



# FDI AGENDA



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# Message from the Investment and Finance Office



As the first edition of 2026, this month sets the tone for a year defined by strategic ambition, a long-term vision, and Türkiye's expanding role as the nexus where investment, innovation, technology, and finance converge.

In the final month of 2025, Türkiye's growing capabilities in high-value manufacturing and defense were highlighted at the Commissioning, Flag Hoisting, and First Steel Cutting Ceremony for new naval platforms at the Istanbul Shipyard Command. During the ceremony, President Recep Tayyip Erdoğan emphasized the country's rising technological and industrial capacity. This momentum was echoed across the Istanbul Financial Center, which hosted a series of flagship gatherings shaping Türkiye's long-term economic and financial agenda. The Türkiye Century in Investment and Finance Summit brought together senior policymakers and financial leaders to discuss structural transformation and sustainable growth, while the Future of Finance Summit and the Digitalization in Finance and Technology Summit convened banks, fintechs, neobanks, and public authorities to explore the shared future of digital finance.

In December, innovation and entrepreneurship remained central to our agenda, as they always have, ensuring Türkiye continued to lead in creativity and impact. Take Off Istanbul 2025 welcomed more than 500 startups from 40 countries and over 250 investors, reinforcing Türkiye's position as a fast-growing global startup hub. Meanwhile, the Gençiz'25 Summit highlighted the strength of the country's human capital by providing young innovators with a platform to shape the future under the theme "Human 5.0 – A Future for Humanity."

International business engagement continued to deepen across multiple geographies. The Türkiye-US Business Summit focused on the transformative impact of artificial

intelligence on strategic industries, while business forums, assemblies, and award ceremonies strengthened Türkiye's economic ties with Spain, France, the Netherlands, Italy, and beyond. From Madrid to Istanbul, these platforms reaffirmed Türkiye's attractiveness as a partner for value-added investment, innovation, and cross-border collaboration. Sector-focused dialogues—from health informatics at HIMSS Eurasia 2025 to aerospace discussions at the Aerospace and Defense Meetings Torino—further demonstrated Türkiye's breadth of capabilities across advanced manufacturing industries.

Climate FDI also featured prominently, as the Post-COP30 Climate Action Awareness Conference convened financial stakeholders to discuss the future of sustainability and green growth.

The past month also delivered concrete investment success stories. ADIN.AI was recognized as Türkiye's fastest-growing technology company, ranking first in the Deloitte Technology Fast 50 Türkiye 2025, highlighting the global competitiveness of Türkiye's tech entrepreneurs. At the same time, a major manufacturing investment by China-based ZS Türkiye Automotive Spare Parts made a move to strengthen the country's industrial base, create significant employment in the northwestern province of Edirne, and contribute directly to regional development.

As we step into 2026—a year of immense significance as we also celebrate the 20<sup>th</sup> anniversary of our Office—Türkiye continues to translate its vision into action, connecting ideas, markets, and people across sectors and borders. At the Investment and Finance Office, we remain committed to sustaining this momentum and positioning Türkiye as a reliable, innovative, and forward-looking destination for high-quality investment.

**A. Burak Dağlıoğlu**  
President, Investment and Finance Office



## President Erdoğan Highlights Türkiye's Defense Industry Strength at Naval Platforms Ceremony

The Commissioning, Flag Hoisting, and First Steel Cutting Ceremony for naval platforms was held at the Istanbul Shipyard Command, where President Recep Tayyip Erdoğan delivered a keynote address emphasizing Türkiye's growing capabilities in the defense industry.

In his remarks, President Erdoğan underlined the importance of domestic and national production in defense technologies, stating that all processes, from research and development to design, software, and mass production, are carried out using local and national resources.

The President noted that Türkiye currently ranks as the world's 11<sup>th</sup> largest defense exporter and is among the ten countries globally capable of designing, building, and launching its own warships.

Sharing key performance figures, President Erdoğan stated that defense and aerospace exports increased by 30 percent year-on-year over the past 11 months, reaching USD 7.445 billion. The President added that Türkiye aims to enter the world's top ten defense and aerospace exporters by 2028, with a target of USD 11 billion in exports.

Highlighting the strategic and integrated approach behind Türkiye's defense

achievements, President Erdoğan stressed that success in the sector requires a holistic vision. He noted that deterrence on land depends on strength at sea and in the air, and emphasized that Türkiye continues to expand its capacity, enhance its capabilities, and develop indigenous technologies. The President also stated that more than 3,500 companies and over 100,000 professionals actively contribute to Türkiye's defense ecosystem, dedicating their efforts to the country's long-term security.

The ceremony was attended by National Defense Minister Yaşar Güler, Commander of the Naval Forces Admiral Ercüment Tatlıoğlu, Istanbul Shipyard Commander Rear Admiral Recep Erdiç Yetkin, Commander of the Pakistan Navy Admiral Navid Ashraf, as well as senior military officials, shipyard commanders, defense industry representatives, and government officials.

As part of the program, the second vessel of the PN MİLGEM project built for the Pakistan Navy, PNS Khaibar, was delivered. In addition, the TCG Hızırreis submarine, the New Type Landing Ship Ç-159, and the ULAK Armed Unmanned Surface Vehicle (AUSV) were delivered to the Turkish Naval Forces.

The ceremony also included the flag hoisting of TCG Koçhisar, the second vessel of the 10-ship Hisar-class program, and the first steel cutting of TCG Seferihisar, the seventh ship under the same program.



## The Türkiye Century in Investment and Finance Summit Showcases Türkiye's Financial Transformation

The "Türkiye Century in Investment and Finance Summit," hosted by the Albayrak Media Group, brought together Türkiye's Vice President Cevdet Yılmaz, Investment and Finance Office President A. Burak Dağlıoğlu, Türkiye Wealth Fund CEO Arda Ermüt, Türkiye Bankalar Birliği Chairman Alpaslan Çakar, and Halkbank General Manager Osman Arslan for an in-depth discussion on Türkiye's financial transformation and long-term economic vision at the Istanbul Financial Center.

