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FDI AGENDA

EKONOMİYE DEĞER KATANLAR ÖDÜL TÖRENİ

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Message from the Investment Office



As we embark on the new year, Türkiye continues to solidify its position as the nexus of investment, technology, innovation, and growth.

December marked a significant milestone with President Recep Tayyip Erdoğan's announcement of the Employment Protection Programme (EPP). Set to launch this January, the EPP reinforces Türkiye's commitment to safeguarding employment and supporting Small and Medium-Sized Enterprises (SMEs), the backbone of Türkiye's economy.

With over TRY 2.6 trillion allocated to employment and production initiatives in the 2025 budget, as President Erdoğan announced, Türkiye is dedicated to ensuring inclusive growth for its citizens. The government's unwavering commitment to sustainability, digital transformation, and industrial development continues to position Türkiye as a global leader in key markets.

On the FDI front, December proved to be a highly productive month, highlighted by Brazilian industrial equipment manufacturer WEG S.A.'s announcement of a EUR 28 million investment to establish a new gearbox production facility in Manisa. The project, aimed at expanding the company's presence in the European market and increasing its manufacturing capacity outside Brazil, is expected to be completed by 2027.

Additionally, Turkish artificial intelligence startup Pardon AI secured investment from the global accelerator Techstars, marking a significant milestone in its mission to advance AI-driven solutions across industries. In another notable development, South Korea's leading gaming company DoubleU Games acquired Turkish mobile game studio Paxie Games in a deal worth up to USD 67 million, signaling its strategic entry into the

rapidly expanding Merge-2 gaming genre. Meanwhile, Agave Games successfully raised USD 18 million in a Series A funding round. This latest round brings Agave Games' total funding to USD 25.5 million, valuing it at approximately USD 100 million post-investment.

In terms of investment activities, Investment Office held and participated in several prestigious events throughout December, including the 7th Take Off Startup Summit, the Platin Global 100 Awards, the "I AmChamPion Awards 2024," and Renewable Energy Roadshows in Amsterdam and Berlin.

Further underscoring Türkiye's position as the nexus of investment, Investment Office, in partnership with the YASED International Investors Association, held a launch event for the book "Foreign Direct Investment in Türkiye Century" at the Ziraat Bank Auditorium within the Istanbul Financial Center. The event gathered Investment Office and YASED members, stakeholders, and representatives from partner institutions. This comprehensive publication traces the century-long evolution of international investments in Türkiye, offering a perspective on the dynamics that have transformed Türkiye into a global economic powerhouse.

As we step into 2025, we extend our heartfelt wishes for a year of prosperity, strengthened partnerships, and shared achievements. May this year bring new opportunities and continued success for Türkiye and our valued stakeholders as we journey into the Türkiye Century—frequently dubbed the Investment Century.

Happy New Year!

A. Burak Dağlıoğlu
President, Investment Office



President Erdoğan Launches Employment Protection Programme to Support Key Sectors

President Recep Tayyip Erdoğan attended the Award Ceremony for Contributors to the Economy in Bursa, where he announced important initiatives aimed at strengthening Türkiye's economy and safeguarding employment.

Emphasizing the importance of maintaining competitiveness in the apparel, textiles, leather, and furniture sectors, President Erdoğan stated, "These sectors contribute USD 37 billion in annual exports and provide employment for over 1.2 million people. To protect production and jobs, we will launch the Employment Protection Programme (EPP) through the Small and Medium-Sized Enterprises Development Organisation (KOSGEB) in January 2025."

The President explained that Small and Medium-Sized Enterprises (SMEs) that maintain their employment levels in

2024 throughout 2025 will be eligible to receive financial support of up to TRY 2,500 per employee under the new programme.

Reflecting on the government's 22-year tenure, President Erdoğan highlighted growth as a central element of their strategy to address challenges. "From the economy to defense, from foreign policy to trade, we have implemented policies designed to foster growth. We do not seek temporary economic gains; our focus is on achieving sustainable, long-term success," he added.

Additionally, President Erdoğan pointed to significant economic improvements, including increased international capital inflow, stronger reserves, reduced foreign exchange volatility, and a notable decrease in Türkiye's credit risk premium. "Türkiye is the only country in the world whose credit rating has been upgraded twice by three major agencies," he said, adding, "For the 2025 budget, we have allocated TRY 1.57 trillion for investments, taking both realistic and visionary steps toward the future."

The EPP is part of Türkiye's broader efforts to reinforce its economic foundation and ensure growth in key industries.

Turkish Cabinet Addresses Comprehensive Agenda in 2024's Final Meeting

The Turkish government addressed a wide array of critical issues, including political and economic developments in industry and technology, as well as migration management during the final Presidential Cabinet Meeting of 2024.

Addressing the press after the meeting, President Recep Tayyip Erdoğan emphasized the continuation of Türkiye's growth strategy for 2025 and expressed optimism about witnessing more positive outcomes from the economic program across various sectors in the near future.



President Erdoğan Calls for Enhanced Collaboration at D-8 Summit

President Recep Tayyip Erdoğan participated in the 11th Summit of the Developing Eight Organization for Economic Cooperation (D-8), held in Cairo, Egypt, under the theme "Investing in Youth and Supporting SMEs: Shaping Tomorrow's Economy."

During his address, President Erdoğan emphasized the importance of bolstering international collaboration and highlighted key advancements within the D-8 framework. Notably, the President underscored the significance of Egypt's recent approval of the preferential trade agreement, stating, "With Egypt also approving the preferential trade agreement, it will now be possible to implement the agreement on a much broader scale." This development paves the way for enhanced economic integration among member nations.

President Erdoğan also advocated for the inclusion of underdeveloped countries in global initiatives, citing Türkiye's efforts to foster technological innovation through TEKNOFEST, the world's largest aviation and space festival. "We aim to contribute to global justice and development by including the least developed countries in TEKNOFEST," he remarked, underscoring the festival's role in transcending borders to promote technological progress.

In addressing regional matters, President Erdoğan celebrated Azerbaijan's entry into the D-8 as a milestone that strengthens the organization's capabilities, stating, "With Azerbaijan, which has made significant strides in recent years and joined our organization, we are stronger today than in the past."

The D-8 group was established in Istanbul in 1997 to strengthen economic and social relations among its member states: Türkiye, Egypt, Nigeria, Pakistan, Indonesia, Bangladesh, Iran, and Malaysia.

President Erdoğan also highlighted the goal of accelerating disinflation efforts initiated in May 2024 and maintaining progress throughout 2025.

