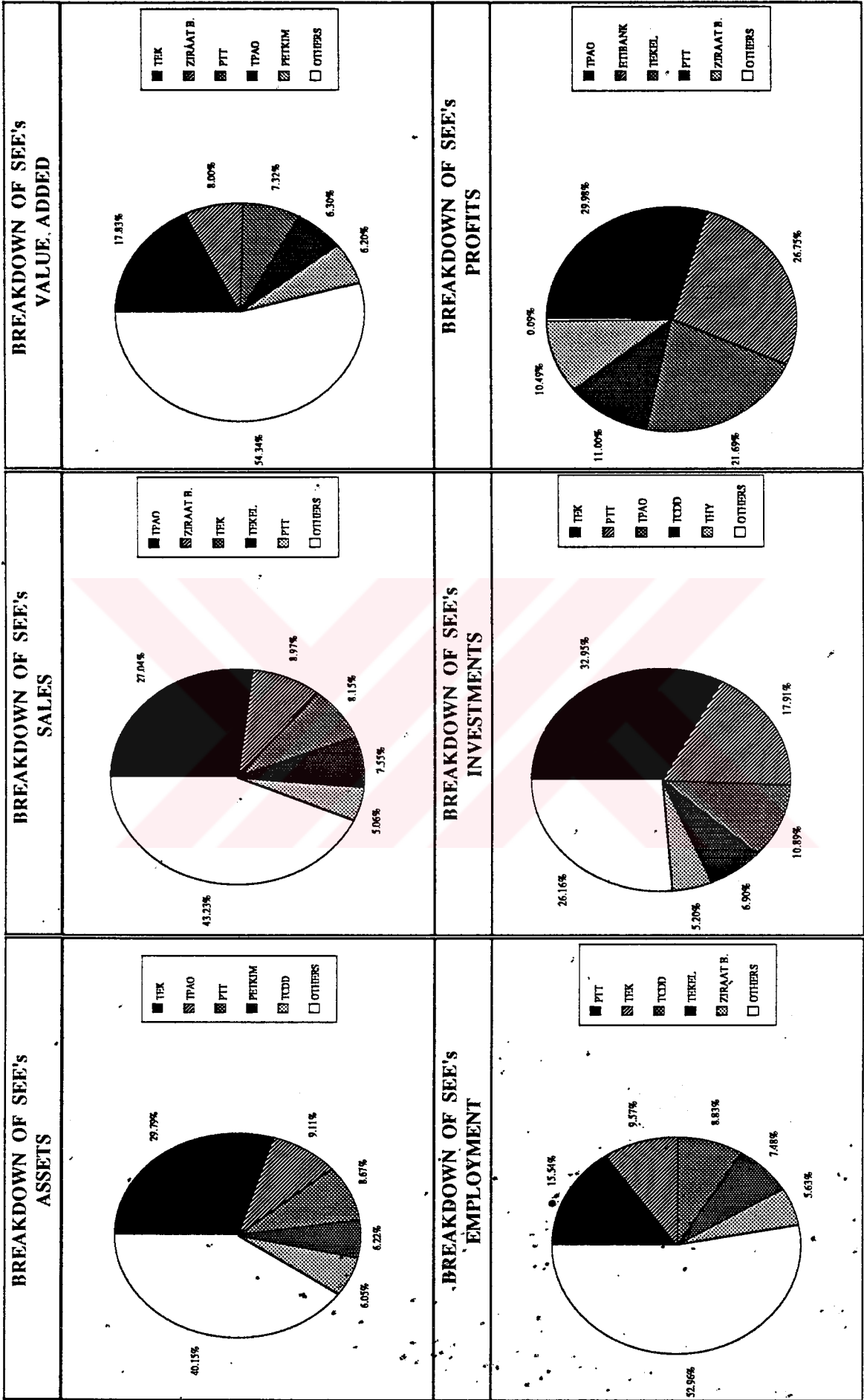


CHART 2- SHARE OF TOP 5 SEE'S AS OF MAIN INDICATORS OF 1988



	Fixed Assets	Depreciation	stocks	ASSET'S	clerk	pers.contr.	worker	EMPLOYMENT	SALES	ZIRAAAT B. (to)	ZIRAAAT B. (to)	VALUE ADDED	INVESTMENTS	PROFIT
ZIRAAAT B. (to)	312,428	53,617	294	259,103	ZIRAAAT B. (to)	21,280	19,701	41,198	3,229	ZIRAAAT B. (to)	3,229	933,227	17,281	17,281
ZIRAAAT B. (to)	305,584	52,796	208	253,008	ZIRAAAT B. (to)	21,267	19,512	40,938	3,190	ZIRAAAT B. (to)	3,190	936,938	17,281	17,281
ZIRAAAT B. (to)	6,832	821	86	6,057	guyon sig.	13	189	202	38,761	guyon sig.	38,761	6,258	6,258	5,874
DZAB	155,714	3,789	221	152,146	DZAB	0	1,123	1,123	171,852	DZAB	171,852	51,565	51,565	5,160
T.HALK B.	171,406	15,743	2,961	158,824	T.HALK B.	460	3,671	4,131	571,557	T.HALK B.	571,557	11,821	11,821	29,626
T.EMLAK B. (to)	402,948	21,988	276,303	857,283	T.EMLAK B. (to)	288	9,291	1,920	562,422	T.EMLAK B. (to)	562,422	172,209	172,209	53,368
T.EMLAK B. (to)	356,171	21,681	276,176	810,686	T.EMLAK B. (to)	194	9,232	1,795	561,033	T.EMLAK B. (to)	561,033	170,162	170,162	58,341
ins.limat	46,777	307	127	46,597	ins.limat	94	59	125	1,389	ins.limat	1,389	2,047	2,047	375
TURIZM B. (to)	52,371	7,038	2,245	47,578	TURIZM B. (to)	0	611	1,904	111,787	TURIZM B. (to)	111,787	31,028	31,028	12,853
TURIZM B. (to)	23,878	1,440	212	27,650	TURIZM B. (to)	0	402	287	79,189	TURIZM B. (to)	79,189	17,785	17,785	12,753
abaat	1,139	280	0	856	abaat	0	5	0	142	abaat	142	0	0	87
TURBAN	22,354	5,318	2,033	19,089	TURBAN	0	204	1,617	32,456	TURBAN	32,456	13,101	13,101	30
ETIBANK (tot)	1,085,745	472,833	240,309	853,211	ETIBANK (tot)	908	5,665	19,889	1,249,369	ETIBANK (tot)	1,249,369	743,496	743,496	453,874
ETIBANK	900,557	354,687	211,119	756,989	ETIBANK	873	5,261	16,458	1,093,233	ETIBANK	1,093,233	636,062	636,062	456,874
elektrometal	31,840	15,817	16,914	32,937	elektrometal	35	548	548	65,8	elektrometal	65,8	28,143	28,143	22,430
band boraks	103,241	27,314	17,730	93,657	band boraks	103	1,190	0	76,107	band boraks	76,107	50,056	50,056	28,444
boyp. soda	299	17	0	282	boyp. soda	1	12	5	18	boyp. soda	18	212	212	0
bigadic mader	19,462	8,410	6,075	17,147	bigadic mader	14	61	1,557	91,826	bigadic mader	91,826	46,582	46,582	90,108
bursa mader	22,647	15,088	1,545	9,106	bursa mader	30	33	546	2,149	bursa mader	2,149	3,826	3,826	5,362
ernat kolemat	9,579	6,578	2,479	5,490	ernat kolemat	7	606	0	108,137	ernat kolemat	108,137	194,561	194,561	67,229
ergani bakir	28,063	19,658	13,184	21,399	ergani bakir	34	126	1,022	1,182	ergani bakir	1,182	109,781	109,781	1,717
fosfat isl.	45,050	7,730	11,170	48,450	fosfat isl.	9	80	299	2,835	fosfat isl.	2,835	2,072	2,072	5,557
halikoy mader	12,276	5,042	3,437	9,671	halikoy mader	62	428	0	8,207	halikoy mader	8,207	5,366	5,366	1,476
k.b.kukur	100,075	64,776	909	36,208	k.b.kukur	2	81	758	841	k.b.kukur	841	5,678	5,678	831
kestel bor	7,449	2,654	2,842	7,637	kestel bor	0	39	438	477	kestel bor	477	1,824	1,824	19,779
kirka boraks	43,298	17,959	6,004	31,343	kirka boraks	21	134	708	863	kirka boraks	863	87,477	87,477	78,072
kure bakir	58,421	14,538	10,286	52,171	kure bakir	10	69	318	397	kure bakir	397	11,005	11,005	3,068
mader arama	2,089	813	230	1,506	mader arama	31	76	105	212	mader arama	212	1,929	1,929	796
alum. is	237,000	182,222	94,564	169,342	alum. is.	126	375	5,774	6,275	alum. is.	6,275	192,443	192,443	52,113