Vice President Cevdet Yılmaz outlined Türkiye's macroeconomic trajectory, noting growth at twice the global average over the past five years.

Vice President Yılmaz highlighted the coordinated monetary-fiscal program aimed at restoring price stability, improving financial efficiency, and strengthening the investment climate, adding that supportive

financial conditions, rising exports, and increasing foreign investment will continue to drive sustainable growth.

President A. Burak Dağlıoğlu delivered a concise, data-driven outlook on Türkiye's investment agenda, noting an average annual growth rate of 5.3% since 2003 and investment levels consistently exceeding 30% of GDP.

He emphasized Türkiye's FDI share rising from 0.2% to 1%—a fivefold increase—with a new 1.5% target and underlined the country's evolution from a Europe-Asia bridge into a regional hub for management, production and innovation. He added that digitalization, AI, sustainability, protective trade dynamics, and shifting global value chains will shape the next phase.

As Türkiye advances its vision for the Türkiye Century, the country continues to strengthen its competitive, innovation-led, and globally connected economic model—positioning itself as the nexus of investment and finance in a rapidly evolving regional and international landscape.





## The 5<sup>th</sup> Future of Finance Summit Highlights AI and Participation Finance in Türkiye

The 5<sup>th</sup> edition of the Future of Finance Summit, hosted by Turkuvaz Media Digital (Sabah, Atv, Fotomaç, Takvim, Yeni Asır), took place in Istanbul, bringing together Türkiye's senior leaders from the finance sector.

Key participants included Türkiye's Vice President Cevdet Yılmaz; Banking Regulation and Supervision Agency Chairman Şahap Kavcıoğlu; Investment and Finance Office President A. Burak Dağlıoğlu; Capital Markets Board of Türkiye Chairman İbrahim Ömer Gönül; and Borsa İstanbul CEO Korkmaz Ergün.

Emphasizing the critical role of the finance sector in directing resources to the right areas, channeling savings

into the economy, and supporting sustainable development, Vice President Yılmaz stated, "Our young and tech-savvy population, strong economic infrastructure, and the supportive environment offered by the Istanbul Financial Center create significant opportunities for participation finance."

Speaking at the summit, President Dağlıoğlu shared his vision for the future of finance, saying, "In highly regulated sectors such as finance, where strategic decisions must be made across many areas, particularly data policies, we believe the greatest challenge ahead will be AI and its integration into these industries.

As in the past, we are confident that regulators will make the right decisions and develop sound policies to enable the transformation of the financial and banking sectors through AI."



## Türkiye and Oman Hold 13<sup>th</sup> Joint Economic Commission Meeting

The 13<sup>th</sup> Session of the Türkiye-Oman Joint Economic Commission (JEC) was held, marking another milestone in the deepening economic and commercial relations between the two countries.

Within the framework of the session, a bilateral ministerial meeting was convened at the outset. During the discussions, the recent positive momentum in bilateral relations, strengthened by reciprocal visits by the Heads of State, was reviewed. The ministers reaffirmed their commitment to sustaining efforts to increase bilateral trade volume to USD 5 billion in the medium term.

The 13<sup>th</sup> Session of the Türkiye-Oman Joint Economic Commission was co-chaired by the Treasury and Finance Minister Mehmet Şimşek and Commerce, Industry and Investment Promotion Minister of the Sultanate of Oman Qais Mohammed Al Yousef.

During the session, economic and trade relations between Türkiye and Oman were comprehensively assessed. Developments across a wide range of sectors, including environment and urbanization, finance, industry and technology, contracting services, SMEs, halal accreditation, healthcare, tourism, transportation, investments, ports, and maritime affairs, were reviewed, and concrete steps for the upcoming period were identified.

At the conclusion of the meeting, the Joint Economic Commission Cooperation Protocol was signed. The protocol provides a comprehensive roadmap to further strengthen cooperation across multiple strategic sectors and formally documents the progress achieved in bilateral relations.

Commenting on the meeting, Minister Şimşek stated, "On the occasion of the 13<sup>th</sup> Session of the Türkiye-Oman Joint Economic Commission, we held productive discussions with H.E. Qais Mohammed Al Yousef, Minister of Commerce, Industry and Investment Promotion of Oman, and his delegation.

Within this framework, we signed the JEC Cooperation Protocol covering 17 areas, including energy, education, healthcare, and transportation. We also signed a memorandum of understanding on cooperation and experience-sharing in education. We underlined the importance of concluding the Türkiye-Gulf Cooperation Council Free Trade Agreement negotiations as soon as possible and reached a consensus on enhancing cooperation in organized industrial zones.

Furthermore, during the Türkiye-Oman Business Roundtable Meeting hosted by the Union of Chambers and Commodity Exchanges of Türkiye (TOBB), we discussed ongoing projects and new opportunities together with our business communities. We expect this meeting, as with last year's engagements, to yield tangible outcomes for both countries."



## Take Off Istanbul Props Turkish Startups into the Global Spotlight

Take Off Istanbul 2025, hosted under the leadership of the Turkish Technology Team (T3 Foundation), the Ministry of Industry and Technology, and the Investment and Finance Office, brought together more than 500 startups from 40 countries and over 250 investors at the Istanbul Expo Center. As one of Türkiye's flagship entrepreneurship summits, the event highlighted the country's rising innovation ecosystem and expanding global reach. In line with this momentum, the Investment and Finance Office also marked the official opening of Take Off by hosting the Prelude, an exclusive gathering of investors and strategic partners featuring dedicated presentations at the historic Sepetçiler Pavilion.