Regarding other agenda items, President Erdoğan announced that the 2025 budget adopts a citizen-focused approach, allocating over TRY 2.6 trillion to employment and production initiatives. The President detailed that TRY 1.568 trillion would be allocated to investments, with continued support planned for farmers, tradespeople, industrialists, and exporters.

President Erdoğan also highlighted key financial achievements, including the Central Bank's gross reserves, which reached a record high of USD 163.5 billion as of mid-December, and employment figures showing an increase of 1 million jobs over the past year, reducing the unemployment rate to 8.8 percent.

"We will continue implementing our quality growth strategy, focusing on investment, employment, production, exports, and a current account surplus in 2025," the President concluded.

Türkiye's Current Account Surplus Marks Historic Milestone



Trade Minister Ömer Bolat announced that Türkiye's current account balance achieved a historic milestone, recording a surplus for five consecutive months—the first time in the past five years.

For the January-October period of 2024, the current account deficit decreased significantly by USD 32.8 billion, dropping to a total of USD 3.3 billion. On a 12-month rolling basis, the deficit narrowed to USD 7.7 billion.

"The strong performance in exports, production, investment, employment, and a sustainable current account balance demonstrates the effectiveness of our government's steadfast implementation of the Economic Program," said Minister Bolat.

In October 2024, the current account balance posted a surplus of USD 1.9 billion. Excluding gold and energy, the surplus stood at a robust USD 7.2 billion, maintaining its strong trajectory.

The Minister highlighted that the increase in exports, coupled with a decrease in imports, positively impacted financial and macroeconomic stability, reinforcing economic balances. These developments have contributed to growth in a net and favorable manner.

Minister Bolat emphasized the importance of these indicators, which reflect Türkiye's commitment to maintaining economic stability and fostering a resilient growth environment.

Türkiye Secures USD 7.7 Billion in Favorable External Financing



Minister of Treasury and Finance Mehmet Şimşek announced that Türkiye secured a total of USD 7.7 billion in favorable external financing for 2024 from the World Bank and other creditors.

"We expect this figure to increase by the end of the year," Şimşek said, highlighting the significant role of international cooperation in enhancing Türkiye's access to external funds.

According to Şimşek, collaboration with global institutions has been instrumental in mobilizing development-focused, long-term financing under favorable conditions.

The Minister also pointed out the World Bank's recent approval of an additional USD 1.2 billion for Türkiye in December.

Minister Şimşek provided details on the allocation of these funds, indicating that approximately USD 660 million will be directed towards the Eastern Türkiye Middle Corridor Railway Development Project, implemented by the Ministry of Transport and Infrastructure.

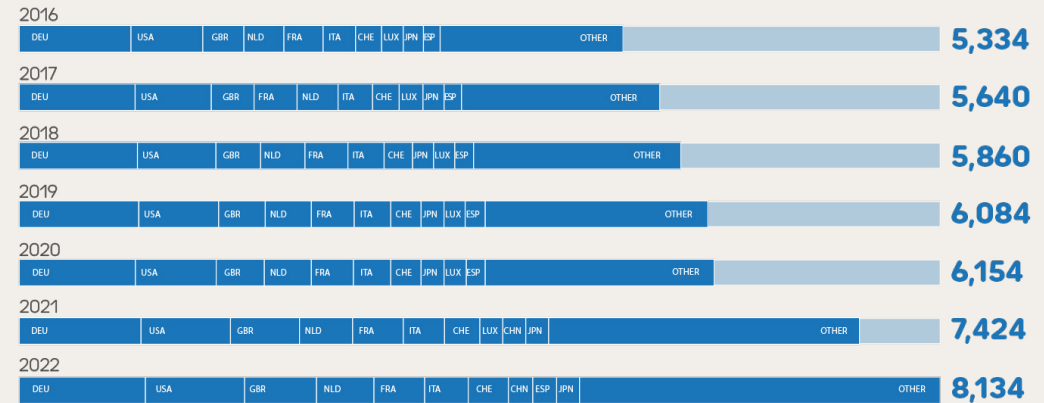
"By working closely with the World Bank, we are channeling this financing to decarbonize our transport sector, increase the use of rail freight, improve health emergencies response, and enhance resilience in the agricultural and food sectors," Minister Şimşek noted.

The Minister also mentioned that total financing from World Bank resources for development-focused initiatives is expected to reach USD 5 billion in 2024.

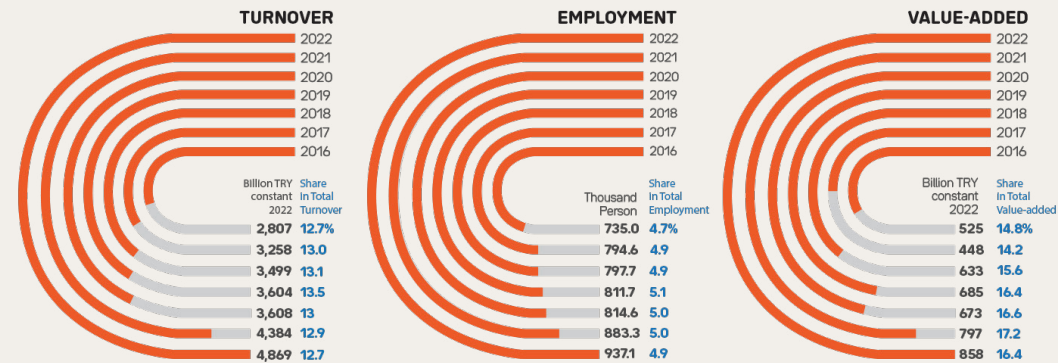
#NexusofInvestment

Türkiye proves to be the **nexus of investment** for international investors with a world-class business climate

Number of Foreign-Controlled Enterprises* in Türkiye



Foreign-Controlled Enterprises* in Türkiye



Source: Turkstat

(*) A Foreign-Controlled Enterprise is the one of which at least 50 % of its shares are held by non-resident foreign investors.



WEG S.A. Invests EUR 28 Million in New Gearbox Facility in Manisa to Strengthen European Market Presence

Brazilian industrial equipment manufacturer WEG S.A. announced an investment of approximately EUR 28 million in a new gearbox production facility in Manisa. The project, aimed at expanding the company's presence in the European market and increasing its manufacturing capacity outside Brazil, is expected to be completed by 2027.