ferro krom	87,365	22,798	24,411	88,978	ferro krom	56	129	1,324	1,509	ferro krom	1,509	66,919	66,919	1,487
gumus mader	129,335	12,798	10,129	126,666	gumus mader	17	67	368	458	gumus mader	458	6,771	6,771	10,117
Yst.al.sat.m.	746	270	798	1,274	Yst.al.sat.m.	41	46	48	136	Yst.al.sat.m.	136	3,845	3,845	950
-cink.kurs.m.e	39,304	29,777	10,889	20,416	-cink.kurs.m.e	0	82	592	674	-cink.kurs.m.e	674	24,303	24,303	17,839
-karadnz.baki	145,884	86,369	18,301	75,818	-karadnz.baki	35	322	2,838	3,195	-karadnz.baki	3,195	83,129	83,129	16,630
SUMERBANK	590,076	195,339	348,912	739,649	SUMERBANK	553	4,841	30,877	36,271	SUMERBANK	36,271	371,443	371,443	101,789
SUMERBANK	507,403	180,236	323,743	650,912	SUMERBANK	372	4,686	27,744	32,802	SUMERBANK	32,802	340,433	340,433	9,571
adana pam.m.	34,667	13,643	14,383	35,707	adana pam.m.	27	35	1,378	1,440	adana pam.m.	1,440	20,724	20,724	1,687
adnyaman p.	13,829	2,988	5,545	16,385	adnyaman p.	25	25	768	816	adnyaman p.	816	7,423	7,423	2,743
bak.J.koy p.	14,102	2,782	9,919	21,239	bak.J.koy p.	440	44	1,540	2,024	bak.J.koy p.	2,024	10,857	10,857	2,522
denizli p.	20,347	5,655	7,242	21,934	denizli p.	14	42	898	954	denizli p.	954	8,727	8,727	1,914
dyarbak.J. p.	11,305	5,732	2,560	6,131	dyarbak.J. p.	24	18	380	422	dyarbak.J. p.	422	2,359	2,359	4,334
erregli p.	45,141	9,717	6,749	44,173	erregli p.	23	56	1,262	1,341	erregli p.	1,341	21,342	21,342	2,513
erzincan p.	4,217	2,388	2,609	4,438	erzincan p.	31	35	757	823	erzincan p.	823	10,022	10,022	2,350
eskisehir bast	16,475	4,329	11,666	23,812	eskisehir bast	18	519	1,179	1,250	eskisehir bast	1,250	15,442	15,442	1,482
izmir b.	26,010	8,580	23,647	41,077	izmir b.	45	58	2,298	57,673	izmir b.	57,673	7,725	7,725	3,322
karaman p.	30,617	15,038	9,913	25,432	karaman p.	32	33	1,142	1,207	karaman p.	1,207	14,508	14,508	7,783
Karaman p.	17,798	8,955	8,020	19,663	Karaman p.	26	1,021	1,074	1,078	Karaman p.	1,078	12,807	12,807	4,918
kayseri p.	37,526	3,925	11,930	20,753	kayseri p.	37	1,740	1,740	1,814	kayseri p.	1,814	13,757	13,757	2,212
malatya p.	32,426	8,229	16,051	45,348	malatya p.	43	53	1,883	1,979	malatya p.	1,979	16,440	16,440	4,728
nazilli b.	13,469	2,796	15,745	26,418	nazilli b.	34	75	1,765	1,874	nazilli b.	1,874	16,930	16,930	5,425
nevsehir p.	6,499	1,727	2,730	7,502	nevsehir p.	17	46	746	484	nevsehir p.	484	5,013	5,013	1,388
pamuk cirfir	419	167	3,345	3,597	pamuk cirfir	18	23	755	116	pamuk cirfir	116	648	648	190
bunyan hali	17,567	6,121	9,112	20,558	bunyan hali	36	44	497	574	bunyan hali	574	6,841	6,841	2,339
dyarbak hali	10,951	3,353	5,934	13,532	dyarbak hali	14	45	331	390	dyarbak hali	390	4,438	4,438	1,131
isparta hali	4,206	1,517	3,946	6,635	isparta hali	34	49	260	343	isparta hali	343	4,211	4,211	1,420
herake hali	709	200	1,706	2,215	herake hali	18	28	80	128	herake hali	128	959	959	270
herake yunlu	2,912	1,295	5,639	7,256	herake yunlu	18	36	514	568	herake yunlu	568	9,723	9,723	1,151
merinos y.	31,675	15,526	21,164	37,313	merinos y.	54	65	2,904	3,023	merinos y.	3,023	39,955	39,955	7,223
tasikpr Kendir	12,930	6,580	2,310	9,260	tasikpr Kendir	13	23	277	3,973	tasikpr Kendir	3,973	4,899	4,899	1,200
beykoz deri	1,541	6,655	25,724	17,610	beykoz deri	53	88	1,867	2,008	beykoz deri	2,008	14,106	14,106	4,070
van deri	25,715	8,604	10,816	27,927	van deri	46	46	1,113	1,205	van deri	1,205	19,607	19,607	6,373

Source : TC B.Y.D.K. KIT RAPORU, 1990.

