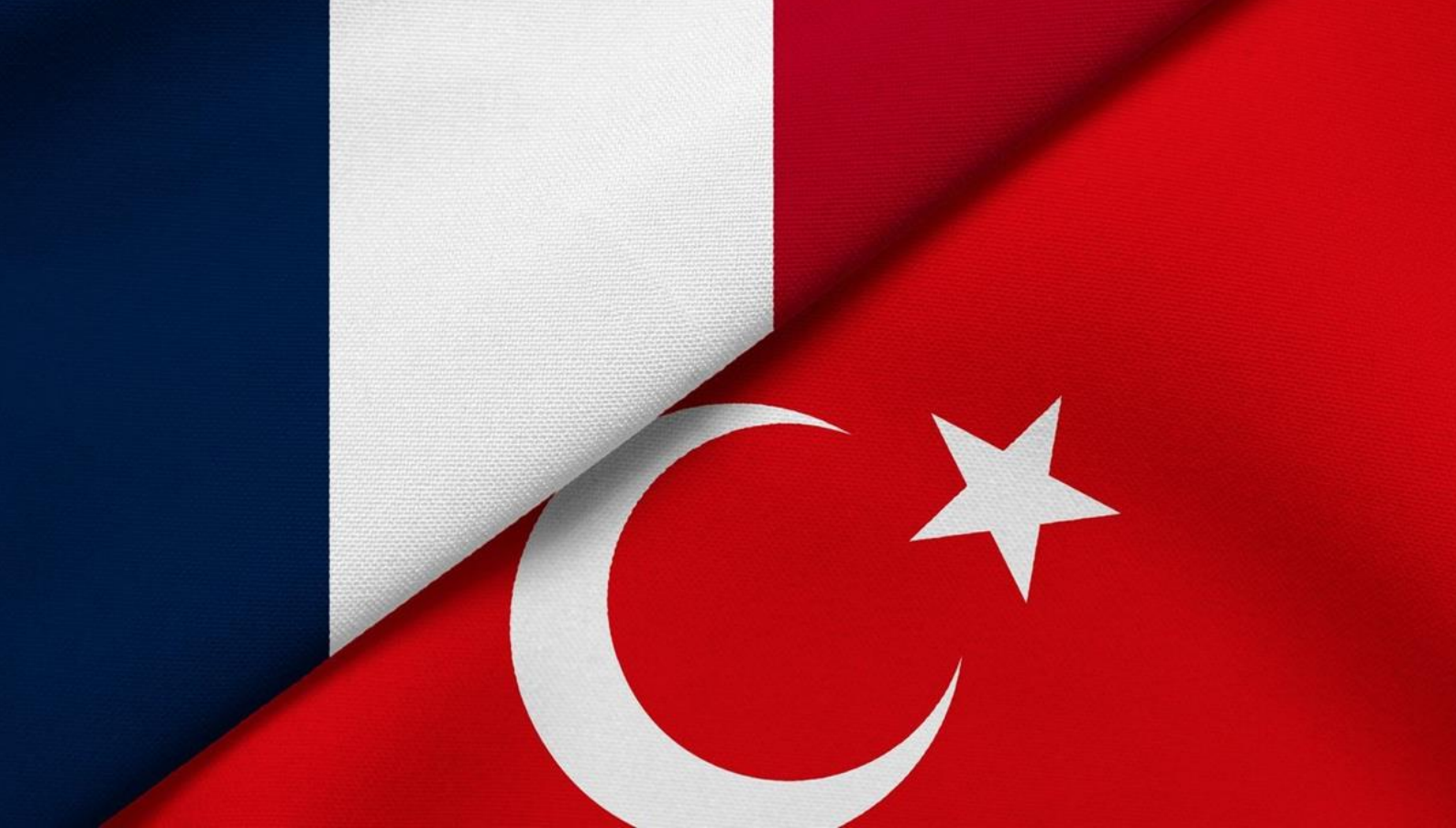




A SUSTAINED IMPACT

THE ECONOMIC & SOCIAL CONTRIBUTIONS OF FRENCH AND FRANCO-TURKISH
COMPANIES IN TÜRKİYE – 2020-2024 UPDATE

CONTENTS



FOREWORD

05

INTRODUCTION AND SUMMARY: A MANIFOLD CONTRIBUTION

06

PART I: FRENCH AND FRANCO-TURKISH COMPANIES IN TÜRKİYE

09

PART II: ENRICHING THE ECONOMY

13

- EMPLOYMENT
- GROSS VALUE ADDED
- INVESTMENTS
- EXPORTS
- CORPORATE HUBS
- R&D AND INNOVATION

PART III: PROMOTING SUSTAINABLE DEVELOPMENT

28

- SOCIAL ENGAGEMENT
- GENDER EQUALITY
- DECARBONATION
- CIRCULAR ECONOMY AND BIODIVERSITY

CONTENTS

PART IV: A BRIEF METHODOLOGY

38

APPENDIX: CONTRIBUTIONS IN SELECTED SECTORS

42

- AUTOMOTIVE
- HEALTH AND COSMETICS
- AGRI-FOOD
- TOURISM AND TRANSPORTATION
- CONSTRUCTION
- TECH

GUIDE: THE INSTITUTIONAL FRENCH PRESENCE IN TÜRKİYE

51

- REGIONAL ECONOMIC SERVICE
OF ANKARA
- CCEF
- BUSINESS FRANCE
- CCIFT
- AFD
- BPIFRANCE



Foreword

“

I would like to pay special tribute to the crucial role played by the Turkish Committee of French Foreign Trade Advisors in preparing this report. Their expertise, grounded in a deep understanding of local realities, provides essential support to our collective efforts.

In a Turkish economic context marked by major challenges, French companies stand out for their confidence and commitment, as highlighted by this survey. The French and Franco-Turkish companies that took part have invested EUR 3.6 billion over the past five years and plan to invest an additional EUR 5 billion over the next three years. This dynamism reflects their lasting confidence in Turkey's future. Their contribution to the Turkish economy is significant: the direct and indirect value added generated by these companies represents 1.6% of national GDP. Above all, these investments create jobs — nearly 400,000 people are employed directly or indirectly by French companies in Turkey today.

I also welcome the fact that French companies in Turkey combine their economic commitment with a genuine environmental and social ambition. They are active in key areas such as biodiversity, decarbonisation, workplace diversity, gender equality and social inclusion.

Together with the departments of the French Embassy in Turkey, we form a united “Team France” — fully committed and forward-looking.

”

Isabelle Dumont
French Ambassador to Turkey

INTRODUCTION AND SUMMARY: A MANIFOLD CONTRIBUTION

Looking beyond the headline figures

France has long had a strong presence in the Turkish economy, and the economic relationship between France and Türkiye is marked by intensive and diversified patterns of trade and investment. In 2024, Türkiye was the 3rd largest market for French goods outside the European Union (EU), the UK and Switzerland, while France was Türkiye's 6th largest supplier and customer. Thus, trade volumes between France and Türkiye amounted to EUR 23.7 billion this year. The French-Turkish relationship is also symbolised by strong partnerships, such as Renault and Oyak – a huge pension fund – in the automotive industry, and by high level of investments. French foreign direct investment stock in Türkiye reached EUR 7.4 billion in 2024, making France the country's eighth largest investor.

Nonetheless, the study of Franco-Turkish economic relations is not confined to trade volumes and corporate investment levels: these indicators, however crucial they may be, are far from presenting the whole picture. Indeed, they fail to grasp the contributions of French companies in terms of technology, know-how, innovation and exports to third countries. They also ignore the dynamism which these companies bring to the sectors in which they operate, the creation of jobs – directly, indirectly or by induction – and the development of human resources. In addition, these indicators overlook the social and environmental development which French and Franco-Turkish companies enable through their sustainability strategies.

Therefore, in order to provide an overview of the multifaceted impact of French and Franco-Turkish companies in Türkiye, a study was commissioned in 2021 by the Türkiye Committee of the French Foreign Trade Advisors¹. It delved beneath the headline figures and presented a portrait of the wider quantitative and qualitative contribution which companies with French and Turkish capital had been making in Türkiye during the 2014-2019 period.

With the same aim of providing a sweeping panorama, this new study, prepared by Junior ESSEC Consulting, updates the figures on France's presence in Türkiye, presenting those for the period 2020-2024. It offers a new perspective on this presence, addresses new topics – digitalisation, cooperation with the research ecosystem, industrial innovation – and shows how French and Franco-Turkish companies have responded to national and international crises. It presents encouraging and positive results in terms of employment, human development, value added and investments, while gathering testimonials on concrete actions taken by companies in response to a wide range of issues.

¹ The role of this committee is explained in more detail on page 53.

Key findings

The companies included in the survey are active in a wide range of sectors, headed by manufacturing as well as transportation and storage services. Many of them are large companies: 50% reported an annual turnover in Türkiye exceeding EUR 25 million in 2024, and their **combined revenue reached EUR 36.6 billion** in that same year. They are not only in Türkiye to sell their products: 38% operate one or more production facilities, with a total of at least **197 French or Franco-Turkish production units across the country**.

The companies under study contributed **TRY 685.9 billion to Türkiye's gross value added** in 2024, which corresponds to EUR 18.7 billion using the exchange rate of December 2024 (36.74 EUR/TRY), including their direct, indirect and induced² contributions. Consequently, the companies under study accounted for **1,6% of Türkiye's GDP** in 2024 — a figure that illustrates the magnitude of their contribution to the Turkish economy. Despite the recent challenges, including the COVID-19 pandemic, war in Ukraine and the 2023 earthquake, these companies have shown remarkable resilience by **investing more than EUR 3.6 billion** in Türkiye between 2020 and 2024. Looking ahead, their commitment is set to deepen, with **at least EUR 5 billion of new investments** projected over the next three years.

— “ —

This study confirms the appeal of French companies for Türkiye and their long term strategy. With more than 385.000 people working for this ecosystem in various sectors, these companies plan to invest EUR 5 billion more in the coming 3 years.

— ” —

Franck MEREYDE
President of the Türkiye Committee of the CCEF

Their contribution extends not only to domestic activities but also to Türkiye's integration into the global economy. **Exports represent 22% of their combined turnover**, and **34% of the companies surveyed manage operations in foreign countries from their Turkish premises**, particularly in the Middle East and Central Asia. This international reach reinforces Türkiye's position as a strategic regional hub.

Employment is another area where their impact is significant. With **143,517 direct employees in 2024**, French and Franco-Turkish companies make a decisive contribution to the labour market, raising living standards and supporting socio-economic development. The transportation and trade sector alone, which represents 14% of the companies surveyed, accounted for 55,498 employees — 39% of all direct jobs — while industry and construction together represented 27% of the workforce.

² These concepts are explained in more detail in the methodology section on page 39.

These companies are equally committed to raising the level of technology and know-how in Türkiye. Between 2022 and 2024, they **invested over EUR 700 million in research and development**. They have been working in close partnership with Turkish universities, research centres and technoparks: **one in two companies surveyed collaborate with research and innovation stakeholders**. Innovation is also reflected in intellectual property: **47% of the companies surveyed have filed a patent, trademark or copyright in Türkiye**. In particular, they are supporting Türkiye's digital transformation — a central pillar of the national investment strategy for 2024–2028 — while fostering innovation, technology transfer and workforce training across all company sizes.

Sustainability has also become a central priority. In line with Türkiye's 2024–2028 strategy, **71% of the companies surveyed now carry out an annual carbon footprint assessment**, and 62% have already set concrete reduction targets. Their approach reflects a business culture that integrates profitability with responsibility, promoting environmental stewardship, workplace safety and sustainable growth.

Finally, French and Franco-Turkish companies are actively promoting gender equality, thereby contributing to the improvement of Türkiye's social indicators. In particular, **64% of the companies surveyed have adopted measures to increase the number of women in management and high value-added positions**, including through quotas. These initiatives are especially significant in a context where Türkiye continues to face structural challenges, as only 19% of its managers are women³.

³ TurkStat, Employment by Occupation, 2nd trimester of 2025. Available at: <https://data.tuik.gov.tr/Kategori/GetKategori?p=Employment,-Unemployment-and-Wages-108>

PART I:

FRENCH AND FRANCO-TURKISH COMPANIES IN TÜRKİYE

Business relations between France and Türkiye have their roots in the alliance between Süleyman the Magnificent and François I in the mid-sixteenth century. Fuelled by this heritage, diplomatic ties intensified in the following centuries, and were reflected in the economic sphere, notably with the association of the Imperial Ottoman Bank, created in 1863, with the Bank of Paris and the Netherlands (formerly Banque de Paris et des Pays-Bas which became PARIBAS then BNP PARIBAS) and English investors. L'Union Des Assurances de Paris, a French insurance company later acquired by Axa Insurance, started its operations in the country in 1892. From the early 20th century onwards, a number of major French groups established operations in Türkiye. French automotive suppliers, led by Renault, which started operating with its Turkish partner Oyak in 1969, began to invest during this period. However, it was the opening up of the Turkish economy in the 1980s and the entry into force of the customs union between the EU and Türkiye in 1996 that encouraged many more large French companies to invest in Türkiye. During this period, French and Franco-Turkish companies made significant investments in the energy, retail, agri-food, cosmetics and health sectors. While industrial groups continued to predominate, insurance and restaurant voucher groups were also established, together with French luxury goods companies. This laid the foundation for a strong and diversified portfolio of companies in Türkiye.

This dynamic continued into the 21st century, with French foreign direct investments in Türkiye multiplying from USD 1.7 billion in 2000 to USD 8.0 billion in 2024⁴. This period saw major investments by French groups in their Turkish partners, such as BNP Paribas with TEB (2005) and the Aéroport de Paris Group with TAV (2012). Furthermore, new French companies have continued to set up operations in Türkiye: 53% of the companies surveyed in the study established themselves in the country after 2001.

However, over the period covered by the survey (2020-2024), most new investments came from French players already established in Türkiye. In fact, only 4% of the companies surveyed entered the Turkish market after 2020, and these new entrants were predominantly from the tech sector.

