

Türkiye's growth accelerates without losing pace

With projected growth of 3.4 percent in 2026 and 4 percent in 2027, Türkiye is expected to be the fastest-growing economy among OECD countries.

Necmi Uysal ■ p.4

The new center of Islamic finance
Adem Orhun ■ p.5



Istanbul's 'big data' available to everyone

All types of information, ranging from industry to trade in Istanbul will be accessible through an AI-powered open data library. The artificial intelligence-supported data library, to be established under a project of the Istanbul Chamber of Commerce, will be made available to both domestic and international researchers.

Adem Orhun ■ p.19

Aiming for the 'Top 10' in congress tourism

In 2024, Istanbul hosted 86 international congresses with participant numbers ranging from 50 to 7,300. According to data from the International Congress and Convention Association (ICCA), Istanbul reached 15th rank in Europe and 20th worldwide. The city's goal is to rank among the top 10 destinations in congress tourism.

Sena Sorkun ■ p.3



From the President

Sustaining our economy for 144 years with strong performance

As the global economy leaves behind the first quarter of the 21st century, it is in search of a new paradigm. Despite the challenges affecting the world economy, Türkiye stands out as a stable country.

CENTER OF PRODUCTION

Positive developments in the disinflation process, which will further strengthen Türkiye's growing influence, give us even greater optimism. Istanbul and Türkiye are once again emerging not merely as a bridge between East and West, but as a center of production and investment.

OUR GREATEST HARVEST

As the Istanbul Chamber of Commerce, we are striving to make Istanbul the guiding star of the Turkish economy and Türkiye the guiding star of the global economy. I believe that 2026 will be the most rewarding harvest time for what we have sown, together with our 800,000 members.

■ p.3



"A merchant is someone whom the nation relies upon to multiply the fruits of its labor and who, therefore, must be worthy of this sacred trust."

H. Otutürk



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A reliable partner in defence

STRATEGIC PRODUCTS

In a new era marked by weakened supply chains and alliances, Türkiye has emerged as a reliable and indispensable partner in defence industry products. Capable of producing both defensive and offensive systems with domestic resources, Türkiye's defence products are now preferred by more than 180 countries worldwide.

THOUSANDS OF COMPANIES

Türkiye has achieved a major breakthrough in the defence industry. The local production rate in the sector has reached 80 percent, while 3,500 companies are expanding product diversity for global markets. Türkiye has become increasingly competitive in the global defence market.



AIR DEFENCE SHIELD

Türkiye has defence industry cooperation agreements with more than 80 countries. Having field-tested and matured its unmanned aerial vehicles (UAVs), which it exports to over 40 countries, Türkiye will also protect friendly and allied nations with its air defence shields.

Osman Kuvvet ■ p.8-9



Technologies of the future emerging at Teknopark Istanbul
Ömür Kırbaslı ■ p.17

Supply hub for global brands
Osman Kuvvet ■ p.12

A powerful alternative in rare earth elements
Yaşar Kaya ■ p.4

The unique delight with a geographic indication

The Bosphorus Bluefish, famous for its flavorful meat, has been officially protected following its geographical indication registration. As one of the iconic flavors of Istanbul cuisine, the Bosphorus Bluefish will now reach markets and tables through sustainable methods.

Şümevra Yarış Topal ■ p.2

Istanbul launches battles against food waste

Globally, 1.5 billion tons of food are wasted each year, with food on one out of every five plates ending up in the trash. To raise awareness on this issue, the Istanbul Chamber of Commerce has launched the "Say Stop to Food Waste" campaign.

Şümevra Yarış Topal ■ p.2



Türkiye steps up a gear in green transformation

Türkiye has accelerated green transformation initiatives in the manufacturing industry. Transformation and support programs are being implemented for businesses, while plans for the 2026-2028 period have also been outlined.

Sena Sorkun ■ p.14



Junction point of global trade

Investments ranging from air cargo to land and rail corridors, and from modern port infrastructure to border gates, are turning Türkiye into a strategic logistics hub between Europe, Asia, and the Middle East.

Barış Cabacı ■ p.10

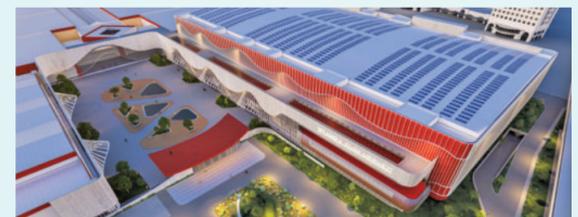
Customs Union reform and visa facilitations to strengthen trade

ICOC President Şekib Avdagiç outlined solutions to visa processes that hinder Türkiye-Europe trade. Highlighting the need to expedite Schengen procedures, Avdagiç stated that multi-entry visas would provide strong momentum for trade, investment, and entrepreneurship.



Avdagiç also emphasized that updating the Customs Union between Türkiye and the EU has become inevitable. According to Avdagiç, a new framework incorporating sustainability, carbon footprint management, and digital customs practices would make Türkiye-EU trade more competitive.

Sena Sorkun ■ p.7



Europe's largest additional exhibition investment

At the Istanbul Fair Center (IFC), the foundation was laid for the most significant additional exhibition investment in Europe. With the expansion project that will increase the total exhibition area to 140,000 square meters, Istanbul is set to become one of the leading hubs of global exhibition activities.

As Türkiye's first exhibition center with a Private 5G network, the IFC already has 73 fairs scheduled in its 2026 calendar. Having joined the European Major Exhibition Centres Association (EMECA) last year, the IFC is also set to play a more active role within the European exhibition network.

Canan Bilgin ■ p.13

Four sectors attracting foreign investment

Türkiye is expected to attract between USD 12 and 15 billion in international direct investment this year. Leading sectors for potential investments include wholesale and retail trade, defence, energy, and information technology.



While European Union countries continue to show strong interest, investors are becoming more selective by sector. Processed food, information technology, and renewable energy are expected to be high-potential areas in 2026.

Tamer Çerçi ■ p.6



Energy sources to diversify

While industrial activities in countries facing natural gas supply issues have been disrupted, Türkiye has not experienced energy shortages. Benefiting from its resource diversification policy, Türkiye is set to contribute its energy resources to the global economy through offshore hydrocarbon investments and its nuclear power plant.

Adem Orhun ■ p.11



Bosphorus' unique delight with a geographic indication

Next: Istanbul's salted fish

The Bosphorus Bluefish is an essential element of Istanbul's cultural and gastronomic heritage, and it will be followed by Istanbul's Lakerda (salted fish). The geographical indication process for this unique delight has officially begun, with a protocol signed between the Istanbul Provincial Directorate of Agriculture and Forestry and the Istanbul Chamber of Commerce (İCOÇ). The geographical indication of



Lakerda-an essential component of Istanbul's fishing culture and established cuisine-is considered a significant step toward preserving cultural heritage

and ensuring economic sustainability. Registering this traditional know-how will allow Istanbul Lakerda to be passed down from generation to generation. Salted fish is traditionally made from Bonito. Bonito itself is not found in the Bosphorus, the Black Sea, or the Sea of Marmara. It is the mature form of baby bonito from which Lakerda is prepared and which gains its distinctive flavor while passing through the Bosphorus.



The Bosphorus Bluefish stands out for its distinctive taste, balanced fat content, and Omega richness. Following its registration with a geographical indication, this fish has been placed under official protection. As a result, supervision, promotion, and branding efforts for the Bosphorus Bluefish-one of the symbolic delicacies of Istanbul cuisine-have gained momentum.

SÜMEYRA YARIŞ TOPAL

GEOGRAPHICAL AND NUTRITIONAL AUTHENTICITY

ONE of the indispensable features of Istanbul's culinary tradition and maritime culture, the Bosphorus Bluefish has entered a new era with its geographical indication registration. Registered on behalf of the Istanbul Chamber of Commerce, this species found exclusively in the Bosphorus has been officially preserved in terms of its gastronomic and cultural heritage.



Experts underline the defining characteristics of the Bosphorus Bluefish that include a firm meat texture, balanced fat content, and high Omega levels. These qualities are directly linked to Bosphorus' unique ecosystem. Therefore, the Bosphorus Bluefish is regarded not just as a type of seafood, but as a distinctive product shaped by its geographical origin.

STRICTER PRESERVATION CRITERIA

To ensure the sustainability of the Bosphorus Bluefish, the hunting, sale, and consumption of fish smaller than 18 cm have been restricted. Within this framework, more than 2,000 fishing boats, 48 fishing ports, and over 18,000 registered fishers are subject to strict supervision. With a reputation dating back to the Ottoman era, the Bosphorus Bluefish is not merely a seafood product but an integral part of Istanbul's cultural heritage.

PROMOTION AND TRAINING ACTIVITIES

To promote the Bosphorus Bluefish, workshops have been organized for students in cooperation with the Muftak Sanatları Akademisi (Culinary Arts Academy). In addition, a Bosphorus Bluefish Recipe Book, podcasts, and various promotional materials have been created. A website, www.bogaziciluferi.com, along with social media accounts, has also been customized and launched to raise awareness.

Istanbul's battle against 'food waste'

Each year, 1.5 billion tonnes of food are wasted worldwide. One out of every five plates on our table ends up in the trash. To raise awareness about food waste, the Istanbul Chamber of Commerce launched the campaign "Say Stop to Food Waste." Within this scope, training programs have been provided for producers, sellers, the service sector, and schools.

SÜMEYRA YARIŞ TOPAL

NEARLY one-third of all food produced globally is wasted, causing an annual loss of nearly US\$ 1tn to the global economy. According to the United Nations Environment Programme (UNEP), 1.5 billion tonnes of food are wasted each year worldwide, and one in every five plates of food is discarded. In Türkiye, approximately 19 million

tonnes of food are wasted annually, with an estimated cost of US\$ 43.3bn. Acting with a sense of social responsibility, the Istanbul Chamber of Commerce (İCOÇ) launched the "Say Stop to Food Waste" campaign to help leave a better world for future generations.

TRAINING OFFERED TO 4 GROUPS

As part of the project, awareness-

raising training programs will be offered to four groups: producers, sellers, the service sector, and schools. These sessions will introduce practical methods for preventing food waste and aim to reach 100,000 people directly in Istanbul, with an additional indirect reach of 500,000 people.



and awareness strategies. These training sessions will also be provided to employees of relevant institutions and associations.

UNCONSCIOUS CONSUMPTION INCREASES WASTE

President of the Istanbul Chamber of Commerce (İCOÇ), Şekib Avdagiç, identified unconscious consumption and excessive supply as the primary causes of food waste. Emphasizing that this situation exacerbates environmental problems, Avdagiç stated: "When supply matches actual needs, there is no waste-this represents a healthy consumption model. However, products purchased due to the desire to consume more, fear of shortages, advertising pressure, or similar reasons often exceed our needs and cannot be fully consumed. As a result, excess food on restaurant plates or breakfast tables ends up in the trash. Likewise, surplus food purchased for households is discarded after its expiration date, turning food into waste even before it is consumed."



FIVE MAIN TOPICS

The training consists of two 45-minute sessions, totaling 90 minutes, and covers five main topics: the current state of food waste, the scale of existing waste, the most frequently wasted products, the sectors where waste is most prevalent, the financial impact of waste and potential gains from prevention, as well as communication



United Nations aims to halve food waste by 2030

İCOÇ President Şekib Avdagiç emphasized that food waste occurs not only during consumption but also throughout production, processing, and sales stages. Recalling that the United Nations has set a target to halve global food loss and waste by 2030, Avdagiç stated: "Countries from the USA to Germany are running campaigns to achieve this goal. In our country alone,

19 million tonnes of food are wasted annually-equivalent to nearly US\$ 43.3bn thrown away each year. If we can reduce this figure, productivity will increase, prices will stabilize, and we will make a significant contribution to the national economy. For this reason, crucial anti-waste campaigns are being carried out by both public institutions and NGOs in Türkiye."





President of the Istanbul Chamber of Commerce
Şekib Avdagiç

Sustaining our economy for 144 years with strong performance

The world has been going through challenging times. In addition to political and military developments, these difficulties are being felt profoundly in the economic sphere. As the global economy leaves behind the first quarter of the 21st century, it is in search of a new paradigm. Despite adverse global conditions such as trade wars, customs tariffs, and conflicts in the country's north and south, Türkiye stands out as a stable country. The peace achieved in Syria, progress toward a terror-free Türkiye, Türkiye's active stance against the genocide in Gaza, its balanced and peace-oriented policy in the Russia-

Ukraine war, and its determined efforts to build equitable relations with the United States and Europe all contribute to increasing international trust in and respect for Türkiye.

CENTER OF PRODUCTION AND INVESTMENT

Moreover, favorable developments in the disinflation process, which will further strengthen Türkiye's growing efficiency gives us hope for the future. Moving beyond its traditional role as a bridge between East and West, Istanbul-and Türkiye as a whole-now emerge as a center of production and investment. The Istanbul Chamber of

Commerce continues to support Türkiye's goals of development and prosperity through its strong performance. We provide substantial support to the defense industry and future technologies through Teknopark Istanbul; maintain a permanent presence at national and international fairs via the Istanbul Fair Center; claim our rightful share of meetings and congress tourism through ICVB and TUGEV; elevate the Turkish entrepreneurship and startup ecosystem with the Commercialization Center Istanbul; offer high-quality education to young people through Istanbul Commerce University; and increase the number

of software developers through SoftiTo.

OUR GREATEST HARVEST

With the same enthusiasm and excitement we felt on our first day, we continue to produce for our city, our country, our region, and the world. Our goal is to make Istanbul the guiding star of Türkiye's economy and Türkiye the guiding star of the global economy. I firmly believe that 2026 will be the most fruitful period for the projects and activities we carry out for Istanbul and Türkiye, and that we will reap a great harvest together with our 800,000 members.

Aiming for the 'Top 10' in congress tourism



Şekib Avdagiç, President of the Istanbul Chamber of Commerce, stated that participants in congress tourism spend at least four to five times more than standard leisure tourists, adding that their goal is to elevate Istanbul into the top ten cities in the global meetings and congress market.

SENA SORKUN

TÜRKİYE has become a prominent destination for hosting international congresses, in addition to its established role in sea and cultural tourism. Istanbul, the rising star of congress tourism, is preparing to host numerous global congresses this year. Şekib Avdagiç, President of the Istanbul Chamber of Commerce (ICOC) and the Istanbul Convention and Visitors Bureau (ICVB), stated that they aim to move Istanbul into the top ten cities worldwide in the meetings and congress market. Avdagiç emphasized that ICOC's agenda covers every area that enhances Istanbul's brand value and highlighted the critical role of meetings and congress tourism as a key economic lever for the city. According to him, Istanbul's convention venues, high-quality accommodation infrastructure, and global accessibility are its strongest competitive advantages. According to ICVB data, Istanbul hosted

86 international congresses in 2024, with participant numbers ranging from 50 to 7,300. ICCA data show that Istanbul ranked 15th in Europe and 20th worldwide. Commenting



on these figures, Avdagiç said, "Our goal is to make this momentum permanent and enter the top ten."