gemilik sipek tarsus mens. yildizcini ar-ge muses. pazarlama m. antalya p. bergama p. manisa p. 1.vapagi tift. ASOK (tot) ASOK aksaray moto asil celik san takim terzasa lmotor san telektronik s DAO basim m. imalat m. ETVEBKUR MKK silah san. makina san arvin orun. antalya orun. ayaneck orun. barin orun. bolu orun. devrek orun. vezir kpr oru TMO (tot) TMO alkolid m. aksaray azai YEMSAN TDC (tot) TDCI erdemir divdemir hekdemir gercelik T.DNZ.I.(tot) T.DNZ.I. dnz nakliyat TKI afsin elb.liny alp.dod.liny. marmara liny. dogu liny. ege liny. garp liny. lege liny. g.d.anad.asi.lit konya liny. ort.anad.liny shvas kang.lim komur sat.m. bolu liny. SEKA alyon m.	6.515 2.081 901 15 73.698 5.433 6.016 8.013 3.427 49.313 914 127 57.041 72.833 159.806 38.785 42.646 6.250 1.418 65.777 119.841 10.167 5103 19.785 10.552 1.088 2.508 1.963 6.058 3.032 6.031 358.471 358.238 23.242 178 24.048 1.868.336 1.856.319 1.418.938 395.660 90.997 4.172 12.017 851.155 451.577 399.578 2.019.158 776.003 12.711 248.468 140.281 140.289 248.214 207.219 4.1289 5.348 124.759 175.284 16.235 834.249 45.893	26.140 811 377 249 2.360 10 4.520 6.116 5.140 3.427 92.517 327 57.041 72.833 159.806 38.785 42.646 6.250 834 219.738 6.178 6.710 3.897 13.393 3.256 3.05 1.073 6.67 2.495 7.248 13.054 34.255 34.134 6.827 121 12.053 776.840 773.154 608.324 112.402 49.127 2.390 3.666 433.663 168.939 264.724 1.031.917 457.325 8.794 35.630 5.223 95.502 188.57 136.957 24.959 1.459 6.810 3.546 5.688 1.471 448.999 23.373	47 23 39 4 1.040 11 16 17 21 127 0 0 0 0 0 18 26 23 995 1.094 24 104 642 131 42 81 39 157 48 78 5.177 5.167 509 10 233 2.157 2.157 1.113 665 97 15 566 0 8.050 0 171 995 142 24 32 58 25 26 44 31 28 154 318 552 148 102 2028 2.028 13.873 45.180 85.971 1.320 4.271 69.169 172.857 8.266 2.501 576.201 30.578	583 165 323 32 232 0 811 1.066 36 112 2.737 0 3 660 1.132 581 671 691 180 186 4.947 1.389 812 229 63 234 254 196 678 398 1.254 20 475 579 1.569 1.277 112 549 1.006 23.714 23.487 13.025 8.160 1.632 297 247 12.703 9.607 3.086 28.220 2.481 1.060 1.145 1.933 5.487 8.552 2.281 450 21 83 592 421 0 171 3.601 311 71 25 83 83 421 0 171 995 142 24 32 58 25 26 44 31 28 154 318 552 148 102 2028 2.028 13.873 45.180 85.971 1.320 4.271 69.169 172.857 8.266 2.501 576.201 30.578	640 gemilik sipek tarsus mens. yildizcini ar-ge muses. pazarlama m. antalya p. bergama p. manisa p. 1.vapagi tift. ASOK (tot) ASOK aksaray moto asil celik san takim terzasa lmotor san telektronik s DAO basim m. imalat m. ETVEBKUR MKK silah san. makina san arvin orun. antalya orun. ayaneck orun. barin orun. bolu orun. devrek orun. vezir kpr oru TMO (tot) TMO alkolid m. aksaray azai YEMSAN TDC (tot) TDCI erdemir divdemir hekdemir gercelik T.DNZ.I.(tot) T.DNZ.I. dnz nakliyat TKI afsin elb.liny alp.dod.liny. marmara liny. dogu liny. ege liny. garp liny. lege liny. g.d.anad.asi.lit konya liny. ort.anad.liny shvas kang.lim komur sat.m. bolu liny. SEKA alyon m.	25.357 gemilik sipek tarsus mens. yildizcini ar-ge muses. pazarlama m. antalya p. bergama p. manisa p. 1.vapagi tift. ASOK (tot) ASOK aksaray moto asil celik san takim terzasa lmotor san telektronik s DAO basim m. imalat m. ETVEBKUR MKK silah san. makina san arvin orun. antalya orun. ayaneck orun. barin orun. bolu orun. devrek orun. vezir kpr oru TMO (tot) TMO alkolid m. aksaray azai YEMSAN TDC (tot) TDCI erdemir divdemir hekdemir gercelik T.DNZ.I.(tot) T.DNZ.I. dnz nakliyat TKI afsin elb.liny alp.dod.liny. marmara liny. dogu liny. ege liny. garp liny. lege liny. g.d.anad.asi.lit konya liny. ort.anad.liny shvas kang.lim komur sat.m. bolu liny. SEKA alyon m.	10.674 gemilik sipek tarsus mens. yildizcini ar-ge muses. pazarlama m. antalya p. bergama p. manisa p. 1.vapagi tift. ASOK (tot) ASOK aksaray moto asil celik san takim terzasa lmotor san telektronik s DAO basim m. imalat m. ETVEBKUR MKK silah san. makina san arvin orun. antalya orun. ayaneck orun. barin orun. bolu orun. devrek orun. vezir kpr oru TMO (tot) TMO alkolid m. aksaray azai YEMSAN TDC (tot) TDCI erdemir divdemir hekdemir gercelik T.DNZ.I.