The new factory, to be established in a 12,000-square-meter building about 35 kilometers from Izmir, will focus on producing industrial gearboxes to meet growing European demand. It will also leverage synergies with the company's existing gearbox plant in Austria. Additionally, the facility will complement WEG's local portfolio by integrating sales with industrial electric motors already manufactured in Türkiye.

Türkiye continues to position itself as an attractive destination for international investors, thanks to its strategic location, skilled workforce, and advanced industrial infrastructure. Commenting on the investment, Investment Office President A. Burak Dağlıoğlu noted, "WEG's decision to expand its operations in Türkiye following the acquisition of Volt Electric Motor is a testament to Türkiye's strategic importance in the global investment ecosystem. This new investment not only boosts local production capacity but also brings technology transfer, increases employment, and contributes to exports. We are pleased to support WEG's growth plans in Türkiye and

congratulate the company on its continued investments."

WEG Industrial Motors Managing Director Rodrigo Fumo expressed optimism about the potential for growth in Türkiye and the wider European market. "This investment is a strategic step in our journey to expand our presence in the sector. We remain committed to delivering innovative solutions, service excellence, and swift deliveries that meet our customers' needs," he said.

The announcement follows WEG's recent acquisition of Volt Electric Motors and the opening of an electric motor factory in Dilovası, near Istanbul, in 2022. WEG has been active in the Turkish market for over two decades, initially through local distributors, and has since established its own commercial operations. Currently employing 750 people in Türkiye, the company expects to create an additional 150 jobs through this new investment.

Founded in 1961, WEG is a global electro-electronic equipment company focused on electric motors, gearboxes, drives, controls, energy generation, transformers, automation, and electrification solutions. With 64 manufacturing plants in 17 countries and a footprint spanning over 135 countries, the company employs more than 45,000 people worldwide. In 2023, WEG's net revenues reached BRL 32.5 billion, with 52.9 percent generated from markets outside Brazil.



Pardon AI Secures Investment from Techstars, Boosting Türkiye's AI Landscape

Turkish artificial intelligence startup Pardon AI secured an investment from prominent global startup accelerator Techstars, marking a significant milestone in its efforts to advance AI-driven solutions tailored to various industries.

Founded with the vision of revolutionizing AI applications within Türkiye,

Pardon AI focuses on developing innovative technologies that cater to local market demands. The investment from Techstars not only injects vital capital but also opens doors to a vast network of resources and mentorship opportunities, crucial for scaling operations and refining product offerings.

This partnership with Techstars is set to fast-track Pardon AI's growth, empowering the startup to leverage cutting-edge technologies and fine-tune its methodologies. It also highlights the ever-rising interest in Türkiye's burgeoning tech ecosystem and underscores the global potential of Turkish startups to make their mark on the international stage.

DoubleU Games Acquires Turkish Mobile Game Studio Paxie Games

South Korea's leading gaming company DoubleU Games announced the acquisition of Turkish mobile game studio Paxie Games in a deal valued at up to USD 67 million, marking its strategic entry into the rapidly growing Merge-2 gaming genre.

Under the terms of the agreement, DoubleU Games will initially acquire a 60 percent stake in Paxie Games for USD 27 million, with plans to purchase the remaining 40 percent over the next three years based on performance targets. The acquisition is expected to close in the first quarter of 2025.

Founded in 2021 in Istanbul, Paxie Games is best known for its hit title

Merge Studio: Fashion Makeover, which has surpassed 25 million downloads. The game combines character makeover elements with Merge-2 puzzle mechanics, primarily targeting female audiences.

According to Sensor Tower data, the studio consistently ranks among the top five companies in the Merge-2 genre.

DoubleU Games highlighted the strategic importance of the acquisition, emphasizing that it represents a key step in diversifying its portfolio and accelerating growth in new mobile gaming segments.



Agave Games Secures USD 18 Million in Series A Funding

Türkiye-based developer and the creator of the hit mobile game Find the Cat, Agave Games announced it raised USD 18 million in a Series A funding round. The high-flying gaming studio plans to use the investment to expand its team and develop new titles, with at least two releases expected in the coming year.

The funding round was co-led by Felix Capital and Balderton Capital, with participation from e2vc, all of which were already existing investors in Agave Games. This latest round brings

the company's total funding to USD 25.5 million, valuing it at approximately USD 100 million post-investment.

Find the Cat—a casual mobile game that challenges players to locate cats in complex Where's Wally-style illustrations—has seen explosive growth since its launch in August 2024. The game achieved over 10 million downloads in its first quarter, cementing its place as a rising star in the casual gaming market.

Agave Games' success reflects a broader trend of Türkiye emergence as the nexus of innovation. The trend began with Peak Games, acquired by Zynga for USD 1.8 billion in 2020. Former Peak employees have since gone on to establish prominent gaming studios such as Dream Games, which recently raised USD 255 million, and Spyke, which secured USD 50 million in funding earlier in 2024.

İzocam Completes Acquisition of Local Insulation Producer His Yalıtım



İzocam, one of Türkiye's leading insulation manufacturers, finalized the equity buyout of His Yalıtım, a stone wool manufacturer operating under the Terrawool brand in the Kayseri İncesu Organized Industrial Zone, Türkiye.

This milestone positions İzocam's Kayseri facility as the 5th production center in its network, joining GEBKİM, Dilovası, Eskişehir, and Tarsus.

Established in 1965, İzocam is co-owned by the French multinational corporation Saint-Gobain and the Kuwaiti multinational company Alghanim Industries.

According to a statement from Saint-Gobain, His Yalıtım employs approximately 170 people and adds significant value to the region's economy. The Turkish Competition Authority approved the acquisition in October 2024, allowing İzocam to fully acquire His Yalıtım's shares and establish a joint venture between Compagnie de Saint-Gobain S.A. and Kutayba Yusuf Ahmed Alghanim.

Saint-Gobain's statement further noted, "This acquisition strengthens İzocam's presence in Türkiye, where the company already operates four factories producing high-quality insulation solutions."



Take Off Istanbul Welcomes International Investors, Showcasing Türkiye's Tech Entrepreneurship

Take Off Istanbul, one of the region's most significant technology entrepreneurship events, successfully brought together over 250 startups from 23 countries, more than 100 global investors, and numerous venture capital fund managers in Istanbul. Hosted by the Türkiye Technology Team Foundation, the Ministry of Industry and Technology and Investment Office, the event showcased Türkiye's dynamic tech ecosystem and global connectivity.