Speaking at Take Off Istanbul 2025, Industry and Technology Minister Mehmet Fatih Kacır underscored Türkiye's accelerating high-technology journey, noting the expansion of public-private capital structures, co-investment mechanisms, and supportive regulatory frameworks. The Minister highlighted that Turkish technology startups attracted USD 5.3 billion between 2020 and 2024—twelve times the amount raised in the previous period—and emphasized the country's growing strengths in AI, biotechnology, mobility, gaming, and digital transformation. Minister Kacır added

that the strong international investor presence at Take Off reflects global recognition of Türkiye's momentum in deep-tech entrepreneurship.

In the session titled "Türkiye: Your Next Frontier Market for Tech & VC," Investment and Finance Office President A. Burak Dağlıoğlu detailed Türkiye's strategic efforts to strengthen its entrepreneurial landscape, reiterating the Office's mission of attracting investment and its longstanding collaboration with the startup ecosystem since 2015.

Dağlıoğlu emphasized that Take Off is one of the Office's flagship platforms, designed both to inject capital into the ecosystem and to elevate Turkish startups onto the global stage. He noted that Türkiye not only participates in major international technology events but is increasingly hosting them, highlighting that GITEX Ai Türkiye will convene in Istanbul next year.

Dağlıoğlu also pointed to the startinturkiye.gov.tr platform, which directly connects entrepreneurs with investors and features more than 70 VC funds and a diverse range of investment instruments. He further underscored Türkiye's competitive advantages, including strong tax incentives such as zero corporate tax in technoparks and no capital-gains tax on exits, and the emergence of the Istanbul Financial Center as a new hub, where a fintech-focused technopark has been established as a finance and technology center.



## Türkiye Among the World's Best in Goods and Services Sectors

Sponsored by Borsa İstanbul, Takas İstanbul, the Central Securities Depository of Türkiye, Turkish Airlines, Türk Telekom, VakıfBank, and Ziraat Bank, the Platinum Global 100 Awards Ceremony took place at the Istanbul Financial Center (IFC) with the participation of Trade Minister Ömer Bolat, Investment and Finance Office President A. Burak Dağlıoğlu, and other high-level representatives from the business ecosystem.

Celebrating its 27<sup>th</sup> year under the motto "Türkiye's Most Dynamic Monthly Economy and Business Magazine," Platinum magazine, in cooperation with the independent market research company Ipsos, honored Turkish companies that successfully represent the country internationally in the Global 100 Index, under the theme "Impact Economy."

In his keynote speech, Minister Bolat stated that Türkiye ranks among the world's leading countries across a wide range of goods and services sectors, saying, "We are either in the top five or the top ten. Our greatest wish is for the Turkish economy to succeed in global competition." Minister Bolat also emphasized Platinum magazine's success over its nearly 27 years of publication, noting that it has consistently monitored the Turkish economy,

sectoral developments, and company performance and shared these insights with its readers.

Underlining that, under the leadership of President Recep Tayyip Erdoğan, the government will continue to support businesses in strengthening Türkiye's position in global competition, Minister Bolat added: "We have risen from the world's 16<sup>th</sup> largest economy by purchasing power parity to the 11<sup>th</sup> largest. We have also become the 14<sup>th</sup> largest industrial country in the world."

Also addressing the distinguished attendees, Dağlıoğlu highlighted that the economic recovery in Europe is expected to have a positive impact on investments in Türkiye. He stated that between January and October 2025, Türkiye attracted around USD 11.6 billion in investments, which annualizes to approximately USD 14.6 billion representing a 35% increase compared to the previous year.

Dağlıoğlu further noted that investments are particularly strong in wholesale and retail trade, manufacturing, ICT, fintech, and logistics, with technology ventures attracting growing interest from global investors. He concluded his remarks by emphasizing that Türkiye's expanded manufacturing capacity and active participation in global supply chains have been key drivers of this investment growth.





## Amcham's Türkiye-US Business Summit Highlights Bilateral Investments

The Türkiye-US Business Summit convened in Istanbul, bringing together key representatives from both countries' business communities to discuss the transformative impact of artificial intelligence on Türkiye's strategic industries, as well as the regulatory and compliance challenges facing high-stakes sectors.

Hosted by AmCham Türkiye, the representative of the US Chamber of Commerce in Türkiye and held under the theme "AI & Cybersecurity: Future Perspectives on Sectors," the summit also featured the I AmChamPion Awards and Gala, celebrating successful examples of Türkiye-US economic cooperation under five categories.

The summit saw attendance from many key figures from business ecosystem including, AmCham Türkiye Chairman Emre Karter, USTDA Acting Director Thomas R. Hardy, Microsoft Türkiye General Manager Levent Özbilgin, USTDA Regional Director for Middle East, North Africa, Europe & Eurasia Carl Kreiss and Ministry of Foreign Affairs Deputy Director General for Science and Technology Policies Hamdi Aksoy.

During the summit, Investment and Finance Office Vice President Bekir Polat participated as a panelist in the session titled "AI's Transformative Role in Türkiye's Key Industries," where he highlighted recent sectoral developments and emphasized how AI is reshaping Türkiye's value proposition for global investors. "Artificial intelligence and digitalization have fundamentally transformed global FDI. Especially in the post-pandemic era, around 75 percent of global FDI has shifted toward data

centers, semiconductors, advanced technologies, and verticals such as mobility," he noted.

Polat also underlined that approximately 55 percent of Türkiye's installed power capacity comes from renewable energy sources, reinforcing the country's competitive edge in sustainable and high-tech investment areas.