(tot) T.DNZ.I. dnz nakliyat TKI afsin elb.liny alp.dod.liny. marmara liny. dogu liny. ege liny. garp liny. lege liny. g.d.anad.asi.lit konya liny. ort.anad.liny shvas kang.lim komur sat.m. bolu liny. SEKA alyon m.	153 gemilik sipek tarsus mens. yildizcini ar-ge muses. pazarlama m. antalya p. bergama p. manisa p. 1.vapagi tift. ASOK (tot) ASOK aksaray moto asil celik san takim terzasa lmotor san telektronik s DAO basim m. imalat m. ETVEBKUR MKK silah san. makina san arvin orun. antalya orun. ayaneck orun. barin orun. bolu orun. devrek orun. vezir kpr oru TMO (tot) TMO alkolid m. aksaray azai YEMSAN TDC (tot) TDCI erdemir divdemir hekdemir gercelik T.DNZ.I.(tot) T.DNZ.I. dnz nakliyat TKI afsin elb.liny alp.dod.liny. marmara liny. dogu liny. ege liny. garp liny. lege liny. g.d.anad.asi.lit konya liny. ort.anad.liny shvas kang.lim komur sat.m. bolu liny. SEKA alyon m.	-399 -521 -1.119 -374 -1.403 -1.637 78 594 -13.229 -938 -269 1.032 -5.641 -5.678 -1.717 27.979 1.920 1.401 -25.247 -3.108 470 140 9.949 1.510 7.110 4.897 5.815 10.378 4.554 6.571 6.928 3.169 3.516 3.20 3.673 57.350 5.312 25.218 10.613 537 292 952 1.28.004 103.059 44.945 -276.312 -32.135 1.220 -10.301 -30.680 -68.813 -85.136 -14.712 2.025 -46.820 3.47 5.032 -31.7 20.327 -3.601
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Source: TO B.Y.D.K. KIT RAPORU, 1990.

akdeniz m.	299,039	157,077	19,8651	161,826	akdeniz m.	83,884	akdeniz m.	42,059	akdeniz m.	674	akdeniz m.	-3,109
aksu m.	24,037	16,919	27,741	34,959	aksu m.	81	aksu m.	15,099	aksu m.	1,496	aksu m.	13,319
balikesir m.	223,823	117,375	30,790	136,743	balikesir m.	112	balikesir m.	17,430	balikesir m.	37	balikesir m.	-1,476
bolu lev.m.	10,228	5,027	5,129	10,330	bolu lev.m.	33	bolu lev.m.	3,726	bolu lev.m.	15	bolu lev.m.	1,672
caayuma m.	28,040	21,087	12,529	19,482	caayuma m.	45	caayuma m.	22,391	caayuma m.	600	caayuma m.	2,072
dalamn m.	88,698	60,126	38,656	67,223	dalaman m.	83	dalaman m.	88,086	dalaman m.	3,310	dalaman m.	4,537
izmit seka	60,573	33,337	39,557	66,793	izmit seka	137	izmit seka	93,637	izmit seka	2,659	izmit seka	9,897
kastomonu m.	47,714	13,259	8,624	43,079	kastomonu m.	25	kastomonu m.	12,769	kastomonu m.	604	kastomonu m.	1,074
SEK	62,894	24,969	9,752	47,877	SEK	68	SEK	70,402	SEK	4,012	SEK	-527
T.TAS K KUR	383,223	232,786	50,854	181,291	T.TAS K KUR	336	T.TAS K KUR	247,703	T.TAS K KUR	195,730	T.TAS K KUR	-22,668
amaara m.	39,181	22,335	2,850	19,696	amaara m.	18	amaara m.	13,345	amaara m.	1,619	amaara m.	-20,429
armutuk m.	57,183	37,662	2,969	22,480	armutuk m.	16	armutuk m.	19,840	armutuk m.	39,554	armutuk m.	-15,577
karadon m.	76,910	51,323	8,948	34,573	karadon m.	54	karadon m.	63,050	karadon m.	5,362	karadon m.	-41,530
kozlu m.	63,542	38,162	5,028	30,498	kozlu m.	25	kozlu m.	44,752	kozlu m.	33,247	kozlu m.	-13,477
uzulmez	59,350	47,566	4,894	46,878	uzulmez	23	uzulmez	43,119	uzulmez	2,155	uzulmez	-36,627
markoz m.	63,838	38,880	25,519	46,677	markoz m.	111	markoz m.	37,474	markoz m.	4,339	markoz m.	-4,158
TZDK	52,258	27,000	15,920	184,929	TZDK	3,642	TZDK	281,646	TZDK	85,244	TZDK	6,677
zirai al-makr	20,543	14,675	55,901	61,769	zirai al-makr	146	zirai al-makr	66,069	zirai al-makr	103,320	zirai al-makr	-6,222
PETKIM(101)	2,563,742	666,115	251,791	2,149,418	PETKIM(101)	0	PETKIM(101)	1,620,129	PETKIM(101)	769,854	PETKIM(101)	61,607
PETKIM	2,095	588	0	1,507	PETKIM	0	PETKIM	1,695	PETKIM	-879	PETKIM	2,123
petlas	480,357	505	114	479,966	petlas	0	petlas	0	petlas	132,829	petlas	-291,172
yarimca	233,324	208,036	70,434	100,722	yarimca	128	yarimca	412,097	yarimca	195,632	yarimca	133,172
aliaga	1,842,966	456,986	181,243	1,567,223	aliaga	0	aliaga	1,208,032	aliaga	472,264	aliaga	203,341
T.CIM.TOP.SA	491,706	491,706	131,993	462,453	T.CIM.TOP.SA	445	T.CIM.TOP.SA	770,884	T.CIM.TOP.SA	215,029	T.CIM.TOP.SA	90,890
T.CIM.TOP.SAN	86,374	7,929	8,676	87,321	T.CIM.TOP.SAN	106	T.CIM.TOP.SAN	102,520	T.CIM.TOP.SAN	32,831	T.CIM.TOP.SAN	-17,710
adana kag.tob	355	1,166	50	239	adana kag.tob	1	adana kag.tob	539	adana kag.tob	367	adana kag.tob	-30
adiyaman e.s	37,893	16,227	4,365	26,031	adiyaman e.s	28	adiyaman e.s	106,480	adiyaman e.s	5,189	adiyaman e.s	-1,156