In his opening remarks, Minister of Industry and Technology Mehmet Fatih Kacır emphasized Türkiye's rapid advancements in technology and innovation over the past two decades. The Minister highlighted the significance of the National Technology Initiative in shaping the

country's vision for a high-tech future. "Take Off Istanbul adds immense value to both Türkiye and Istanbul's journey toward becoming a global technology hub," he noted, adding, "By 2030, we aim to raise 100,000 tech startups in Türkiye, with at least 100 emerging as 'Turcorns' – breakthrough companies valued at over USD 1 billion."

Investment Office President A. Burak Dağlıoğlu also underscored Türkiye's growing prominence in the global tech landscape. Referring to Türkiye's leading position in pre-seed investments in Europe during the first nine months of the year, Dağlıoğlu stated, "This reflects the expanding culture of entrepreneurship and technology in Türkiye. We are committed to facilitating the necessary funding and mentorship for startups to thrive globally. With funding, mentorship, and the right guidance, their globally competitive products and services are poised for exponential growth."

The two-day event served as a vital platform for connecting innovative entrepreneurs with international investors, further cementing Türkiye's role as the nexus of technology and innovation. Through initiatives like Take Off Istanbul, Türkiye continues its journey to establish itself as a global center for tech entrepreneurship.





Platin Global 100 Awards Honor Türkiye's Economic Leaders

The prestigious Platin Global 100 Awards celebrated the companies driving Türkiye's economic growth during a ceremony centered on the 2024 theme "Technology Integration." Based on the Platin Global 100 Index—jointly curated by Platin magazine and independent research firm Ipsos—the awards recognize exceptional contributors to the Turkish economy.

The ceremony commenced with speeches by Minister of Industry and Technology Mehmet Fatih Kacır, Investment Office President A. Burak Dağlıoğlu, and Platin Magazine's Editor-in-Chief Oya Yalman.

Minister Kacır highlighted Türkiye's economic progress over the last two decades, with exports rising from USD 36 billion to USD 262 billion, solidifying Türkiye's position in international trade through more competitive products. The Minister also emphasized the establishment of a robust global infrastructure in industry and technology, pointing to a significant

increase in R&D investments, from USD 1.2 billion to USD 16 billion.

Investment Office President A. Burak Dağlıoğlu stressed the growing importance of AI investments and noted that early-stage tech startups in Türkiye attracted nearly USD 1 billion in investments in 2024, with USD 270 million focused on AI and related fields.

Dağlıoğlu referred to Türkiye as the nexus of investment, expressing confidence in its growth trajectory while emphasizing the need for further investments, particularly in AI.

He highlighted the growing number of AI companies in Türkiye and their increasing global competitiveness. Stressing the importance of venture capital, including corporate funds, Dağlıoğlu noted their role in supporting the growth of technology entrepreneurship to maintain Türkiye's competitive edge.

With over 400 venture capital funds and 90 corporate venture capital funds, Türkiye has made significant progress, though room for improvement remains. In closing, he stated that the sustained growth and global competitiveness of the private sector are crucial for Türkiye to achieve its goal of ranking among the top 10 global economies.



Investment Office Attends "I AmChamPion Awards 2024" Celebrating Bilateral Investment Achievements

Investment Office President A. Burak Dağlıoğlu participated in the "I AmChamPion Awards 2024," an event hosted by the American Chamber of Commerce Türkiye (AmCham Türkiye) to celebrate the strengthening of economic ties between Türkiye and the United States.

The event welcomed over 300 public and private sector leaders, including representatives from the US Trade and Development Agency (USTDA).

Now in its sixth year, the "I AmChamPion Awards" recognize companies that make significant contributions to strengthening bilateral relations. Eight awards were presented across the following categories: US Investment in Türkiye, Regional Hub, Sustainability, Diversity & Inclusion, Innovation, Contribution to Education, Women Empowerment, and Turkish Champion of the Year.

In his speech at the ceremony, Investment Office President A. Burak Dağlıoğlu highlighted the significance of acknowledging companies that generate value, employment, and exports in Türkiye. Dağlıoğlu noted that US companies have invested over USD 15 billion in Türkiye, while Turkish companies have invested approximately USD 12 billion in the United States.

"We believe these bilateral investments and balanced relations contribute to the long-term

sustainability of our investment ties," Dağlıoğlu stated.

Dağlıoğlu also shared insights on FDI in Türkiye, emphasizing that since 2003, the country has averaged USD 12.5 billion in annual investments. "Over the past 12 months, based on data from the first nine months of this year, we secured USD 11.5 billion in investments. Given the global decline in investment, this is a respectable performance. We hope to reach our long-term average by the end of the year," he remarked.

Dağlıoğlu further commented on the global investment climate, noting a reduction in investments in neighboring countries, and added: "Our improved performance is a positive indicator."

Addressing ongoing efforts to enhance the investment environment, Dağlıoğlu stated, "We are diligently working on reforms to further improve the investment climate. Initiatives such as the implementation of the Climate Law, alongside other measures, continue with determination."

The "I AmChamPion Awards 2024" underscored the enduring and mutually beneficial economic partnership between Türkiye and the United States, showcasing exemplary contributions in various fields that foster growth and collaboration between the two nations.





“Foreign Direct Investment in Türkiye Century” Book Launched at Istanbul Finance Center

In collaboration with the International Investors Association (YASED), Investment Office launched a comprehensive new book titled “Foreign Direct Investment in Türkiye Century.” The book highlights the century-long journey of international investments in Türkiye.

The launch event took place at the Ziraat Bank Auditorium within the Istanbul Financial Center, gathering Investment Office and YASED members, stakeholders, and representatives from partner institutions.

Speaking at the event, Investment Office President A. Burak Dağlıoğlu emphasized Türkiye’s commitment to promoting investment opportunities on a global scale. He noted, “We are working with a 360-degree communication approach to showcase Türkiye’s potential, talented workforce, and investment-friendly environment. This book, enriched by YASED members’ contributions, highlights success stories of international companies operating in Türkiye and underscores the role of FDI in shaping our economy.”

YASED Chairperson Engin Aksoy highlighted the importance of FDI in advancing Türkiye’s digital and green transformation.

He remarked, “International investments play a crucial role in enhancing stability, integrating Türkiye into global supply chains, and creating

opportunities for economic growth.” Aksoy further noted that YASED members, representing a broad range of sectors, have consistently boosted Türkiye’s export capabilities and expanded local ecosystems through innovative technologies and expertise.