Following the summit, the I AmChamPion Awards and Gala took place, honoring companies that contribute to the advancement of Türkiye-US economic relations. The seventh edition of the awards began with opening remarks by Investment and Finance Office President A. Burak Dağlıoğlu, who shared key figures on bilateral trade and FDI. Emphasizing that Türkiye-US economic ties have evolved into a balanced and strategic partnership that goes beyond the traditional investor-market dynamic, Dağlıoğlu stated:

"With USD 16 billion of US FDI in Türkiye and USD 13.5 billion of Turkish FDI in the US, along with roughly 2,300 US companies operating in Türkiye, we see clear evidence of a balanced and continuously expanding investment relationship." Dağlıoğlu also highlighted President Recep Tayyip Erdoğan's commitment to strengthening bilateral economic ties: "The two investor meetings held by our President in the US this year once again demonstrated how critical the contributions of US companies are in advancing our shared goals."

Dağlıoğlu noted Türkiye's strong performance in attracting FDI, stating that the country secured USD 11.4 billion in the first nine months of the year and USD 15.3 billion over the past 12 months. He added that Türkiye has attracted an annual average of USD 12.5 billion in FDI since 2003, underscoring its sustained appeal for global investors.



## Türkiye Emerges as a Global Leader in Digital Finance and Fintech

The Digitalization in Finance and Technology Summit, hosted by Capital Dergisi and Ekonomist Dergisi magazines, brought together public authorities, banks, neobanks, and fintech innovators to discuss the sector's shared digital future.

During the summit, Investment and Finance Office President A. Burak Dağlıoğlu delivered a keynote speech, underlining that Türkiye's financial sector has become one of the world's most digitally capable industries over the past two decades, mainly driven by a highly skilled talent pool and strong regulatory cooperation. Dağlıoğlu highlighted that Türkiye's digitalization success spans not only banking but also insurance and capital markets, where fully digital access to alternative investment

instruments sets the country apart as a global frontrunner. He noted that as AI reshapes every industry, the financial sector is entering a pivotal phase in which policymakers, regulators, and industry leaders will jointly shape Türkiye's competitive future.

Dağlıoğlu also underscored the strategic role of the Istanbul Financial Center and Fintech Zone Istanbul, where regulators and innovators work side by side through incubation and acceleration programs. He reaffirmed the Investment and Finance Office's continued commitment to showcasing Türkiye's technology and fintech ecosystem at leading global platforms, such as Money20/20, Slush, VivaTech, and GITEX GLOBAL Largest Tech & Startup Show in the World, ensuring that both early-stage and mature companies engage with investors and global partners.



## Young Innovators Shape Türkiye's Technology and Entrepreneurship Future

The Genç'25 Summit, hosted by Halkbank, convened leading figures from Türkiye's entrepreneurship and technology ecosystem, creating a dynamic platform where young innovators explored new opportunities, industry insights, and pathways for growth under the theme "Human 5.0 – A Future for Humanity."

During the summit, Investment and Finance President A. Burak Dağlıoğlu shared insights underscoring Türkiye's strong commitment to fostering technology-driven entrepreneurship. He emphasized the substantial tax incentives available to early-stage innovators, noting that Türkiye offers one of the most supportive fiscal environments

for technology entrepreneurs. Dağlıoğlu also highlighted that more than USD 5 billion has been invested in early-stage startups in recent years, reflecting the ecosystem's accelerating momentum. In addition, he pointed to the role of startinturkiye.gov.tr, a platform that helps entrepreneurs navigate Türkiye's funding landscape and connect with investors aligned with their sector and scale.

Reaffirming that entrepreneurship is the "driving force" of Türkiye's economy, Dağlıoğlu encouraged young innovators to develop their ideas and engage with the Investment and Finance Office. As Türkiye advances its vision for investment, technology, and entrepreneurship, the Office remains committed to empowering the next generation and strengthening the country's position as the nexus of innovation.



## Türkiye's Innovation Ecosystem Takes Center Stage at Take Off Istanbul 2025

The second and final day of Take Off Istanbul 2025 carried its strong momentum forward, closing the event on a high note.

The Invest in Türkiye booth welcomed distinguished visitors, including Investment and Finance Office President A. Burak Dağlıoğlu and T3 Foundation Chairman of the Board of Trustees Selçuk Bayraktar, who met with entrepreneurs and explored the expanding potential of Türkiye's innovation ecosystem. Throughout the day, startup founders, investors, and innovation enthusiasts showed strong interest, while interactive competitions added energy and engagement to the booth.

In his closing keynote on the main stage, Bayraktar offered a deeper reflection on what entrepreneurship represents: courage, sacrifice, perseverance, hard work, resilience, and a collective spirit shaped by learning, failing, and trying again.

Take Off Istanbul once again demonstrated Türkiye's rising role as the nexus of innovation—where ideas, talent, and investment converge to shape the future.

Take Off Istanbul 2025 once again showcased Türkiye's growing role as the nexus of technology, innovation, and investment, bringing together global founders, investors, and institutional stakeholders.

As the Investment and Finance Office continues to strengthen Türkiye's investment landscape and expand strategic partnerships, the country is advancing its position as a competitive innovation hub for the broader region and beyond.



## ADIN.AI Ranks First in Deloitte Technology Fast 50 Türkiye

ADIN.AI has been recognized as Türkiye's fastest-growing technology company, ranking first in the Deloitte Technology Fast 50 Türkiye 2025 with an exceptional growth rate of 8,990 percent over the past three years.

This achievement positions ADIN.AI not only as a national success story but also as a globally competitive player in the rapidly evolving marketing technology landscape.

Operating as an AI-native marketing operating system, ADIN.AI enables large-scale advertisers to manage media planning, activation, optimization, measurement, and budget control through a single, real-time platform.

Today, the company supports the marketing operations of leading global brands, including L'Oréal Türkiye, Vodafone, Under Armour, Bayer Consumer Health, and Türkiye İş Bankası.

Beyond its Türkiye ranking, ADIN.AI conducted a comparative benchmark analysis against Deloitte's Technology Fast rankings across major global markets.