afyon e.	4,571	2,339	6,659	5,891	afyon e.	53	afyon e.	24,356	afyon e.	6,991	afyon e.	4,073
ankara e.	19,306	4,975	7,018	4,851	ankara e.	44	ankara e.	43,653	ankara e.	10,251	ankara e.	2,75
askale e.	8,212	4,391	4,537	8,958	askale e.	13	askale e.	16,843	askale e.	4,408	askale e.	-453
balikesir e.	17,184	6,114	3,057	14,167	balikesir e.	8	balikesir e.	22,521	balikesir e.	10,781	balikesir e.	6,292
bartIn e.	4,723	2,200	2,571	8,094	bartIn e.	38	bartIn e.	16,700	bartIn e.	5,341	bartIn e.	2,955
bozhoiyuk ser.	11,462	6,260	4,119	9,321	bozhoiyuk ser.	7	bozhoiyuk ser.	14,326	bozhoiyuk ser.	1,842	bozhoiyuk ser.	1,343
corum e.	2,281	2,149	5,436	5,568	corum e.	13	corum e.	23,888	corum e.	10,949	corum e.	6,956
elazig e.	6,766	1,452	5,088	10,382	elazig e.	18	elazig e.	18,258	elazig e.	3,231	elazig e.	-218
erzincan e.	39,635	10,944	4,740	33,431	erzincan e.	30	erzincan e.	19,417	erzincan e.	19,417	erzincan e.	2,836
fiyos at.lug.s	1,075	5,154	8,662	2,197	fiyos at.lug.s	21	fiyos at.lug.s	16,344	fiyos at.lug.s	11,259	fiyos at.lug.s	2,877
gaziantep e.	11,219	3,659	4,535	12,101	gaziantep e.	11	gaziantep e.	26,578	gaziantep e.	9,231	gaziantep e.	5,087
konya krom.m	9,259	4,376	2,122	7,005	konya krom.m	23	konya krom.m	11,055	konya krom.m	1,756	konya krom.m	-1,340
kutahya magh	39,262	8,430	6,935	12,459	kutahya magh	23	kutahya magh	26,178	kutahya magh	16,962	kutahya magh	-11,113
ladik e.	39,902	17,073	4,500	27,329	ladik e.	10	ladik e.	28,430	ladik e.	13,520	ladik e.	2,739
niđe e.	12,038	5,801	4,495	10,732	niđe e.	11	niđe e.	21,976	niđe e.	9,187	niđe e.	3,444
siwas e.	9,354	3,328	5,932	11,858	siwas e.	15	siwas e.	19,536	siwas e.	8,307	siwas e.	3,965
soke san.	2,786	2,015	1,778	2,549	soke san.	8	soke san.	18,712	soke san.	5,337	soke san.	3,512
urfa e.	28,109	3,648	6,034	30,495	urfa e.	11	urfa e.	22,927	urfa e.	1,515	urfa e.	10,320
trabzon e.	9,884	3,883	3,186	9,187	trabzon e.	11	trabzon e.	21,834	trabzon e.	5,925	trabzon e.	9,323
yarimca pors.	11,758	6,041	5,392	11,109	yarimca pors.	16	yarimca pors.	40,155	yarimca pors.	13,327	yarimca pors.	9,119
van e.mues.	4972	2,148	2,810	5,634	van e.mues.	44	van e.mues.	9,385	van e.mues.	1,545	van e.mues.	-8,735
kurtalan e.mul	40,145	13,876	3,000	29,659	kurtalan e.mul	15	kurtalan e.mul	19,264	kurtalan e.mul	136	kurtalan e.mul	-2,515
iskenderun e.r	12,137	5,771	1,438	7,604	iskenderun e.r	7	iskenderun e.r	35,164	iskenderun e.r	2,223	iskenderun e.r	7,031
T.GEM.SAN.	94,829	17,612	14,359	91,576	T.GEM.SAN.	633	T.GEM.SAN.	69,855	T.GEM.SAN.	32,242	T.GEM.SAN.	-18,169
T.GUBRE.SAN.	625,297	241,919	98,891	482,269	T.GUBRE.SAN.	252	T.GUBRE.SAN.	391,250	T.GUBRE.SAN.	151,907	T.GUBRE.SAN.	7,031
T.GUBRE.SAN.	23,839	6,399	1,81	17,821	T.GUBRE.SAN.	109	T.GUBRE.SAN.	7,358	T.GUBRE.SAN.	5,904	T.GUBRE.SAN.	-19,433
elazig isi.	120,300	63,752	150	6,828	elazig isi.	66	elazig isi.	0	elazig isi.	-3,919	elazig isi.	5,390
istanbul gubre	130,890	90,939	24,777	64,734	istanbul gubre	95	istanbul gubre	181,639	istanbul gubre	80,378	istanbul gubre	74,827
gemiik gubre	174,770	32,538	23,333	165,565	gemiik gubre	9	gemiik gubre	77,042	gemiik gubre	64,338	gemiik gubre	3,147
kutahya gub.s	189,977	80,130	29,755	118,602	kutahya gub.s	30	kutahya gub.s	68,320	kutahya gub.s	26,519	kutahya gub.s	-50,568
samsun gub.s	28,167	20,695	107,219	107,219	samsun gub.s	38	samsun gub.s	56,891	samsun gub.s	11,526	samsun gub.s	-16,293
TPAO(101)	3,445,103	1,112,867	814,815	3,147,951	TPAO(101)	642	TPAO(101)	972,979	TPAO(101)	782,150	TPAO(101)	50,540
TPAO	542,856	177,040	373,972	373,972	TPAO	437	TPAO	225,977	TPAO	204,673	TPAO	33,457
botas	1,723,178	497,615	27,338	1,252,951	botas	0	botas	637,116	botas	185,425	botas	33,271

	5,676	2,147	1,912	5,441	0	23	79	102	24,388	19,580	33	19,029
ditas	5,676	2,147	1,912	5,441	0	23	79	102	24,388	19,580	33	19,029
petrol of.	96,879	49,266	199,444	247,957	612	1,348	5,701	7,891	3,360,542	159,107	6,177	petrol of.
tupras	1,076,514	386,799	578,515	1,268,230	0	1,267	3,662	4,829	5,481,696	210,365	30,145	tupras
TSEKERF.	489,872	135,371	592,376	926,877	3,097	1,419	20,916	25,432	599,229	168,000	74,000	TSEKERF.