ISTANBUL TOURISM INDEX

ICOC's 2026 agenda includes the "Istanbul Tourism Index" project. The project aims to monitor occupancy rates, visitor profiles, event calendars, expenditure patterns, and seasonal impacts in a more transparent manner. It will also enable policymakers and industry stakeholders to base their plans on a shared data set. Avdagiç stated that the index will allow tourism data to be monitored more effectively and help sector stakeholders plan their resources more efficiently.

US\$ 50 BILLION MILESTONE

According to data from TurkStat (TUIK), tourism revenues reached US\$ 24.2bn between July and September. Exceeding US\$ 50bn in the first nine months of 2025 indicates that the sector's focus on attracting "qualified demand" has grown stronger.



25,000 visitors at the medical congress

As Istanbul gains strong momentum in the global congress market following its success in health tourism, it is also distinguishing itself through medical congresses. In 2026, Istanbul is expected to achieve another record with large-scale global medical congresses. Şekib Avdagiç, President of ICOC and ICVB, stated: "Our collaboration with stakeholders enabled us to generate US\$ 100mn in revenue by hosting 25,000 congress visitors at a medical congress in Istanbul." Through ICVB's coordinated efforts, Istanbul is expected to host 25 major medical congresses, while the total number of congress tourists—medical and otherwise—is projected to exceed the 48,000 visitors recorded in 2024. These medical congresses will further strengthen Istanbul's capacity to attract larger international events in the future.



Roads of culture to lead to 35 cities

Launched in Beyoğlu in 2021, the Türkiye Culture Route Festival had expanded to 20 cities by 2025. That year, more than 9,600 events were organized within the scope of the festival. Over 40,000 artists participated in more than 6,000 events. The festival is planned to expand to 35 cities by 2028 by adding five new cities each year. The Türkiye Culture Route Festival has now become an internationally recognized brand, with its membership in the European Festivals Association serving as a strong indicator of this achievement.

Check GoTürkiye before making your reservations

By taking its "new era in tourism" strategy beyond conventional promotion methods, Türkiye has launched story-driven digital campaigns. Supported by digital content, social media, mini-series, and global campaigns, the GoTürkiye platform helps identify visitor preferences and expectations. In his statement to Istanbul Commerce, Minister of Culture and Tourism Mehmet Nuri Ersoy emphasized that GoTürkiye is not merely a promotional channel but a multi-

layered branding ecosystem supporting the tourism economy.

200+ COUNTRIES, 10 LANGUAGES

Minister Ersoy noted that GoTürkiye conducts digital campaigns in more than 200 countries and added that its market reach has expanded thanks to content offered in 10 languages. He also stated that, with over 20 million followers, GoTürkiye is recognized as one of the world's largest tourism

promotion platforms.

4 SEASONS, 60 PRODUCTS

Minister Ersoy emphasized that Türkiye now offers year-round tourism experiences with more than 60 diverse products, ranging from gastronomy and healthcare to culture and sports. He added that the GoTürkiye ecosystem has successfully moved the country beyond the traditional "sun-sea-sand" perception.



Targeting the top five in rare earth elements

POTENTIAL
NEW STEPS IN
COOPERATION



Following the second largest rare earth element resort's discovery in Eskişehir, Türkiye has emerged as a strategic partner for the West in the search for alternatives to China. The country aims to play a game-changing role in the global supply chain and become one of the world's top five producers.

YAŞAR KAYA

REGARDED as the "new oil" of the green transformation and high technology, rare earth elements (REEs) have created an entirely new arena of geopolitical competition within the global supply chain. With the discovery of a major reserve in Beylikova, Eskişehir, Türkiye has effectively declared, "I am in the game."

As Western countries

vulnerability. In response, Western countries—particularly the United States and the European Union—have intensified efforts to diversify their supply chains. The discovery of new mining sites, investment in recycling technologies, and the establishment of strategic partnerships with countries other than China form the backbone of these efforts.

TÜRKİYE'S 'BEYLİKOVA' MOVE

In the midst of this global search, the 694-million-ton reserve discovered in Beylikova, Eskişehir, has the potential to redraw the rules of the game. Recognized as the world's second-largest REE reserve after China, the site has instantly elevated Türkiye to a prominent position in the global REE league.

In line with this vision, projects led by the Ministry of Energy and Natural Resources are progressing rapidly. A pilot facility established in 2023 has reached an annual production capacity of 1,200 tonnes. However, the ultimate goal is the construction of a large-scale industrial facility with an annual capacity of 570,000 tonnes. The foundation of this facility is expected to be laid this year, and experts suggest that once it becomes fully operational, Türkiye could rank among the world's top five REE producers.

INTERNATIONAL COMPETITION PLAYS A KEY ROLE

Experts agree, however, that the sheer size of the reserve is not sufficient on its own. The true added value and strategic power in rare earth elements lie in the highly complex refining stage, where mined ore is processed into 99.9 percent pure magnetic end products.

In this field, China holds a near-monopoly thanks to its advanced technology and accumulated know-how. Analysts emphasize that international cooperation and technology transfer are essential for Türkiye to overcome this critical threshold and avoid remaining merely a supplier of raw materials.

In this context, strategic cooperation talks with countries that possess refining technologies and with leading global companies constitute one of the most vital pillars of the project. Such cooperation would encompass not only technology transfer but also joint production, R&D activities, and access to global markets.

As a result of these forward-looking steps, Türkiye's initiative would go beyond mining, supporting its vision of becoming a technology hub that produces and exports high value-added products. Experts estimate that once this potential is fully realized, Türkiye could generate export revenues exceeding several billion US dollars annually.

intensify their efforts to find alternatives to China's overwhelming dominance, Türkiye's steps in this field present a historic opportunity in terms of energy independence, profitable cooperation, and enhanced economic competitiveness.

CHINA'S DOMINANCE CREATES A GLOBAL RISK

Rare earth elements are indispensable raw materials for hundreds of critical technologies, ranging from smartphones and electric vehicles to wind turbines and defense systems. China alone controls more than 70 percent of global REE production and over 90 percent of global refining capacity.

According to experts, this dominance provides Beijing with significant strategic leverage while posing serious supply-security risks for other countries. Past export restrictions that brought technology production to a halt have clearly demonstrated this



To become OECD's fastest-growing economy

As the world's 17th-largest economy, Türkiye is projected by the OECD to be the fastest-growing country among OECD members, with a growth rate of 3.4 percent in 2026 and 4 percent in 2027. With a per capita income of US\$ 18,200 as of the third quarter of 2025, Türkiye appears to have escaped the middle-income trap.

NECMİ UYSAL

ACCORDING to the latest data, Türkiye—an OECD member—ranks as the world's 17th-largest economy, with a total size of US\$ 1.57tn. Turkish economy has recorded uninterrupted growth for 21 consecutive quarters, and with a growth rate of 3.7 percent in the third quarter of 2025, Türkiye ranked fourth among OECD countries in terms of economic growth. The OECD's latest report projects Türkiye's growth rate at 3.4 percent in 2026 and 4 percent in 2027, indicating that the country is expected to be the fastest-growing

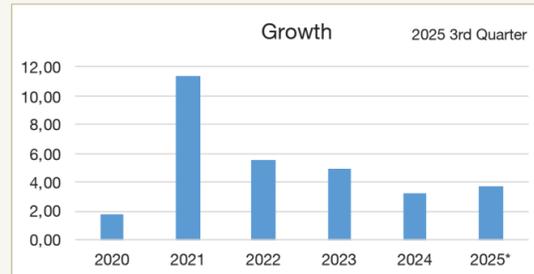
bringing inflation down to 31 percent by year-end. An inflation rate below 20 percent is expected by the end of this year.

CAPITAL INFLOW INCREASE

The success of the economic program has led to increased capital inflows, resulting in a significant rise in the Central Bank's foreign exchange reserves. As of December 2025, total reserves—including gold—reached a record high of US\$ 190bn. A notable increase in gold holdings stands out within total reserves. While gold accounted for 27 percent of total reserves in 2020, this share rose to 59 percent by the end of 2025.

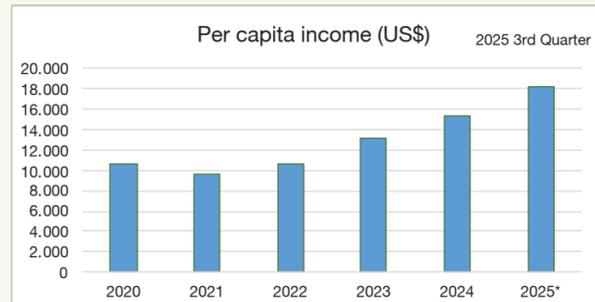
CDS DECLINES

Positive developments such as declining inflation and rising foreign exchange reserves have also been reflected in Türkiye's Credit Default Swap (CDS) premiums,



economy among OECD members. As a result of this strong growth performance, per capita income has increased significantly in recent years, reaching US\$18,200 by the third quarter of 2025. This development suggests that Türkiye has moved beyond the middle-income trap.

which indicate a country's credit risk. After peaking at 900 points in June 2022, Türkiye's five-year CDS fell sharply to 206 points by the end of 2025. Credit rating agencies have revised Türkiye's ratings in line with these improvements. Moody's upgraded Türkiye's credit rating to



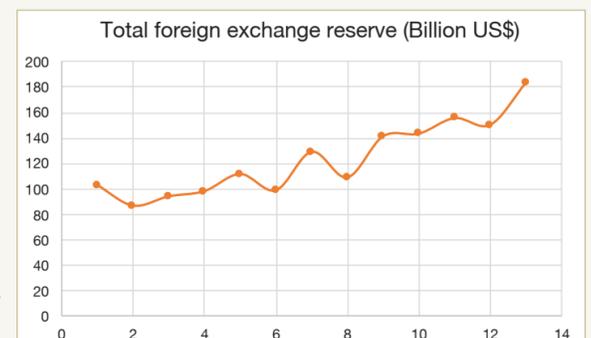
Ba3 from B1 in July 2025, while Fitch Ratings affirmed its BB-rating and revised the outlook from negative to stable. The currency-protected deposit scheme, introduced in December 2021

DISINFLATION CONTINUES

The surge in global inflation following the COVID-19 pandemic that began in 2020 also affected the Turkish economy. However, a downward trend has been achieved through the

economic program launched in 2023. Consumer inflation, which closed at 65 percent in 2023, declined to 44 percent by the end of 2024 due to effective policy measures. This disinflation process continued throughout 2025,

to stabilize the Turkish lira, had placed a heavy burden on the budget. The volume of KKM accounts peaked at US\$ 130bn in August 2023. However, as a result of successful economic policies, the size of these deposits declined sharply, falling below US\$ 25bn by December 2025.



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The new center of Islamic finance

A REAL ALTERNATIVE TO FINANCIAL SYSTEMS



Islamic finance, which is based on the principle of linking investments and payments to real assets, has been steadily increasing its share of global financial assets. Beyond conventional debt instruments, Islamic finance stands out through sukuk issuances that align with environmental and social considerations, making it a prominent alternative for global investors. Supported by the advantages of the Istanbul Financial Center, updated legislation, and extensive practical experience, Türkiye has emerged as a strong candidate to enter the top five countries in the Islamic Finance Development Index.

ADEM ORHUN

THE slowdown in global growth, disputes spanning trade and finance, and recurring tariff shocks are forcing economies to seek alternative financial models. The debt-driven and fragile structure of the existing global financial system has made such alternatives increasingly indispensable, bringing Islamic finance to the forefront. Unlike speculative “bubble” arguments surrounding precious metals such as gold and silver, the Islamic financial system is firmly grounded in real assets. Based on the principle of risk sharing, Islamic finance offers tangible returns on investments and payments and is expected to play a greater role in global financial assets as a reliable alternative. Its resilience and inclusiveness are key factors supporting this outlook. Compared to conventional systems, Islamic finance demonstrates greater stability and liquidity during times of crisis and is widely regarded as an effective instrument for the fair distribution of wealth.

SUKUK AS AN ALTERNATIVE

The share of Islamic financial assets in global financial markets has reached approximately US\$ 6tn. This rapid growth-up from around US\$ 3tn in 2020-is expected to continue in the coming years.

Recent data indicate that Islamic

financial assets currently account for nearly 2 percent of global financial assets. This share is projected to exceed 3 percent in the medium term, in line with industrial growth. During this process, the volumes of Islamic banking, sukuk, Islamic investment funds, and takaful (Islamic insurance) are expanding rapidly.

Surpassing the US\$ 1tn threshold last year, the sukuk market has proven itself to be a sustainable alternative among debt instruments. In addition to conventional issuances, sukuk aligned with environmental and social objectives represent a critical option for global investors. Meanwhile, the Islamic fintech market exceeded US\$ 160bn last year.

TÜRKIYE’S POTENTIAL

Türkiye’s potential has strengthened alongside the rapid development of Islamic financial assets. Approximately half of global Islamic financial assets are concentrated in the Gulf Cooperation Council (GCC) region, led by Saudi Arabia. Southeast Asia-particularly Malaysia and Indonesia-represents the second-largest regional hub. In recent years, Türkiye has been rapidly increasing its share, driven primarily by participation finance strategies.

Last year, the share of Islamic financial assets in Türkiye’s banking sector reached 8-9 percent. The government aims to increase this ratio to 15 percent in the medium term.

Having weathered numerous shocks that negatively affected global financial markets, Türkiye has demonstrated resilience and continued to develop its participation finance system. Nearly 9 percent of the country’s banking assets consist of Islamic financial assets, placing Türkiye on a strong path toward

joining the top five countries among 136 nations in Islamic Finance Development Index.

PARTICIPATION INSURANCE

Türkiye’s banking authority, the Banking Regulation and Supervisory Agency (BDDK), issued the *Communiqué on Compliance with Participation Principles*, which clearly defines the rules governing interest-free finance practices. With this communiqué, issued in December 2025, the sector has begun operating under clearly defined scientific principles and is subject to rigorous supervision.

Participation banks, investment banks, participation finance companies, financial leasing firms, factoring and finance companies, and asset management firms were granted a one-year transition period to align their systems with the communiqué. In parallel, the necessary steps have been taken toward enacting the *Law on Participation Finance*. Under this law, participation insurance (takaful), participation capital markets, and social finance will be regulated through dedicated legislation.

With its robust legislative framework and strict implementation, Türkiye has been advancing strongly in Islamic financial services, while the Istanbul Financial Center (IFC) has emerged as the central base for the vision of participation finance. Through the IFC, Türkiye has positioned itself as a global participation finance hub alongside centers such as London, Dubai, and Malaysia.

Istanbul’s longstanding role in trade and commerce further enhances its credibility as a center for Islamic finance. Operating under a charter-

based structure, the IFC has enabled Türkiye to improve its global standing in sukuk issuance and private-sector offerings. An asset-based investment model that supports the real economy constitutes the IFC’s core



operating principle. Islamic funds and takaful institutions within the IFC form an international marketplace for Islamic insurance and pension funds.

TAX INCENTIVES AND EMPLOYMENT SUPPORT

As a natural hub of commercial diplomacy, Istanbul also strengthens the IFC’s regional influence through its arbitration capabilities in dispute resolution. Special employment incentives provided under the IFC’s unique legal status attract highly qualified professionals from the Middle East and Southeast Asia, transforming the center into a key knowledge base for Islamic finance.