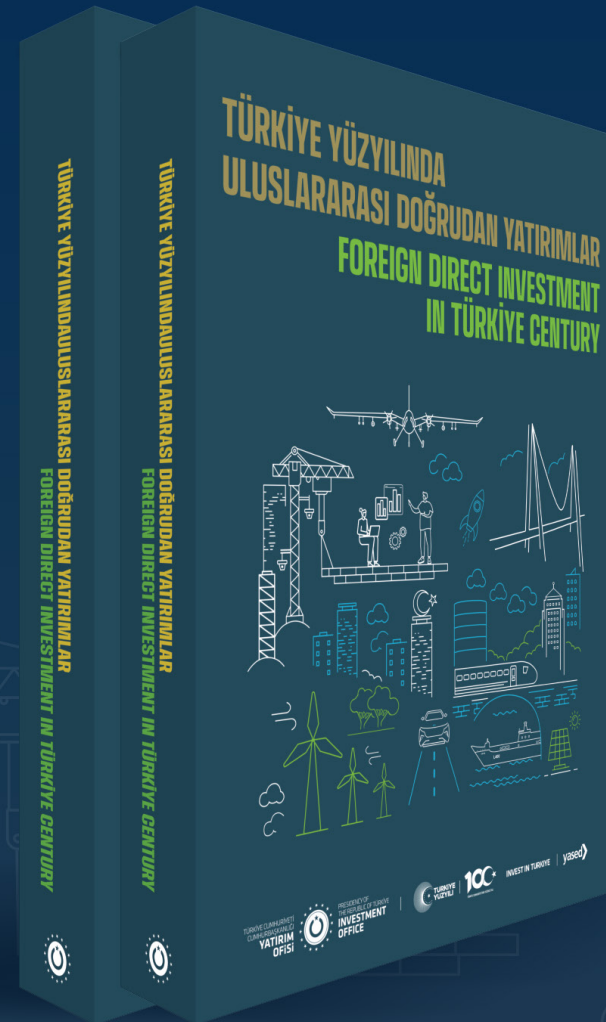
Following the launch, a panel discussion moderated by YASED Secretary General Serkan Valandova brought together senior representatives from leading international companies.

During the panel, Ericsson Türkiye General Manager İşıl Yalçın, Enerjisa Üretim CEO Ihsan Erbil Bayçöl, Microsoft General Manager Levent Özbilgin, and Novartis Türkiye Country President Natacha Theytaz shared insights into digital transformation, artificial intelligence, and emerging trends that are expected to shape both Türkiye’s economic landscape and the global investment environment.

Compiled over the course of ten months, the book chronicles the evolution of international business in Türkiye—from legal reforms and infrastructural investments to the cultivation of talent and technology. It offers a comprehensive perspective on the dynamics that have transformed Türkiye into the nexus of the world for international investments.



#NexusoftheWorld



TÜRKİYE YÜZYILINDA ULUSLARARASI DOĞRUDAN YATIRIMLAR

FOREIGN DIRECT INVESTMENT IN TÜRKİYE CENTURY



Türkiye: Nexus of Investment

Investment Office provided an overview of the country's investment and economic landscape, emphasizing its growing attractiveness to global investors. In an interview with Anadolu Agency (AA), Investment Office President A. Burak Dağlıoğlu shared insights into Türkiye's recent economic achievements and its emerging role as the nexus of manufacturing, technology, innovation, and investment.

Türkiye continues to attract significant investments, evolving into a leading center for digitalization and innovation. This progress is supported by the country's forward-looking economic policies and advancements across key industries such as technology, logistics, production, and more. Notably, Türkiye was the only country in 2024 to receive credit rating upgrades from Fitch Ratings, Moody's, and S&P.

The Central Bank of the Republic of Türkiye (CBRT) saw its total reserves rise to USD 92.4 billion, while the country's 5-year credit default swap (CDS) rates decreased. These improvements facilitated easier and more cost-effective access to financing and further bolstered investor confidence.

Türkiye is actively working to strengthen its position as an economic powerhouse by developing new transportation corridors and enhancing its appeal as an investment destination. The number of international companies operating in Türkiye has surged, growing from approximately 5,600 in 2002 to over 82,000 in 2024.

While global FDI flows declined,

Türkiye's inflows rose by 12 percent in 2023, according to the Organization for Economic Cooperation and Development (OECD). Türkiye ranked 4th in Europe for greenfield FDI projects, with 375 such investments, following France, the UK, and Germany, as highlighted in the EY Europe Attractiveness Survey 2024.

Dağlıoğlu noted that Türkiye has attracted over USD 272 billion in FDI since 2003, with investments coming from around the globe, particularly from China. While acknowledging the rising trend in Chinese investments, Dağlıoğlu emphasized the considerable potential to attract more, especially in the automotive and technology sectors.

In 2024, BYD, the world's largest electric vehicle manufacturer based in China, signed an agreement with the Turkish Ministry of Industry and Technology for an investment of approximately USD 1 billion. The company plans to establish a production facility in the western Turkish province of Manisa with a capacity of 150,000 vehicles, creating direct employment for 5,000 people. Additionally, several companies in Türkiye are expanding their existing investments. For example, Tofaş Türk Otomobil Fabrikası A.Ş. announced capital expenditures of about USD 217 million, while Oyak Renault Otomobil Fabrikaları A.Ş. disclosed investments of USD 265.5 million.

In the logistics sector, Ekol Logistics transferred its international transportation and customs clearance operations to the Danish shipping company DFDS for approximately USD 255.1 million. Germany-based BLG Logistics also established a new subsidiary in Türkiye under the name BLG International Transportation.

"Investments in strategic sectors such as electric vehicle production, advanced technologies, and logistics

infrastructure further strengthen Türkiye's role in global supply chains. The preference of leading companies like BYD for Türkiye and the international successes of Turkish companies such as Ekol Logistics are clear indicators of Türkiye's strong potential for investors. These investments make vital contributions to our goals of creating jobs, boosting exports, and fostering sustainable growth," said Dağlıoğlu.

In the manufacturing sector, Brazilian industrial equipment manufacturer WEG S.A. announced an investment of approximately EUR 28 million to establish a gearbox factory in Manisa. The facility, set to be built on a 12,000-square-meter site, is expected to create 150 new jobs in addition to the 750 people already employed by WEG Group Türkiye. In the metals sector, Teknik Alüminyum Sanayi A.Ş. plans to invest around USD 384.9 million in a new aluminum factory.