CAYKUR	87,846	36,331	204,461	255,976	792	849	14,155	15,796	271,269	104,639	3,345	CAYKUR
TARIM ISL	36,442	6,153	40,492	67,191	959	429	9,438	10,826	97,506	55,195	15,351	TARIM ISL
TEKEL	139,744	19,049	768,464	889,129	2,848	2,848	48,791	54,762	2,716,509	449,833	23,313	TEKEL
alkollu ic.san.	10,432	1,660	87,733	100,688	101	222	4,810	5,133	115,666	25,486	4,225	alkollu ic.san.
luz isl.	10,432	2,632	10,896	18,696	81	181	1,916	2,048	12,261	9,972	21	luz isl.
sigara san.	69,469	11,562	111,860	169,767	196	183	11,867	12,246	269,670	21,866	5,307	sigara san.
paz-dagitim	15,320	1,856	240,392	240,392	2,057	1,820	7,911	11,588	2,716,351	98,909	4,352	paz-dagitim
tutan san.	9,302	906	282,411	290,807	301	502	24,282	25,085	116,508	98,909	3,552	tutan san.
TODD(tot)	2,542,113	583,473	131,336	2,089,976	21,095	9,074	34,467	64,636	437,664	523,912	359,534	TODD(tot)
TODD	2,468,848	565,154	80,985	1,984,679	20,422	8,322	26,544	55,288	351,766	475,073	348,404	TODD
vaqon san.	14,373	3,850	4,260	14,803	30	372	2,223	2,625	18,105	14,037	1,127	vaqon san.
lok-mot.san.	45,632	13,956	29,378	61,002	353	293	2,907	3,543	34,823	19,852	2,551	lok-mot.san.
dy.mak.san.	13,270	491	16,173	29,452	280	280	7,933	3,180	32,970	15,870	1,052	dy.mak.san.
PTT	3,560,545	796,602	229,762	2,993,705	29,952	54,595	29,263	113,810	1,820,502	908,753	916,934	PTT
TEK(tot)	12,725,602	2,821,998	385,243	10,288,947	17,444	4,133	48,481	70,038	2,993,488	2,211,327	1,638,776	TEK(tot)
TEK	12,706,144	2,818,798	378,915	10,266,261	17,444	4,079	48,030	69,553	2,929,581	2,211,327	1,638,776	TEK
akdrz el.dag.m	49,593	7,659	1,394	43,518	358	1,12	839	1,369	40,062	11,424	26,350	akdrz el.dag.m
bogazici	163,926	17,670	8,289	154,545	1,954	230	4,375	6,559	665,896	111,424	102,803	bogazici
dicle	64,170	5,427	4,509	63,252	391	1,129	1,559	1,559	61,233	6,766	102,803	dicle
d.aned	88,275	11,916	1,922	78,181	421	86	1,052	1,559	26,929	13,276	10,890	d.aned
karadeniz	16,889	3,581	3,581	73,342	449	152	1,199	1,800	56,804	15,271	13,572	karadeniz
ege	186,577	30,942	14,632	170,267	1,481	234	3,045	4,760	432,467	87,769	24,488	ege
erciyes	64,181	1,902	1,430	53,733	267	1,380	2,010	2,010	68,528	24,105	4,835	erciyes
firat	60,763	8,219	461	53,005	487	100	777	1,144	20,359	7,592	6,532	firat
g.marmara	77,499	13,806	1,196	64,889	598	102	1,483	2,183	218,925	40,607	7,401	g.marmara
ilgas	35,066	8,138	1,344	28,672	273	102	820	1,195	93,423	12,475	5,740	ilgas
ic aned.	180,586	11,127	10,014	179,473	1,452	355	2,731	4,538	211,541	39,136	19,702	ic aned.
kahramangazi	64,302	6,557	5,409	63,154	517	98	1,270	1,885	107,229	14,763	10,373	kahramangazi
kizilirmak	50,904	5,648	3,300	48,556	278	33	766	1,077	28,001	6,939	12,657	kizilirmak
meram	64,237	10,888	3,737	57,086	543	185	2,249	2,957	59,855	19,317	7,799	meram
ondokuzmayis	98,431	12,689	1,102	86,344	664	186	1,246	2,096	108,545	19,520	8,145	ondokuzmayis
porasuk	64,458	14,162	4,539	54,835	523	154	1,048	1,725	108,545	27,420	5,713	porasuk
toroslar	93,812	13,253	1,705	82,264	779	278	1,731	2,788	83,242	15,177	10,895	toroslar
vaqonlu	55,173	8,200	3,798	53,681	141	53	757	951	11,862	6,310	7,350	vaqonlu
elk.ur.ilt.	7,183,061	2,519,417	125,311	4,738,955	2,658	421	12,131	15,210	2,329,521	1,085,005	10,790	elk.ur.ilt.
sakarya	3,218	5,770	2,332	-220	283	1,080	1,484	1,484	250,532	39,674	33,132	sakarya
erzincan	16,545	2,647	608	14,506	80	44	242	366	5,139	1,252	1,252	erzincan
malatya	29,457	4,408	167	25,236	122	37	376	535	12,586	4,664	2,488	malatya
Lelektromeka	19,458	3,200	6,328	22,586	0	54	431	485	3,907	1,167	515	Lelektromeka
DHMI	202,325	40,947	7,763	169,141	212	3,466	186	199,597	133,615	133,615	35,391	DHMI
THY(tot)	1,645,390	365,975	93,963	1,373,378	0	4,414	5,524	9,938	784,917	282,156	266,473	THY(tot)
THY	1,806,238	352,652	92,514	1,346,100	0	2,856	4,401	7,257	689,052	209,901	266,000	THY
bht	19,213	1,342	1,342	19,034	0	148	107	255	49,537	16,511	1,655	bht
havas	19,939	11,802	107	1,016	0	148	107	255	56,328	55,344	4,608	havas
USAS	4,570	1,837	536	3,269	0	859	593	1,462	32,520	23,348	1,115	USAS
KALKINMA B.	18,891	425	9	18,475	0	375	0	375	34,080	16,399	0	KALKINMA B.
TRT	320,177	101,103	9,831	228,945	5,435	1,172	0	6,807	222,931	45,053	97,765	TRT
T.VAKIF B.	130,684	13,966	2,004	118,722	0	5,872	0	5,872	773,709	330,366	4,015	T.VAKIF B.