⁴ Central Bank of the Republic of Türkiye (CBRT), Foreign Direct Investments by Countries (Stock). Accessible at: <https://evds2.tcmb.gov.tr/index.php?/evds/serieMarket>

A strong and growing profile

Among the companies covered by the present study, 65% are joint stock companies and 23% limited liability companies. The remainder are established as branch or liaison offices in Türkiye. 56 % of these companies are affiliated to a large enterprise, defined as one with an annual turnover exceeding EUR 1.5 billion and/or more than 5,000 employees. This confirms the continued commitment of large French groups in Türkiye presented in the precedent report.

With respect to turnover generated in Türkiye, 54% of the French and Franco-Turkish companies included in the study had an annual turnover of more than EUR 25 million in 2024, as opposed to 44% in 2022. More specifically, 18% of the companies had a turnover equal to or greater than EUR 300 million in 2024, as opposed to 15% in 2022. This steady increase in turnover levels over the past two years confirms a broader trend observed since 2019. It reflects not only the growth trajectory of French and Franco-Turkish companies, but also their reinforced contribution to Türkiye's economic recovery, industrial output, and regional development.

A diverse presence

French and Franco-Turkish companies are engaged in a great diversity of activities ranging from direct production in agriculture and manufacturing to supporting production through transportation and storage or professional services. Several French and Franco-Turkish companies are leaders in these fields in Türkiye. For instance, all sectors combined, Oyak Renault is the seventh largest industrial company in Türkiye in terms of turnover and the fourth largest exporter, with 70% of its output sold abroad. We have focused on these sectors in the appendix. A formal breakdown of the sectoral distribution of the French and Franco-Turkish companies included in the study by broad categories shows that 44% are active in manufacturing, 10% in construction, 9% in transportation and storage services, 9% in finance and insurance and 7% in information and communication⁵.

⁵ To categorise the companies included in the study, we used the statistical classification of products by activity (CPA) of Eurostat. Accessible at: <https://ec.europa.eu/eurostat/fr/web/cpa>

56%

of the companies included in the study are affiliated to a large French enterprise.

18%

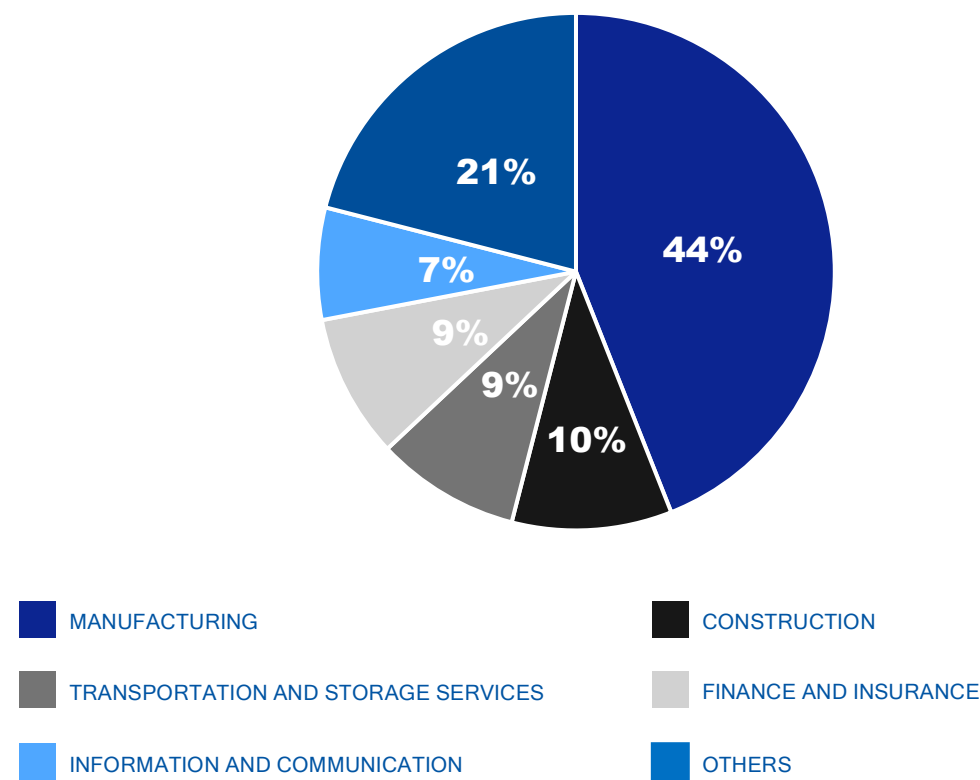
of the companies included in the study generated a turnover equal to or more than €300 million in 2024 in Türkiye.

44%

of the companies surveyed recorded a turnover increase of 10 million euros or more between 2022 and 2024 in Türkiye.

The remaining 21% are distributed across a variety of other sectors ranging from health to arts and entertainment. More than half operate in high value-added sectors – namely, manufacturing, professional, scientific and technical services, and financial services.

FIGURE 2: BREAKDOWN BY SECTOR OF THE FRENCH AND FRANCO-TURKISH COMPANIES INCLUDED IN THE STUDY



A preference for production

38% of the French and Franco-Turkish companies included in the study are engaged in production in Türkiye, using their own production facilities. Among these, 47% operate two production units, 41% between three and ten, and the remaining 2% more than ten. This means that there are at least 197 French and Franco-Turkish production facilities. This reflects a sustained and structured commitment to local production and highlights French and Franco-Turkish companies' intention to create tangible value, rather than limiting their presence to distribution.

There are more than

197

production facilities owned by
French and Franco-Turkish
companies in Türkiye.

Three quarters of the companies sell products and/or services to other businesses (i.e., they are B2B companies), while 25% market directly to consumers and 15% sell goods and services to the public sector. In addition, 13% operate under a B2B2C model, reaching end consumers through intermediary partners⁶.

⁶ The figures may exceed 100% as respondents could indicate multiple cluster segments addressed by their business model.

PART II: ENRICHING THE ECONOMY

Having profiled the French and Franco-Turkish companies in Türkiye in the preceding section, it is now time to describe and assess their contributions to the Turkish economy in terms of employment, gross value added (as explained in PART IV), investment, exports, corporate hubs, research and development, innovation, and cooperation with start-ups and universities.

EMPLOYMENT

The French and Franco-Turkish companies' contribution to the Turkish economy is further illustrated by their levels of employment. Every job created leads to an increase in the employment rate and an improvement in the general level of welfare in the country. The companies included in the survey directly employed **143,517 people at the end of 2024**.

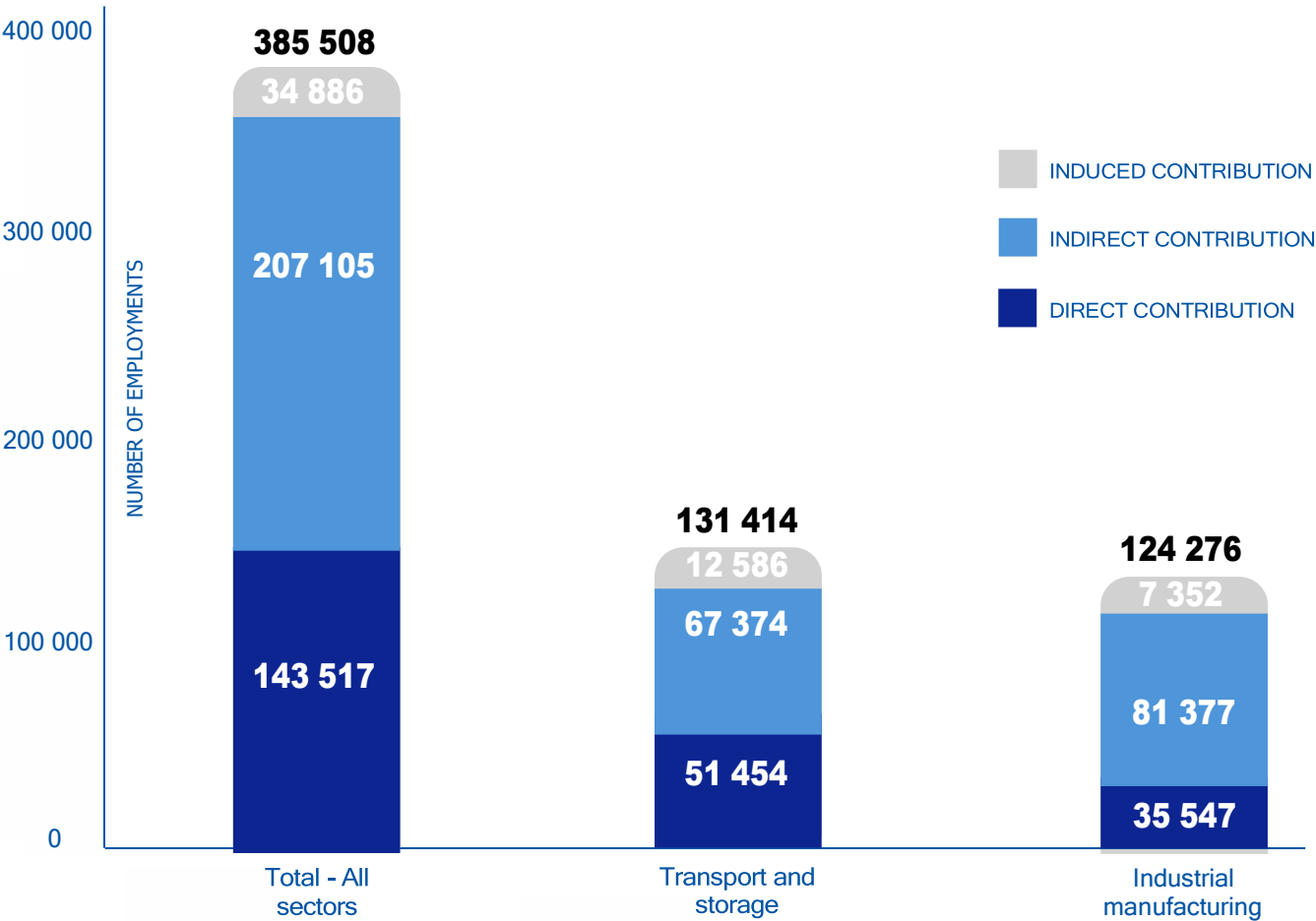
More than
143,517
people were directly employed by
French and Franco Turkish
companies in 2024 in Türkiye

Of all those employed directly by the companies as of the end of 2024, 39% were working in transportation and business support services, 27% in industrial and construction activities, 16% in information and communication as well as professional services, 15% in financial and insurance services, and the remaining 3% in leisure, personal services, agriculture, and environmental sectors.

Wider contribution to employment

The impact of the French and Franco-Turkish companies included in the research on employment goes beyond their own staffing levels. Including indirect and induced employment, the total contribution of these companies to employment in Türkiye reached **385 508**, representing **1,1% of the country’s overall workforce**.

FIGURE 3: TOTAL AND SECTORAL CONTRIBUTIONS OF FRENCH AND FRANCO-TURKISH COMPANIES TO EMPLOYMENT IN TÜRKIYE

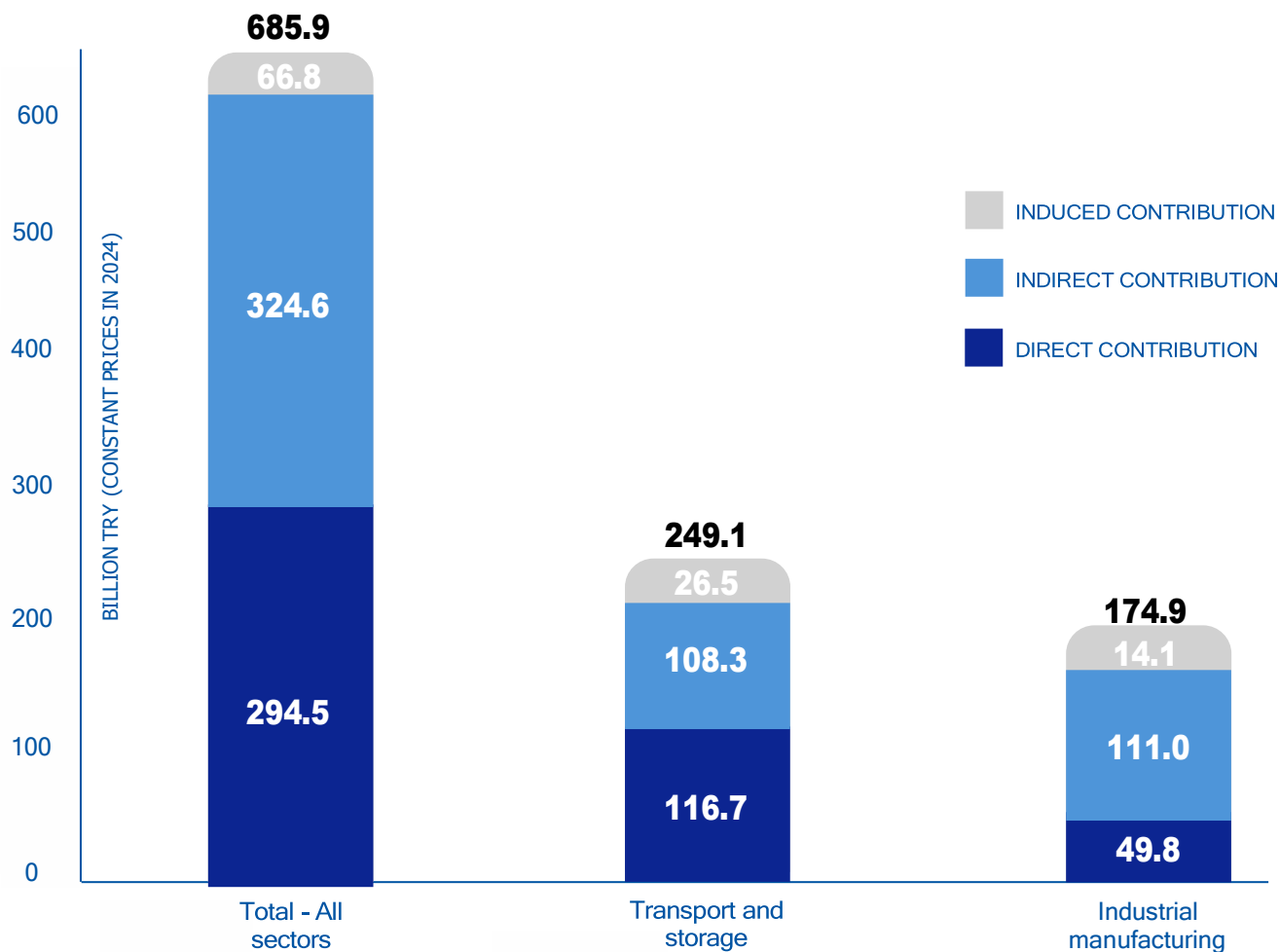


GROSS VALUE ADDED

The 143 French and Franco-Turkish companies included in the study directly contributed directly TRY 294.5 billion to total gross value added in Türkiye in 2024, which corresponds to **EUR 8 billion** using the exchange rate of December (36.74 EUR/TRY).