Supported by tax advantages and other incentives, the Istanbul Financial Center positions the city as a product-development and rule-making hub in Islamic finance, steadily enhancing its global influence.

IFC-The vertical hub for financial technologies

The Istanbul Financial Center (IFC) is far more than a real-estate project composed of office buildings. It serves as a modern and reliable base for a wide range of sectors, from finance to technology. Operating under a charter-based structure, the IFC has been designated by government strategy documents as the primary vertical hub for participation banking and fintech (financial technologies). Through deep expertise, customized solutions, targeted market access, and niche services, Istanbul is expected to significantly strengthen its position in this field.

The engine of participation banking

Thanks to its strategic geographic location, Türkiye serves as a bridge connecting Gulf capital with Europe and Asia. This positioning gives Istanbul a significant advantage in financial operations. Consequently, the Istanbul Financial Center (IFC) functions as a “treasury hub” where capital is managed in accordance with Islamic principles. Most importantly, the IFC acts as a catalyst for increasing the share of participation banking assets to 15 percent of the overall banking system.



1.6 Billion
PEOPLE WITHIN REACH



\$30 Trillion
REGIONAL ECONOMIC SIZE



\$8 Trillion
REGIONAL TRADING VOLUME



Global Business
Connectivity
SEAMLESS ACCESS TO ALL MAJOR TIME ZONES

Within a 4-hour flight from Istanbul



4 sectors attracting foreign investment

Foreign direct investment (FDI) inflows to Türkiye reached US\$ 11.4bn in 2025. Projections by the business community and experts place 2026 FDI inflows in the range of US\$ 12-15bn. Wholesale and retail trade, defense, energy, and information technologies stand out as the leading sectors.

While EU countries -particularly the Netherlands- continue to show strong interest in investing in Türkiye, investors are becoming increasingly selective on a sectoral basis. Processed food, information technology, and renewable energy are expected to emerge as high-potential areas in 2026, provided that macroeconomic stability is maintained.

**2026 PROJECTION
REACHING
US\$ 15 BILLION**

TAMER ÇERÇİ

US\$ 8bn in investment capital entered Türkiye in the first nine months of 2025. Total FDI inflows for January-October 2025 were announced at US\$ 11.4bn. For the full year, inflows are projected to reach US\$ 12-15bn, supported by Türkiye's economic program, measures facilitating foreign investment, strong domestic demand, and geopolitical advantages.

Representatives from the business community and academia expect continued demand in wholesale and retail trade and food, while highlighting the strong ecosystem Türkiye has built-particularly in the defense industry. Energy and information technology (IT) are identified as high-value-added sectors with strong FDI potential. In this context, Türkiye is preparing new regulations aimed at meeting investor expectations, particularly regarding transparency in energy and regulatory clarity in IT.

US\$ 8 BILLION INVESTMENT CAPITAL

Of the US\$ 11.4bn that entered Türkiye in the first nine months of 2025, US\$ 8bn consisted of investment capital. In addition, US\$ 1.6 billion was generated through real estate sales to foreigners, while US\$ 2.6bn came from debt instruments. Investment liquidations, however, led to a net decrease of US\$ 856mn overall.

WHOLESALE AND RETAIL LEAD THE WAY

On a sectoral basis, wholesale and retail trade attracted the largest share of investments, accounting for 34% of total inflows. Accordingly, US\$ 2.7bn of the US\$ 8bn in investment capital during the first nine months of the year was directed to this sector.

Food, beverage and tobacco manufacturing, along with information and communication services, ranked second and third, each with a 15% share. According to data from the Presidency's Investment & Finance Office, the share of manufacturing reached 30% of total FDI.

INVESTMENTS BY COUNTRY

By country of origin, the Netherlands ranked first in FDI inflows to Türkiye during the first nine months of 2025, accounting for 32% of total investments. Kazakhstan and Luxembourg followed with 14% each. Germany accounted for 7%, while the United States contributed 6%. These were followed by the United Arab Emirates, Switzerland, the United Kingdom, France, and Spain.

TWO-THIRDS OF THE INVESTMENTS FROM THE EU

While 58% of FDI inflows to Türkiye between 2003 and 2024 originated from EU member states, this share increased to 64% in 2025. According to the UNCTAD Global Investment Trends Monitor, global FDI declined by 3% in the first half of 2025, whereas inflows to Türkiye rose by 29%. During the same period, FDI fell by 7% in developed economies and by 25% across Europe, while Türkiye demonstrated strong performance.

SECTORAL SELECTIVITY

FDI inflows in the first nine months of 2025 indicate stronger momentum compared to previous years. Prof. Dr. Ali Hepşen, faculty member at Istanbul University's Faculty of Business Administration, stated that despite ongoing uncertainties, investor appetite for Türkiye has not disappeared; rather, sectoral selectivity has increased.

Commenting on expectations for 2026, Hepşen said: "If current conditions continue in 2026, Türkiye could attract FDI in the range of US\$ 12-15bn, provided macroeconomic stability

is maintained and no unexpected developments occur in the investment environment. If global liquidity conditions remain supportive and are combined with financial stability and predictability, inflows could exceed US\$15bn. Conversely, adverse conditions could limit inflows to US\$ 10-12bn. A reasonable expectation for 2026 is therefore around US\$13bn, reflecting cautious optimism."

ATTRACTIVE DOMESTIC DEMAND AND DISTRIBUTION CHANNELS

Prof. Dr. Hepşen emphasized that foreign investors continue to view wholesale-retail trade and food manufacturing as low-risk entry points due to strong domestic demand, diversified distribution channels, and broad market access. He added that consumer spending patterns, demographic dynamics, and the export-oriented nature of

objective of attracting 'qualified FDI.' Türkiye's FDI Strategy (2024-2028) serves as a roadmap to attract high-quality

processed food are likely to keep these sectors attractive.

Hepşen continued: "Investor selectivity has become much more pronounced. Information and Communication Technologies (ICT), renewable energy, advanced manufacturing technologies, defense, healthcare, and medical technologies are increasingly on investors' radar. Türkiye's young talent pool and digitalization momentum make ICT particularly appealing. In manufacturing, Türkiye is shifting away from assembly-line production toward facilities capable of managing regional supply chains and competing globally. Foreign investors will be far more selective going forward."

AIMING TO ATTRACT HIGH-QUALITY INVESTMENTS

These projections align with Türkiye's

investments needed to achieve long-term economic development goals, at a time when the global economic landscape is being reshaped amid increasing uncertainty. The strategy, developed by the Presidency's Investment & Finance Office, defines qualified FDI as environmentally friendly, knowledge-intensive investments that support global supply chains, create high-quality employment, generate value-added services, strengthen financial depth, and contribute to regional development.

Foundation of the investment laid in critical sectors

Prof. Dr. Ali Hepşen emphasized that Türkiye can build a strong investment narrative in energy, defense, and information technologies, provided that the necessary groundwork is established:

Transparency in energy: Clear licensing procedures, grid connection rules, pricing mechanisms, and visibility of long-term contracts. When

energy transition policies are reinforced and financial risk-sharing mechanisms are introduced, FDI momentum will accelerate.

Large-scale defence production ecosystem: Foreign capital typically enters through joint production and export-oriented models.

Streamlined approval processes, supply chain clustering, and access to global markets will be decisive.

Key regulations in information technologies: Predictability in data security, artificial intelligence, cloud services,

intellectual property rights, and R&D incentives can position Türkiye as a regional technology hub. The most critical factor is the availability of exit opportunities. As startup acquisitions, IPOs, and the venture capital ecosystem expand, foreign technology investment interest will rise accordingly.



Prof. Dr. Ali Hepşen



The President of the Istanbul Chamber of Commerce (ICOC) stated that visa procedures have become one of the main obstacles to trade between Türkiye and Europe. Emphasizing the long delays in Schengen visa applications, Şekib Avdagiç noted that single-entry and short-term visas significantly restrict business mobility. He underlined that expanding fast-track and multiple-entry visa practices would create strong momentum for trade, investment, and entrepreneurship.



Avdagiç also stressed that upgrading the Customs Union between Türkiye and the European Union has become indispensable. He stated that the current framework, established in 1995, no longer meets the needs of digitalisation, green transformation, and new production models. A renewed Customs Union incorporating sustainability, carbon footprint regulations, and digital customs practices would significantly enhance the competitiveness of business relations between Türkiye and the EU.

Customs Union reform and visa facilitations to strengthen trade

SENA SORKUN

THE Istanbul Chamber of Commerce (ICOC) has been hosting meetings between European Union commercial attachés and representatives of chambers of commerce. Upgrading the Customs Union and visa liberalisation have emerged as key topics during these discussions. In this context, President of the ICOC Executive Board Şekib Avdagiç conveyed messages highlighting a “win-win” approach to deepening business relations between Türkiye and European countries, expanding investment opportunities, and facilitating visa procedures.

TÜRKİYE’S PATH ALIGNS WITH EUROPE

Avdagiç emphasized the long-standing economic and cultural ties between Türkiye and Europe, stating: “Türkiye has oriented itself toward Europe for nearly a thousand years. Our political and economic routes align with Europe. European countries are our most important trade partners.” Avdagiç added that, as of 2024, approximately 40 percent of Türkiye’s total foreign trade has been conducted with European countries. Stressing that this ratio reflects Türkiye’s integration into the global economy, Avdagiç noted that strong historical ties form the foundation of economic relations, while facilitative measures are essential for long-term sustainability.

CONCRETE STEPS ARE NEEDED IN VISA PROCESSES

The long-standing visa challenges faced by the Turkish business community negatively affect bilateral trade volume. Avdagiç mentioned these difficulties and said, “The mobility of businesspeople is one of the most critical elements of foreign trade. However, delays and uncertainties in Schengen visa procedures hinder our commercial activities.”

He noted that company owners and executives are subject to lengthy and burdensome visa processes, adding that single-entry or very short-term visas significantly limit trade activities. Therefore, Avdagiç underlined the necessity of expanding fast-track and multiple-entry visa schemes for businesspeople.

Avdagiç also described the recent European Commission document aimed at facilitating visa procedures for Turkish citizens as “promising,” while emphasizing that the ultimate goal remains full visa liberalisation. Avdagiç added, “Removing visa barriers would provide a major boost not only to trade, but also to investment, tourism, and cultural interaction. Türkiye’s young entrepreneurs, technology startups, and exporting companies need much easier access to European markets.”

NEW INVESTMENT OPPORTUNITIES

Highlighting European countries’ direct investments in Türkiye, Avdagiç stated that European capital has played a crucial role in Türkiye’s economic transformation. ICOC’s President provided country-specific examples:



“The Netherlands is Türkiye’s third-largest foreign investor. Italy has established strong production partnerships in the automotive and machinery sectors. Switzerland is active in pharmaceuticals and chemicals, while Belgium and Austria stand out in energy, logistics, and infrastructure investments. Sweden, meanwhile, is prominent in sustainable technologies.”

Avdagiç added that Türkiye has become increasingly attractive for investment in green transformation, digital infrastructure, and renewable energy. “Today, Türkiye is not only a production hub but also a strong center for technology- and innovation-based investments. When Europe’s industrial experience is combined with Türkiye’s dynamic production capacity, the direction of regional trade can be reshaped.”

THE CUSTOMS UNION MUST BE UPGRADED

ICOC President Avdagiç stressed the necessity of modernizing the Customs Union between Türkiye and the European Union. “The current structure, established in 1995, no longer reflects the realities of the digital era,” he said. “Today’s business environment is shaped by carbon footprint regulations, the European Green Deal, and AI-based production processes. The Customs Union must be harmonized with these developments.”

Avdagiç emphasized the importance of new protocols covering digital customs systems, blockchain-based supply chain monitoring, and incentives for carbon-neutral production. “Türkiye’s green transformation goals must progress in parallel with Europe’s sustainability policies. This can only be achieved by

redefining the framework of the Customs Union,” he added.

NEARLY 50 GLOBAL FAIRS ON FOUR CONTINENTS

Pointing to ICOC’s growing international role, Avdagiç stated that the Chamber has become one of Türkiye’s most active centers of business diplomacy. In this context, Avdagiç said, “ICOC hosts around 50 foreign trade delegations annually and organizes Türkiye’s national participation in nearly 50 international fairs across four continents. These efforts enhance Türkiye’s global trade visibility while strengthening Istanbul’s position as a global business hub.”

JOINT PROJECTS WITH BTM, TEKNO PARK ISTANBUL AND ICVB

Avdagiç noted that institutions founded by ICOC—such as the Istanbul Business Commercialization Center (BTM), Teknopark Istanbul, and the Istanbul Convention and Visitors Bureau (ICVB)—offer strong opportunities for joint projects with European partners. Avdagiç added, “We see significant cooperation potential in areas ranging from the startup ecosystem and high-tech industries to culture, tourism, and congress organization. We would like to move forward together in these fields.”

ACTIVE REPRESENTATION IN GLOBAL NETWORKS

Avdagiç added that ICOC plays an active role in international organizations including ICC, Eurochambres, ASCAME, and DCCF, enhancing the global visibility of the Turkish

business community. Avdagiç commented in this regard, “ICOC is not only a chamber of commerce; it is also a key voice of Türkiye’s economic diplomacy. Through these collaborations, we are working to position Istanbul as a global meeting point for trade.”

Bilateral trade volume with the European countries (2024)



Growing trade target between Türkiye and the EU

Strengthening trade volume has gained increasing importance in Türkiye–EU relations. According to the Ministry of Trade, the EU remains Türkiye’s largest trading partner, with bilateral trade volume exceeding US\$ 200bn in recent years. Automotive, machinery,

textiles, chemicals, and other industrial products constitute the backbone of this trade.

DIGITAL AND GREEN TRANSFORMATION

Economic authorities view the modernization of the Customs Union

as critical for unlocking untapped potential. The proposed upgrade aims to expand trade to include services, digital commerce, and green transformation alongside goods trade. This step is expected to enhance Türkiye’s competitiveness in the EU market.

Officials indicate that, if these structural reforms are implemented, Türkiye–EU trade could reach a higher and more sustainable level in the medium term. Concrete targets for 2025 and 2026 are expected to be clarified following the release of year-end foreign trade data.



Türkiye - The essential partner of the global defence industry

International agreements and collaborations

United Kingdom - Eurofighter Typhoon:

In early 2025, Türkiye signed a pre-contract with the United Kingdom for the procurement of Eurofighter Typhoon combat aircraft. The

approval process by the German government is ongoing. The planned procurement is expected to amount to US\$ 2.4bn for 20 aircraft.

Qatar - Defence Industry Cooperation:

A strategic partnership for the procurement of armored vehicles and electronic systems was established

with Qatar in 2024. Turkish companies are conducting production and technology transfer projects in Doha.



Pakistan - MILGEM Corvettes:

Türkiye has initiated the delivery of four corvettes to the Pakistan Navy under the MILGEM project. The first

ship was delivered in 2024, while the remaining vessels are expected to be delivered from 2025 onward.

Indonesia and Ukraine - Naval Platforms:

Led by STM and ASFAT, contracts for the procurement of naval vessels, as well as

maintenance and modernization services, were signed with Indonesia and Ukraine by the end of 2024.