China-based Kaishan Group, one of the world's largest compressor manufacturers, revealed plans to invest USD 1 billion in Izmir. The company aims to commission the factory by 2026, with the initial phase expected to employ over 200 people. Total employment is projected to reach 500 with the addition of spare parts factories.

In the home appliances sector, BSH announced an investment of EUR 110 million for 2024, with plans for further investments totaling approximately EUR 500 million over the next five

years. Meanwhile, China-based Haier Europe inaugurated a production facility for cooking appliances in the Central Anatolian province of Eskişehir, with an investment of approximately EUR 70 million.

Investments in sustainability, particularly in renewable energy and electronic components, were also announced in 2024. Germany-based Nordex Group unveiled a EUR 1 billion investment to expand its onshore wind power operations in Türkiye. Additionally, China-based Ganfeng Lithium, one of the world's largest lithium battery manufacturers, signed an agreement with Yiğit Akü to invest USD 500 million in Türkiye.

"We actively engage with investors through one-on-one meetings, discussing Türkiye's developments in other countries," Dağlıoğlu said. "We believe that Türkiye will emerge as the nexus of global investment in the coming century, with international companies playing an increasingly important role in achieving our vision," he added.

Türkiye: A Secure Nexus of Investment Amid Global Geopolitical Shifts – A. Burak Dağlıoğlu's Interview with Nikkei Shimbun

In an exclusive interview with Nikkei Shimbun, Japan's most respected business-oriented newspaper, Investment Office President A. Burak Dağlıoğlu highlighted Türkiye's growing role as a safe haven for companies relocating from conflict zones. Speaking in Tokyo, Dağlıoğlu addressed the increasing global trend of supply chain restructuring, spurred by geopolitical challenges such as the Russia-Ukraine conflict and escalating tensions in the Middle East.

"Türkiye offers a secure and stable investment environment, helping companies mitigate geopolitical risks

while maintaining their operations and growth," Dağlıoğlu emphasized. He further stated, "Geopolitical challenges are driving companies to restructure their supply chains," noting that international investments in the country have surged significantly over the past two decades, with remarkable growth in recent years.

With regard to attracting international investors, Dağlıoğlu underscored Türkiye's ambitions to draw companies from the electric vehicle (EV) and broader mobility sectors. He revealed that under Türkiye's upcoming three-year economic plan, the government is committed to accelerating the Green Transformation (GX) by supporting businesses that develop new models of EVs and environmentally friendly vehicles.

Türkiye has already established itself as the nexus of original equipment manufacturer (OEM) factories in the automotive sector, serving as an export base for global players like Japan's Toyota and South Korea's Hyundai.

"We aim to expand the export sector by leveraging Türkiye's robust connections with Europe, the Middle East, and Africa," Dağlıoğlu concluded.

日本経済新聞 記事利用について

紛争地域の企業、トルコ移転加速 投資局「安全な環境」

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取材に答えるトルコ投資局のダールオール総長（東京都渋谷区）

トルコ大統領府投資局のブラク・ダールオール総長は都内で日本経済新聞の取材に答えた。ロシアによるウクライナ侵略や中東の衝突拡大に伴い、紛争地域に拠点を置く企業のトルコへの移転が加速していると明らかにした。「トルコには安全な投資環境があり地政学リスクを軽減できる」と強調した。

ダールオール氏は「地政学的な問題で企業のサプライチェーン（供給網）の再構築が進んでいる」と説いた。紛争の影響で移転してきた企業の具体的な数は明言を避けたものの、過去20年でトルコに拠点を置く外資は十数倍に増えたと述べた。近年の増え幅が特に大きいという。

外国からの企業誘致を巡っては電気自動車（EV）などモビリティ関連企業を呼び込みたい考えを示した。今後3年間の経済計画でトルコ政府が掲げるグリーンTRANSフォーメーション（GX）を加速するため「EVなど環境負荷の低い車の新モデルを打ち出す企業を後押しする」と唱えた。

トルコには自動車のOEM（相手先ブランドによる生産）の工場が集積し、トヨタ自動車や韓国の現代自動車などが輸出拠点を構えている。ダールオール氏は「欧州や中東、アフリカとも良好な関係をもつトルコの強みを生かし輸出産業を伸ばしたい」と語った。

（芦川美奈）

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Yandex Unveils AI-Powered Search Service Yazeka for Turkish Market

Yandex launched "Yazeka with Yandex Search," a new AI-integrated search service specifically tailored for Turkish users. Focused on ensuring reliability and delivering accurate, fast, and context-aware answers to complex queries, Yazeka stands out with its user-centric approach, aiming to reshape search habits in Türkiye. By citing diverse online information sources, the search service ensures reliable and accurate results.

Yazeka is currently available in Turkish for Android and desktop platforms, with an iOS version set to launch soon. Powered by advanced natural language processing technology, the system allows users to input queries naturally. The AI then analyzes these queries to provide more accurate and context-aware results.

Built on neural network-based AI infrastructure, Yazeka intends to offer localized results by leveraging datasets curated by Türkiye's AI experts. These efforts enhance contextual accuracy and relevance, making the service uniquely suited to local needs.

At the launch event, Investment Office Vice President Bekir Polat highlighted Türkiye as the nexus of the world, stating: "Türkiye has emerged as one of the fastest-growing economies in the world over the past two decades, with an average growth rate of 5.4 percent. Moreover, with its strategic location at the crossroads of Asia, Europe, North Africa, and the Middle East, Türkiye offers access to a market of 1.3 billion people. Many international companies have increasingly chosen Türkiye not only for the Turkish market but also as a regional hub."

Polat further emphasized Investment Office's commitment to supporting companies operating in Türkiye, adding, "We are ready to provide all necessary support for Yandex's growth in Türkiye."

Yandex Search Türkiye General Manager Alexander Popovskiy explained that search engines have evolved beyond being mere tools for information retrieval. "We are stepping into a new era of search. Search engines are transforming into discovery engines, providing answers to complex questions while respecting local context and culture," he remarked.

Popovskiy emphasized that Yazeka has redefined the traditional concept of a search engine into a "finding engine," reducing the time required to discover and research information.





Türkiye Showcases Long-Term Renewable Energy Opportunities to Dutch Investors

Investment Office presented Türkiye's renewable energy growth targets for 2035 and its plans for the clean energy transition to Dutch sector representatives at an exclusive event in Amsterdam titled "Renewable Energy Opportunities for European Partners", as part of its investment roadshow covering the UK, Germany, and the Netherlands.