SEEs(total)	39,141,694	11,183,610	6,578,718	34,536,902	123,837	167,931	440,441	732,209	35,985,999	12,409,296	5,126,381	SEEs(total)

fixed assets	depreciation	stocks	ASSISTS	clerk	pers.contr.	worker	EMPLOYMENT	SALES	VALUE ADDED	INVESTMENT	PKCUT
1,648	257	0	1,391	3	247	0	250	44,740	20,276	8,493	3
161,476	26,342	0	135,234	35,462	4,493	231	40,188	1,692,947	410,572	88,493	3
158,860	25,941	0	132,919	35,434	4,324	231	39,989	1,671,350	409,369	88,493	3
2,616	301	0	2,315	28	171	0	199	21,597	2,203	206	3
19,272	3,820	0	15,452	3,235	165	0	3,400	67,792	6,792	206	3
2,727	364	0	2,363	0	857	0	1,017	72,188	17,724	0	3
76,132	7,085	0	69,047	8,543	1,703	0	14,046	348,912	124,680	6,621	3
73,886	8,766	161	65,781	2,683	4,936	201	7,720	28,037	137,607	3,490	3
73,034	7,955	0	65,079	2,522	4,836	44	7,402	25,779	136,801	3,490	3
832	311	161	702	161	1	157	318	1,258	816	0	211
35,577	3,125	0	32,452	4	239	2,267	2,510	19,457	21,509	8,133	7
34,876	2,967	0	31,969	4	239	2,267	2,506	19,372	21,425	8,133	7
701	158	0	543	4	0	4	4	84	84	0	3
653,372	266,648	119,785	506,569	3,057	2,635	20,112	21,845	601,613	349,512	93,939	177,720
543,548	200,625	94,860	473,783	3,015	2,493	16,321	21,831	528,110	318,323	59,244	200,120
19,264	8,727	6,586	17,123	96	32	803	631	10,930	11,904	8,004	0
73,744	14,996	5,910	64,638	155	44	1,094	1,293	50,146	30,659	10,418	20,14
670	11	0	659	3	8	4	15	0	70	4,701	0
10,725	4,474	5,740	11,991	40	29	1,445	1,514	43,438	43,245	3,017	38,388
16,098	9,833	2,326	8,585	31	32	579	642	807	2,155	2,74	2,415
5,773	3,697	1,244	3,320	53	40	646	739	54,408	50,474	1,393	47,933
16,043	11,639	5,943	10,338	112	62	956	1,130	17,868	9,128	3,36	9,33
27,825	3,005	5,142	29,962	35	41	174	250	1,667	7,276	0	6
7,143	3,494	2,479	6,128	116	36	434	4,872	3,579	3,579	231	3,6
6,686	3,701	84	2,469	86	17	856	959	5,271	10,091	2,81	1,483
4,053	1,475	1,701	4,279	19	18	465	702	10,673	1,094	1,36	8,198
25,852	9,407	4,272	20,697	72	71	612	555	47,541	38,353	5,958	32,718
33,587	5,844	1,901	29,644	37	31	206	274	1,441	1,441	3,6	1,87
1,072	452	152	772	87	25	108	1,237	1,170	6,946	3,6	3,792
147,915	98,553	33,406	82,768	300	230	5,511	6,041	68,158	18,002	6,946	9,991
56,282	13,498	7,934	30,908	136	46	1,310	1,492	28,750	7,262	7,262	0
1,278	948	1,536	1,866	53	36	425	514	2,974	21,459	21,459	3,326
67,207	4,110	6,544	69,641	18	27	132	177	0	0	176	3,78
440	216	440	507	59	23	56	138	2,677	8,028	1,76	1,913
25,379	18,118	10,036	17,297	59	23	698	776	23,269	409	36,6	1,913
84,445	47,915	14,899	51,429	42	62	3,093	3,917	50,234	26,291	34,359	20,452
342,232	103,646	220,436	459,432	4,881	2,910	32,115	39,906	452,014	241,923	8,816	13,476
296,578	94,574	205,236	407,030	4,603	2,828	28,826	36,257	398,196	214,810	8,180	9,338
19,471	1,782	8,874	21,163	53	12	1,438	1,503	9,187	9,187	8,000	8,424
7,061	1,347	4,006	9,720	27	22	806	855	11,520	5,060	8,424	8,424
7,449	1,140	4,043	17,352	36	20	966	1,022	2,871	2,871	8,424	2,0
10,689	2,588	9,251	17,352	36	20	966	1,022	5,416	5,416	8,424	8,424
6,769	3,051	4,796	8,514	36	12	383	431	7,028	7,028	8,424	8,424
22,939	4,707	6,661	24,893	62	20	1,364	1,446	20,841	12,455	3,77	116
2,653	1,424	6,929	8,158	42	8	800	850	7,702	2,712	5,1	4,1
8,952	2,225	7,338	14,063	35	40	1,272	1,347	22,417	7,702	24,1	24,1
15,232	4,341	13,121	24,063	82	18	2,471	2,571	16,143	16,143	2,5	2,5
19,930	8,997	7,150	18,683	52	15	1,181	1,248	11,043	5,988	1,9	3,9
10,322	516	7,789	17,594	40	18	1,080	1,118	23,844	1,929	30,9	30,9
6,514	1,948	10,906	15,472	66	13	1,800	1,879	14,929	13,179	1,4	1,4
20,176	2,569	13,207	30,814	88	24	2,050	2,202	24,723	15,510	12,3	9,8
8,849	1,659	14,372	21,562	72	37	1,865	1,974	7,934	2,798	102	11
3,705	909	2,615	5,411	36	12	466	514	102	29	21	21
260	107	3,117	3,271	33	9	81	123	4,807	155	155	155
10,497	3,053	3,941	11,385	52	26	541	619	2,223	2,223	2,223	2,223
6,582	1,553	4,062	9,091	38	40	334	412	2,521	2,521	2,521	2,521
2,733	859	2,240	4,114	17	270	76	355	549	549	549	549
411	76	950	1,285	27	10	76	113	4,855	4,855	1,79	2,236
1,866	771	3,117	4,212	42	11	533	586	22,022	22,022	586	586
22,335	9,199	9,349	22,485	77	52	3,047	3,176	3,961	3,961	2,202	2,202
7,500	3,461	6,48	4,737	28	7	282	317	9,972	9,972	3,91	3,91
15,301	3,966	11,747	24,952	105	39	1,760	1,904	4,915	4,915	61	61
15,003	3,931	5,580	16,632	56	25	1,078	1,159	5,259	5,259	61	61
25,419	14,093	3,657	14,983	71	9	598	678	12,819	12,819	61	61

494.286	44.884	15.010	64.412	kuşahya gub.san	2.601	kuşahya gub.san	24.851	kuşahya gub.san	23.629	kuşahya gub.san	5.705	kuşahya gub.san
1.948.957	18.591	10.010	86.673	samsun gub.san	1.183	samsun gub.san	28.308	samsun gub.san	3.252	samsun gub.san	11.179	samsun gub.san
3.24.742	367.747	387.747	1.807.474	T.P.A.O(tek)	19.335	T.P.A.O(tek)	5.770.448	T.P.A.O(tek)	699.082	T.P.A.O(tek)	5.149	T.P.A.O(tek)
939.727	206.047	20.121	753.801	TPAO	5.032	TPAO	174.368	TPAO	249.372	TPAO	113.187	TPAO
				bıras	1.263	bıras	270.111	bıras	211.160	bıras	333	bıras
				dıras	3.479	1.093	4.789	dıras	7.945	dıras	1.278	dıras
				petrol of.	57.205	27.482	91.403	petrol of.	80.841	petrol of.	4.296	petrol of.