The analysis indicates that the company's growth performance would place it 13<sup>th</sup> in the United States, 3<sup>rd</sup> in the United Kingdom, and 1<sup>st</sup> in Central Europe, underscoring the strength of its global scalability.

Commenting on the milestone, ADIN.AI CEO and Co-Founder Serhat Gürcü emphasized that the company's success is rooted in disciplined execution, resilience, and the development of technology that delivers measurable enterprise value across markets.

Gürcü also highlighted the importance of institutional vision and support, noting that the Investment and Finance Office has been a consistent source of confidence throughout ADIN.AI's journey from Türkiye to the global stage.

With headquarters in the United States, a European base in London, and core teams in Istanbul and Dubai, ADIN.AI continues to advance its ambition of becoming a global AI operating system for marketing. Its trajectory reflects Türkiye's strengthening position as the nexus of technology, innovation, and investment—where entrepreneurial talent, scalable ideas, and global capital converge to build world-class companies from Türkiye to the world.





## Türkiye Reinforces Investment Infrastructure through New Chinese FDI

A major manufacturing investment is set to strengthen Türkiye's industrial base as China-based ZS Türkiye Automotive Spare Parts Limited Company moves forward with plans to establish a new production facility in Edirne.

Implemented across the İpsala and Uzunköprü Organized Industrial Zones, the investment is expected to create employment for 1,660 people and contribute directly to regional economic development.

The land allocation agreement for the investment was signed at the Edirne Governorate by Governor Yunus Sezer and representatives of the Chinese company. The facility will be developed on a total area of 116,000 square meters and is planned to operate with an environmentally responsible production approach, in line with Türkiye's objectives for sustainable and value-added industrial growth. The project is expected

to strengthen both Edirne's labor market and its industrial infrastructure.

Governor Sezer noted that Edirne is steadily advancing toward becoming a green, innovation-focused industrial corridor, supported by ongoing infrastructure upgrades and new factory investments across its organized industrial zones.

In this context, the project is regarded as a concrete step in enhancing the city's role in Türkiye's industrial transformation.

Support for the investment process was acknowledged on behalf of Edirne, with thanks extended to President Recep Tayyip Erdoğan, Industry and Technology Minister Mehmet Fatih Kacır, and the Investment and Finance Office.

Aligned with Türkiye's strategy to attract international manufacturing projects that combine scale, employment generation, and sustainable production, the Edirne investment underscores the country's position as the nexus of manufacturing and investment, offering global investors a competitive, resilient, and well-connected production base.



## Strong Investment Partnership Drives Türkiye-Spain Business Success

The most successful companies from Türkiye and Spain for the year 2025 were honored at an exclusive ceremony held by the Turkish-Spanish Chamber of Industry and Commerce in Madrid.

The 9<sup>th</sup> edition of the ceremony hosted key participants, including Türkiye's Ambassador to Spain Nuket Küçük Ezbacı; Investment and Finance Office Vice President Bekir Polat; and Turkish-Spanish Chamber of Industry and Commerce President and Investment and Finance Office Country Advisor Yasemen Korukcu.

During the ceremony, Polat presented the 2025 Successful Companies Award to the Spanish

technology company Amadeus which recently signed an MoU with Investment and Finance Office, while Limak Group of Companies Chairperson Ebru Özdemir received the Professional Merit Award. Türkiye's Tosyalı Holding was also presented the 2025 Successful Companies Award.

As the nexus of the world, Türkiye has attracted USD 11.5 billion of FDI from Spain since 2002.

There are currently 783 Spanish companies and 7 liaison offices in Türkiye, with bilateral trade volume between the two countries expected to reach a record EUR 20 billion in 2025.

Investment and Finance Office continues to position Türkiye as a priority destination for Spanish investors and actively works to broaden long-term bilateral investment ties.



## Türkiye and South Korea Explore Cooperation in Nuclear Energy and Manufacturing

Investment and Finance Office hosted a delegation from the Korea Nuclear Association (KNA) as part of ongoing efforts to strengthen international cooperation in the nuclear energy sector.

The meeting focused on Türkiye's industrial capabilities, localization potential, and opportunities for supply-chain development within upcoming nuclear projects.

Participants were briefed on the structure of Türkiye's nuclear ecosystem, key institutions, and qualified manufacturing capacities.

Accompanied by Investment and Finance Office Vice President Zeynel Kılıç, South Korea Country Advisor Taha Saran, and sector experts, the KNA delegation also discussed potential areas of engagement for Korean investors and technology providers in Türkiye's emerging nuclear market, highlighting Türkiye's role as the nexus of manufacturing for advanced and strategic industries.



## Türkiye and France Open a New Chapter in Financial Cooperation

The Türkiye-France Business Forum, cohosted by Yapı Kredi, Bpifrance, and CCI France-Turquie at Yapı Kredi headquarters in Istanbul, brought together institutions, industry leaders, and entrepreneurs from a wide range of sectors across Türkiye and France.

The exclusive forum aimed to strengthen financial cooperation between the two countries and equip companies with the tools needed to expand and succeed in both markets. The program featured expert panels, targeted B2B meetings, and strategic discussions on effective financial

mechanisms to facilitate bilateral trade and investment.

Investment and Finance Office Vice President Bekir Polat delivered a presentation introducing participants to Türkiye's dynamic economic landscape and the latest trends across leading sectors. Emphasizing the longstanding and successful bilateral relationship between France and Türkiye, Polat also highlighted Türkiye's position as the nexus of investment in the global economy.

As part of the forum, a Memorandum of Understanding was signed between Yapı Kredi and Bpifrance, marking the beginning of a new phase in financial cooperation and bilateral investment relations between the two countries.



## Türkiye Positions Its Human Capital at the Center of Global Leadership

The Global Turks Foundation brought together senior executives from public institutions and leaders from Türkiye's business ecosystem at the inauguration of the Global Leadership Academy, which will begin its operations in cooperation with Özgeçin Üniversitesi.