Export to Africa and the Middle East:

In 2024, Turkish defence industry companies exported land, air, and naval platforms to 15 countries in Africa and the

Middle East. New partnerships and technology transfer agreements are currently under negotiation.

Spain - HURJET:

The Spanish government approved the procurement of the HURJET training and light combat aircraft developed

by Türkiye. A total of 45 HURJET aircraft will be delivered under a contract valued at approximately EUR 3.12bn.



Indonesia - KAAN:

A contract for the sale of 48 KAAN National Fighter Jets, including

technology transfer, has been signed between Türkiye and Indonesia.

Italy / Piaggio Aerospace - Baykar:

Baykar has finalized the acquisition of the Italian aerospace company Piaggio Aerospace. This

move is expected to expand production capacity and strengthen cooperation with the European market.



Italy / Leonardo - Baykar:

Baykar and Italy's Leonardo have signed a memorandum of understanding to establish a joint venture in the field of

unmanned aerial vehicles. The agreement aims to enable joint production and facilitate access to the European market.



OSMAN KUVVET

TÜRKİYE has made a significant leap in the defence industry in

recent years. According to the Presidency of Defence Industries (SSB), the sector's domestic content rate has reached 80 percent. Approximately 3,500 companies operate in the sector, which carries out more than 1,100 projects. R&D expenditures reached nearly US\$ 3bn as of 2024.

GROWING THROUGH LOCAL PRODUCTION

A wide range of products-including land vehicles, naval platforms, ammunition, and electronic warfare systems-is being developed by the Turkish defence industry. The domestic content rate has increased particularly in unmanned aerial vehicles and high-altitude platforms.

Focusing on high technology and gaining strength through international agreements, the Turkish defence industry has been steadily enhancing its cooperation with friendly and allied nations in the global market. Today, Türkiye's defence industry products are exported to more than 180 countries.



Companies in the sector continue to expand their product portfolios to meet the needs of the Turkish Armed Forces while also actively pursuing exports to global markets.

PROGRESS IN TECHNOLOGICAL INNOVATION

Local engineering and innovation have become key driving forces of the Turkish defence industry. In 2024, defence exports surpassed US\$ 7bn, marking a sharp increase. This growth has strengthened Türkiye's competitiveness in next-

generation weapon systems, electronic warfare technologies, and advanced platforms on the global stage. President of Defence Industries Haluk Görgün highlighted the sector's export vision, stating: "We are presenting our products to the world."

EXPORTS TO OVER 180 COUNTRIES

Türkiye exports defence industry products to more than 180 countries. Land vehicles have been delivered to over 40 countries, naval platforms to more than 10 countries, and UAVs to over 50 countries. Expanding market share globally and

building new strategic partnerships are among the key targets for 2025.

INTERNATIONAL PARTNERSHIPS

Türkiye has signed defence industry cooperation agreements with more than 80 countries. These agreements cover technology transfer, joint production, as well as maintenance and repair activities. Most recently, a pre-contract was signed between Türkiye and the United Kingdom for the procurement of Eurofighter Typhoon combat aircraft. Defence partnerships with Qatar and several other countries are also ongoing. Türkiye's defence industry strategy focuses on strengthening local production, supporting technological innovation, increasing efficiency in global markets, and ensuring long-term sustainability through international cooperation.

Actors of defence

LAND SYSTEMS

Manufacturers such as FNSS, Otocar, BMC, and Nurol Makina stand out in the land systems segment of the Turkish defence industry. Serial production of the Altay main battle tank began by the end of 2024, while armored vehicles have been exported to more than 40 countries. The domestic content rate in the sector has reached 80 percent, supported by armored personnel carriers, unmanned ground vehicles, and modern tank platforms.

AIR SYSTEMS AND UAVs/ AUAVs

Unmanned aerial vehicles (UAVs/ AUAVs) developed by Baykar, TUSAŞ, and ASELSAN have attracted significant global attention. The Bayraktar TB2 and AKINCI platforms have been exported to over 30 countries. Baykar's AUAV exports exceeded US\$ 3bn by the end of 2023. Orders for unmanned platforms such as Bayraktar KIZILELMA are expected to be placed in 2026.

TUSAŞ delivered its ANKA and HÜRKUŞ platforms to Tunisia and Kazakhstan, with the company's total exports surpassing US\$ 1bn in 2024. TUSAŞ's national fighter jet, KAAN, completed its maiden flight in early 2024



and is expected to enter service in 2028.

NAVAL PLATFORMS AND SHIPBUILDING

The Turkish maritime defence industry has launched the construction of the sixth corvette under the MILGEM (National Ship) Project. MILGEM's first export was to Pakistan, and deliveries of surface and underwater platforms are ongoing. In 2025, new procurement

contracts with Indonesia and Ukraine have come to the forefront.

ELECTRONIC AND CYBER SYSTEMS

Companies such as ASELSAN and HAVELSAN maintain leadership in radar, electronic warfare, and cybersecurity systems. In 2024, ASELSAN signed foreign defence electronics contracts worth US\$ 1.6bn.

Air defence systems

- **SUNGUR:** Shoulder-fired, very low altitude
- **HİSAR A+:** Low-altitude
- **HİSAR O+:** Medium-altitude
- **SİPER:** Long-range
- **Common capability:** HİSAR O+ and SİPER stand out with their multi-seeker launch capabilities and their potential for deployment on naval platforms
- **Objective:** Continued serial production of SİPER with enhanced variants such as Product-1 and Product-2



ALTAY, armoured vehicles and modernization programs

- **ALTAY main battle tank:** Following prototype development and testing, the tender for serial production has been completed. Deliveries have begun with powerpacks sourced from South Korea.
- **Leopard 2 and M60 modernization:** Existing tanks have been upgraded in line with battlefield requirements.
- **4x4 Vehicles:** Kirpi, Ejder Yalçın, Vuran, Hızır, Cobra, etc.
- **6x6 Vehicles:** PARS
- **8x8 Vehicles:** ARMA
- **New plan:** Delivery of more than 2,000 PARS and ALTUF 8x8-class armoured vehicles to the Land Forces is planned.



Defence industry's target critical technologies

OSMAN KUVVET

FOREIGN dependency in the defence industry does not only lead to additional costs; it also entails operational risks that are difficult to foresee in an era of increasing global uncertainty. Therefore, over the past decade, Türkiye's defence industry strategy has placed local production at the core of its pursuit of independence in

critical technologies and the rapid modernization of capabilities in line with evolving operational demands. Although the increase in domestic participation is often expressed through a single percentage figure, the real transformation has been driven by simultaneous projects in land, air, sea, space and cyber security. These projects have reshaped the supply chain across a wide spectrum-from platform

development and subsystems to ammunition and software-while laying the groundwork for enhancing Türkiye's competitiveness in the global market.

A WIDE SUPPLIER NETWORK

The expansion of supplier networks of leading sector players such as ASELSAN, ROKETSAN, TUSAŞ, STM and BAYKAR is a key

factor supporting technology development, serial production and export performance. Türkiye's defence industry approach elevates the concept of "indigenously" beyond individual projects, transforming it into a long-term vision aligned with the goal of a sustainable ecosystem. Below are some of the major projects developed using critical technologies.

In an era of deepening global risks, Türkiye approaches the reduction of foreign dependency in the defence industry not merely as a cost issue, but as a matter of operational security. Türkiye has become one of the few countries capable of developing and manufacturing its own fighter jet, armed unmanned aerial vehicles (AUAVs), aircraft carriers, and jet engines. The country has also emerged as an exporter through projects such as KAAN, Kızılelma, Bayraktar TB2, HÜRJET and MILGEM.



Defence industry in figures (2025)

- 82%** Domestic participation rate
- \$10.05 bn** Export volume
- 1400** Number of projects
- \$100 bn** Project budget
- 3500** Number of companies
- 100,000 kişi** Employed people
- \$2.6 bn** R&D budget (2023)



'Sky Homeland' projects

Türkiye's efforts to develop air platforms with diverse mission profiles and capabilities have begun to yield tangible results over the past decade. As the HÜRKUŞ basic training aircraft successfully completed its testing phase, the HÜRKUŞ-2 variant was introduced in line with the Turkish Air Force Command's requirement for an enhanced platform.

Meanwhile, HÜRJET-Türkiye's first jet-powered advanced training aircraft-has emerged as a key benchmark in this field. Its flight tests have progressed as planned, and the platform has started to attract significant international attention. Many countries, particularly NATO members, have closely followed HÜRJET, leading to growing foreign interest.

KAAN

KAAN is intended to be the most advanced combat aircraft ever developed by Türkiye. The platform has passed another critical milestone by successfully completing test flights. With the production

of new prototypes, further test campaigns are scheduled for the upcoming period. Similar to HÜRJET, KAAN has drawn considerable global attention, and potential cooperation with countries such as Azerbaijan, Pakistan and Saudi Arabia is on the agenda.

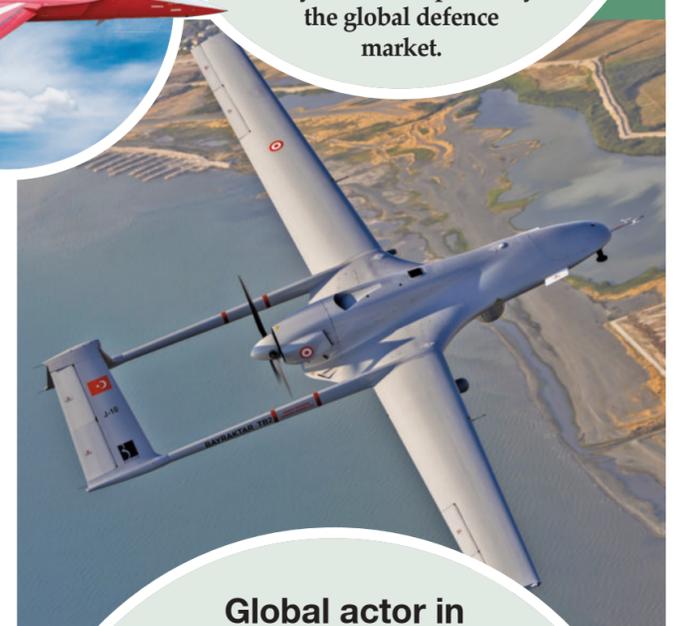
GÖKBEY

In the rotary-wing domain, the delivery process of the T129 ATAK attack helicopter-initiated nearly a decade ago-has established the platform as one of the primary firepower assets of the Turkish Armed Forces. ATAK achieved its first export success, while ATAK-II, the next-generation version with increased payload capacity, completed its maiden flight.

Meanwhile, testing of the GÖKBEY multi-purpose helicopter, developed for both military and civilian use, has been completed.



By combining local production with objectives such as independence in critical technologies, rapidly adaptable capabilities and a sustainable ecosystem, Türkiye has launched simultaneous projects across land, air, sea, space and cyber security domains. The expanding supplier networks of major contractors including ASELSAN, ROKETSAN, TUSAŞ, STM and BAYKAR are positioning Türkiye more competitively in the global defence market.



Global actor in UAV systems

Unmanned Aerial Vehicle (UAV) systems have represented the most significant success story of Türkiye's defence industry over the past decade. Baykar's Bayraktar TB2 and AKINCI, along with TUSAŞ's ANKA and AKSUNGUR platforms, have entered the inventories of Turkish security forces and numerous allied and friendly nations through exports. These systems gained global recognition through their performance in operational theatres ranging from Karabakh and Libya to Ukraine and Somalia. Türkiye has continuously matured its UAV capabilities by employing them in real combat environments. As of 2025, the country has become a global UAV/AUAV exporter to more than forty countries. To sustain this momentum, industry players have launched next-generation projects. Baykar's KIZILELMA and TUSAŞ's ANKA-III unmanned fighter aircraft programs are prominent examples. Both platforms have rapidly progressed through testing phases with new prototypes and are expected to enter the Air Force Command's inventory in line with the planned schedule.

MILGEM momentum and the TCG ANADOLU concept

As the average age of the Turkish Navy's existing platforms increases, the need for new vessels equipped with modern combat systems has become more evident. Conceived in the 1990s, the National Ship (MILGEM) project was realized in the 2000s with the contributions of the Turkish Naval Forces. Within this framework, the construction of ADA-class corvettes began, and four vessels have since entered naval service.

EXPORT OF WARSHIPS

In the subsequent phase, the İstif-class frigate program was launched to meet expanding operational requirements. Türkiye's first indigenous frigate, TCG İstanbul, has entered service, while construction of seven additional frigates

continues simultaneously in domestic shipyards. Leveraging the experience and infrastructure gained through MILGEM, Türkiye has begun exporting warships to countries such as Ukraine, Pakistan and Malaysia.

AUAV CAPABLE VESSEL

TCG ANADOLU, a multi-purpose amphibious assault ship designed to enhance Türkiye's overseas power projection capability, has been commissioned into the naval inventory. As the largest platform in the Turkish Navy to date, TCG ANADOLU serves as a flagship, capable of simultaneously operating naval,



air and land assets.

Unmanned aerial platforms such as KIZILELMA, ANKA-III and Bayraktar TB3, as well as manned aircraft like HÜRJET, are planned to operate from TCG ANADOLU and the future National Aircraft Carrier (MUGEM).

Investments spanning air cargo, land and railway corridors, modern port infrastructure and border gates have turned Türkiye into a strategic logistics hub connecting Europe, Asia and the Middle East.

AIR - SEA - LAND AND RAIL

Junction point of global trade

BARIŞ CABACI

THANKS to its unique geographical location, Türkiye has assumed a bridge role in global trade and has become a critical logistics center for air, land, rail and sea transportation. Major infrastructure investments and expanding global cooperation in recent years have further strengthened the country's position in international trade. With an extensive transportation network ranging from air cargo and land corridors to railway lines and ports, Türkiye stands out as a strategic transit point between Europe, Asia and the Middle East.

EUROPE'S BUSIEST AIR CARGO HUB

Türkiye's aviation sector has recently achieved global-scale success. Istanbul Airport—the country's largest airport—became Europe's busiest air cargo hub just a few years after its opening. In 2024, nearly 1.97 million tonnes of cargo were handled at Istanbul Airport, representing a 40 percent increase compared to the previous year. With this performance, Istanbul surpassed Frankfurt, which had long held the leading position, and earned the title of 'Europe's busiest cargo airport'.

SIXTH IN THE GLOBAL RANKING

Having grown rapidly over the past two decades, Turkish Cargo now accounts for nearly five percent of the global air cargo market, ranking sixth worldwide among cargo carriers. This means that one out of every twenty air cargo shipments worldwide is handled by Turkish Cargo. The company operates direct cargo flights to more than 100 destinations with its fleet of 24 dedicated freighters, while serving over 350 destinations through the cargo capacity of its wide-body passenger aircraft. This extensive network has transformed Istanbul into an intercontinental transit center and a critical transfer hub linking the Far East, Europe, the Middle East and Africa.

WORLD'S THIRD LARGEST CARGO CENTER

Türkiye's infrastructure investments in air cargo have significantly enhanced its competitiveness on a global scale. The mega-sized cargo facility SMARTIST, operating at Istanbul Airport, has been designed as Europe's largest and the world's third-largest air cargo center. Fully equipped with advanced automation systems, the facility supports Turkish Cargo's growth targets with an annual processing capacity of 4 million tonnes. The

Ministry of Transport and Infrastructure aims to position Istanbul Airport among the world's most prominent air cargo hubs.