				ııras	625.482	198.438	268.629	ııras	149.812	ııras	37.763	ııras
				S.EKER F.	299.343	75.496	325.221	S.EKER F.	104.688	S.EKER F.	53.203	S.EKER F.
				AYKUR	56.183	21.989	117.456	AYKUR	85.534	AYKUR	4.450	AYKUR
				TARIM İSL.	20.031	3.481	27.687	TARIM İSL.	38.247	TARIM İSL.	3.787	TARIM İSL.
				TEKEL	94.639	32.431	419.782	TEKEL	393.691	TEKEL	11.970	TEKEL
				alkollu ic.san.	10.208	1.056	43.822	alkollu ic.san.	17.193	alkollu ic.san.	2.677	alkollu ic.san.
				ıuz isl.	43.873	2.048	8.906	ıuz isl.	7.722	ıuz isl.	123	ıuz isl.
				sıgara san.	12.668	7.487	57.713	sıgara san.	43.365	sıgara san.	1.640	sıgara san.
				tekel dagitim	1.466	81.715	92.917	tekel dagitim	216.586	tekel dagitim	1.732	tekel dagitim
				tutun san.	5.474	225.071	229.914	tutun san.	83.812	tutun san.	1.634	tutun san.
				TCDD(tek)	1.487.811	313.094	88.662	TCDD(tek)	292.341	TCDD(tek)	170.833	TCDD(tek)
				TCDD	1.363.516	300.253	42.241	TCDD	244.479	TCDD	161.263	TCDD
				vagon san.	88.274	2.099	2.644	vagon san.	9.843	vagon san.	1.926	vagon san.
				lok-mot.san.	28.245	7.915	27.277	lok-mot.san.	25.109	lok-mot.san.	13.977	lok-mot.san.
				d.v.mak.san.	7.776	2.737	16.506	d.v.mak.san.	6.699	d.v.mak.san.	2.164	d.v.mak.san.
				PTT	1.754.219	381.579	359.791	PTT	951.463	PTT	600.149	PTT
				TEK(tek)	6.203.629	1.196.917	185.111	TEK(tek)	1.779.157	TEK(tek)	1.154.319	TEK(tek)
				aktrnz.el.dag.mer.	34.853	4.167	5.262	aktrnz.el.dag.mer.	20.480	aktrnz.el.dag.mer.	1.54.189	aktrnz.el.dag.mer.
				bogazıci	47.366	2.832	6.14	bogazıci	352.095	bogazıci	55.179	bogazıci
				dırad.	65.064	7.965	6.57	dırad.	1.552	dırad.	7.223	dırad.
				karadeniz	55.786	8.494	4.186	karadeniz	34.406	karadeniz	14.444	karadeniz
				ege	115.897	16.581	17.294	ege	4.941	ege	37.247	ege
				ercıyes	40.758	6.316	1.441	ercıyes	2.040	ercıyes	48.035	ercıyes
				ııramara	56.154	6.151	1.242	ııramara	1.774	ııramara	10.729	ııramara
				ic.anad.	199.091	8.605	5.878	ic.anad.	4.597	ic.anad.	15.830	ic.anad.
				kairaman gazı	46.065	3.449	8.193	kairaman gazı	66.638	kairaman gazı	13.204	kairaman gazı
				kızılırmak	33.337	2.954	6.174	kızılırmak	16.538	kızılırmak	8.102	kızılırmak
				ondokuzmayıs	63.050	6.800	1.911	ondokuzmayıs	33.191	ondokuzmayıs	13.624	ondokuzmayıs
				poroslar	45.277	7.827	834	poroslar	58.384	poroslar	13.113	poroslar
				vagonlu	39.699	3.084	1.21	vagonlu	6.214	vagonlu	13.550	vagonlu
				elk.v.ıılt.	3.153.056	1.040.429	100.243	elk.v.ıılt.	14.662	elk.v.ıılt.	5.754	elk.v.ıılt.
				ı.elektronekanık.sas.	16.688	2.164	5.195	ı.elektronekanık.sas.	616.253	ı.elektronekanık.sas.	27.083	ı.elektronekanık.sas.
				DHMI	57.916	12.901	4.043	DHMI	59.269	DHMI	17.164	DHMI
				THY(tek)	82.692	194.686	54.728	THY(tek)	424.044	THY(tek)	122.325	THY(tek)
				THY	785.583	163.493	54.186	THY	391.209	THY	100.504	THY
				bıras	25.866	526	705	bıras	9.425	bıras	980	bıras
				USAS	11.243	5.506	16	USAS	23.410	USAS	20.841	USAS
				TRT	143.246	42.432	4.829	TRT	166.982	TRT	106.474	TRT
				T.VAKİF.B.	41.181	4.462	0	T.VAKİF.B.	271.784	T.VAKİF.B.	158.293	T.VAKİF.B.
				SİE(Sıtotal)	21.316.961	5.440.023	3.963.941	SİE(Sıtotal)	747.614	SİE(Sıtotal)	20.459.897	SİE(Sıtotal)
				SİE(Sıtotal)	21.316.961	5.440.023	3.963.941	SİE(Sıtotal)	747.614	SİE(Sıtotal)	20.459.897	SİE(Sıtotal)

T. G.
Yükseköğretim Kurulu
Okul Yönetim Merkezi

Source : TC B.Y.D.K. KİT RAPORU, 1989.