Held at the Consulate General of Türkiye in Amsterdam, the event attracted prominent Dutch companies from the finance, energy, banking, and technology sectors. Attendees were briefed on Türkiye's renewable energy capacity expansion goals, clean energy transition strategies, and investment incentives, such as tariff guarantee schemes, as well as opportunities in the renewable energy market for international investors.

In his opening remarks, Türkiye's Consul General in Amsterdam Mahmut Burak Ersoy highlighted the longstanding diplomatic ties between

the two countries, which span over five centuries, and emphasized Türkiye's ambitious renewable energy goals, focusing on the substantial opportunities available for investors in this sector.

Investment Office Vice President Zeynel Kılınc underscored the scale of Türkiye's energy needs and the increasing role of renewables in the country's energy production. Kılınc also reiterated that the Netherlands remains a reliable investment partner for Türkiye, pointing out the strong potential for collaborative ventures with Dutch investors in the green energy transformation.

Investment Office Project Manager Rauf Fırat Yaşar elaborated on Türkiye's advancements in energy production and integrated energy storage technologies, showcasing these developments to Dutch investors.

The program concluded with presentations from the Ministry of Energy and Natural Resources Head of Renewable Energy Resources Dr. Dilan Kavruk and Rönensans Enerji General Manager Gökhan Gündoğan. The final session featured Invest International Senior Investment Manager Decio Tractenberg, who provided insights into financing opportunities for foreign investments available to Dutch companies.



Türkiye: Nexus of Renewable Energy Investments

Investment Office hosted an exclusive event as part of its roadshow focused on renewable energy opportunities in Türkiye. Marking the second leg of the roadshow, the event took place at the Turkish Embassy in Berlin.

The meeting, centered on Türkiye's rapidly growing renewable energy market under the theme "Renewable Growth for European Partners" was attended by Turkish and German public officials, as well as representatives from various international energy companies.

In his speech, Türkiye's Ambassador to Berlin Ahmet Başar Şen emphasized that Türkiye and Germany have always maintained strong political and economic ties, and that geopolitical developments worldwide have further strengthened this relationship. "Sustainability, clean energy, and climate responsibility pressures are greater than ever. This transformation not only presents challenges but also creates tremendous opportunities.

Türkiye is strategically positioned to be a key player in this transformation," Şen stated.

Investment Office Vice President Zeynel Kılınc also spoke at the event, noting that Türkiye's gross domestic product stands at approximately USD 1.1 trillion and that the country is the third-largest electricity consumer in Europe, with a population of 85 million. Kılınc highlighted that Türkiye is home to the sixth-largest renewable energy market in Europe and that the country's unlicensed electricity generation practice in renewable energy offers significant opportunities for investors to support the green transformation. He also added that renewable energy licenses in Türkiye are granted without a tender process to companies that commit to integrating batteries into renewable energy power plants. Additionally, investments in the renewable energy ecosystem are supported through incentives aimed at boosting high-tech investments in the country.

Kılınc further emphasized the success of joint energy projects between Germany and Türkiye, inviting German companies to seize the renewable energy opportunities available in Türkiye.





Investment Office Showcases Türkiye's Investment Potential at Beijing 'Go Global' Event

As part of the 2024 Beijing 'Go Global' Event Series, Investment Office attended the 'Invest in Türkiye Promotion Conference' in collaboration with InvestGo, under the Ministry of Commerce of China (MOFCOM).

During the conference, Investment Office Vice President Bekir Polat, Investment Office Unit Manager Mustafa Erdönmez, and Investment Office Country Advisor Ahmet Serhat Turan delivered keynote speeches on Türkiye's thriving investment ecosystem.

The conference spotlighted Türkiye's dynamic investment environment and the wide range of opportunities it offers to global investors as the nexus of the world!

Investment Office Co-Hosts Webinar on Green Hydrogen Developments and France-Türkiye Partnerships

Investment Office co-hosted the "Green Hydrogen Developments in Türkiye and Opportunities for French-Turkish Partnerships" webinar with the Mouvement des entreprises de France International (MEDEF) Hydrogen Taskforce.

Investment Office Vice President Bekir Polat, France-Türkiye Business Council and BNP Paribas Chairman Jean Lemierre and MEDEF International Hydrogen Taskforce Coordinator Mikaa Blugeon-Mered shared insights into Türkiye's strategic focus on green hydrogen.

Polat highlighted Türkiye's 2053 net-zero carbon emissions target and its commitment to hydrogen as a key pillar for a sustainable energy future, while Investment Office Unit Manager Mustafa Erdönmez shared key points

regarding the latest green hydrogen developments in Türkiye.

TENMAK Hydrogen Technologies Group Manager Emre Yıldırım shared key insights on Türkiye's Hydrogen Strategy. Istanbul Technical University Energy Institute Head Prof. Dr. Adnan Midilli highlighted groundbreaking scientific studies in hydrogen technologies.

Industry leaders such as Tüpraş Strategy and Sustainability Director Çağatay Ölken and Enerjisa Üretim Technical Manager Kahraman Çoban, Ph.D. shared their companies' hydrogen investment strategies, while SHURA Head of Research Hasan Aksoy and H2Der Board Member Argun Karaçay provided valuable perspectives from the civil society and NGO sectors.

MEDEF International Eurasia Senior Project Officer Julien Beccafichi and MEDEF International in Türkiye Correspondent and Advantis Conseils Executive Director Ilker Onur also contributed to this inspiring event.

With its abundant renewable energy resources, Türkiye holds immense potential for green hydrogen production, cementing its role as a global energy hub.

As the nexus of energy, Türkiye continues to lead the way toward a sustainable future.

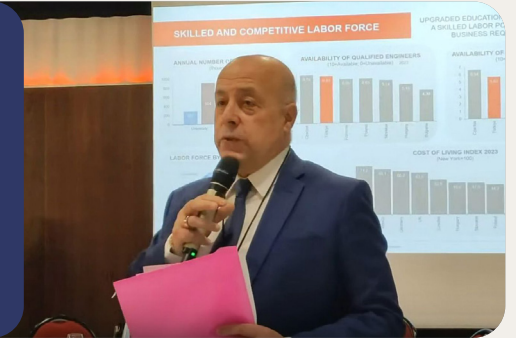
Scattolini Otomotiv Recognized for Strengthening Türkiye-Italy Commercial Relations



Scattolini Otomotiv was honored for its outstanding contributions to Türkiye-Italy commercial relations at the prestigious Leonardo da Vinci Awards organized by the Italian Chamber of Commerce and Industry in Türkiye in collaboration with the Italian Embassy in Ankara.