BORDER GATES RENEWED

Türkiye effectively leverages its geographical advantage in land transportation and remains an indispensable transit country between Europe and Asia. With road connections to 70 countries, Türkiye's bridge role between Europe and Central Asia makes land routes particularly critical for global trade. Although around 85 percent of global trade is carried by sea, a relatively high 41 percent of Türkiye's exports—approximately US\$ 107bn—are transported by road. This high volume has turned Türkiye into a lifeline for regional trade. Trucks departing from Türkiye are heavily engaged in export transportation to the Middle East, the Caucasus and Central Asia. In 2024, 57 percent of export road transport services were directed to Middle Eastern and Central Asian countries. Iraq ranked first with 492,000 trips, followed by Syria (189,000) and Germany (146,000). Road transport to Europe also remained strong. In 2024, export shipments to Europe reached 897,000 trips, and US\$ 65bn of the US\$ 131bn worth of goods exported to Europe were transported by road. These figures demonstrate the high performance and capacity of the Turkish trucking fleet in both eastern and western directions, contributing significantly to regional trade vitality. President of the International Transporters Association (UND), Şerafettin Aras, stated: "Türkiye is one of the most prominent transit countries in the new global trade order. The transport route extending from Europe to China and Central Asia continues to strengthen Türkiye's strategic role," highlighting the country's growing transit potential.

MIDDLE CORRIDOR

Türkiye has been spearheading large-scale corridor projects to enhance its land infrastructure and increase its effectiveness in transit transportation. Recent geopolitical developments have further increased the importance of the Middle Corridor, the Europe-China land and railway route passing through Türkiye via the Caucasus and the Caspian Sea. The freight volume along the Middle Corridor—an alternative to the northern route through Russia—has been rising steadily, positioning Türkiye as a key transit country on this route. At the same time, work continues on the Iraq-Türkiye Transport Corridor, also known as the Development Road Project. This combined highway and railway route,

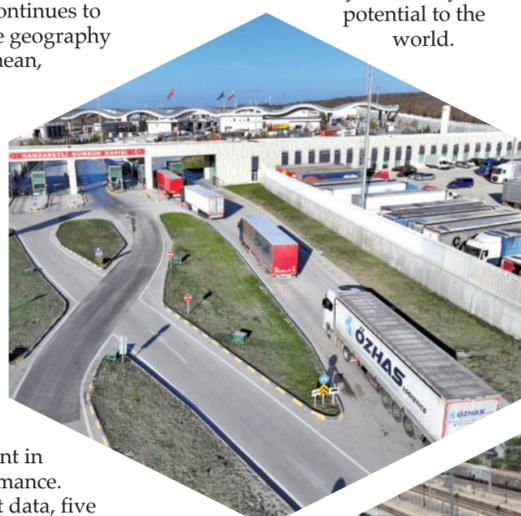
extending from the Persian Gulf to Türkiye, aims to offer the shortest connection between the Middle East and Europe. In parallel, the proposed Zangezur Corridor could directly link Azerbaijan to Türkiye, creating an uninterrupted line from the Caspian Sea to the Mediterranean. Emphasizing the significance of these initiatives, Şerafettin Aras noted: "Freight traffic via the Middle Corridor is becoming increasingly dense. Once the Development Road and Zangezur Corridor are operational, Türkiye's role in global trade will expand even further." Authorities anticipate that once these corridors become fully operational and the necessary regulatory improvements are completed, Türkiye's logistics service exports as a transit country could surpass even its achievements in tourism.

A LEADING PLAYER IN MARITIME TRADE

In a global system where nearly 90 percent of world trade is conducted by sea, Türkiye's strategic importance in maritime transportation continues to grow. Thanks to its unique geography connecting the Mediterranean, Aegean and Black Seas, Türkiye remains at the crossroads of major global shipping routes. According to data from the Ministry of Transport and Infrastructure, the number of ports in Türkiye has increased from 37 to 84, while the capacity of existing ports has been significantly expanded. The tangible impact of these investments is evident in container shipping performance. Based on 2024 Lloyd's List data, five Turkish ports ranked among the world's 100 busiest container ports: Istanbul Ambarlı (72), İzmit Gulf-Kocaeli (86), Tekirdağ Asyaport (94), Mersin (98) and, for the first time, İzmir-Aliağa (91).

IRON SILK ROAD

Located at the heart of the Asia-Europe railway network known as the Iron Silk Road, Türkiye aims to increase the share of rail transport in intercontinental freight movement. The Baku-Tbilisi-Kars (BTK) Railway Line is a cornerstone of this strategy. Launched in 2017, the BTK line enables uninterrupted rail connectivity from



Commercial transportation from all directions

Mustafa İlicali, faculty member at Istanbul Commerce University, stated that the steps taken in recent years in Türkiye's transport and logistics infrastructure have turned the country into one of the essential hubs of global trade. İlicali said: "Türkiye is among the few countries capable of integrating air, land, sea and rail transportation. This integrated structure not only increases freight capacity but also enhances the reliability and speed of supply chains." Highlighting the Middle Corridor and Iron Silk Road projects, he added: "Risks along the northern route and growing uncertainties in global trade have made alternative routes passing through Türkiye more prominent. The Baku-Tbilisi-Kars railway, the Marmaray connection and port-rail integration have transformed Türkiye into a natural trade hub between Asia and Europe."

London to Beijing, placing Türkiye at the core of the Middle Corridor. With this route, freight transit times are reduced from 40–60 days by sea to just 12–14 days by rail, offering a significant advantage in speed and cost. In November 2019, a freight train departing from Xi'an, China, traveled more than 11,000 kilometers in 12 days and reached Europe via the Marmaray Tunnel. This historic journey marked the first Asia-Europe freight train transit through Marmaray. Known as the *China Railway Express*, the train demonstrated the functionality of the Middle Corridor and showcased Türkiye's railway transit potential to the world.

A reliable partner in energy



While Europe's industrial activities were disrupted by the natural gas crisis, Türkiye emerged as a reliable country for this critical resource thanks to its energy investments and diversification policy. Expanding its seismic operations from the Black Sea and the Mediterranean to the oceans, Türkiye aims to integrate its energy supply into the economy through a wide range of investments, from nuclear power to solar energy, as well as through bilateral agreements signed with many countries.

ADEM ORHUN

THE energy crisis triggered by the war between Russia and Ukraine has deeply affected Europe's major economies. Positioned as a key transit route for natural gas and oil pipelines, Türkiye weathered the crisis thanks to its resource diversification strategy. Moreover, the country has strengthened its position through extensive energy investments. Türkiye has already begun extracting natural gas discovered in the Black Sea and plans to introduce reserves from other seas into the economy as well.

A MASSIVE DRILLING FLEET

Having established one of the world's largest drilling fleets, Türkiye conducts exploration and drilling activities not only in the Black Sea and the Mediterranean but also in the territorial waters of other countries. In recent years, Türkiye has pursued a policy of maximizing the use of domestic resources-ranging from natural gas and oil to coal and hydroelectric power-while enhancing supply security by accessing resources across the globe.

ENERGY DISCOVERY EXPEDITIONS

Within this framework, Türkiye has expanded its energy exploration activities to other countries. Offshore exploration off the coast of Libya, gold mining initiatives, and energy cooperation agreements in Niger are set to be implemented. The Oruç Reis Seismic Research Vessel conducted surveys off the coast of Somalia in the Horn of Africa for eight months, collecting 3D seismic data over an area of 4,464 square kilometers. These data will form the basis for future bilateral cooperation and support both regional industries and Türkiye's energy sector.

Türkiye has also signed an energy cooperation agreement with Malaysia and will conduct oil and natural gas exploration activities this year in three offshore and two onshore areas in Pakistan. Under agreements signed between Turkish Petroleum Corporation (TPAO) and Pakistani oil companies-Mari Energies, Fatima, OGDCL, PPL, Prime, and GHPL-Turkish seismic vessels will operate off the coast of Pakistan. The agreements also cover

potential production activities.

FOLLOWING A PROACTIVE POLICY

Furthermore, as a transit country with established pipeline infrastructure, Türkiye is evolving into a new center for energy trade

NUCLEAR ENERGY POWERING TECHNOLOGY

To reinforce supply security, Türkiye has joined the "nuclear energy league" with the completion of the Akkuyu Nuclear Power Plant.



thanks to its diversified supply sources and strong negotiating power. Leveraging its position as an energy transit point, Türkiye is now moving toward becoming a regional energy hub. Beyond its geographical advantages, the country pursues a proactive energy policy. The steel pipelines connecting continents, the advanced seismic and drilling fleet, onshore oil drilling activities, and record-breaking growth in renewable energy are particularly noteworthy.

By developing LNG terminals and storage facilities, Türkiye has also increased flexibility in natural gas transmission to Europe by strengthening its FSRU (Floating Storage and Regasification Unit) infrastructure. As it continues to diversify its resources successfully, Türkiye plays a critical role in Europe's energy security. Thanks to these strengths, Türkiye stands out as a reliable partner for both local and Western companies' industrial activities.

Once all four reactors are commissioned, nuclear energy will account for approximately 10 percent of the country's installed capacity. In addition, Türkiye will take a significant step toward regional energy leadership with new nuclear power plants planned for Sinop province and the Thrace region. Nuclear energy will also provide a stable and reliable power source for technology and artificial intelligence investments.

Renewable energy's share to rise

- Türkiye's electricity demand has tripled over the past 20 years and is expected to triple again over the next 30 years.
- In recent years, Türkiye has increased investments and raised the share of renewable energy to 61 percent of installed capacity, with the resource share reaching 70 percent.
- Türkiye installs solar power fields that cover nearly 10 acres per hour.
- Türkiye ranks 5th in Europe and 11th globally in renewable energy installed capacity.



- According to the Renewable Energy 2035 Roadmap, wind and solar capacity will be quadrupled to reach 120 GW, supported by approximately US\$ 80bn in new investments.

Türkiye's existing pipelines

- **TANAP (Trans Anatolian Natural Gas Pipeline):** The backbone of the Southern Gas Corridor, delivering Azerbaijani natural gas to Europe.
- **TürkAkım (TurkStream):** A strategic pipeline with an annual capacity of 31.5 bcm, transporting Russian gas directly to Türkiye and onward to Southeast Europe.
- **Blue Stream:** A natural gas pipeline supplying Russian natural gas to Türkiye via the Black Sea.
- **BTC (Baku-Tbilisi-Ceyhan):** A global-scale pipeline delivering Caspian crude oil to the Mediterranean via the Ceyhan terminal.
- **Iraq-Türkiye Crude Oil Pipeline:** Enables the transport of Kirkuk oil to global markets.

New pipeline projects

- **Caspian Transit Natural Gas Project:** Diplomatic and technical efforts are underway to transport Turkmen gas to Europe via Türkiye.
- **Iraq Development Road Project:** A railway and highway project extending from the Persian Gulf to the Türkiye border, planned to be supported in the long term by a new energy corridor including oil and natural gas pipelines.



Supply hub for global brands

World-leading companies have been finding their suppliers through the Istanbul Subcontract Exchange. Founded 36 years ago under the Istanbul Chamber of Commerce (ICOC) with the support of the United Nations Industrial Development Organization (UNIDO), the Exchange has been creating new business opportunities by bringing together major local and international companies with subcontractors.

OSMAN KUVVET

THE Istanbul Chamber of Commerce (ICOC) brings major companies together with subcontractors through "Supplier Days." These events, organized by the Subcontract Exchange under ICOC, enable local and foreign companies to establish supply and procurement partnerships with Turkish firms.

The Subcontract Exchange was established in 1990 under the auspices of ICOC and with the support of UNIDO. For 36 years, it has been connecting its members with local and international partners. Many companies from Türkiye and abroad participate in the Supplier Days organized by the Exchange. Global giants source their procurement needs from Exchange members, while subcontractors manufacture customized products for major companies and develop cooperation opportunities for third-country markets.

30 MAJOR COMPANIES EVERY YEAR

ASELSAN, HAVELSAN, TUSAŞ,



ROKETSAN, MKE, Schaeffler, Rolls-Royce, Arçelik, Türk Traktör, Siemens, Hitachi, Bosch, and Emerson are among the most prominent participants of the Supplier Days. On average, the Exchange brings together 30 major industrial companies with subcontractors in Istanbul each year. Through these events, Turkish subcontractors meet key local and international players and gain opportunities to sign supply contracts.

PREDOMINANTLY EUROPE-FOCUSED

Sixty percent of the requests received by the Subcontract Exchange come from abroad. Ninety-one percent of Exchange members are exporters. Forty-eight percent of their production is exported to

European countries, while the Middle East ranks as the second-largest market with a share of 33 percent.

SETTING AN EXAMPLE FOR GLOBAL MARKETS

The Subcontract Exchange provides technical support and consultancy services to markets including China, Ghana, Qatar, Iran, Kenya, and Cameroon. It also cooperates with consulates, commercial counselors, international chambers of commerce, foreign trade development offices, Türkiye's overseas representations, and business associations in other countries.

KEY PLAYERS IN THE DEFENCE INDUSTRY

By developing indigenous defence

products, Türkiye has recently succeeded in meeting its domestic defence needs with local solutions while also becoming a defence industry exporter. Companies integrating advanced technology into the defence sector elevate their suppliers into technology developers. The most recent Supplier Day organized by the ICOC Subcontract Exchange focused on defence industry giants, with participation from TUSAŞ, ASELSAN, ROKETSAN, HAVELSAN, STM, and MKE.



22 major companies met 1,218 subcontractors in 2025

In 2025, a total of 22 major industrial companies-19 domestic and 3 foreign-participated in the Supplier Days organized by the ICOC Subcontract Exchange. ICOC

brought these main contractors together with 1,218 subcontractors. Twenty meetings were held face to face, while two were conducted online.

34% increase in exchange membership

Şekib Avdagic, President of the Executive Board of ICOC, stated that they aim to strengthen the global competitiveness of Istanbul's business community and said: "In 2025, we organized 22 Supplier Days, three of which were held with foreign companies. Over the past three years, we have organized 76 Supplier Days, bringing 56 major industrial companies together with our members. We increased the number of Subcontract Exchange members by 34 percent, from 2,780 to 3,717. This growth clearly demonstrates the strength of our supplier industry."

Subcontract exchange's matching methods

The ICOC Subcontract Exchange responds to individual bilateral meeting requests from local and foreign main contractors. It organizes Supplier Days where companies meet subcontractors face to face. A total of 3,717 subcontractors operating across Türkiye are members of the Exchange.

The Exchange evaluates requests from main contractors and identifies subcontractors capable of manufacturing the required products. After notifying Exchange members, the information of responding subcontractors is forwarded to the main contractors. Matching is carried out based on the subcontractors' compatibility with the requests. Matched companies are then invited to ICOC for Supplier Days, where face-to-face meetings are held. The Exchange also facilitates ongoing communication between companies.