Deputy Foreign Minister Z. Levent Gümrükçü, Global Turks Foundation Chair and Managing Partner Ayşegül Dicle Aydin, and Investment and Finance Office Vice President Bekir

Polat took the stage at the event, which aims to showcase Türkiye's professionalism, leadership, and talent on the global stage.

In his speech, Polat stated, "Türkiye's greatest strength, both now and in the future, is its young, dynamic, well-educated, and highly qualified population." He added that this advantage is further supported by Türkiye's sustainable growth, incentive system, structural reform agenda, and the extensive infrastructure and superstructure investments made over the past 20 years.



## The Post-COP30 Climate Action Conference Advances Dialogue on Climate-Related FDI in Türkiye

The Post-COP30 Climate Action Awareness Conference in Türkiye was held in Istanbul, bringing together a wide range of stakeholders from the finance sector to discuss the future of climate-related FDI.

The conference was organized under the EU Partnership for Local Climate Action in Türkiye Project, financed by the European Union, with Türkiye's Ministry of Environment, Urbanization and Climate Change as the beneficiary, and implemented by the United Nations Development Programme (UNDP) Türkiye.

Investment and Finance Office Finance Department Head Dr. Tarık Akın participated as a panelist in

the session titled "Financing the Green Transition – Post-COP30 Approaches of National and International Institutions."

The panel featured senior climate experts from the European Union, the European Bank for Reconstruction and Development (EBRD), and the Asian Development Bank (ADB).

During the session, Akın emphasized the potential of non-debt financing instruments in funding the green transition and underlined the importance of regulatory frameworks in enhancing their effectiveness.

Highlighting the significant role of capital markets, participation finance, and financial technologies in green finance, Akın also shared global best-practices with participants, drawing attention to Türkiye's position as the nexus of finance.





## Türkiye's Fintech Agenda Takes Center Stage at the 6<sup>th</sup> General Assembly of Payment and E-Money Institutions

Investment and Finance Office Finance Department Head Dr. Tarık Akin spoke at the 6<sup>th</sup> General Assembly of the Association of Payment and Electronic Money Institutions of Türkiye, which brought together key figures from the finance sector.

Highlighting the Investment and Finance Office's objectives for the fintech sector, Akin stated that one of the most important outcomes of the fintech agenda will be the development of the Fintech Strategy Document, which is set to focus

on areas such as open finance, banking-as-a-service, digital assets, and tokenization.

Looking ahead, Akin outlined four key focus areas in the Office's fintech agenda, complementing its ongoing strategy-development efforts: ensuring effective coordination within the fintech ecosystem, leveraging the Istanbul Financial Center and the Fintech Zone Istanbul, connecting fintech companies with international investors, and fostering strategic partnerships in regions such as Central Asia, the Far East, and Africa.

Investment and Finance Office is committed to further consolidating Türkiye's strong position as the nexus of finance through its strategic roadmaps for emerging sectors such as fintech.



## The DBA Türkiye Annual Gala Highlights the Strength of Dutch-Turkish Business Ties

The Dutch Business Association Türkiye (DBA) Annual Gala took place in Istanbul, bringing together members and stakeholders to reflect on and celebrate the association's steady growth and the strength of its business community since its establishment.

During the event, Investment and Finance Office Vice President Bekir Polat delivered a speech emphasizing

the importance of the longstanding bilateral relationship between the Netherlands and Türkiye. Polat noted that the Netherlands has consistently ranked among Türkiye's leading sources of FDI, underlining Türkiye's position as the nexus of investment within the global economy.

The program also featured remarks by Netherlands' Ambassador to Ankara Joep Wijnands and Netherlands' Consul General in Istanbul Daan Huisenga, who highlighted the shared commitment to deepening bilateral cooperation and sustaining joint efforts across economic and commercial domains.



## The Yandex Cup 2025 Finals Showcase Türkiye's Growing Strength in Digital Innovation

The Yandex Cup 2025 finals brought together leading developers from Türkiye and 21 countries in Istanbul, where 196 competitors showcased their advanced programming skills across six major categories for a total prize pool of USD 140,000.

The opening ceremony was attended by Ministry of Transport and Infrastructure, Republic of Turkey Deputy Minister Ömer Fatih Sayan, Investment and Finance Office Vice President Bekir Polat, and Yandex Search International

CEO and Yandex Türkiye General Manager Alexander Popovskiy. In his remarks, Polat emphasized Türkiye's rising potential in machine learning, competitive programming, and deep-tech development, underscoring the country's strong support for young talent and its expanding role in global digital innovation.

The finals reaffirmed Türkiye's position as the nexus of innovation, highlighting its commitment to advancing high-value digital capabilities. As Türkiye strengthens its technology partnerships and accelerates its innovation agenda, platforms like the Yandex Cup continue to contribute to the country's long-term digital competitiveness.



## Digital Transformation Drives Türkiye's Health Technology Ecosystem

The 12<sup>th</sup> HIMSS Eurasia Health Informatics and Technologies Conference and Exhibition 2025 brought together healthcare leaders, administrators, and technology experts to explore cutting-edge developments in health informatics and digital healthcare solutions.

During the conference, Investment and Finance Office Unit Manager Selim Porgali shared his insights in a session titled "Digitalization in

the Health Industry & Investments." He highlighted Türkiye's sustained FDI momentum despite the global downturn, noted the rising share of healthcare and ICT investments in recent years, and emphasized the strategic role of digital transformation within Türkiye's FDI Strategy, underlining the sector's sustainable growth potential.

Türkiye's innovation-driven approach to health technologies continues to position the country as the nexus of innovation, offering strategic, high-value opportunities for global investors in a rapidly evolving healthcare ecosystem.



