TB KAĞIT DIŞ TİCARET LTD. ŞTİ. (ARZU DARICI)

Company and Founder Profile
Professional Experience in International Trade, Business Development and Commercial Representation

TB Kağıt Dış Ticaret Ltd. Şti. is a foreign trade company built on extensive professional experience and strong international business relationships in international trade, commercial representation, business development, market access and supply chain management. Its core activities are to develop reliable, sustainable and mutually beneficial commercial relationships between manufacturers in Türkiye and abroad, international trading companies and buyers; facilitate access to new markets; and turn commercial opportunities into tangible business results.

As the company's founder, I spent approximately 15 years in corporate roles, holding middle- and senior-management positions at some of Türkiye's leading and largest companies. During this period, I gained broad experience in areas ranging from international business practices and corporate governance systems to financial analysis, operational processes, sales and marketing, imports and exports.

My experience across different organizational structures, levels of responsibility and business processes enabled me to assess commercial activities not only within my own areas of expertise but also in the context of an entire business. Having worked across different departments and management levels, I developed an approach that brings together the commercial, financial and operational aspects of a business, translates strategic objectives into practical business plans and manages commercial activities with a strong focus on results.

Throughout my corporate career, I took active responsibility for a range of functions, including budget planning and management, financial control, audit, reporting, operations management, procurement and sourcing, sales, marketing, business development and international trade. By combining this experience, I developed an integrated management perspective that considers commercial decisions from financial, operational and strategic angles. I also made significant contributions to improving efficiency, optimizing business processes, evaluating new commercial opportunities and achieving sustainable results in the companies where I worked.

Another key area of my corporate career was the development and implementation of ERP systems, project management and the integration of technology into business processes. I participated in the development and successful management of ERP projects in large companies, including the creation of modules tailored to business needs, the systematic structuring of workflows and work that enabled developed modules to be offered independently to other companies. This experience strengthened my ability to

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analyze processes, integrate the needs of different departments, develop practical solutions and deliver projects against their intended objectives.

I strengthened my academic background in business administration with postgraduate studies in Finance. I also studied at universities in Türkiye and the United States, gaining expertise in Business Communication and Marketing. By combining my academic education with practical corporate experience, I brought financial insight, commercial judgement, effective communication and a strategic approach to business development into a single working discipline.

Over many years, I have worked with companies from different sectors, international business partners and professionals operating in various countries. This has given me first-hand insight into the dynamics of global trade. By experiencing the needs of different markets, commercial expectations, working cultures and decision-making processes, I have learned the importance of trust, transparency, clear communication and a results-oriented approach in international business relationships.

With the aim of bringing the knowledge and experience I gained in the corporate world into my own business, I founded TB Kağıt Dış Ticaret Ltd. Şti. in 2016. The decision was driven by a desire to apply my corporate experience, international connections and commercial capabilities within an independent business model and to build long-term, sustainable business relationships that deliver direct value to companies in different countries.

Since the company was established, I have continued to conduct international trade activities actively for approximately ten years. I work with manufacturers, international trading companies and buyers in different parts of the world, providing commercial representation and intermediary services as well as carrying out direct buying and selling transactions. My business model brings together complementary activities: connecting parties with suitable commercial opportunities, establishing appropriate sourcing and sales channels, facilitating market access, conducting commercial negotiations and bringing business processes to completion.

In this context, I support manufacturers and suppliers in Türkiye in reaching international markets, while helping overseas manufacturers and trading companies establish the right commercial connections in the Turkish market. My role goes beyond simply introducing parties. I take an active part in the process from identifying commercial needs and negotiating offers and prices to following up orders, deliveries and commercial coordination. Depending on the requirements, I work through commercial representation, commission-based arrangements, trade intermediation and direct sales. I also take active responsibility for market and customer research, identifying new opportunities, matching suppliers with buyers, preparing commercial offers, negotiating prices and sales terms, following up orders and bringing transactions to completion.

To date, I have worked with more than ten manufacturing and trading companies operating in Türkiye and international markets. My relationships with business partners in different countries are based on long-term, sustainable cooperation rather than one-off

transactions. The fact that I have maintained relationships approaching ten years with a significant proportion of the companies I work with is an important indication of the reliability, consistency and mutual satisfaction that underpin my approach to business.

In certain product categories, I have achieved sales representing up to 50% of the total sales volume of the relevant products for companies whose representation or sales activities I managed. These results demonstrate my experience in building the right customer portfolio, accurately analysing market needs, effectively identifying and pursuing commercial opportunities, and consistently managing sales processes.

My main areas of specialization are paper—from writing and printing papers to tissue papers and papers used in flooring production—paperboard reels for packaging applications, from box manufacturing to various finished products, and finished packaging related to fast-moving consumer goods (FMCG) and retail products. In these sectors, I provide commercial representation and intermediary services for manufacturers and international trading companies, acting as a reliable link between business partners in trade flows from Türkiye to overseas markets and from abroad into Türkiye. Thanks to the extensive international networks of the companies I work with, I can also support cross-trade transactions between third countries. In addition, my approximately 15 years of corporate experience and the expertise gained during the last decade through my own company provide a broad foundation that extends beyond a single sector.