When indirect and induced contributions are included, we calculate that the total contribution to GVA reached TRY 685.9 billion in 2024 (**EUR 18.7 billion**). Thus, the gross value added of the companies under study amounted to **1,6% of Türkiye’s GDP** in 2024.

FIGURE 4: TOTAL AND SECTORIAL CONTRIBUTIONS OF FRENCH AND FRANCO-TURKISH COMPANIES TO TÜRKIYE’S GVA



The results also show that:

- The average contribution of each company in 2024 amounted to TRY 4.8 billion (EUR 131 million).
- Companies active in the transport and storage sector made the largest combined contributions: TRY 249.1 billion (EUR 6.8 billion). The manufacturing sector came second with combined contributions of TRY 174.9 billion (EUR 4.8 billion).

INVESTMENTS

The French and Franco-Turkish companies have also been supporting Türkiye's economic development through their continuing investments in the country, despite the COVID-19 pandemic, which significantly affected their budgetary capacities. Indeed, companies included in our study invested more than **EUR 3.6 billion in Türkiye between 2020 and 2024**.

These investments pursued multiple objectives. 63% of companies invested to expand their production capacity, 50% to improve competitiveness and productivity, 29% to develop new products or services through R&D, and 27% to reduce their carbon footprint and enhance environmental sustainability.

Over

€ 5 BN

of investments planned in Türkiye
in the next three years.

The investment trend is set to continue: 70% of participating companies are planning to invest at least 1 million euro in Türkiye over the next three years. More specifically, 35% of the companies surveyed are expecting to invest at least EUR 10 million by 2027 – this includes 14% of the participants who plan to invest more than EUR 50 million and 7% of the participants who plan to invest more than EUR 150 million. This corresponds to a total of more than EUR 5 billion in planned investment by French and Franco-Turkish companies.

EXPORTS

The majority of French and Franco-Turkish firms are producing goods and services not only for Türkiye but for export markets as well. Of all the companies included in the survey, 63% are exporting from Türkiye.

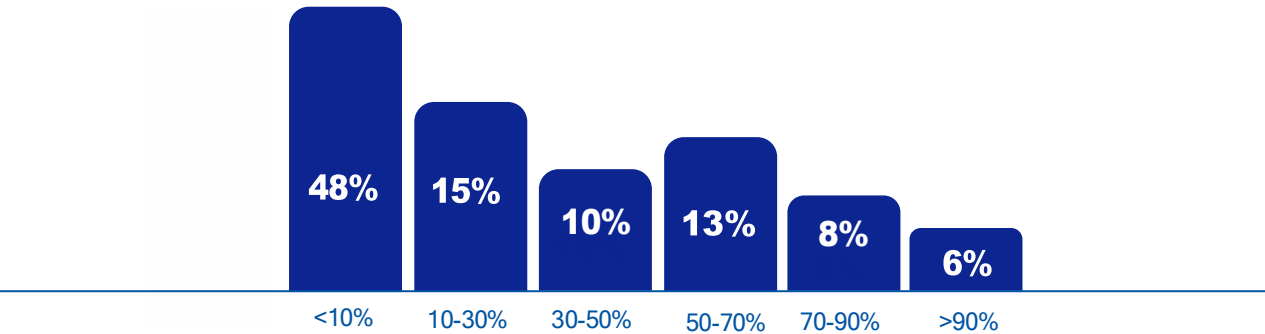
63%

of the companies surveyed
export from Türkiye.

Manufacturing companies made up 57% of the exporters, followed by companies in the transportation and storage services sector (12%), and the agricultural sector (8%).

In 2024, exports accounted for 22% of the total turnover generated by French and Franco-Turkish companies operating in Türkiye, illustrating their active integration into global trade flows.

FIGURE 5: EXPORTS AS PERCENTAGE OF TURNOVER IN 2024



Reading guide: 13% of companies studied generate between 50% and 70% of their revenue from exports in 2024.

CORPORATE HUBS

Besides exporting from Türkiye, many French and Franco-Turkish businesses have also adopted Türkiye as a base for managing their business operations in other countries. In this way, they support and benefit from Turkish competence in foreign trade and international business administration as well as the good connectivity of Türkiye with the region.



34%

of the companies surveyed have
a hub office in Türkiye.

Of the companies included in the survey, 34% have a “hub” office in Türkiye which is responsible for business activities in other countries. Most of them use this hub to manage operations in countries in the Middle East and Commonwealth of Independent States, followed by Eastern European, Eurasian and North African countries.

R&D AND INNOVATION

France ranks seventeenth in the world for research and development (R&D) as a share of GDP⁷: investment in R&D amounted to 2.23% of France's GDP in 2022.

The culture of commitment to R&D has also been adopted enthusiastically by the private French and Franco-Turkish companies in Türkiye, whose innovations have generated considerable added value for the Turkish economy.

In the Global Innovation Index 2025, Türkiye ranks 43rd among the 139 economies assessed and maintains its position as 3rd among the 36 upper-middle-income economies. Notably, Türkiye has one cluster in the world's top innovation clusters, with Istanbul ranked 58th. This cluster is recognised for its strengths in different sectors, including pharmaceuticals and engineering.

More than

€700 MN

invested in R&D by French companies in
Türkiye between 2022 and 2024.

Among the French and Franco-Turkish companies included in the survey, 21% invested more than 3% of their total revenue in R&D activities in Türkiye between 2022 and 2024 and 12% invested more than 5%. For 3% of the companies, the level of investment in R&D even exceeded 25% of their revenue.

⁷ World Bank, Research and Development Expenditure (% of GDP). Available at: <https://data.worldbank.org/indicator/GB.XPD.RSDV.GD.ZS>

Digitalisation

In recent years, digitalisation has emerged as a strategic priority for French and Franco-Turkish companies in Türkiye, complementing their longstanding commitment to research, development and innovation. By offering advanced digital solutions to professionals and customers, they are enhancing efficiency, strengthening value chains, improving decision-making processes, and more broadly responding more effectively to the evolving needs of the Turkish market.

The following case studies illustrate how the deployment of digital technologies, combined with sector-specific expertise, is fostering competitiveness, knowledge sharing, sustainability, and inclusive growth.

INNOVATION



Digitalising agriculture in Thrace

Lances Link, a member of Groupe De Sangosse since 2014, has been actively working to introduce integrated and biological crop management solutions to Turkish farmers, particularly in the Thrace region. Since 2016, the company has been a key partner of the Önder Çiftçi Production and Marketing Cooperative, based in Hayrabolu in the Thrace region.

Thrace is one of Türkiye's most intensively farmed regions, known for its fertile soils. However, in 2017, agricultural digitalisation was still at a very low level. Tractors and equipment were mostly manual or mechanical, with automation systems nearly non-existent. Farmers' decisions were largely based on intuition and experience, with virtually no forward planning for inputs, production, or resource management—leading to high energy and chemical input costs and low yields.

To address this, Lances Link has provided digital solutions which have made farmers' field operations more profitable, controlled, and consciously manageable. This progress was driven by innovations such as drone-based agricultural analysis and reporting, section-controlled solid fertiliser application systems, the development of a communication infrastructure and data portal, and the real-time, variable-rate application of liquid fertilisers, defoliants, and plant growth regulators.

Since 2020, around 200 products and systems have been adopted by more than 120 farmers and agricultural enterprises.

These technologies have led to significant benefits: input cost savings of 12% on fertilisers, 7–12% on conventional plant protection products and plant growth regulators, and up to 5% on energy use, resulting in an estimated USD 200 saved per hectare. They have also contributed to 7–12% yield increases, improved workmanship quality, and offered important environmental and soil health benefits, including up to 250 kg of CO₂ emission reductions per growing season.

These innovations are closely aligned with the concept of "sufficient and continuous farming" shared by Lances Link, Önder Çiftçi, and Tekno Kurgu, which emphasises eco-sensitivity goals.

INNOVATION

*Ceva Animal Health***Revolutionizing Veterinary Consultation**

For over 50 years, Ceva Animal Health Türkiye has been a significant contributor to the nation's animal health pharmaceutical and vaccine market. Ceva offers a range of products for various animals, including essential clinical drugs, vaccines, anti-infectives, reproductive solutions, antiparasitics, and vitamin-mineral supplements.

In 2020, Ceva Animal Health Türkiye launched the application CevAssist, marking a significant advancement in its digitalisation efforts. CevAssist provides an exclusive, secure, and direct link between veterinary practitioners and experts from Türkiye's most reputable universities. Veterinarians can get real-time support from these experts by sharing questions, videos, and images related to their cases. These experts cover a wide spectrum of specialised fields, including gynaecology, internal medicine, and parasitology, ensuring comprehensive support for even the most complex case-specific inquiries.

This direct access to specialised knowledge empowers veterinarians to make rapid, confident decisions and collaboratively develop optimal treatment protocols, elevating the standard of care. Uniquely tailored for the Turkish market, CevAssist directly addresses daily challenges faced by veterinarians, particularly those in rural areas where immediate access to specialised knowledge can be crucial. Moreover, the tool not only assists vets through specialised info but also helps make a valuable map of diseases all over the country.

Since its launch, CevAssist has become an invaluable resource for the Turkish veterinary community. To date, CevAssist has supported over 2200 cases, showcasing its widespread adoption and significant impact on veterinarians' problem-solving capabilities across Türkiye, handling everything from routine inquiries to complex diagnostic challenges.

This commitment aligns with Ceva's #OneHealth philosophy, as Ceva leverages its veterinary expertise to support the well-being

INNOVATION

**Improving customer experience with digital technologies**

Founded in 2012, oBilet is a pioneering Turkish start-up that played a key role in digitizing the bus market in the region by aggregating the supply of more than 500 operators. It also provides data distribution to B2B partners and ticketing infrastructure software to bus operators.

In Türkiye, buses are the most widely used form of domestic transport, ahead of aeroplanes and trains. oBilet has gradually introduced several digital innovations designed to modernise the bus market while increasing the profitability of companies and the comfort of passengers.

In 2019, the company introduced a dynamic pricing model inspired by the airline industry. In practical terms, ticket prices vary according to demand: early buyers benefit from very attractive fares, while periods of high demand (holidays, weekends, full coaches) lead to a gradual increase in prices. This system meets two specific needs of the Turkish market: on the one hand, it allows price-sensitive travellers to access economical options by booking early; on the other hand, it helps companies optimise bus occupancy and therefore their profitability. By making the mechanism clear and based solely on demand intensity, oBilet has also increased transparency and user confidence.

Since 2024, oBilet has also been leveraging artificial intelligence and automation to improve the customer experience. Automatic analysis of hotel reviews, for example, summarises hundreds of comments in a few lines, organised by theme (cleanliness, location, service, value for money) and accompanied by a tone analysis. This saves travellers time and helps them make more informed decisions. Similarly, the intelligent chatbot instantly answers practical questions and guides users towards booking, streamlining the purchasing process.

Such innovations drive measurable economic gains while simultaneously advancing environmental sustainability, fostering long-term resilience, and ensuring that growth is achieved in harmony with ecological preservation.

Industrial innovation

In order to address the strategic challenges of their public and private partners, French and Franco-Turkish industrial companies are developing new products and processes in Türkiye. They no longer see Türkiye merely as a destination for deploying technologies developed abroad, but as a hub for testing, experimentation, and deployment across other countries.

INNOVATION



Innovating strategically in signalling systems

Since the 1950s, Alstom has played a key role in developing Türkiye's railway sector, delivering major projects and helping shape the industry's progress. Commercially, Alstom has delivered nearly 1,000 units of rolling stock and completed almost 1,000 kilometres of signalling work across Türkiye — a testament to its long-standing commitment and technical excellence. Today, the company proudly operates with a team of around 400 employees based in Istanbul, Ankara, and in its newly established composite factory in Bursa, further strengthening its local footprint and capabilities.

Rail transport is currently a highly strategic sector in Türkiye: by 2053, the authorities aim to increase the number of annual rail passengers from 19 million to 270 million and to expand high-speed rail from 8 to 52 provinces.

In this regard, Alstom launched one of its most strategic investments in Türkiye: the Alstom Türkiye Engineering and Technology Centre, inaugurated on May 8, 2023. This centre represents the first investment by a global railway company in Türkiye focused on signalling engineering. It specialises in signalling technologies critical for both Mainline and Urban Railway systems, serving not only Türkiye, but also regional projects in Africa, the Middle East, and Central Asia.

Strategically located in Istanbul, a gateway between Asia and Europe, the centre addresses today's transportation needs while nurturing highly skilled local talent. Starting with just eight engineers, the centre now employs 41 employees, 29% of whom are female. By March 2026, the centre aims to expand to 55 engineers, further strengthening Türkiye's engineering workforce and regional service capacity.