For more information:
yansanayi@ito.org.tr



Number of companies participating to Supplier Days

Year	Main contractor	Subcontractor	Certified	Online	Face-to-face
2020	6	644	228	6	0
2021	12	2.232	841	3	9
2022	18	2.896	1094	4	14
2023	27	3.453	1239	13	14
2024	27	4.868	1377	5	22
2025	22	4.643	1218	2	20
Toplam	112	18.736	5.997	33	79



Attending companies and their countries

TÜRKİYE: Karsan, Temsa, Alarko Carrier, Anadolu Isuzu, HAVELSAN, ASELSAN, MKE, STM, THY Technic, ROKETSAN, TUSAŞ, TCDD, Anadolu Motor, Ford Otosan, Arçelik, Alarko Carrier, Silverline, Aurora Isı, Çelik Motor, Otokar, TOFAŞ,

BMC, Vestel, FNSS, Türk Traktör
GERMANY: Lear, Schaeffler, Bosch, Bomag Gmbh, Miele, Schott, Continental, Bosch Rexroth, Festo, Siemens, EagleBurgmann, Pas South, Leoni, Hydac International, Anu Global, Drimex, Halla Otomotiv,

H. Costenoble, Morali Produktionstechnik Gmbh, Zf Lemförder, SMS Group, Enercon, Nordex, BSH; Sonplac
FRANCE: Peugeot, Legrand, Alstom, Sist Endüstri, Zodiac Aerospace
JAPAN: Hitachi, Hitachi Europe, Canon, Toyota,

Hitachi Zosen Inova, Sumitomo, Aisin Otomotiv, Visteon Hitachi, Makita, Toyotetsu, Daikin
SWEDEN: Autoliv, Munters, AB Electrolux, Swedmec, Bufab
CANADA: Gates Powertrain, Magna International
USA: Emerson, Southwest Radiator, Deere And

Company, Kottman, Lear Corporation, General Motors
POLAND: Proficool Fans, Tri Poland
THAILAND: Jes Pipelines
DENMARK: Harman, Vestas
AUSTRIA: Aht Cooling Systems
NETHERLANDS: Bosal Oris Gmbh

CZECH REPUBLIC: Hemat Trade
ITALY: Vgv Srl, Ellamp, Ama Tarım Makina
SWITZERLAND: Divisa Precision, ABB Electric
GERMANY-TÜRKİYE: Linde Opsan
SOUTH KOREA: Hyundai Mobis, HL Mando
NORWAY: Rolls-Royce

EUROPE'S LARGEST ADDITIONAL EXHIBITION INVESTMENT

Istanbul shifting into high gear

The foundation of the Europe's most prominent additional exhibition investment at Istanbul Fair Center (IFC) was laid. Şekib Avdagiç, President of the Istanbul Chamber of Commerce (ICOC) and Deputy Chairman of the Istanbul World Trade Center (IWTC) stated, "With the expansion project that will increase our total exhibition area to 140,000 square meters, we will cross a strategic threshold on our path to making Istanbul one of the world's leading exhibition hubs."

CANAN BİLGİN

ŞEKİB Avdagiç, Chairman of the Istanbul Chamber of Commerce (ICOC) and Deputy Chairman of the Istanbul World Trade Center (IWTC), said: "We have laid the foundation for the most significant additional exhibition investment in Europe at the Istanbul Fair Center (IFC). Once the construction of the new exhibition hall is completed, the IFC-whose capacity will increase by 40 percent-will move forward with firm steps toward becoming the most influential exhibition venue in our region."

Avdagiç announced that construction work has begun at the Istanbul Fair Center for a new two-storey exhibition area with a total size of 40,000 square meters. Avdagiç noted that the IFC, which operates under the Istanbul World Trade Center (IWTC) with 11 exhibition halls, has succeeded in ranking among Europe's leading exhibition centers thanks to extensive infrastructure and technology investments.

Avdagiç added, "After assuming full operational responsibility for all our exhibition halls and acquiring their title deeds, we have launched the construction of an additional exhibition hall for the first time in 18 years. With this project, we will complete the initial phase of our expansion and increase our total exhibition area to 140,000 square meters."

Noting that they had laid the foundation for the most significant additional exhibition investment in Europe at the Istanbul Fair Center, Avdagiç stated that the center's capacity would increase by 40 percent once the construction of the new hall is completed. Avdagiç said, "The IFC is moving forward with confident steps toward becoming the most influential exhibition venue in our region. With the expansion project that will increase our total exhibition area to 140,000 square meters, we will cross a strategic threshold on the path to making Istanbul one of the world's leading exhibition hubs."

ALREADY 73 FAIRS IN THE AGENDA

Avdagiç mentioned that in this way, they would make the most of the shift in focus toward Istanbul following the uncertainty caused by economic and geopolitical fluctuations in Europe, as well as the Russia-Ukraine war.

Şekib Avdagiç underlined that the Istanbul Fair Center has achieved to take part among the leading fair centers of not only Türkiye but also Europe with the major infrastructure and technology investments accomplished to date and added, "Since the 2026 calendar has already been arranged, we expect the number of exhibitions to reach 73, with total space utilization amounting to 2,536,000 square meters. The increase in square meter usage stems from our hosting of



larger-scale and more comprehensive events, as well as the inclusive exhibition approach we have implemented from the very beginning. This indicates that we are steadily moving closer to our goal."

EMECA MEMBERSHIP

Avdagiç stated that in 2025 they launched a private 5G infrastructure for the first time in Türkiye's exhibition sector, adding, "With Private 5G, we have strengthened the IFC's position on the global stage by advancing its digital infrastructure beyond that of leading exhibition centers in Europe. On the other hand, we have also delivered another very important service for our visitors by constructing the IFC Bridge over the Ayamama Creek, thereby facilitating pedestrian access between the E-5 Metrobus line and the Istanbul Fair Center."

Avdagiç also noted that in 2025, they inaugurated a new-generation meeting and event space called IFC Divan (IFC Council) within the Istanbul Fair Center, comprising modern meeting rooms and multipurpose halls. "The Istanbul Fair Center within ICOC's body has become a member of European Major Exhibition Centres Association (EMECA) in 2025. This membership will enable close cooperation with the fair centers in Europe and highlight IFC's role in the region."



New generation meeting halls

IFC Council has been opened in 2025 to meet the increasing demands for meetings and events at the exhibition center. Comprising new generation meeting halls and multipurpose lounges, IFC Council hosts professional business negotiations of the

organizers and participants particularly during the events. All rooms of IFC Council provide high-speed internet, professional sound-image systems, digital screens, video-conference solutions and automated reservation infrastructure.



IFC Atlas

IFC Atlas is a first in the Turkish exhibition sector and it was actively used in 2025 by all the organizers and service providers. IFC Atlas enables the management of all additional service processes of the exhibition organizers and service providers via a single platform. Infrastructure installation, logistics, OHS, security-cleaning, toll gate and door

registry systems are some of these services. As an innovative digital solution that aims to carry out the operations

in a healthier, faster and uninterrupted way, IFC Atlas carried IFC's service quality to another level.



Showcase of defence

IDEF'25 Exhibition displaying the defence industry's power has been one of the most outstanding organizations of Istanbul Expo Center last year. Among Türkiye's major defence industry events, IDEF - International

Defence Industry Fair gathered World's leading defence industry companies, decision-makers and military delegations at Istanbul Expo Center. As part of IDEF, products and systems regarding all critical

areas of defence industry such as land, air, sea and cyber security solutions were displayed. Local and foreign companies seized the opportunity to present new technologies, prototypes and innovative

platforms to global public opinion. IDEF's organization at Istanbul Expo Center strengthened Türkiye's global position in defence industry and revealed IFC's capacity to host large-scale global organizations.



40 fairs in ICOC's agenda

CANAN BİLGİN

ISTANBUL Chamber of Commerce takes Turkish companies wishing to present their products in the international area to the prestigious fairs taking place in nearly 20 countries in Asia, Europe, North America and South America.

1,228 COMPANIES PARTICIPATED

Since 1960, Turkish companies have been opening to the world and building global cooperation by attending the international fair organizations with ICOC. Performing bilateral business negotiations, conferences and country promotion events, ICOC continues to raise the bar of exports with the services it offers to Turkish companies. ICOC has been taking part in

Istanbul Chamber of Commerce (ICOC) has been taking Turkish companies to global fairs for 65 years. The Chamber's agenda has already covered 40 fairs to be organized in 18 countries in 2026. Through attending such prestigious fairs organized across the globe, ICOC identifies the route of exports while introducing global cooperation opportunities.

prestigious fairs for the exhibition of Turkish products across the world. Within this scope, in 2025 the Chamber has executed Türkiye's national participation to 39 global fairs. 1,228 Turkish companies took part with ICOC at these events organized in various areas from food to textile construction to automotive, energy to mobile communication, TV series, content and publishing. Hence, accompanied by ICOC, Turkish business world announced, "We are ready to export and cooperation" in these events held in

26 cities in 18 countries.

GLOBAL BUSINESS OPPORTUNITIES

New business opportunities and export connections arise from the one-on-one meetings held between Turkish and foreign companies at the fairs organized under the auspices of ICOC. Moreover, the Turkish business community not only promotes its products but also showcases the country's culture, arts, history, and cuisine through the "Guest of Honour - Türkiye" fairs, which ICOC brings to life

through international lobbying.

DEMAND-BASED TARGET

ICOC continues to diversify the sectors and countries of the fairs it organizes based on the demands of the business world. To this end, the Chamber's 2026 agenda already includes 40 of the most prestigious fairs in their respective sectors. Turkish companies will have the opportunity to meet global buyers at these events, which will be held in 18 countries.

For the first time, ICOC will organize Turkey's national participation in OTWORLD 2026, a fair focusing on technologies for prosthetics, orthotics, and orthopedics. The event will take place in Leipzig, Germany, from 19 to 22 May 2026. The Chamber has been preparing for the events scheduled for 2026.

39

Number of global fairs in which ICOC assumed national participation

18

Number of countries hosting fairs attended by Turkish companies

26

Number of cities where the fairs took place

1,228

Number of companies attending the fairs

26.500 m²

The size of the space dedicated to displaying Turkish products

Türkiye steps up a gear in green transformation



Türkiye has accelerated its efforts toward green transformation in the manufacturing industry. The steps to be taken in the 2026-2028 period have been defined in parallel with the implementation of transformation and support programmes for businesses. Key initiatives include the establishment of the Türkiye Emissions Trading System (TR ETS), alignment with the European Union's Carbon Border Adjustment Mechanism (CBAM), and harmonization with the European Green Deal.

How will the green transformation gain momentum?

According to the Medium-Term Programme (2026-2028), the following steps will be taken:

Secondary legislation under the Climate Law, including regulations on greenhouse gas emission reductions and climate change adaptation, will be completed.

The Türkiye Emissions Trading System (TR ETS) will be implemented.

Activities related to the establishment of the EU's Carbon Border Adjustment Mechanism (CBAM) and the use of ETS revenues to finance green transformation will be carried out.

The impacts of the European Green Deal and CBAM on various sectors will be assessed, and low-carbon sectoral roadmaps will be developed for sectors affected by EU regulations.

Sustainable production, energy efficiency, and the development of climate-friendly technologies will be supported through calls launched under the Türkiye Green Industry Project.

Zero-waste practices will be expanded, and a deposit return system will be introduced.

Within the scope of negotiations on the Global Plastics Treaty, national policies and legislation on the production, use, and disposal of plastics will be reviewed, and areas requiring improvement will be identified.

As part of the Sustainable Tourism Programme, efforts to accelerate green transformation in tourism will be intensified, and certification and documentation activities for tourism facilities and sector stakeholders will be expanded in line with programme objectives.

SENA SORKUN

TÜRKİYE has intensified its efforts to align with sustainability and green transformation targets. According to the Presidency's Annual Programme for 2026, as part of the green and digital transformation agenda, high value-added production is targeted across all sectors-particularly chemicals, pharmaceuticals and medical devices, machinery, electrical equipment, automotive, electronics, and rail system vehicles. R&D activities, technology transfer for sustainable production, and the development of green transformation technologies will be supported.

GREEN TRANSFORMATION CERTIFICATE

Applications for the 'Green Transformation in Industry Certificate'

will be accepted from industrial facilities that operate clean and resource-efficient production processes. Preparations will be made for the artificial intelligence-based evaluation of these applications. The certificate will be used to define priorities in public procurement processes and to facilitate access to green finance. In addition, a sectoral expert pool will be established to identify export sectors contributing to the green transformation of industry.

DIGITALIZATION SUPPORT FOR SMEs

Sectoral analyses will be conducted in the manufacturing industry, and the integration of digital technologies-such as artificial intelligence, big data analytics, and advanced automation-into production processes

will be encouraged, alongside broader digital transformation initiatives.

Through the Digital Transformation Programme, investments by companies to integrate digital technologies into their manufacturing processes will be supported. Within the scope of the programme, SMEs operating in the manufacturing sector will receive interest support on loans for their digitalization investments.



TRANSFORMATION PROGRAMMES IN ACTION

Programmes prepared by the Ministry of Industry and Technology in line with the vision of the National Technology Initiative also aim to achieve green and digital transformation in industry. Examples of the support provided include:

■ As of September, 23 applications with a total investment value

exceeding TRY 6.7bn were submitted to the Digital Transformation Programme.

■ Within the scope of project calls announced by KOSGEB to support SMEs' solar energy investments, improve resource efficiency, reduce waste generation, protect water resources, and promote sustainable production methods, TRY 5.6bn in support was provided to 2,012 enterprises.

■ Under TÜBİTAK's Green Innovation Technology Mentorship Support Programme, TRY 2.6mn was allocated to 741 projects, while TRY 22 mn was allocated to 231 projects under the Support for Green Transformation in Industry Programme. Support for eight R&D and Innovation Networks for Industry (SAYEM) projects under the Green Transformation Programme is also planned.

■ Through the Capacity Development Support Programme (KOBİGEL), support is provided for SMEs' scale-up investments aimed at increasing efficiency, production capacity, market size, and corporate capabilities. 1,647 projects were approved under the programme.



Antalya to host the COP31

Türkiye's first Climate Law, comprising 20 articles and two provisional articles, entered into force on 9 July 2025 as part of the country's Nationally Determined Contribution and 2053 Net Zero Emissions Target. The law sets out activities to reduce

greenhouse gas emissions, measures for climate change adaptation, planning and implementation tools, revenue mechanisms, licensing and supervision processes, as well as the principles and procedures governing the relevant legal and institutional framework.

One of the most significant outcomes of Türkiye's green transformation efforts has been its selection as the host of COP31. The Conference of the Parties (COP31) will be held in Antalya on 9-20 November 2026.



A software-driven global cooperation opportunity

Software-led transformation in the automotive sector is fundamentally changing conventional production approaches. Today, software-driven hardware is as critical as manufacturing the cars themselves. Autonomous driving technologies are projected to contribute an additional US\$ 650bn to the automotive market by 2030. By initiating a software development strategy, Türkiye has been opening new opportunities for global investors in the region.

Türkiye standing out in triadic patent race

Innovative products and technologies must be protected both nationally and globally. A triadic patent, simultaneously registered in Europe, the USA, and Japan, is the standard for global protection.