I apply my sector knowledge and international trade experience to assessing product specifications and market needs, identifying suitable suppliers, aligning buyers' and sellers' expectations, negotiating prices and commercial terms, and following up orders.
The business network I have built over the years, my long-standing relationships with companies in different countries and the commercial processes I have completed have supported the sustainability of my company's activities. Reliability, transparency, professionalism and honoring commitments are fundamental principles in my business relationships. I do not consider a commercial process complete simply because an agreement has been reached. I follow each stage from beginning to end, work actively to resolve issues that arise and aim to achieve outcomes that meet the expectations of all parties.

My approach to follow-up, problem-solving, developing commercial opportunities and bringing processes to completion has frequently been appreciated by the companies I work with. References and recommendations from existing business partners have made an important contribution to developing new commercial relationships. For me, success in business is not simply about completing a short-term sale; it is about building relationships based on mutual trust that can continue for many years.

Through more than ten years of international trade activity, I have developed commercial relationships with markets and business partners across a range of regions, particularly Canada, the United States, Singapore, India, Spain, Italy, the Netherlands, Finland, Sweden, Belgium, China and Brazil.

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Representing Türkiye accurately, reliably and professionally in the international business community is also an important part of my professional approach. In my overseas business relationships, I consider it important to highlight Türkiye's commercial potential, manufacturing capabilities and opportunities in international markets, and to help Turkish companies establish themselves as reliable business partners. I regard contributing to Türkiye's visibility and competitiveness in international trade, strengthening commercial links with other countries and developing mutually beneficial cooperation as key professional responsibilities.

Although my core expertise is in the paper, paperboard and packaging sectors, my knowledge and experience are not limited to these industries. My background in business management, finance, budgeting, operations, procurement, sales, marketing, imports, exports, commercial negotiations, project management and international business development provides a strong foundation that can be applied to other product groups and service sectors.

My international network enables me not only to maintain existing commercial activities but also to develop business opportunities involving new product groups, different sectors and new markets.

I can therefore create value across different sectors in areas such as evaluating commercial opportunities, researching new markets, identifying suitable manufacturers and suppliers, connecting products and services with the right buyers, establishing international representation relationships and managing commercial processes. I approach each new business area not solely from a product or service perspective, but by considering market structure, financial conditions, operational requirements and long-term commercial potential together.

I have been residing in Spain for approximately three years. Thanks to my flexible, international working model, I continue to conduct my commercial activities with business partners in Türkiye and other parts of the world without interruption. My existing network, international connections and ongoing business relationships enable me to operate independently of geographical boundaries. Being based in Spain also provides an important opportunity to gain closer knowledge of the European market, develop new business contacts and explore commercial opportunities between Türkiye and Spain.

I also see my presence in Spain as an opportunity to develop new commercial relationships between Türkiye, Spain and the wider European market, including cross-trade transactions between third countries; identify mutually beneficial business opportunities; and contribute to the international activities of Turkish companies. I have the knowledge, experience and international network to help strengthen trade relations between Türkiye and Spain, including cross-trade activities, build new connections between the two business communities and turn concrete opportunities into sustainable commercial results.

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One of my priorities is to establish new commercial relationships with companies operating in Spain, support Turkish manufacturers and suppliers in accessing suitable international markets, and help Spanish companies connect with production, sourcing and trading opportunities in Türkiye. Over time, I would also like to expand these activities to include cross-trade transactions between third countries.

With this in mind, I aim to use my existing international network and commercial experience to develop new business connections between Turkish and Spanish companies and create opportunities for mutual sourcing, product sales, commercial representation and long-term partnerships.

My professional approach combines corporate experience, entrepreneurship and extensive knowledge of international trade. It is based on building reliable business relationships, creating new opportunities, managing commercial processes effectively and working towards measurable results. I am keen to apply my experience in different markets, international connections and commercial capabilities to the development of Türkiye's economic and trade relations, as well as those of other countries.

As TB Kağıt Dış Ticaret Ltd. Şti., our objective is to continue expanding our international trade activities, contribute to stronger commercial cooperation between countries—particularly Türkiye and Spain—support Turkish and other companies in reaching international markets, and play an active role in turning new opportunities into sustainable business results.

In this regard, I would welcome the opportunity to develop communication and cooperation with the Commercial Counsellor's Office of the Republic of Türkiye in Madrid and, in areas considered appropriate, contribute to the creation of new commercial opportunities by drawing on my knowledge, experience and international business connections.

TB Kağıt Dış Ticaret Ltd. Şti. continues its activities with the aim of turning international experience into new markets, new partnerships and sustainable commercial success.

Should you require any further information, I would be pleased to assist.

Yours faithfully,

Arzu Kesici DARICI
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