Alstom is also developing a Signalling Systems Integration Lab and Test Centre within the facility. This lab, which is scheduled to begin operations in 2025, will enable critical testing of signalling solutions for metro and mainline systems, marking a first for Türkiye's private sector.

Türkiye is nominated as the Design Leading Unit for several major railway project opportunities within AMECA region — a significant milestone for the Engineering and Technology Centre of Istanbul. This marks a shift from previous practices, where Alstom's European offices typically held this role.

With the team and equipment in place, Alstom will offer fast and efficient signalling test capabilities for local projects, accelerating railway investments and supporting Türkiye's 2053 transportation goals.

INNOVATION

OYAK RENAULT
OTOMOBİL FABRİKALARI**Combining Industrial Excellence, Digitalisation and Efficiency**

Renault Group's journey in Türkiye began in 1969 through a strategic partnership with OYAK. Over more than 55 years, this collaboration has grown into a cornerstone of Renault's global industrial strategy. At the core of this presence stands the Oyak Renault campus in Bursa flagship facility that exemplifies scale, integration, and strategic importance. As Türkiye's largest passenger car production site, it boasts an annual capacity of 390,000 vehicles and spans 600,000 square meters of fully integrated operations.

More than just a manufacturing plant, Oyak Renault is a multifunctional hub where engineering, research and development, purchasing, supply chain, and other critical functions converge under one roof. This unique setup enables seamless collaboration, operational agility, and continuous innovation, positioning the site as one of the Group's most advanced and versatile production centres worldwide.

Since its creation, Oyak Renault has produced over 8 million vehicles, with more than 70% exported to over 50 countries. This positions Türkiye as a vital industrial hub at the crossroads of Europe, the Middle East, and North Africa. With a workforce of over 5,500 employees, the plant consistently sets benchmarks in quality, efficiency, and sustainability. Its end-to-end, connected and environmentally responsible production system is powered by digital transformation, driving performance and long-term value.

As a concrete reflection of this strategic positioning, Oyak Renault teams played a strategic role from concept to industrialisation of the new generation Renault Clio. Unveiled at the 2025 IAA Mobility in Munich and now produced at Oyak Renault, the sixth-generation Clio features a bold new design, advanced technologies, and the E-Tech full hybrid 160hp powertrain. It delivers record-low emissions (89g CO₂/km), up to 40% fuel savings, and electric driving up to 80% of the time in city conditions. This engine is produced by Oyak Horse, a partner company situated on the same campus as Oyak Renault.

With its skilled and committed workforce, the plant continues to shape the future of mobility with confidence.

As the European Union's Carbon Border Adjustment Mechanism (CBAM) is scheduled to come into force in 2026, it is crucial for Turkish cement producers, whose sector is particularly affected by this measure, to decarbonise their production process in order to remain competitive when exporting to the EU. In this context, French and Franco-Turkish companies are offering them innovative solutions to decarbonise their production at various stages.

INNOVATION



Reducing coal use in cement production

Air Liquide is one of the world leaders in gases, technologies and services for industry and health. The company has been present in Türkiye since 2008 and now employs more than 170 people in the country.

In June 2024, the company collaborated with the cement manufacturer Limak on an industrial trial representing a world first: at the Polatlı Anka cement plant, hydrogen was successfully injected into the preheating tower, achieving a 50% thermal substitution rate from alternative fuels. It marks the first instance of feeding low-carbon hydrogen directly into the precalciner inlet instead of the cement rotary kiln's main burner.

Extrapolating these achievements to the entire plant i.e. kiln and precalciner beyond 2035, Air Liquide and LIMAK expect that at scale, this new technology would lead to substantial reduction of CO2 emissions.

Adopting the technology in this lighthouse project at Anka Cement Plant when the application is used permanently would reduce 180 thousand tons of carbon dioxide (CO2) emissions upfront annually compared to the use of coal.

Using the same high biogenic fuel mix in all Limak cement plants, will reduce 700 thousand tons in CO2 emissions annually.

INNOVATION



Enabling cement manufacturers to decarbonise their production

Saint-Gobain produces innovative chemical products for cement manufacturers through its subsidiary Chryso. Chryso has 4 plants in Türkiye and has been part of the Saint-Gobain group since 2021.

Chryso offers its customers innovative cement additives (EnviroAdd®, Opteva®, Taverro® ...) enabling them to reduce the use of clinker, water and energy, and to produce less waste. As a result, Chryso customers can reduce their CO2 emissions by up to 11%.

Since 2022, Chryso has also been offering its customers digital solutions (VERIFI®, EnviroMix®, etc.) to enable them to optimise concrete composition by comparing the carbon weight emitted by different mix designs, and activate different levers (cements, aggregates, modes of transport, etc.) to identify the most optimal formula. To date, more than 150 million cubic meters of concrete have been measured using these solutions.

Saint-Gobain, through its subsidiary Chryso, thus fosters its clients' competitiveness and capacity for innovation, while enabling them to further decarbonise

Cooperation with start-ups and universities

In line with the R&D thematic, collaboration between the private sector, start-ups and academic institutions has also become a critical driver of innovation and sustainable growth in Türkiye. 52% of the companies that we surveyed are working in partnership with a research and/or innovation actor. By fostering entrepreneurship, supporting research, and investing in young talent, French and Franco-Turkish companies are contributing to the emergence of an innovative ecosystem. These partnerships encourage the transfer of know-how and technology with the aim of accelerating digital transformation and opening new opportunities for Türkiye. The following examples illustrate how this dual cooperation of private French and Franco-Turkish companies with Turkish start-ups on the one hand and with Turkish universities on the other hand generates future growth prospects.

COOPERATION

**TEB**

Supporting Turkish start-ups

TEB is one of Türkiye's leading banks. Since 2005, it has formed a strategic partnership with BNP Paribas, which owns stakes in several of its subsidiaries.

TEB has been running its Startup Banking operations since 2013. In 2015, TEB established TİM TEB Startup House to provide structured support for start-ups in Türkiye's growing entrepreneurship ecosystem.

Over the last decade, more than 2,000 entrepreneurs have graduated from TEB's programs, with an average of 200 new participants each year.

TEB offers a variety of support mechanisms for start-ups — including mentorship, consultancy, and access to key stakeholders. Through its demo days and ecosystem events, TEB helps them connect with investors and corporate clients, including TEB itself, who are looking for digital solutions.

TEB's mentorship and consultancy services guide start-ups in building a clear growth map. Meanwhile, demo days and corporate connections help them increase their visibility and grow their professional network.

On the financial side, TEB currently serves thousands of active Startup Banking clients. These companies are primarily technology-driven and innovation-focused. For them, TEB offers special credit policies, financial solutions tailored to their stage, and the "Entrepreneur Card" — a banking product designed specifically for start-ups. These tools provide financial flexibility and support through different growth phases.

These efforts benefit TEB in multiple ways. First, they enhance its brand image and reputation within the innovation space. More importantly, they allow TEB to engage with high-potential technology companies at early stages, turning them into long-term clients.

TEB Startup Banking also took part in Vivatech— one of Europe's largest and most prominent tech and entrepreneurship events which takes place in Paris — in both 2024 and 2025, accompanying five selected start-ups each year. Beyond enabling their participation in Vivatech, TEB helped our entrepreneurs gain insights into the French start-up ecosystem, meet Turkish founders based in France, and connect with global investors and key institutions such as BPI France.

Through these, TEB becomes one of the first institutions to see and adopt promising new technologies — reinforcing its role as a shaper of vision in the financial sector.

In recent years, Türkiye has demonstrated a strong upward trend in start-up investment. In 2024, investments in Turkish start-ups amounted to €1.1 billion, which positions the country 12th in Europe and 3rd in the Middle East and North Africa region⁸ and thus highlights the confidence of investors in Türkiye's entrepreneurial ecosystem. Furthermore, Türkiye is home to innovative companies that have contributed to the creation of the French Tech Istanbul community, a testament to the successful integration of French entrepreneurial spirit with Türkiye's dynamic market.

COOPERATION



Forging ties with students

Founded in 1993 as a joint venture between Sabancı Holding and Carrefour, CarrefourSA has played a pioneering role in transforming the retail sector in Türkiye, introducing the hypermarket concept to the country for the first time. Today, CarrefourSA operates more than 1,250 stores in 70 cities and employs a workforce of 15,000.

As part of this forward-looking approach, the company launched the CarrefourSA Technology and Impact Center in collaboration with the Faculty of Technology at Kocaeli University, as part of the Sabancı Youth Initiative, marking the 100th anniversary of the Sabancı Group. Representing a sustainable social investment model for young people, CarrefourSA chose Kocaeli University for its expertise in engineering and technology, qualified academic staff, and strong ties to the industry. The centre serves undergraduate, graduate, and PhD students, as well as young entrepreneurs and researchers.

As part of the newly established Technology and Impact Center, young people are offered technical training in areas such as artificial intelligence, big data, RPA, ABAP, Python, agile project management, and digital media literacy. Students also have the opportunity to collaborate with CarrefourSA professionals and develop projects based on real business scenarios. More than just an educational facility, the centre functions as a platform where young people can bring their creative ideas to life and connect with the industry.

This collaboration, which enables CarrefourSA to directly integrate its workforce and talent pipeline with the university, provides the institution with the advantage of offering students hands-on learning and industry engagement opportunities. In its first year, the centre has already trained hundreds of students and become a hub for the development of AI-based project.

⁸ Startups.watch, Year in Review 2024 v1.2. Available at: <https://startups.watch/reports>

PART III:

PROMOTING SUSTAINABLE DEVELOPMENT

Over the past years, the integration of sustainability into corporate strategy has become a growing necessity, driven by stricter regulations and rising societal demands. In particular, environmental and social responsibilities are now regarded not only as ethical imperatives but also as strategic levers for resilience, innovation and long-term competitiveness.

France has remained at the forefront of ESG efforts, actively promoting ambitious climate policies and advancing social and environmental governance standards, both nationally and internationally. In Türkiye, these priorities are also gaining traction, with growing awareness that sustainable development must go hand in hand with progress in human development - including gender equality, education, and access to quality employment.

French and Franco-Turkish companies have embraced this vision of sustainability. Beyond environmental commitments, they are contributing to promoting sustainable development in Türkiye by addressing social issues, helping communities and spearheading gender diversity.

Ideas in action

Our study showed that the French and Franco-Turkish companies active in Türkiye have been addressing a wide range of issues through their ESG strategies, ranging from biodiversity, circular economy and decarbonisation solutions to workplace diversity, health support services, and community engagement. More than half (55%) have been addressing sustainable development as part of their ESG agenda. In addition, 90% of the companies included in the study reported that they were running CSR activities and projects in Türkiye.

The snapshots on the following pages illustrate how French and Franco-Turkish companies in Türkiye are fulfilling their responsibilities through robust ESG practices and CSR activities, while at the same time having a positive impact on economic and social development. The snapshots only provide a glimpse of the contributions of a limited number of French and Franco-Turkish companies in Türkiye. Many more French and Franco-Turkish companies are actively contributing to the country's development through commitment to strong and sustainable ESG principles and engagement in CSR activities in Türkiye.

SOCIAL ENGAGEMENT

French and Franco-Turkish companies are strongly committed to supporting social and human development in Türkiye through a wide range of initiatives and programs. This commitment was particularly evident in the aftermath of the 2023 earthquake, when French and Franco-Turkish companies immediately responded to Türkiye's request for international assistance. These actions were undertaken alongside their ongoing programs in education, inclusion, and local development.

SOCIAL



Supporting female entrepreneurship in a crisis context

Servier is a global pharmaceutical group governed by a non-profit foundation, committed to making a meaningful social impact for patients and contributing to a sustainable world. In Türkiye, Servier İlaç has a very strong footprint in primary care, especially in diabetes and cardiology with leading medicines in hypertension, coronary diseases, heart failure and chronic venous insufficiency.

Following the earthquake centred in Kahramanmaraş on February 6, 2023, Servier closely monitored the situation from the very beginning. Servier's priority was to ensure the safety of its employees and their families affected by the earthquake. Collaborating with official and civil organizations, Servier donated medicines and supported the basic needs of those in need through a fund created with the voluntary contributions of its employees.

Servier quickly focused on the long-term recovery that is often overlooked after the crisis phase. In the following period, Servier's French entity, Mécénat Servier, which actively engages in social responsibility projects, established a relief fund of 500,000 Euros to support the needs in the region. With this fund, the company facilitated the construction of a Community Center in Kahramanmaraş in collaboration with İhtiyaç Haritası. As of January 2025, it was decided that the centre which Servier inaugurated would be designated as a support centre for women entrepreneurs and business owners under the Personal Development Center (KİGEM).

The Community Center is designed to support businesses established by women entrepreneurs aiming to join the business. It provides training, consultancy, and mentorship services needed by women entrepreneurs. Additionally, volunteer employees offer training to women entrepreneurs in areas such as financial literacy, visibility on social media, tax regulations, negotiation techniques, sales techniques, employee selection, and awareness.

The centre houses total 28 workshops, 14 of which are allocated to women entrepreneurs, as well as administrative offices, a multipurpose hall, and socio-psychological support areas. The project supports nearly 200 women (100 people including employees working in 14 entrepreneurial workshops, and 100 women receiving educational support).

SOCIAL

**Building social inclusion beyond physical infrastructure**

As a French long-term infrastructure investor and asset manager with an established and active presence in Türkiye since 2012, Meridiam has played a significant role in the development of a high-quality public healthcare system. Meridiam invested in five modern and innovative hospitals located in Adana, Bursa, Elazığ, Gaziantep, and Yozgat. Each hospital, designed with advanced seismic resilience, energy efficiency, and environmental sustainability in mind, offers comprehensive healthcare services in a single location. With a total capacity of more than 6,200 beds, these hospitals serve approximately 8.5 million people across Türkiye.