Türkiye currently holds 215 triadic patents, a figure that traces back to the 1990s. The first known triadic patent from Türkiye, granted in 1998, concerned increasing sugar production—showing that even conventional sectors can achieve global recognition. Triadic patent holders in Türkiye include industry companies, universities, and R&D centers. Textile technologies lead the country's triadic patent portfolio, particularly in woven fabrics and yarn production, reflecting Türkiye's global competitiveness. Triadic patents are also secured in healthcare technologies, medical devices, image processing, electronics, pharmaceuticals, and chemistry, underscoring the country's diverse innovation capacity.

BARIŞ CABACI

TÜRKEYE has been progressing toward becoming a regional digital hub through its recent initiatives in software development and technology. The country's young and qualified workforce, government support, rapidly growing startup ecosystem, and strategic location have transformed it into a technology market offering new opportunities for global investors. Thanks to investments from both the public and private sectors, the software development industry has become a strategic sector in terms of exports, employment, and value-added production. The post-pandemic surge in digitalization has increased demand for software products developed in Türkiye. Today, hundreds of thousands of Turkish software developers are creating solutions for both local and global markets across finance, defence, retail, logistics, healthcare, and public services.

INDUSTRY OF CODES

Vehicles today are defined more by their software intelligence than their

hardware. Production no longer ends when a car leaves the assembly line; robust software is essential. Tesla is a prime example of this transformation. In the automotive sector, software development now drives power and innovation. Automakers are preparing for the future through investments in software and sensor technologies. According to McKinsey, a significant portion of innovations in modern vehicles is software-based rather than mechanical. Similar to smartphones, vehicles today contain software that can be continuously updated.

On average, an automobile contains 650 million lines of code, compared to just 15 million lines in a Boeing 737. While this transformation boosts productivity in the sector, it also contributes significantly to the global economy. Software-defined vehicles are projected to generate an additional US\$ 650bn in revenue for the automotive market.

US\$ 400 BILLION ADDITIONAL REVENUE

Research predicts that by 2035, the automotive industry will achieve an additional US\$ 300–400bn in revenue thanks to advanced

software technologies. Advanced Driver Assistance Systems (ADAS) are expected to reduce accident rates in Europe by 15 percent by 2030. Autonomous trucks and fleet services could cut medium-distance transportation costs by up to 50 percent, while autonomous vehicles improve labor efficiency and save time. This transformation also enables new business models



in supporting industries, such as insurance and transport, where automakers can offer customized insurance services based on driving data.

EUROPE'S 4TH PRODUCTION BASE

Türkiye has become a hub for resilient automotive production and exports. In 2024, by manufacturing

1.4 million vehicles, Türkiye ranked 12th in the world and 4th in Europe in vehicle production. Approximately 75 percent of these vehicles are exported, making Türkiye Europe's leading vehicle exporter over the past decade. The local electric vehicle, Togg, has quickly become Türkiye's best-selling EV, with its SUV model launched in 2023. Two Togg models are currently on the market, and five additional models are planned by 2030.

167 R&D AND DESIGN CENTERS

There are 167 active R&D and design centers in Türkiye's automotive sector. Ford Otosan and Tofaş (Stellantis) are recognized as global R&D hubs. Mercedes-Benz Türk develops innovative solutions at its software development center, while AVL Türkiye focuses on autonomous and hybrid vehicle technologies. Ford Trucks and Karsan are among the companies conducting Level 4 autonomous driving tests in Türkiye. These initiatives highlight Türkiye's emergence as a technology and innovation center.

Software developer base



Founded by the Istanbul Chamber of Commerce, the SoftITo Software Development and IT Academy trains experts in software development, artificial intelligence, data analytics, and cybersecurity. Each year, over 450 students graduate from the academy, strengthening Türkiye's technology ecosystem through modern training methods and hands-on projects.

SOFTITO equips young talent with advanced technological skills while contributing to Türkiye's digital transformation. To date, 457 students have graduated

APPLIED PROJECTS

The academy provides in-depth knowledge in software development, data analytics, AI applications, and cybersecurity. Beyond theoretical courses, students gain practical sector experience through applied projects.

INNOVATION AND DIGITAL

SoftITo attracts young professionals aiming to develop technical skills, advance careers in technology, or enhance sector-specific expertise. The academy also offers career guidance to help participants quickly integrate into the business world. In line with the Istanbul Chamber of

Commerce's vision for innovation and digitalization, SoftITo strengthens Türkiye's IT ecosystem and enhances global competitiveness.

TRAINING IN SEVEN MODULES

- Frontend developer
- Backend developer
- Data analytics
- Embedded systems
- Mobile application
- Game developer
- Information security architect

Additionally, training covers project management, software documentation, sustainability, effective communication, code security, IT ethics, cybersecurity awareness, IT law, and cybercrime.



BTM elevating startups to the global stage



The Commercialization Center Istanbul (BTM) was established by the Istanbul Chamber of Commerce eight years ago to strengthen Istanbul's entrepreneurial ecosystem and commercialize innovative ideas. BTM helps startups access global markets through its free programs, extensive investor network, and international collaborations.

BAHAR DAĞAŞAN

quickly reached full occupancy.

ENGAGING YOUTH IN THE ECOSYSTEM

BTM is particularly active in encouraging young entrepreneurs. The Early Entrepreneur Development (EED) Center Project, targeting individuals aged 14-19, aims to improve young people's proficiency in science, technology, and entrepreneurship.

The BTM Campus Ambassadors Program, aimed at university students, extends startup culture on campuses while directly introducing students to BTM's facilities. Campus ambassadors

PROVIDING support at every stage of the startup journey—from research and commercialization to patent processes and investor matching—BTM also fosters the growth of startup culture in academia through collaborations with universities. Founded by ICOC eight years ago to consolidate Istanbul's startup potential, BTM offers comprehensive support, including training, seminars, mentorship, one-on-one consulting, participation in domestic and international fairs, investor matchmaking, demo day events, and 24/7 office space—completely free of charge. Startups are taken to global markets through BTM's London and



Dubai offices, established in partnership with YTÜ (Yıldız Technical University) Yıldız Teknopark.

communicate BTM's offerings to young entrepreneurs and gain experience in organization, communication, and community management. Supported by mentorship, internships, and career

4 MAIN PROGRAMMES

BTM offers four main programs tailored to different demands of startup development:

BTM Camp: For candidates looking to enter the startup ecosystem.

Pre-Incubation: Supports startups at the product or prototype stage.

Incubation: Designed for incorporated startups with active sales.

Post-Incubation: Supports startups that have secured fund, ng and are in scale-up phase.

Recently launched BTM TEKMER provides tax advantages, infrastructure, mentorship, and investor access for R&D and innovation-based startups. Operational since June, BTM TEKMER

opportunities, the program contributes to students' personal and professional development.

PRESENCE AT THE WORLD'S LEADING FAIRS

BTM participates in prestigious global fairs such as CES, MWC Barcelona, Hannover Messe, and JEC World, enhancing the visibility of Turkish startups in international markets. By collaborating with academics and university students, BTM also supports the commercialization of scientific research.

Through its programs and international initiatives, BTM continues to create added value for Türkiye's startup ecosystem and positions Turkish startups on the global stage.



Buhara Amphitheater Hall

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Our fully equipped venues, thoughtfully designed down to every detail, are ready to host your **professional meetings**, presentations, and events.



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Semerka
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divan.ifm.com.tr



Global office facilities in London and Dubai

Listed by Sweden-based UBI Global as the World's Third Best Startup Center among over 2,000 centers in 90 countries, BTM has expanded its global presence through a partnership with YTÜ Yıldız Teknopark. The London and Dubai offices are jointly operated under this protocol.

The London office, located in the iconic Battersea Power Station, offers Turkish entrepreneurs a prestigious address within the UK's

US\$ 1.2 trillion technology ecosystem, home to over 20,000 high-growth companies and 181 unicorns.

The Dubai office, situated in the Dubai World Trade Center, connects startups to one of the world's most dynamic business hubs. Dubai's US\$ 43bn technology ecosystem has produced 10 unicorns and attracted over US\$ 1.5bn in investment during the first half of 2025 alone.

Deep technology's production hub, Teknopark Istanbul, brings together a vast innovation ecosystem spanning multiple sectors-particularly the defence industry-under a single roof. With over 10,000 R&D engineers and advanced engineering capabilities, Teknopark Istanbul is shaping the technology of the future.



Technologies of the future emerging at Teknopark Istanbul

ÖMÜR KIRBAŞLI

STRENGTHENING year by year in line with Türkiye's growing technological ambitions, Teknopark Istanbul stands out with its more than 10,000 R&D engineers, advanced engineering capabilities, and thousands of high-tech companies. The following companies made significant strides last year by designing the future within this ecosystem, which is open to global collaborations and local production.



AUTOMATIC TARGETING OF MORTARS

Hyperitem develops tripod, stabilization, and automatic leveling technologies for the defence industry, offering solutions such as electro-optical systems, radars, border surveillance cameras, and high-precision,



HYPERITEM
Elevating Defence Systems

vibration-free positioning solutions for heavy weapon platforms. One of Hyperitem's flagship projects, the Hiza Automatic Mortar Modernization System, aligns mortars to an accurate firing position within seconds by measuring their inclination and orientation. This reduces operator errors, shortens preparation time, and achieves standardized firing accuracy. Future versions of the system aim to feature an autonomous structure capable of learning different terrains and recoil conditions with the support of machine learning. Hyperitem also plans to extend its defence industry engineering expertise into the space sector in the long term.



SMART MANAGEMENT OF SOLAR POWER PLANTS

Solar8 Energy and Advanced Technology takes a novel approach to energy management with its local, AI-enabled solutions, making existing energy infrastructures more efficient, observable, and sustainable.

The platform developed at Teknopark Istanbul focuses on building a predictive, rather than reactive, operational model for

solar power plants. Solar8's indigenous technology integrates site equipment, cloud-based software, and AI algorithms into a comprehensive energy management platform. On-site control boards analyze performance deviations, system behavior, and generation data to project maintenance needs and potential failures. Unlike traditional monitoring systems, this



approach enables predictive maintenance and intelligent decision-making.

LIGHTENING VEHICLES AND REDUCING COSTS

VSS Technology accelerates the automotive industry's electrification transformation with integrated solutions, from vehicle control software to battery systems, modular electrification kits for



VSS TEKNOLOJİ

heavy commercial vehicles, and digital twin infrastructure. The company operates in four main areas: critical vehicle control software (VCU, BMS, HCU), battery systems for ESS and micro-vehicles, modular electrification kits for commercial vehicles, and engineering systems. Its patented battery and power system reduces vehicle weight, decreases BOM costs, and shortens the installation process, delivering significant production advantages. Coupled with control software managing torque, energy, thermal control, regenerative braking, and ADAS functions, the digital twin infrastructure enables early failure detection and predictive maintenance.



SILENT POWER NANO UAVs

Uludağın Defence Industries Inc. has drawn attention in both defence and civilian sectors with its nano-class unmanned aerial vehicle, NanoAlp.



With its portable size, silent flight capability, and AI-enabled control systems, NanoAlp provides reconnaissance and surveillance in areas

inaccessible to larger UAVs, such as caves, enclosed spaces, forests, and border zones. Despite being only-25 cm, it carries high-resolution electro-optical and thermal cameras for low-light imaging and long-range, secure data transmission. Its biomimetic design allows near-silent flight, providing a significant operational advantage. AI and machine learning software enable image processing, target tracking, and autonomous mission execution.

Beyond military applications, NanoAlp has strong potential in disaster response, search and rescue, border security, and critical infrastructure monitoring. The company has received presale and collaboration requests from Asia, the Middle East, and Europe.



REDUCING THE INDUSTRY'S CARBON FOOTPRINT

Helios is a climate technology venture developing next-generation carbon capture solutions to reduce industry's carbon



HELIOS
SCIENCE & TECHNOLOGY

footprint. Focusing on "hard-to-abate" sectors such as cement, steel, aluminum, and maritime, Helios aims to offer globally scalable, cost-efficient solutions. Its technology relies on Metal-Organic Frameworks (MOFs)-advanced materials with high surface areas and tunable structures capable of capturing CO₂ directly from flue gas. Compared to conventional amine-based systems, MOF-based solutions consume less energy, withstand harsh industrial conditions, and reduce operational costs. Helios currently generates revenue and tests its technology by supplying materials to research institutions, with pilot industrial applications planned next. Computational chemistry and AI-based modeling enable MOFs to be customized for specific industrial flue gas conditions.



DIGITIZING THE PEN-PAPER HABIT

XNote, developed by Kodion Innovation,

brings the traditional pen-and-paper experience to the digital world. The system, comprising a smart pen and specialized notebook, instantly digitizes handwriting without disrupting the note-taking habit.



AI integration allows notes to be searched, summarized, and synced with various applications. XNote is currently used in over 60 countries. The platform addresses the

challenge of transferring notes to digital formats-photographing notes proved inadequate. XNote, supported by a smartphone and AI software, not only captures handwriting but converts it to text using OCR and large language models, summarizes content, creates tasks and events, and integrates with calendars. Supporting over 50 languages, it even allows users to "chat" with their notes. Following global interest via Kickstarter, XNote is particularly popular in the U.S., Europe, and Asia.



SPEED-FOCUSED COMPOSITE PRODUCTION

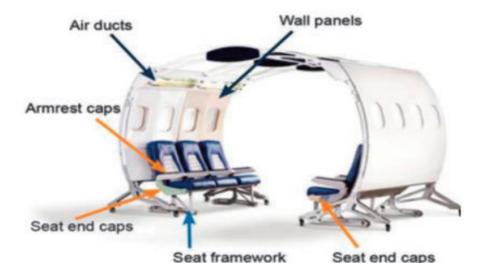
Rising production demands in aerospace and defence make speed and efficiency critical in advanced composites. CEF Advanced Composites and Materials addresses this, focusing on thermoplastic composite production.

Founded in 2023 from R&D and prototyping work at Sabancı University's



Composite Technologies Excellence Center, CEF

has collaborated with global companies such as TAI and Boeing to build its technical infrastructure. Today, CEF produces both thermoset and thermoplastic composites, with a strategic focus on developing thermoplastic materials and components. By applying digital twin and process-modeling approaches, CEF aims to accelerate R&D and production while reducing trial-and-error, improving efficiency through simulation-driven identification of critical production parameters.





Istanbul Ticaret University will celebrate its 25th anniversary this year. By 2025, the university made significant progress in many areas, ranging from strategic planning to quality and accreditation processes, and from academics to student preferences.

Modernized campuses

Following the reconstruction of the historical Eminönü Campus to its original state, it was reopened as the Ahî Çelebi Eminönü Campus on 11 December 2025. The sports halls at the Sâdâbâd Campus in Sütluçe were expanded from 122 m² to 236 m², and 2,500 student seats were renewed. Two computer labs and two classrooms, each with a capacity of 60 students, were opened at the Hezarfen Campus in Küçükalyalı, and 850 student seats were renewed.

25 years of experience and quality in education

ERTAN ERYILMAZ

OVER the past three years, Istanbul Ticaret University has continued to strengthen its institutional structure through advancements in strategic planning, quality assurance, academic success, and campus investments. The university is preparing to celebrate its 25th anniversary in April 2026, and digital data from the end of 2025 highlight a multidimensional development process, spanning education, training, and internationalization.