Founded in 1939, Scattolini S.p.a. is a global leader in the commercial vehicle body sector and has been proudly operating in Türkiye since 2012. This award reflects the company's long-standing contributions to the Turkish market and its commitment to sustainable development.

Investment Office Highlights Türkiye's Role in Global Value Chain at Franco-Turkish Chamber Event



Investment Office participated in a dinner-debate hosted by the Franco-Turkish Chamber of Commerce (CCFT) Toulouse-Occitanie. The event brought together over 100 attendees, including Toulouse Mayor Jean-Luc Moudenc, Türkiye's Ambassador to France Yunus Demirer, Agency for the Cultural and Economic Development North-South

(ADEC-NS) President Gilbert Salinas, and CCFT President Kadir Tepe.

The discussions focused on the favorable economic environment that Türkiye offers to entrepreneurs and international investors, with Investment Office Advisor Antoine Aoun delivering a presentation titled "Türkiye's Participation in the Global Value Chain."

Investment Office Attends 3rd Positive Future in Agriculture Symposium



Investment Office participated in the 3rd Positive Future in Agriculture Symposium held in Istanbul, hosted by PepsiCo Türkiye in collaboration with the Sustainability Academy.

The event focused on strategies to preserve resources and build a sustainable future for the planet. Discussions explored steps to be taken across the food supply chain, from farmers to end consumers.

During the panel titled "Preserving Resources with Sustainability: Carrying

the World into the Future," Investment Office Unit Manager Muhittin Aslan emphasized that promoting climate-friendly FDI is a vital way to safeguard sustainable resources. Highlighting Türkiye's Foreign Direct Investment Strategy for 2024-2028, he noted that climate-friendly investments and circular economy-focused projects are among Türkiye's top priorities, while its strong agricultural production capacity and USD 30 billion export volume position it as the nexus of manufacturing.

Your go-to podcast for all topics related to Türkiye's vibrant **investment** ecosystem.



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The State of Turkish Startup Ecosystem



WHY TÜRKİYE

TÜRKİYE: HUB FOR INNOVATION AND GROWTH

Within a 4-hour flight, easy access to multiple markets of USD 26 trillion GDP, USD 7.8 trillion trade, and 1.3 billion people.

Booming economy reaching **1,119 billion in 2023**, up from USD 238 billion in 2002.

Over **USD 262 billion** of FDI between 2003-2023, while the total amount of FDI attracted between 1980-2002 stood at USD 15 billion.

ACCESS TO MULTIPLE MARKETS

EURASIA

GDP: \$2 trillion
Import: \$321.9 billion
Population: 233.6 million

MENA

GDP: \$3.6 trillion
Import: \$751.6 billion
Population: 448.9 million

EUROPE

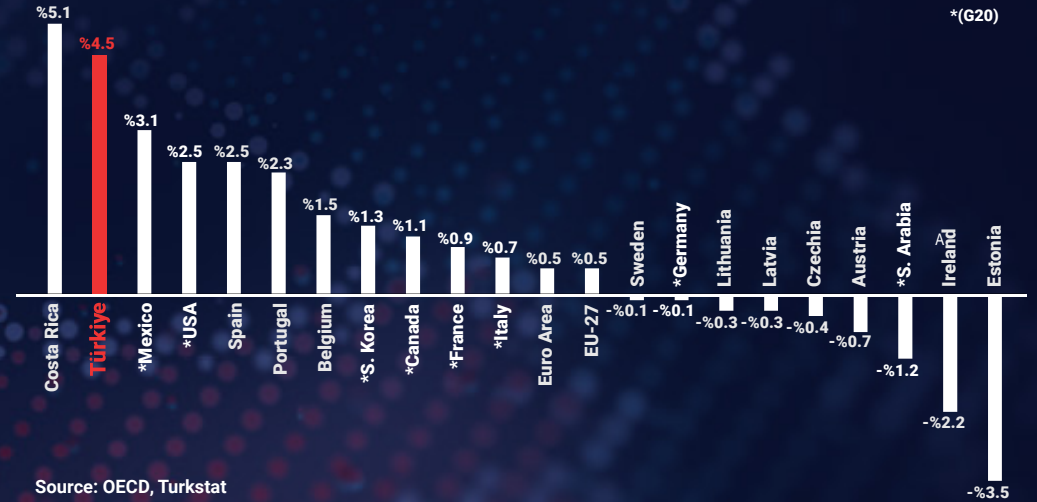
GDP: \$20.2 trillion
Import: \$6.8 trillion
Population: 600.4 million

TOTAL

GDP: \$25.8 trillion
Import: \$7.8 trillion
Population: 1.3 billion

Source: World Bank, 2022
Comtrade, 2022

REAL GDP GROWTH (2023, %)



TÜRKİYE

was the fastest growing economy of the OECD members during 2003-2023, with an average annual growth rate of

5.4%

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 5.4% over the past 20 years.

(2003-2023, TurkStat)

SOPHISTICATED CONSUMER BASE

A population of 85.4 million, half of which is under the age of 34.

(2022, TurkStat)

Largest youth population compared with the EU.

(2023, Eurostat)

93.1 million fixed and mobile broadband internet subscribers.

(2023, Information and Communications Technologies Authority)

SKILLED AND DEDICATED LABOR FORCE

Around 32 million young, well-educated and motivated professionals.

(2023, Turkstat)

Around 900,000 students graduate annually from 208 universities.

(2023, CoHE)

TÜRKİYE'S INFRASTRUCTURAL DEVELOPMENT

 **1ST**

According to the European Investment Bank, Türkiye ranks 1st in Europe in total value of Public-Private Partnership (PPP) projects during the 2015-2019 period.

 **USD 204 Billion**

Total value of PPP contracts in Türkiye during the 1986-2023 period.

 **270**

Total number of PPP projects in Türkiye during the 1986-2023 period.

 **27,797**

Total number of hospital beds under PPP projects. 17 healthcare campuses have been completed with a total number of 27,187 bed capacity and 1 healthcare campus is under construction with a 610-bed capacity.

 **57**

Number of airports in Türkiye increased from 26 in 2002 to 57 in 2023.

Who we are?

Investment 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
	TÜRKİYE
	S. ARABIA
	UAE
	QATAR
	CHINA
	MALAYSIA
	S. KOREA
	JAPAN
	FRANCE
	UK
	SINGAPORE

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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