In line with Meridiam's mission to generate impact beyond physical infrastructure, each of these hospitals integrates ambitious social and environmental objectives. The hospitals offer comprehensive gender-based violence awareness programs targeting both staff and visitors, while the establishment of waterbirth units reflects an inclusive, patient-centred approach to maternal care. In order to promote occupational health and safety, Bursa Hospital renovated its medical conference centre and introduced dedicated tools.

Meridiam is also committed to creating long-term impact through community-centred initiatives that foster inclusion, innovation, and sustainability. In this context, Meridiam, through the Meridiam Endowment Fund, supported the "Piksel" Creative Technologies Education Program, implemented by Türkiye Bilişim Vakfı (TBV – Turkish Informatics Foundation). This initiative was carried out in Gaziantep between July and August 2024. The program was designed to empower young university students, especially women affected by the 2023 earthquake in southern Türkiye, by equipping them with creative and technological skills relevant to the digital age. A total of 18 university students took part in the program.

The project illustrated Meridiam's belief that infrastructure investments should go hand-in-hand with social inclusion and community empowerment. It also demonstrated how Meridiam, as a French player, can play a constructive and visible role in promoting Franco-Turkish cooperation, strengthening local ties, and advancing shared values of equity, education, and sustainable growth.

Certain French and Franco-Turkish companies operating in Türkiye also engage on social issues by addressing public health challenges. They use their expertise, as well as their industrial and communication capabilities, to tackle these national issues and to create a healthier future for the Turkish population. Their efforts are focused on improving the well-being of the population by raising awareness, providing resources, and fostering long-term health solutions.

SOCIAL



Fighting diabetes at school

Sanofi Türkiye has been supporting the "Diabetes at School" program since its launch in November 2010, as part of the National Diabetes Control Program by the Ministry of Health. The initiative is implemented in partnership with the Ministry of National Education, the Ministry of Health, the Turkish Pediatric Endocrinology and Diabetes Society, and with the unconditional support of Sanofi Türkiye. There are over 20,000 school-aged children living with Type 1 diabetes in Türkiye. Their treatment requires frequent blood glucose measurements—6 to 10 times a day—or continuous monitoring, followed by multiple daily insulin injections or pump therapy.

The program aims to raise awareness of Type 1 diabetes symptoms, support early diagnosis, and improve diabetes care in schools. It focuses on educating teachers, school staff, students, and parents about the symptoms and management of Type 1 diabetes.

Since 2011, Sanofi Türkiye has contributed to the success and continuity of the program by supporting its coordination, providing educational resources, and helping amplify its national reach. This includes supporting major nationwide training conferences for healthcare professionals, teachers, and parents; enabling large-scale awareness campaigns such as public service announcements broadcast on national TV; and facilitating collaboration with provincial authorities. Sanofi has also supported the development and distribution of educational materials used widely across the country.

In 2022, with Sanofi's continued support, the Diabetes at School online education platform was launched and fully integrated as a mandatory module on the Ministry of Education's official teacher learning system. Designed to provide certification for school staff and practical disease management information for parents, the platform has recorded nearly 500,000 visits to date, with 68,000 teachers registered and 57,000 certifications delivered following more than 170,000 online assessments.

One of the program's key accomplishments is its extensive reach. To date, it has engaged more than 60,000 schools and reached 7.5 million students, 585,000 teachers, and 580,000 parents. It has also contributed to regulatory changes in school cafeteria and exam policies to better accommodate children living with diabetes.

Now in its 15th year, the program continues to raise awareness and improve the quality of life for children living with diabetes, reinforcing Sanofi's commitment to supporting effective disease management and improving people's lives.

GENDER EQUALITY

In Türkiye, where only 19% of managers are women, French and Franco-Turkish companies are committed to gender equality by appointing women to management positions and promoting women's leadership. They are also committed to supporting initiatives that help young girls choose their academic path and achieve their ambitions.

Thus, the employment figures of the companies under study reveal a commitment to diversity and gender equality, which has a positive impact on both economic and social development. In 45% of the companies, female employees accounted for at least 40% of the workforce. In 11% of the companies, they accounted for more than 60%.

GENDER EQUALITY



Enhancing women's leadership

Pluxee Türkiye, the leader in employee benefits and engagement, is reaffirming its commitment to responsible business by making gender equality and women empowerment a strategic priority—not as a peripheral effort, but as a core part of how it operates and grows.

Gender equality is a cornerstone of Pluxee Türkiye's social impact strategy. The company sees diversity as both a social responsibility and a competitive strength — driving innovation, resilience, and better business outcomes. With 56% of leadership roles held by women — up from 33% in just three years — Pluxee Türkiye exceeds national and industry averages, the result of a sustained effort to build an inclusive and supportive workplace culture.

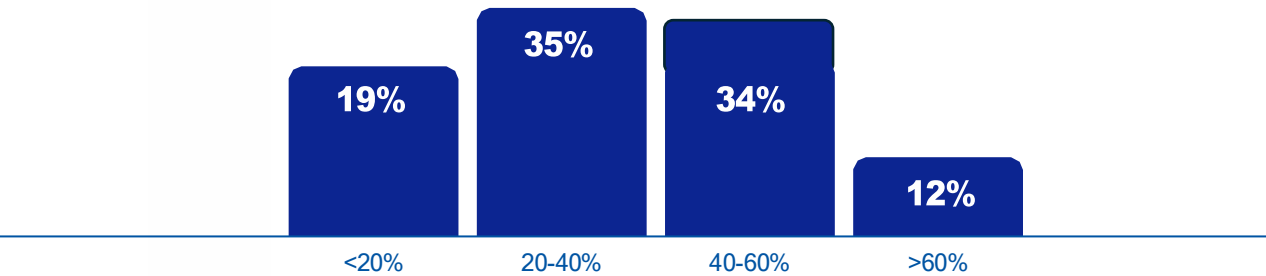
Recognizing the gender gap in technology, Pluxee Türkiye has also prioritised increasing female representation in its scientific and technical roles. Over the past two years, the company has increased the proportion of women in IT roles by 40%, reaching 20% overall — well above Türkiye's national average of 9.9%. Pluxee Türkiye aims to raise this ratio to at least 25% within the next two years, as part of its broader strategy to make technology careers more accessible and inclusive for women.

To amplify its impact beyond the organization, Pluxee Türkiye has partnered since May 2025 with TurkishWIN, Türkiye's first global network for women leaders, to support the Million Women Mentors (MWM) initiative. MWM aims to encourage more women and girls to explore and persist in STEM fields by leveraging the power of mentoring. Pluxee Türkiye contributes to this global goal — reaching one million girls over ten years — by mobilizing its own employees: one in five Pluxee employees in Türkiye has volunteered as a mentor.

This effort highlights how the company links local action with global purpose — translating values into measurable results. Through initiatives like MWM, Pluxee Türkiye is helping shape a more inclusive workforce and enabling social mobility through education, mentorship, and wellbeing.

Pluxee Türkiye is committed to driving impactful initiatives that foster a more inclusive workforce — one where every voice is valued and heard.

FIGURE 6: FEMALE WORKFORCE AS A PERCENTAGE OF TOTAL WORKFORCE



Reading guide: In 34% of the companies studied, women account for 40–60% of the total workforce.

DECARBONATION

Since its introduction at the end of 2019, the European Green Deal has shaped the European Union's strategic approach to environmental policy, establishing a comprehensive roadmap towards climate neutrality by 2050.

Between 2020 and 2024, this ambition was consolidated through the adoption of the European Climate Law, which legally commits the European Union to reducing greenhouse gas emissions by at least 55% by 2030 compared to 1990 levels. This framework was reinforced by the "Fit for 55" package, an extensive set of legislative measures designed to align the energy, transport, industrial and building sectors with the Union's decarbonisation pathway. Significant financial instruments have accompanied this transition, notably the Innovation Fund, aimed at accelerating the deployment of breakthrough low-carbon technologies, and the Social Climate Fund, established to support households and communities in adapting to the socio-economic impacts of the green transition.

France is fully engaged in this initiative. It was the first country to mandate investors to report on ESG integration and greenhouse gas emissions. In 2020, France adopted a new set of binding targets that required investors to declare how green their assets were and set greenhouse emissions goals every five years. France aims to achieve carbon neutrality by 2050.

In parallel, Türkiye's regulatory framework has increasingly aligned with that of the European Union, particularly through the introduction of its own Green Asset Ratio (GAR), which mirrors the EU Taxonomy but sets stricter requirements.

Our study showed that at least 55% of the French and Franco-Turkish companies in Türkiye have been undertaking projects in the sustainable development area.

DECARBONATION

**Delivering Integrated Waste and Energy Solutions**

Veolia has been operating in Türkiye since 2011, focusing on sustainable waste management, energy recovery, and environmental services. With over 350 employees and a strong local presence, Veolia Türkiye currently manages two flagship projects in Çanakkale and İstanbul, contributing directly to Türkiye's Zero Waste and decarbonisation strategies.

Waste management remains a pressing challenge in Türkiye. Approximately 30 million tons of municipal solid waste are generated annually - on par with France - yet only about 27% is recycled. Türkiye has set an ambitious national target to raise the recycling rate to 60% by 2035.

In Çanakkale, Veolia operates a 29-year integrated solid waste management concession signed in 2019 with ÇAKAB, a municipal union. Serving a population of 230,000, the project encompasses the entire waste management chain: municipal and recyclable waste collection, mechanical-biological treatment, RDF (decarbonised alternative fuel) production, biogas-based electricity generation, leachate treatment, and clinical waste sterilisation. Innovative elements include a dual collection system and a landfill gas facility producing 15,000 MWh/year of renewable electricity. The system processes 90,000 tons of municipal waste and recovers 30,000 tons of materials annually, including 15,000 tons of RDF. Renewable energy production provides certified carbon savings of 30,000 tons per year.

In İstanbul, Veolia operates Türkiye's first and Europe's largest Waste-to-Energy plant under a 3-year O&M contract with İSTAÇ, a subsidiary of the İstanbul Metropolitan Municipality. The facility incinerates 1 million tons of municipal waste annually, generating 560,000 MWh of electricity - enough to power 1.4 million people - while reducing 1.38 million tons of CO₂ equivalent emissions each year.

Both projects reflect Veolia's model of adapting proven global technologies to local needs. Through long-term partnerships with local authorities and capacity-building initiatives, Veolia not only supports environmental sustainability but also promotes technical know-how and social impact.

Veolia Türkiye's efforts exemplify the economic and social value that Franco-Turkish cooperation can bring to achieving a greener and more resource-efficient future.

DECARBONATION

**Increasing Sustainability in Manisa**

Daussan, operating in the cities of Manisa in Türkiye and Woippy in Eastern France is an expert in the domain of refractory materials. Daussan is taking significant steps towards reducing its carbon footprint, in line with the company's long-term commitment to sustainable industry practices.

This year, one of Daussan's major decisions in this direction was to start switching all its diesel forklifts to electric ones. The first electrical forklift replaced a diesel one at the beginning of 2025 at Daussan Manisa and has been operating successfully since then. The observations have indicated that its work performance is as good as expected and that the air quality in the area that this forklift used has improved. Thus, Daussan has decided to continue this initiative by replacing all its diesel forklifts at the Manisa site by electrical ones, starting from the end of 2025. This transition will reduce the site's emissions significantly and improve air quality within the factory environment.

Additionally, Daussan has already installed advanced energy analysers across its production site. These systems help monitor electricity consumption in real-time. With this system, Daussan is able to identify which production steps consume the most power and take necessary measures to reduce unnecessary usage of power. Furthermore, Daussan is modifying its production lines according to the energy data and improving its lines in order to use less power.

Daussan's next step will be to build solar panels for its Manisa factory. Once this system will be activated, it will allow Daussan to reduce the necessity of using conventional energy sources and give it the opportunity to use totally clean and renewable energy at around 35-40% of its operations. The aim is to implement this system in the course of 2026.

Daussan believes that it is not only a 'company', but a 'environmentally responsible company' which is working towards the future while protecting the future of our planet and future generations.

CIRCULAR ECONOMY AND BIODIVERSITY

The “Green Deal for Europe” action plan seeks to boost the efficient use of resources by moving to a clean, circular economy, to restore biodiversity and to cut pollution. As part of the Green Deal, in 2020 the European Union adopted the Circular Economy Action Plan, aimed at improving product reuse, as well as the Biodiversity Strategy for 2030. France is also committed to biodiversity issues, having hosted the third U.N. Ocean Conference in June 2025, with the aim of establishing marine protected areas in international waters.

The issue of waste recycling and giving objects a second life is particularly important in Türkiye: the country aims to increase its waste recycling rate from 27% to 60% by 2035. As a result, French and Franco-Turkish companies are taking initiatives to reduce their waste production, give their products a second life, protect biodiversity and reuse vegetable waste.

CIRCULAR ECONOMY AND BIODIVERSITY



Extending the life of sports products

Decathlon Türkiye's activities broadly cover a holistic sustainability approach focusing on people, environment, and value creation. Decathlon Türkiye implements specific circular economy programs, highly relevant to the Turkish market due to its economic and socio-cultural dynamics. Indeed, economic uncertainties and inflation drive consumers towards savings-oriented solutions, while increasing environmental awareness supports this trend.

Since 2010, Decathlon Türkiye has offered its Workshop service in every store. This service consists in spare part replacement, repair, adjustment, and refurbishment—performed to maintain or extend a product's lifespan, functionality, and performance at the same level as a new one.

In 2024, Decathlon Türkiye implemented two initiatives, 'Buyback' and '2nd life', in 10 stores with the aim of rolling them out nationwide in 2026.

The Buyback initiative is a service in which Decathlon buys sports equipment from customers back by offering gift cards/vouchers. Products are received, expertly repaired and maintained, and then offered to new customers with a guarantee, providing a circular, like-new alternative to purchasing brand-new items.

The 2nd life project aims to connect fully functional products—that can't be sold as "new" due to minor imperfections—with sports enthusiasts. This initiative seeks to reduce environmental impact by preventing extra production while creating economic benefits for both Decathlon and its customers.