2025-2029 STRATEGIC PLAN

One of the most significant steps taken in 2025 was the creation of the 2025-2029 Strategic Plan, which outlines the university's roadmap for the future. The plan was developed through a study involving both internal and external stakeholders. It came into effect following approval by the Board of Trustees. A Strategic Plan Workshop, the most critical stage of the preparation process, was held at Cemile Sultan Korusu on 27-28 February 2025.

Topics addressed at the workshop included education and training, research and development, internationalization, quality assurance, digital transformation, and institutional sustainability. Following the workshop, the university's medium- and long-term targets were framed within a comprehensive institutional strategy.

KEY STEPS IN ACCREDITATION PROCESSES

Accreditation processes in the university's academic departments saw remarkable growth. While only two departments were accredited in 2023, this number increased to 13 by December 2025. Four departments from the Faculty of Engineering and four from the Faculty of Humanities and Social Sciences received accreditation, while the accreditation

process for the Faculty of Communication's departments continued. The Vocational School's Computer Program accreditation process began in 2026. With these developments, all departments of the Faculty of Humanities and Social Sciences are now accredited. The final accreditation certificate of 2025 was awarded to the Computer Programming program at the Vocational School.

QUALITY ASSURANCE CERTIFIED – ONCE AGAIN

Istanbul Ticaret University continued its efforts to maintain quality standards in 2025. The TS EN ISO 9001:2015 Quality Management System certificate, originally received in 2022, was renewed following an audit in October 2025. Additionally, the university maintained alignment with international standards in information security through the ISO/IEC 27001:2022 Information Security Management Certificate.

YÖKAK INSTITUTIONAL ACCREDITATION PROCESS

The completion of the on-site evaluation process for the Institutional Accreditation Program (IAP), conducted by the Turkish Higher Education Quality Council (YÖKAK), demonstrated Istanbul Ticaret University's systematic and integrated approach to quality assurance.

This evaluation, covering academic and administrative processes as well as interactions with students, alumni, and external stakeholders, highlighted the university's efforts in strategic planning, performance monitoring, and continuous improvement, confirming that a culture of quality has been institutionalized.

STUDENT'S FIRST CHOICE

Over the past 25 years, 27,955 students have graduated from Istanbul Ticaret University, and 9,178 students are enrolled in

the 2025-2026 academic year. Based on Higher Education Institutions Examination (YKS) placement results, the university achieved an enrollment rate 10% higher than the average for foundation universities.

Istanbul Ticaret University has been the first choice for two out of every three enrolling students. During the 2025 university selection period, 4,565 prospective students visited the campuses and fair stands, while 57 students with rankings of 25,000 or higher enrolled. Website visits increased from 191,999 in 2024 to 304,500 in 2025.

ACADEMIC MOBILITY

The university became a member of the Turkic Universities Union (TURKUNIB), covering seven Turkic states, and joined the ORHUN Exchange Program in the 2024-2025 academic year, making Istanbul Ticaret University one of the first institutions to implement this program.

As part of the program, four academics from Uzbekistan visited as guest lecturers, while Istanbul Ticaret University faculty participated in exchange activities at other Turkic universities. More than 1,200 students from over 80 countries currently study at the university.

In line with its internationalization efforts, the university's International Office coordinated visits to 11 countries during the first 10 months of 2025.

WE'RE IN BUSINESS APPLICATION

The 'We're in Business' mobile application, launched in November 2025, centralizes multiple student services on a single platform, from course schedules and exam dates to headcounts and turnstile entries.

STRENGTHENING A SOCIAL UNIVERSITY IDENTITY

In 2025, Istanbul Ticaret University's student communities organized 230 events, while academic and administrative units hosted over 250 local and international events.

In the first 10 months of 2025, the university was mentioned in 847 press agencies, 276 TV news programs, and 4,551 online news sites. The number of the university's digital screens reached 30 in 2025.



World's most influential scientists list

According to the World's Most Influential Scientists list published by Stanford University, 12 academics from Istanbul Ticaret University were recognized: five appeared on the "Career Long Impact" list, and seven on the "Annual

Impact" list. This represents a significant increase from 2023 and 2024, when only three academics were included. The list highlights the university's performance in publishing and citation impact.



Istanbul's big data available to everyone

ADEM ORHUN

ISTANBUL Chamber of Commerce's Strategic Research Center (ITOSAM) carries out qualified research required by Istanbul and Türkiye's economic, social, technological and ecological activities. That said, a new project will enable access to accurate data. In addition to the sectoral research concerning the business world, a new source will be formed for collecting and availing the accurate information on Istanbul. Istanbul Chamber of Commerce's 'Data Istanbul: Artificial Intelligence Powered Open Access Data Library' project is being realized to this end.

The project to facilitate the

access to open data sources in Istanbul will be completed with the support of Istanbul Development Agency (ISTKA). The data that will be available to open access through AI will be introduced to the utilization of researchers, technology developers and business world. Everybody can analyse Istanbul's economical and commercial life with this open access data library.

OFFICIAL AND PRIVATE RESOURCES

As part of the project, Istanbul Chamber of Commerce will gather the data obtained from the ministries, public institutions, business world and companies and build a reliable and powerful data

pool. Moreover, such data will turn into meaningful data through analysis. Non-Turkish people and people outside Türkiye can reach this source.

Data Istanbul - AI Powered Open Access Data Library will facilitate foreign investors' access to the statistical data on Istanbul. In this way, different or false information on Istanbul's economy or social state will be prevented. As the researchers and investors' utilization of false information is restrained, the damages they will face will also be avoided.

Data Istanbul, AI Powered Open Access Data Library can be accessed via mobile phones. Within this scope, a 'Data Istanbul Mobile Application' will be developed.

Accurate information on Istanbul will be available at the AI-powered open-access data library. Data on Istanbul ranging from industrial production to transport, trade to social life will be available to the local and foreign researchers and companies through Istanbul Chamber of Commerce's project.

The investor's cloud is ready

HIGH CAPACITY WITH NEW DATA CENTERS

As the artificial intelligence and 5G technology extends, the importance of the data centers - the digital services' invisible infrastructure - increases. In parallel with this, mega data centers are being founded in Türkiye. Data centers established in many cities, mainly in Istanbul facilitate the growth of companies and align with the governmental policies.

ADEM ORHUN

INVESTMENTS on new data centers are being made to avoid lagging behind global competition in production and trade. AI-based applications and other High-Performance Computing - HPC solutions have become essential for the competitive power. New data centers are being established in Türkiye by the public and private sector. Türkiye has been expanding its cloud with the mega data center investments realized in various cities, particularly in Istanbul. One of the largest cloud investment projects came from Google Cloud and Turkcell. Two companies agreed to build a hyper-scale regional data center. To this end, Turkcell will invest USD 1bn and Google Cloud USD 2 bn.

GSM COMPANIES TAKING THE LEAD

On the other hand, Türk Telekom introduced the indigenous and national, open-source cloud platform developed with TÜBİTAK BİLGEM to the

public and private sectors. Vodafone will open the USD 100 bn worth data center built with DAMAC company in İzmir in the first half of this year. It was announced that the company is performing feasibility studies for two more large data centers in Istanbul and Ankara. Meanwhile, global

telecommunication company Huawei Cloud presently provides hyperscale cloud infrastructure in Türkiye.

CAPACITY TO GROW EXPONENTIALLY

Türksat's activities to build an indigenous data center in Ankara are in progress. Operational

continuity of the institutions will be supported by the Gölbaşı Data Center. This data center to increase Türksat's data capacity eight times will be launched to service in 2027. These centers will enable uninterrupted services even in extraordinary circumstances to public bodies and companies.

PRIVATE SECTOR IS ALSO INVOLVED

In addition to the announced new investments, the large data center investments of tens of companies in Türkiye are presently active. These complexes designed and founded with redundant energy, network and storage infrastructures by private sector technology companies offer commercial services.

Advantages for the companies

- Establishment of a new mega data centers in Türkiye will enable faster and more reliable services in all areas, from banking to public services.
- Increase in capacity render the ground more advantageous for international investors as well. Such efforts will also enable the development of the infrastructure required by city planning and automation activities.
- New data centers will provide cost advantage for businesses established in Türkiye. Local companies can receive the similar service with lower costs instead of paying hundred thousands of dollars to global companies' cloud services.
- On account of the low-cost and fast cloud infrastructure, startups in Türkiye can grow much faster.
- As local data centers will be positioned close to 5G base stations, low latency Augmented Reality (AR), Virtual Reality (VR) and autonomous vehicle applications will gain speed.
- A condition on the storage of data in Türkiye in public tenders will be fulfilled. Companies using the local cloud services will obtain points in tenders.
- When the local data center is used, it will be easier to abide by the rule of 'data shall not taken abroad' and risk of penalty shall be abolished.
- Websites, mobile applications, games and financial operations shall function with very low latency as the service is provided in Türkiye and customer satisfaction will increase.



Billion dollar support to investments in HIT-30

As part of the 'HIT-30' high-tech investment programme, the Ministry of Industry and Technology announced the 'HIT - Data Center' call. This

investment call will support the data centers with minimum 30 megawatt information technology. Budget of the support is USD 1.5 bn. Moreover,

call for 'HIT-Artificial Intelligence Support' awaits the investors.

For detailed information:
<https://hit30.sanayi.gov.tr>





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FAIR ORGANIZATIONS 2026



CES 2026

Las Vegas, United States
6 - 9 January 2026
Digital Transformation,
Consumer Technologies

PSI 2026

Dusseldorf, Germany
7 - 9 January 2026
Promotional Products

INTERSEC 2026

Dubai, United Arab Emirates
12 - 14 January 2026
Security, National Security,
Commercial Security, Cyber Security,
Emergency, Alarm and Warning Systems,
Fire Prevention and Rescue

CONTENT AMERICAS 2026

Miami, United States
20 - 22 January 2026
Series, Film, Content, TV, Production

TEXWORLD APPAREL SOURCING PARIS SPRING 2026

Paris, France
2 - 4 February 2026
Fabric, Fashion and Accessories

MWC BARCELONA 2026

Barcelona, Spain
2 - 5 March 2026
Mobile Communication Technologies

LIGHT + BUILDING 2026

Frankfurt, Germany
8 - 13 March 2026
Decorative and Technical Lighting,
Electrical Engineering, Component,
Security, Building Automation

JEC WORLD 2026

Paris, France
10 - 12 March 2026
Composite

LONDON BOOK FAIR 2026

London, England
10 - 12 March 2026
Book, Publishing Industry

AUTOMECHANIKA BUENOS AIRES 2026

Buenos Aires, Argentina
8 - 11 April 2026
Automotive Industry Equipment and Supplies,
Automotive Industry Aftermarket Products and Services,
Batteries and Electronic Systems,
Lubrication Equipment,
Spare Parts and Tires

BOLOGNA CHILDREN'S BOOK FAIR 2026

Bologna, Italy
13 - 16 April 2026
Book, Publishing Industry

HANNOVER MESSE 2026

Hanover, Germany
20 - 24 April 2026
Industrial Software,
Industrial Supply & Engineering Solutions,
Energy & Industrial Infrastructure,
Automation Systems & Components, Startups

139th CANTON FAIR PHASE 2

Guanco, People's Republic of China
23 - 27 April 2026
General Trade

SIAL CANADA 2026

Montréal, Canada
29 April - 1 May 2026
Food, Beverage

139th CANTON FAIR PHASE 3

Guanco, People's Republic of China
1 - 5 May 2026
General Trade

AUTOMECHANIKA RIYADH 2026

Riyadh, Saudi Arabia
4 - 6 May 2026
Automotive Industry Equipment and Supplies,
Automotive Industry Aftermarket Products and Services,
Batteries and Electronic Systems,
Lubrication Equipment,
Spare Parts and Tires

IFAT 2026

Munich, Germany
4 - 7 May 2026
On-Board Equipment,
City Cleaning and Maintenance Services,
Purification Systems, Wastewater,
Hydraulic Engineering, Armature,
Connecting Elements and Hardware,
Recycling,
Solid Waste Systems and Management,
Pump, Measurement and Control

SIAL CHINA 2026

Shanghai, People's Republic of China
18 - 20 May 2026
Food, Beverage

CTT EXPO 2026

Moscow, Russian Federation
26 - 29 May 2026
Concrete Industry, Construction Tools and
Equipment, Construction Technologies,
Construction and Work Machinery,
Mining, Spare Parts Industry

NEM DUBROVNIK 2026

Dubrovnik, Croatia
8 - 11 June 2026
Series, Film, Content, TV, Productions

INTERSOLAR 2026

Munich, Germany
23 - 25 June 2026
Solar Energy Systems and Technologies

TEXWORLD NEW YORK SUMMER 2026

New York, United States of America
29 - 31 July 2026
Fashion, Textiles, Fabrics and Accessories

ZEPS 2026

Zenica, Bosnia and Herzegovina
2 - 5 September 2026
General Trade

FOOD2CHINA 2026

Guangzhou, People's Republic of China
10 - 12 September 2026
Food and Beverages

TEXWORLD APPAREL SOURCING PARIS AUTUMN 2026

Paris, France
September 2026
Fabric, Fashion and Accessories

FRANKFURT BOOK FAIR 2026

Frankfurt, Germany
7 - 11 October 2026
Book, Publishing Industry

MIPCOM 2026

Cannes, France
12 - 15 October 2026
Series, Film, Content, TV, Production

PAPERWORLD MIDDLE EAST 2026

Dubai, United Arab Emirates
13 - 15 October 2026
Paper, Stationery, Office Products

SIAL PARIS 2026

Paris, France
17 - 21 October 2026
General Food, Biscuits, Chocolate and Confectionery,
Frozen Food, Meat and Poultry,
Food Equipment and Technologies, Beverages,
Legumes, Fruits and Vegetables, Organic Food,
Milk and Dairy Products

BAKU INTERNATIONAL BOOK FAIR 2026

Baku, Azerbaijan
21 - 27 October 2026
Book, Publishing Industry

140th CANTON FAIR PHASE 2

Guanco, People's Republic of China
23 - 27 October 2026
General Trade

140th CANTON FAIR PHASE 3

Guanco, People's Republic of China
31 October - 4 November 2026
General Trade

SIAL INTERFOOD JAKARTA 2026

Jakarta, Indonesia
4 - 7 November 2026
Food, Beverage

DUBAI INTERNATIONAL CONTENT MARKET 2026

Dubai, United Arab Emirates
10 - 11 November 2026
Series, Film, Content, TV, Production

AUTOMECHANIKA DUBAI 2026

Dubai, United Arab Emirates
10 - 12 November 2026
Automotive Industry Equipment and Suppliers
Automotive Industry Aftermarket Products and Services,
Batteries and Electronic Systems,
Lubrication Equipment,
Spare Parts and Tires

BAUMA CHINA 2026

Shanghai, People's Republic of China
24 - 27 November 2026
Construction Machinery,
Construction Material Machinery,
Mining Machinery,
Construction Vehicles and Construction Machinery

MOBILE WORLD CONGRESS DOHA 2026

Doha, Katar
Kasım 2026
Mobil İletişim Teknolojileri

ATF ASIA TV FORUM & MARKET 2026

Singapore
1 - 4 December 2026
Series, Film, Content, TV, Production