## Türkiye and Italy Deepen Strategic Cooperation in Aerospace and Defense

During the Aerospace and Defense Meetings Torino 2025, Investment and Finance hosted an exclusive one-hour panel where leaders from global aerospace companies engaged in an in-depth discussion on the latest industry developments and future cooperation opportunities between Türkiye and Italy.

Moderated by Investment and Finance Office Country Advisor Alfredo Nocera, the panel featured Baykar Piaggio Aerospace CEO Giovanni Tomassini; Kale Jet Engines Engineering Director Taylan Ercan,

CEng IMechE; Investment and Finance Office Project Manager Muttalip Tütüncü; and Country Advisor Gino Costa as speakers, who discussed ways to further enhance the strong cooperation between Turkish and Italian aerospace companies.

The panel also included presentations on Türkiye's dynamic aerospace ecosystem, ongoing technological advancements in engine development, and the renewed momentum of a long-standing aerospace brand following its recent acquisition by Baykar.

Investment and Finance Office continues to showcase Türkiye's abundant investment opportunities around the world, with a particular focus on key sectors such as aerospace and defense.



# Türkiye's Mobility Sector



## Intellectual Property



- **10<sup>th</sup> in the world** for domestic patent applications
- Among the **top 3 fastest-growing countries** globally in domestic patent growth
- **World leader** in international patent applications by female inventors (26.1%)
- **6<sup>th</sup> in the world** for domestic trademark applications
- **3<sup>rd</sup> in the world** for domestic design applications

## Technology Development Zones in Türkiye



<b>113</b> Active technology development zones	<b>12,235</b> Companies	<b>521</b> Companies with international capital
<b>126,640</b> Personnel	<b>18,007</b> Ongoing projects	<b>USD 15.5 trillion</b> Total exports

## R&D Centers in Türkiye

**1,361**  
Active R&D centers

**244**  
R&D centers with international capital

**91,968**  
Personnel

**16,056**  
Ongoing projects

**44,893**  
Patents



## Design Centers in Türkiye

**343**  
Active design centers

**41**  
Design centers with international capital

**8,540**  
Personnel

**2,534**  
Ongoing projects

**944**  
Patents



■ TESTIMONIAL



**“TÜRKİYE IS HOME TO A HIGHLY EDUCATED POPULATION”**

Aiguang Peng  
SENIOR VICE PRESIDENT, ZTE CORPORATION



■ TESTIMONIAL



**“TÜRKİYE ACHIEVES REMARKABLE PROGRESS IN HEALTHCARE”**

Rania Ashraf  
EXECUTIVE DIRECTOR, NOVARTIS



■ TESTIMONIAL



**“TÜRKİYE IS THE CENTRAL HUB FOR AUTOMOTIVE INDUSTRY”**

Fabian Schlegel  
ZF FRIEDRICHSHAFEN, SENIOR VICE PRESIDENT



■ TESTIMONIAL



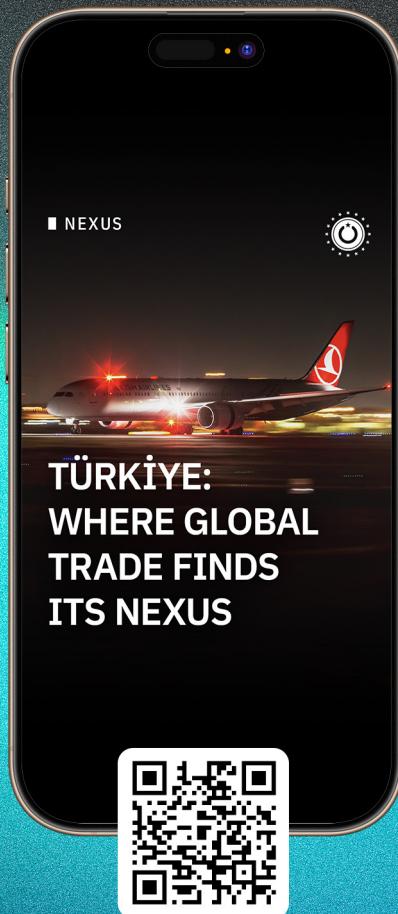
**“TÜRKİYE’S LOCATION AND TALENT POOL ARE UNMATCHED”**

Maher Koubaa  
AMADEUS MVP



Wishing you a prosperous, healthy, and happy new year in **2026**, as we celebrate the **20th anniversary** of the Investment and Finance Office of the Presidency of the Republic of Türkiye.





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**Türkiye Foreign Direct Investment Strategy (2024-2028)**



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**WHY INVEST IN TÜRKİYE?**



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**Why Invest in Türkiye in a Nutshell**



# WHY TÜRKİYE

## TÜRKİYE: HUB FOR INNOVATION AND GROWTH

Within a **4-hour flight**, easy access to multiple markets of USD 32.1 trillion GDP, USD 10.3 trillion trade, and 1.3 billion people.

Booming economy reaching **1,358 billion in 2024**, up from USD 238 billion in 2002.

Over **USD 273 billion** of FDI between 2003-2024, while the total amount of FDI attracted between 1980-2002 stood at USD 15 billion.