BIODIVERSITY

**Giving Waste a Second Life: Tackling Food Waste in Türkiye's Airports**

As a subsidiary of TAV Airports (a member of Groupe ADP), BTA operates over 200 food and beverage outlets in 16 airports across 8 countries. The company integrates circular economy into its sustainability strategy by addressing food waste, a major challenge in Türkiye.

Through its GrainCycle initiative and its partnership with Wastespresso, BTA addresses two major challenges faced by the restaurant industry: food waste and plastic dependence. In Türkiye, data shows that approximately 4.9 million loaves of bread are wasted every day, and many restaurants struggle to find viable alternatives to single-use plastic items.

To tackle this, BTA collects surplus bread and starch-based waste and repurposes it into biodegradable, plastic-alternative cutlery thanks to an innovative process developed by Turkish start-up Plastic Move. In collaboration with this start-up, the project has transformed over 3 tons of food waste into 820,000 compostable forks and spoons.

BTA also collaborates with the Turkish start-up Wastespresso to collect used coffee grounds from cafés and repurpose them into sustainable straws and reusable travel mugs, which are offered for sale to raise awareness and reduce single-use plastic consumption. So far, over 6 tons of coffee waste have been upcycled through this initiative, helping prevent emissions that would have otherwise resulted from landfill disposal.

GrainCycle and the partnership with Wastespresso not only reduce food loss and plastic use but also promote responsible consumption and showcase innovative circular solutions within the food service industry.

PART IV:

A BRIEF METHODOLOGY

Data collection and timeline

The report is based primarily on an analysis of data collected from French and Franco-Turkish companies operating in Türkiye by Junior ESSEC Consulting, in collaboration with the Türkiye Committee of the CCEF, between 18 February 2025 and 6 May 2025.

The main reference year for the survey was 2024, and comparisons are drawn with 2022 in order to be able to highlight trends over a three-year period – a period that effectively captures the impact of the COVID years as well as the subsequent recovery and business rebound. This timeframe allows for a comprehensive understanding of the mid-term impact of the pandemic on French and Franco-Turkish businesses operating in Türkiye, as well as their ability to rebound and contribute to the country's economic recovery.

The study subject

The companies included in the study were all companies with at least one employee in Türkiye and which were either:

- originally established in France and later established as an entity in Türkiye under the Turkish Commercial Code; or
- originally established in Türkiye and later acquired by or merged in a company originally established in France; or
- established by a Franco-Turkish partnership — a partnership of entities established separately in France and Türkiye — with the French party having the control or co-control of the company.

The survey

The survey generated data on the companies' profiles and activities, including their lines of business, investments, engagement in international trade, levels of employment, corporate social responsibility activities and environmental, social and governance policies.

Gross value added

Gross value added (GVA) is an economic indicator that measures the contribution made to an economy by one individual producer, industry, sector or region. It is a quantitative assessment of the value of goods and services produced minus the cost of inputs and materials used in the production process. In the national accounts, gross domestic product (GDP) is the main summary indicator of economic activity. GDP can be determined through three different approaches – the output, income and expenditure approaches. In the output approach, GDP is taken to be the sum of the GVA created through the production of goods and services in the individual sectors of the economy, adjusted for subsidies and taxes on products.

In our analysis, we defined the economic impact of the companies as their contribution to Türkiye's total GVA – in effect, their contribution to Türkiye's GDP. This was calculated by the labour productivity method.⁹

Labour productivity is defined as the volume of GVA produced per unit of labour input. The labour productivity method provides a reasonable estimate of the companies' contribution to GVA and does not require a deeper modelling or depend on information which companies may be unable to disclose for reason of compliance and confidentiality. Indirect and induced impacts (explained in the following section) were estimated based on the direct economic and employment impacts.

Impact

The impact of the French and Franco-Turkish companies on the Turkish economy was analysed on three levels: direct, indirect and induced. Going beyond the initial direct economic input of the companies under study enabled us to illustrate their overarching contribution to the Turkish economy, which is far greater than their direct impact.

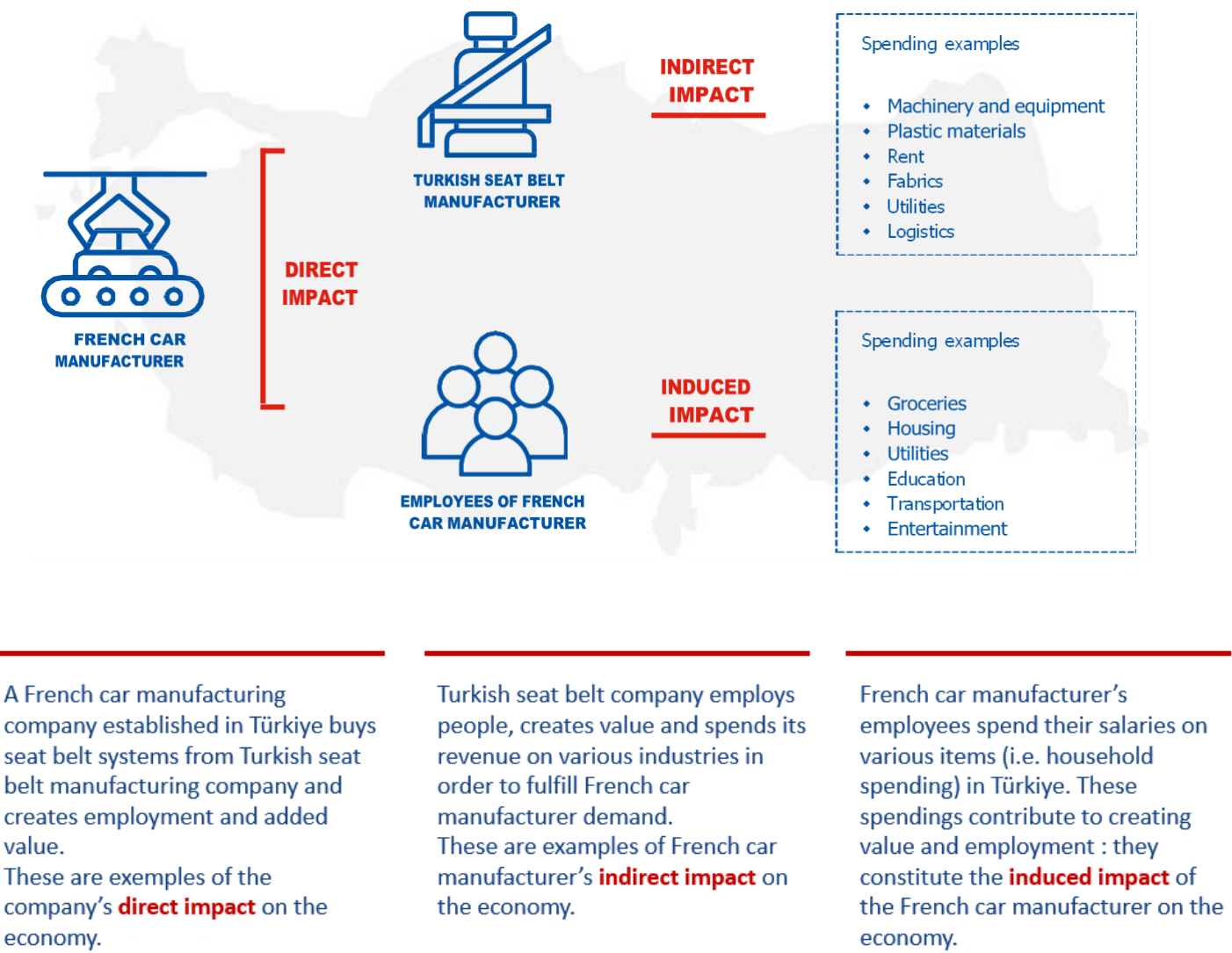
Direct impact consists of the expenditures which the French and Franco-Turkish companies in Türkiye make, and the employment and the added value which they create within their own operations.

Indirect impact includes the additional economic activity and employment generated by the business-to-business purchases made along the supply chains of the companies in question.

Induced impact takes into account the value that stems from the household spending of the employees of the French and Franco-Turkish businesses in Türkiye.

⁹ In this method, the total number of full-time equivalent employees in each company is multiplied by the average labour productivity in the sector in question. The average labour productivity by sector was derived from the latest input-output table, published in 2025 and based on 2023 data. The figures were subsequently adjusted in two ways: first, for the increase in the consumer price index, to account for domestic inflation, and second, for the growth in GDP per capita.

FIGURE 7: THREE TYPES OF IMPACT



In order to estimate the indirect impact of the companies analysed on gross value added and employment, we used the input-output analysis framework, and more specifically the so-called inverse Leontief matrix, a widely used economic modelling technique that takes into account direct and indirect interdependencies among the different sectors of an economy. We made use of the input-output table compiled by the Turkish Statistical Institute for the economy of Türkiye to estimate the indirect contributions of French and Franco-Turkish companies in the Turkish economy. In this way, we were able to reach a more comprehensive understanding of the extent of their combined impact.

For the induced impact of the companies analysed, we relied on data regarding wages in Türkiye, the differences between wages in Turkish and foreign-owned companies, and the consumption structure of households in the country. All of this data was provided by the Turkish Statistical Institute. We also used the inverse Leontief matrix in order to take into account the

indirect effects of the consumption of employees of French and Franco-Turkish companies.

Scope of the statistics

The statistics derived from survey data that are given for French and Franco- Turkish companies in this report are the actual numbers obtained during the study. The companies surveyed constitute only a portion of the total. However, we have made no attempt to extrapolate our findings to the entirety of these companies.

For this reason, the true contributions of French and Franco-Turkish companies in Türkiye, whether in terms of GVA, employment, investment or any other parameter, are undoubtedly higher than those cited in the report. Nevertheless, given the large respondent base, our data provide a useful indication of patterns and trends over time to complement our qualitative findings.



APPENDIX: CONTRIBUTIONS IN SELECTED SECTORS



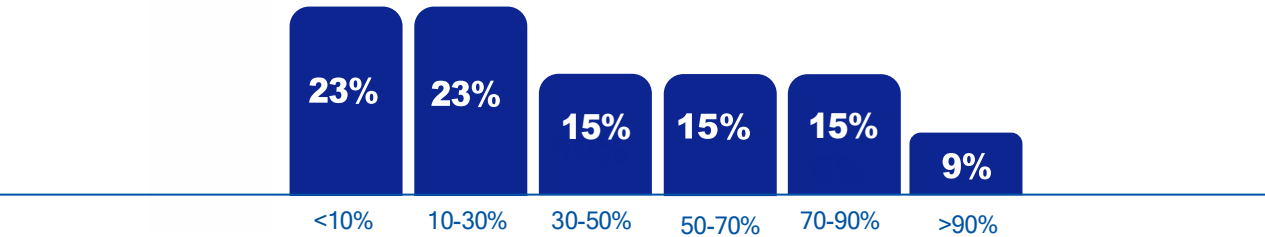
AUTOMOTIVE

Seventeen French or Franco-Turkish companies operating in the automotive sector responded to the survey, including the manufacturer Oyak Renault which started operating in the country in 1969. All sectors combined, Oyak Renault is the seventh largest industrial company in Türkiye in terms of turnover and the fourth largest exporter, with 70% of its output sold abroad.¹⁰

Predominantly composed of large companies (65%), a large part of the sector (82%) operates on a B2B model. With nearly 13,000 direct employees, the automotive French and Franco-Turkish companies in Türkiye generated at least EUR 9 billion in turnover in 2024, versus at least EUR 7 billion in 2022, an increase of 29% in two years.

The sector is as well rooted in the country's industrial production as in its exports. In fact, 80% of companies have at least one production facility in Türkiye and 41% of French and Franco-Turkish companies in this field declare that they export directly more than 40% of their turnover.

FIGURE 8: EXPORTS AS PERCENTAGE OF TURNOVER IN THE AUTOMOTIVE SECTOR IN 2024

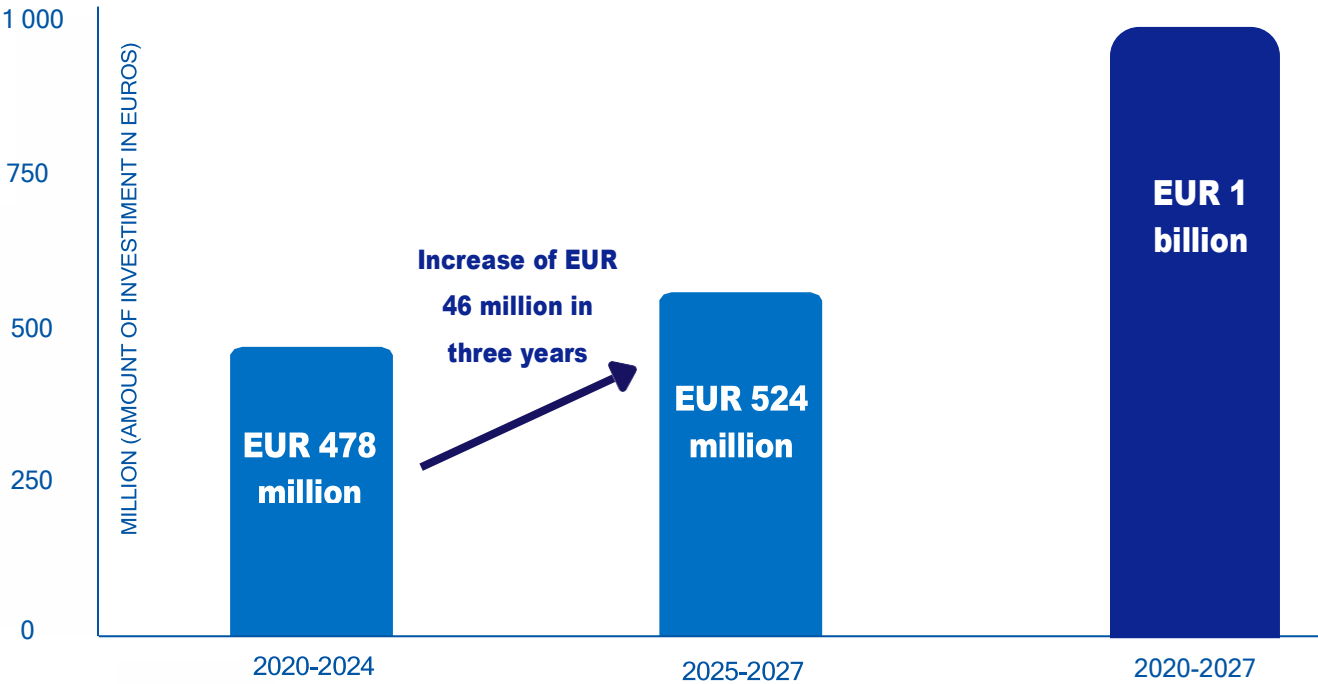


Reading guide: 9% of companies studied in the automotive sector generate more than 90% of their revenue from exports in 2024.

Having made nearly EUR 478 million worth of investments and reinvestments between 2020 and 2024, the French and Franco-Turkish automotive sector plans to invest at least EUR 524 million over the next three years.

¹⁰ Istanbul Chamber of Industry, Türkiye’s Top 500 Industrial Enterprises. Accessible at: <https://iso500.org.tr/500-big-industrial-institutions-of-Türkiye?yil=2024>

FIGURE 9: INVESTMENTS OR REINVESTMENTS AND PLANNED INVESTMENTS IN THE AUTOMOTIVE SECTOR BEWTEN 2020-2027

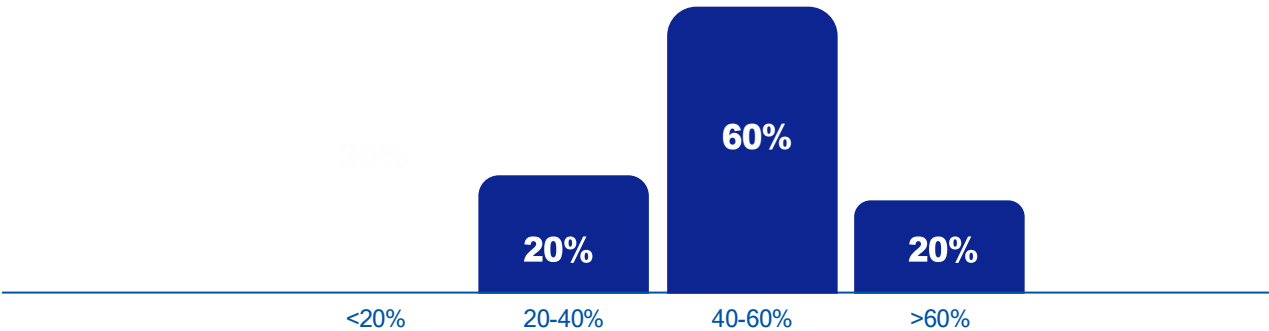


HEALTH AND COSMETICS

Ten French or Franco-Turkish companies in the health and cosmetic industry responded to the survey, including Sanofi Türkiye, which owns two production facilities in Türkiye.

Operating mainly on a B2B (70%) business model, the French or Franco-Turkish companies in the health and cosmetics sector employed nearly 3,000 people directly in 2024 and 70% of the same companies reported having more than 50% women in their workforce.

FIGURE 10: FEMALE WORKFORCE AS A PERCENTAGE OF TOTAL WORKFORCE WITHIN THE HEALTH AND COSMETICS SECTOR



Reading guide: In 60% of the companies studied in the health and cosmetics sector, women account for 40–60% of the total workforce.

The French and Franco-Turkish companies in the sector also generated at least EUR 722 million of turnover in 2024, compared to at least EUR 566 million in 2022, an increase of 28% in two years.

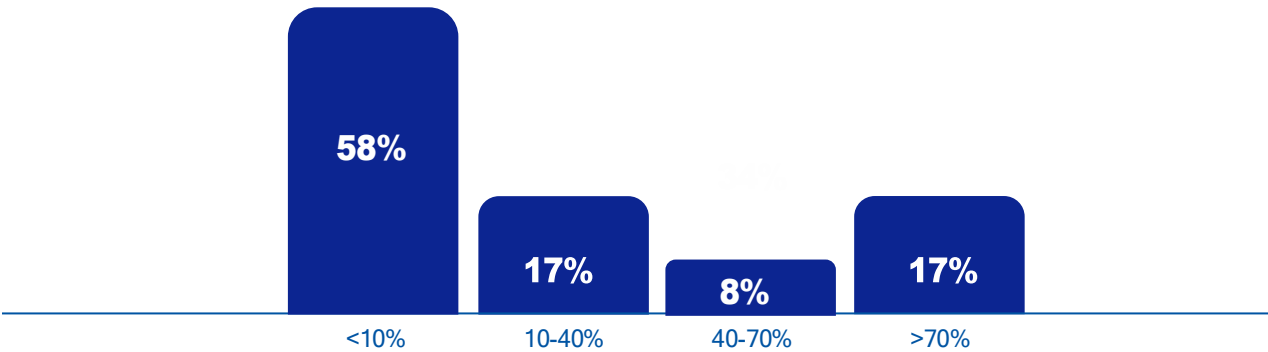
AGRI-FOOD

Seventeen French or Franco-Turkish agri-food companies in Türkiye, including seven large companies, responded to the survey, 71% of which became affiliated to a French entity after 2000 (the most recent in 2019).

The total number of people directly employed by French and Franco-Turkish companies in the agri-food sector amounts to nearly 17,000 people in 2024.

The turnover generated by the companies surveyed in the sector surpassed EUR 1.35 billion in 2024, versus EUR 831 million in 2022, thus representing an increase of 62%. While 65% of the companies operate at least two production facilities in Türkiye, half of them report generating part of their revenues from exports, and one quarter generate more than 25% of their turnover from these exports.

FIGURE 11: PART OF THE TURNOVER GENERATED FROM EXPORTS IN THE AGRICULTURE SECTOR IN 2024



Reading guide: 17% of companies studied in the agri-food sector generate more than 70% of their revenue from exports in 2024.

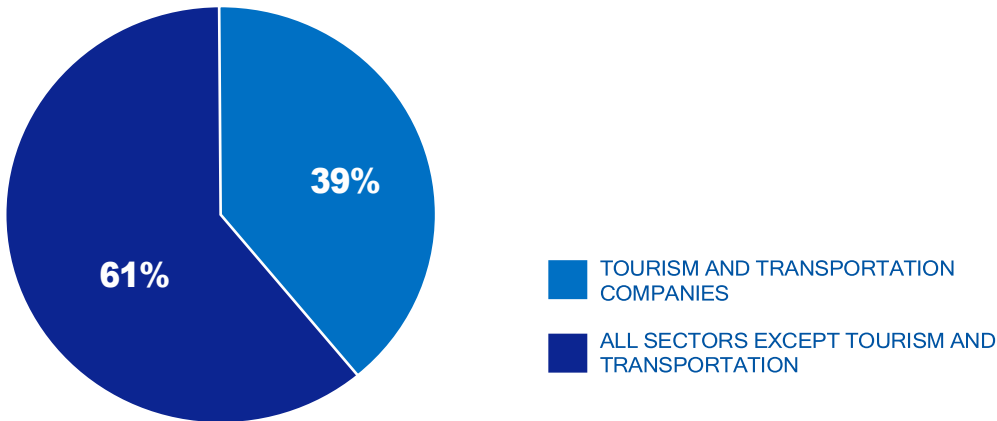
Having made nearly EUR 86 million worth of investments and reinvestments between 2020 and 2024, the French and Franco-Turkish agri-food sector plans to invest at least EUR 115 million over the next three years.

TOURISM AND TRANSPORTATION

Sixteen French or Franco-Turkish companies operating in the tourism and transport sector responded to the survey. More than 88% of the companies were established or became affiliated to a French entity after 2000, including 32% after 2015 and the two last ones between 2023 and 2024.

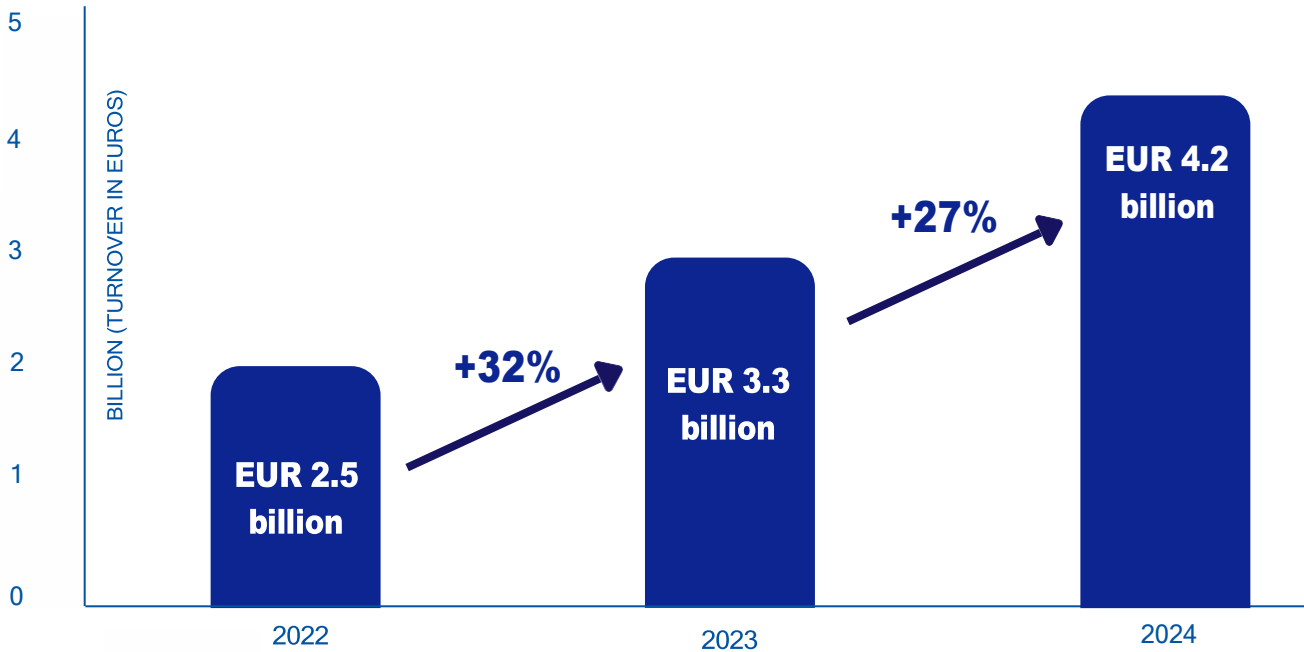
A key sector of the Turkish economy, it is composed mainly (more than 63%) of large companies and directly employed a total of nearly 56,000 people in 2024, accounting for one third of all direct employment generated by French and Franco-Turkish companies in Türkiye.

FIGURE 12: SHARE OF FRENCH AND FRANCO-TURKISH TOURISM AND TRANSPORTATION COMPANIES IN DIRECT EMPLOYMENT IN 2024



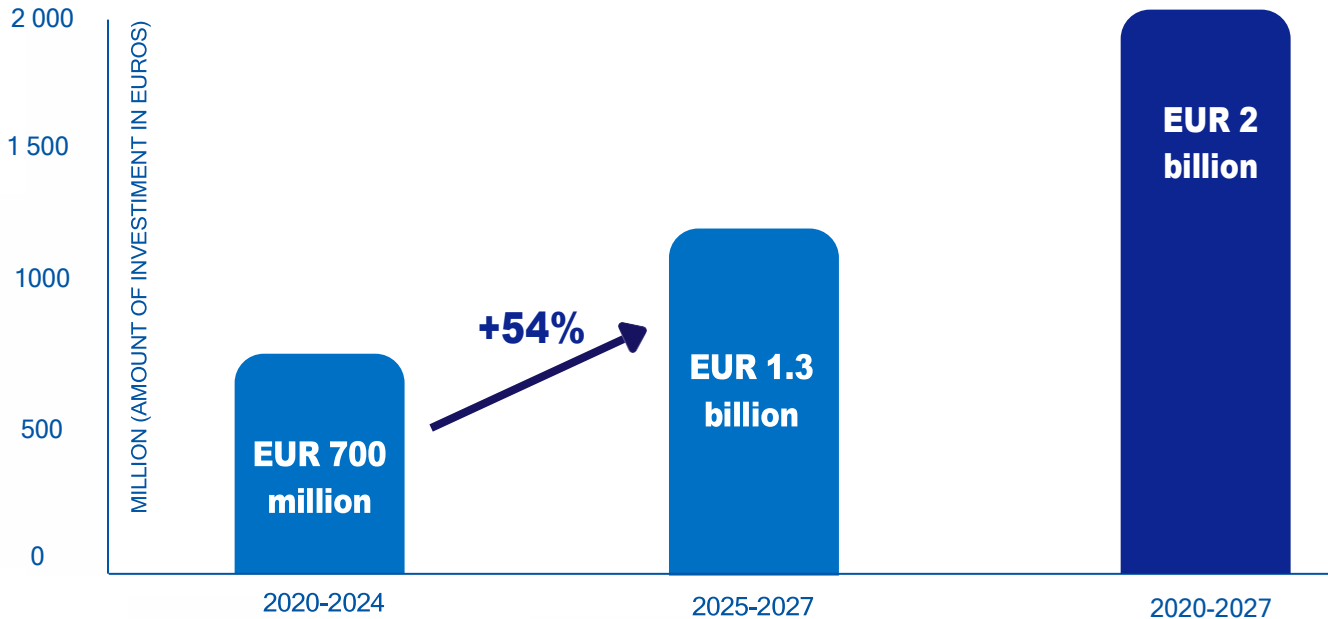
In 2024, French and Franco-Turkish tourism and transportation companies generated at least EUR 4.2 billion in turnover in Türkiye compared to EUR 2.5 billion in 2022, an increase of 68% in two years. Of the tourism and transportation companies included in the study, 56% report that their office in Türkiye is responsible for activities in other countries, especially in the MENA region and the Caucasus.