## ACCESS TO MULTIPLE MARKETS

### EURASIA

GDP: \$2.8 trillion  
Import: \$467 billion  
Population: 244 million

### MENA

GDP: \$4.4 trillion  
Import: \$1.5 trillion  
Population: 472 million

### EUROPE

GDP: \$24.9 trillion  
Import: \$8.3 trillion  
Population: 595 million

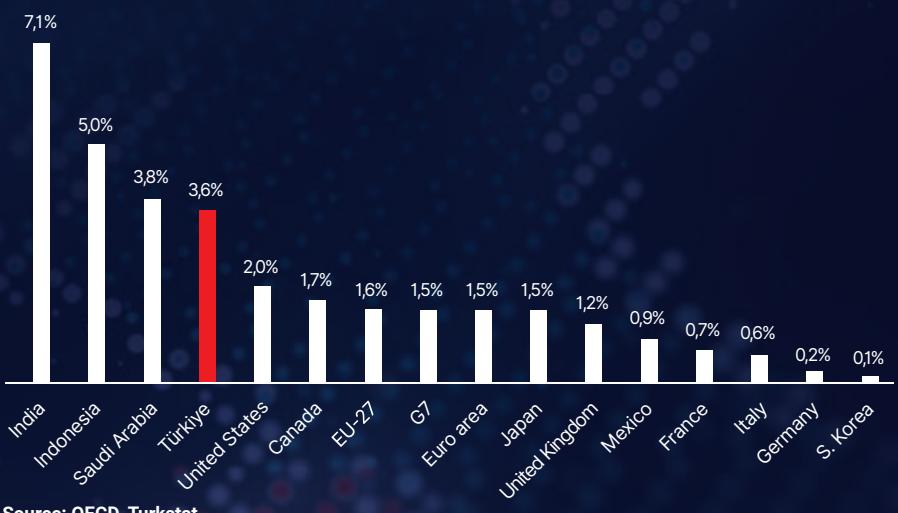
### TOTAL

GDP: \$32.1 trillion  
Import: \$10.3 trillion  
Population: 1.3 billion

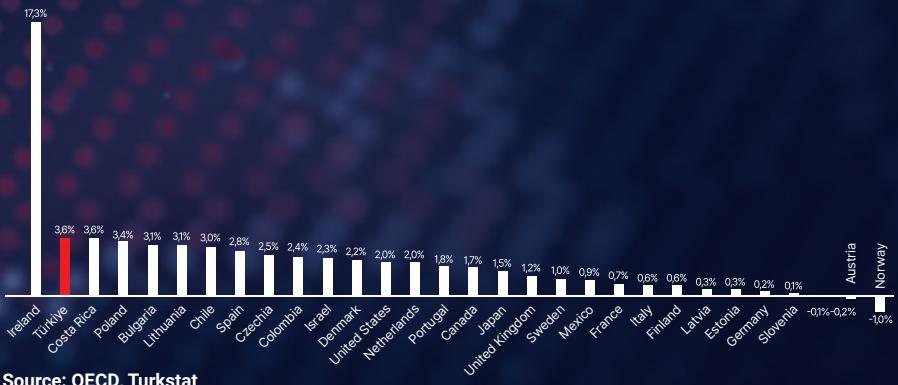
Source: IMF, WTO, TurkStat 2024

## REAL GDP GROWTH (2025-H1, year on year growth)

### G20 Economies



### OECD Economies



## TÜRKİYE

was the fastest growing economy of the OECD members during 2003-2024, with an average annual growth rate of

**5.3%**

## CUMULATIVE FDI INFLOWS TO TÜRKİYE

(USD BILLION)



- Investment incentives as well as R&D support.
- Equal treatment to national and global investors guaranteed by law.
- 7 days to set up a company in Türkiye, while it takes an average of 8,5 days in OECD high-income countries.
- (World Bank Doing Business 2020)

# HIGHLIGHTS

The fastest growing economy in Europe and one of the fastest growing economies in the world with an average annual GDP growth rate of 5.3% over the past 21 years.

(2003-2024, TurkStat)

## SOPHISTICATED CONSUMER BASE

A population of 85.7 million, half of which is under the age of 34.4.

(2024, TurkStat)

Largest youth population compared with the EU.

(2023, Eurostat)

96.4 million fixed and mobile broadband internet subscribers.

(2024, Information and Communications Technologies Authority)

## SKILLED AND DEDICATED LABOR FORCE

Around 36 million young, well-educated and motivated professionals.

(2024, Turkstat)

Around 960,000 students graduate annually from 208 universities.

(2024, CoHE)

## TÜRKİYE'S INFRASTRUCTURAL DEVELOPMENT

USD 215 Billion

Total value of PPP contracts in Türkiye during the 1986-2024 period.

272

Total number of PPP projects completed in Türkiye during the 1986-2024 period.

27,797

Total number of hospital beds under PPP projects. 18 healthcare campuses have been completed with a total number of 27,797 bed capacity.

58

Number of airports in Türkiye increased from 26 in 2002 to 58 by 2024.

# Who we are

Investment and Finance Office is the official organization that:

- Promotes the investment environment of Türkiye and provides assistance to investors.
- Reports directly to the President of the Republic of Türkiye.

# How we help

- Multilingual (Turkish, English, German, French, Italian, Arabic, Spanish, Chinese, Japanese and Korean)
- One-Stop-Shop approach
- Result-oriented
- Private sector approach with full confidentiality
- Focusing on high-tech, value-added and employment generating investments.

# What we do

- Presenting investment opportunities to the investors and providing assistance during all the stages of their investments.
- Serving as the reference point for international investors and the point of contact for all institutions engaged in promoting and attracting investments at national, regional and local levels.
- Offering free-of-charge services including market information and analyses, site selection, B2B meetings, coordination with relevant governmental institutions, and facilitating legal procedures and applications such as establishing business operations, incentive applications, obtaining licenses and work permits.

## OUR GLOBAL LOCATIONS

 USA
 GERMANY
 ITALY
 SPAIN
 NETHERLANDS
 TÜRKİYE
 S. ARABIA
 UAE
 QATAR
 CHINA
 S. KOREA
 JAPAN
 UK
 SINGAPORE
 MALAYSIA

## SECTORS

Agrofood
Automotive
Chemicals
Defense & Aerospace
Energy
Financial Investments & Startups
ICT
Infrastructure
Life Sciences
Machinery
Business Services
Financial Services
Mining & Metals
Real Estate
Tourism



Explore untapped investment opportunities across a variety of industries in Türkiye.

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