FIGURE 13: TURNOVER GENERATED BY FRENCH AND FRANCO-TURKISH TOURISM AND TRANSPORTATION COMPANIES



According to the survey, the sector has made at least EUR 1.3 billion worth of investments or reinvestments between 2020 and 2024, and it is planning to invest at least EUR 700 million over the next three years in Türkiye.

FIGURE 14: INVESTMENTS OR REINVESTMENTS AND PLANNED INVESTMENTS IN THE TOURISM AND TRANSPORTATION SECTOR BEWTEEN 2020-2027

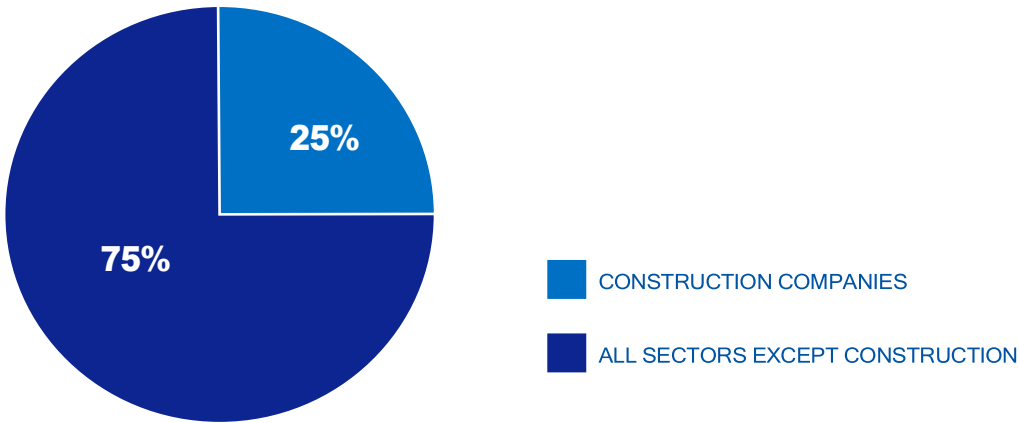


CONSTRUCTION

Eight French or Franco-Turkish companies in the construction sector responded to the survey, including Saint-Gobain, which operates five subsidiaries in Türkiye, one of which was established in the past two years.

While all companies declared operating on a B2B business model, the French or Franco-Turkish companies in the construction sector employed nearly 3,300 people directly in 2024. Moreover, these eight companies operate 48 production facilities across Türkiye, representing one quarter of the total production units in Türkiye operated by French and Franko-Turkish companies.

FIGURE 15: SHARE OF FRENCH AND FRANCO-TURKISH CONSTRUCTION COMPANIES IN PRODUCTION UNITS IN 2024



Composed exclusively of companies generating at least 7% of their turnover from exports, the sector generated at least EUR 643 million in 2024, compared to at least EUR 470 million in 2022, an increase of 37% in two years.

Between 2020 and 2024, French and Franco-Turkish construction companies invested and reinvested nearly EUR 152 million in Türkiye. In this respect, the same companies plan to invest at least EUR 87 million over the next three years.

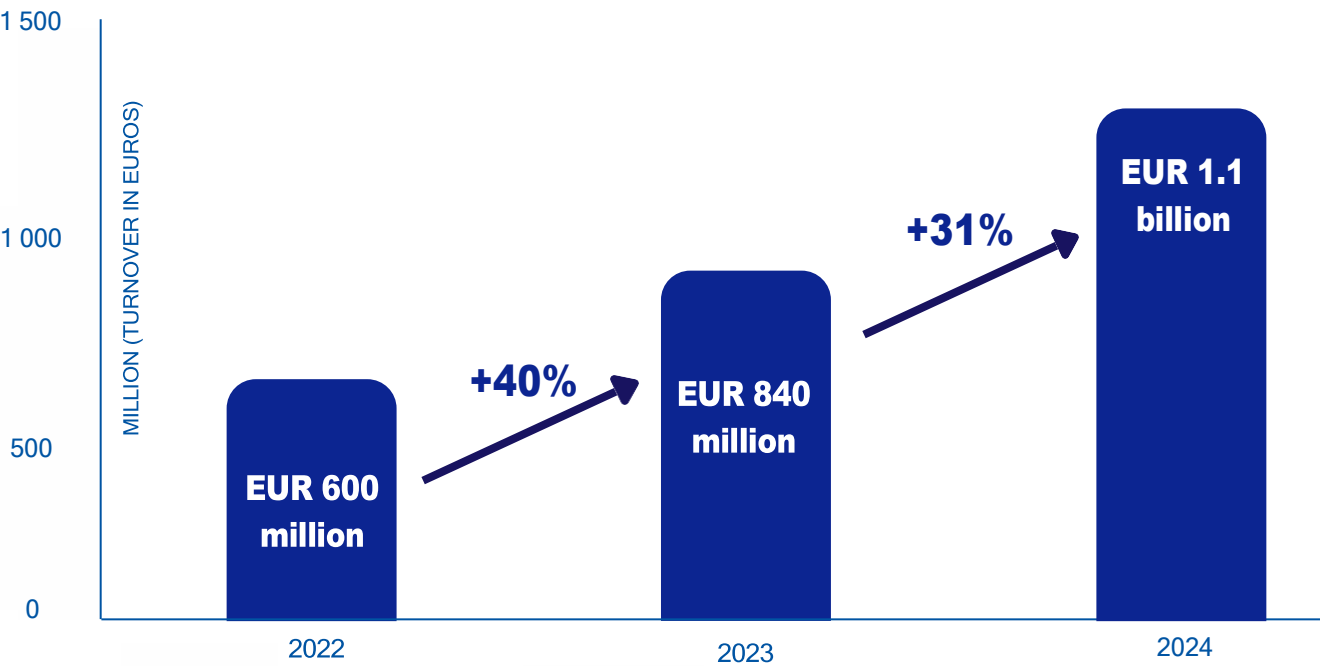
TECH

Finally, the technology sector is expanding rapidly in Türkiye, driven by innovation and digitalisation. Eight French or Franco-Turkish companies operating in this field responded to the survey. All of them became linked to a French entity in Türkiye after 2000, and half of them were established after 2012.

Operating mainly on a B2B (89%) business model, half of French or Franco-Turkish tech companies in Türkiye are large companies. Altogether, these companies directly employed nearly 1,400 people in 2024 and 50% of them reported having more than 30% of women in their workforce.

The turnover generated by these companies reached EUR 1.1 billion in 2024, versus EUR 600 million in 2022.

FIGURE 16: TURNOVER GENERATED BY FRENCH AND FRANCO-TURKISH TECH COMPANIES



Moreover, the sector has made almost EUR 48 million worth of investments or reinvestments between 2020 and 2024, namely for growth objectives, and it is planning to invest at least EUR 67 million over the next three years in Türkiye, with a particular focus on training employees.



GUIDE:

THE INSTITUTIONAL FRENCH PRESENCE IN TÜRKİYE



REGIONAL ECONOMIC DEPARTMENT OF THE FRENCH EMBASSY

and its Istanbul Office

The Regional Economic Department of the French Embassy in Türkiye is part of the international network of the French Treasury. Based in Ankara, it also has an office in Istanbul. Its main missions are:

- Producing macroeconomic and public policy analysis: the department provides country macroeconomic risk analysis as well as sectoral analyses.
- Promoting French positions to local authorities and stakeholders on major global economic and development issues, in the framework of financial and trade negotiations, whether bilateral or multilateral.
- Promoting France: together with Business France, the Regional Economic Department helps to promote France's attractiveness by informing foreign actors about opportunities for investment or setting up a business in France.
- Providing support to French companies: it monitors tenders and major projects of interest to French companies and it intervenes in market access problems faced by French companies.

The Regional Economic Department covers Türkiye, Azerbaijan, Georgia and Turkmenistan. It also hosts experts from other administrations, including an IP Regional Counsellor, tasked with fostering institutional cooperation and market access, providing stakeholders with technical expertise, identifying best practices abroad, promoting French know-how, and combating counterfeiting.

CONTACT

Address:

Ankara: Iran Caddesi, Karum Is Merkezi No. 21, Asansor E,
No. 444, Kat. 6, Kavaklıdere, 06680, Ankara

Istanbul: Istiklal Cad. No. 142, Odakule Is Merkezi, Beyoglu, Istanbul

Phone: +90 (312) 428 31 75

Email: ankara@dgtresor.gouv.fr istanbul@dgtresor.gouv.fr

Website: www.tresor.economie.gouv.fr/Pays/TR



Direction générale
du Trésor

CCEF

French Foreign Trade Advisors

The **Conseillers du Commerce Extérieur de la France (CCEF)**, or French Foreign Trade Advisors, play a key role in supporting France's international trade development by leveraging their expertise to promote French businesses and foster strategic partnerships across the globe. With over 4,900 members, the CCEF are made up of entrepreneurs, executives, and international trade experts. Established in 1898, they are present across France and in over 150 countries, representing more than 30 sectors in Türkiye. Appointed by the French Prime Minister, the CCEF work entirely on a voluntary basis.

The CCEF carry out key actions daily in partnership with public and private stakeholders to support French companies in their international expansion. Their missions are structured around four main pillars:

- Supporting businesses in their international development - The CCEF provide hands-on guidance to companies wishing to develop abroad through project monitoring, mentorship, export advisory services, and networking opportunities. They facilitate direct access to qualified contacts and local partners. They also participate in economic events to raise awareness about international trade opportunities.
- Engaging with French public authorities – As field experts, the CCEF contribute to shaping France's trade policies by providing strategic insights and sector-specific expertise. They participate in economic consultation bodies, produce expert reports, and play a key role in the economic councils of French embassies, ensuring a strong link between the private sector and decision-makers.
- Promoting France's attractiveness – The CCEF work to enhance France's position as a prime destination for investment. They organize and participate in international forums, conferences, and collaborate with regional economic development agencies to foster foreign investment and economic cooperation.
- Training the next generation – The CCEF are committed to sharing their expertise with young talents and encouraging them to pursue international careers. They support academic initiatives through internships, company missions, and regular engagements with leading business schools.

CONTACT

Email: ccef.turquie@cnccef.org

Website: www.cnccef.org



BUSINESS FRANCE

Türkiye Office

Business France is a public consulting firm that fosters the international development of the French economy by supporting businesses in their international development and by enhancing the country's attractiveness to foreign investors. Business France has two main aims: bring more foreign investment to France and generate more export revenues for SMEs.

With a team of over 1,400 experts, Business France is present in all regions of France and operates in more than 100 countries, with 71 offices in 53 countries. Our office in Istanbul, Türkiye, supports a wide range of sectors, including Agrotech, Industry & Cleantech, Lifestyle & Healthcare, and Tech & Services.

The key roles of Business France's office in Türkiye are as follows:

- **Trade Missions:** Business France promotes cooperation between French and Turkish companies by organizing business delegations, B2B meetings, and business forums. We especially focus on fostering trade, technology, and investment relations between France and Türkiye in sectors like industry, cleantech, healthcare, lifestyle, agriculture, food and services. We also help businesses find commercial partners in target markets, paving the way for them to sign trading agreements and generate sustainable export growth.
- **Invest in France:** Business France offers expert guidance to Turkish companies interested in establishing or expanding their projects in France. We assist Turkish investors in decision-making and support them in all stages of their projects. We provide tailored services for various types of investments, such as industrial partnerships, acquisitions, and financial investments, ensuring a successful establishment in France. To this end, we call not only on Business France's own investment advisors but also on our network of regional partners in France.

CONTACT

Address: İstiklal Cad. No. 142, Odakule İş Merkezi, Beyoğlu, İstanbul

Phone: +90 (212) 982 02 82

Email: istanbul@businessfrance.fr

Website: www.businessfrance.fr



CCIFT

French-Turkish Chamber of Commerce

The French-Turkish Chamber of Commerce (CCIFT) is a fully independent, self-financed entity established in 1885 under Turkish law. The CCIFT has been one of the main French institutional players in the development of bilateral economic relations between France and Türkiye. Historically, it is the second oldest bilateral chamber in Türkiye. It is also one of the five oldest French chambers abroad and a founding member of CCI France International, the international network which brings together more than 120 French chambers of commerce in 95 countries.

In 2024, the CCIFT reached 450 members, a third of which were subsidiaries of French companies in Türkiye. Its mission is to foster economic and trade relations between France and Türkiye, unite the French-Turkish business community, and represent its members to the institutions of both countries. The CCIFT also plays a key role in encouraging mutual investments, promoting the Turkish market among French companies and their organizations in France—such as chambers of industry and professional federations—and, thanks to its operational flexibility, providing tailor-made services to businesses to stimulate economic activity and trade.

Thus, the CCIFT offers a comprehensive range of business development services for companies. For French businesses, it provides office spaces at its Business Center in Gayrettepe (Istanbul), virtual offices, professional management support, payroll and recruitment services, as well as assistance in finding local suppliers and partners in Türkiye. It also facilitates French visa applications for Turkish professionals in partnership with the French Consulate General. Additionally, the CCIFT organises key events, including economic and sectoral conferences (covering topics such as Türkiye's economic outlook, energy, and industry), business networking meetings, and prestigious gala events that bring together the French-Turkish business community.

CONTACT

Address: Pazar Sokak No.4 Bareli İş Merkezi K:2, Gayrettepe, Beşiktaş 34387, İstanbul

Phone: +90 (212) 249 29 55

Email: ccift@ccift.com

Website: www.ccift.com



AFD

French Development Agency

The AFD Group is the main French public institution in charge of technical and financial development cooperation, operating in over 150 countries. It provides financial support to public entities, including public banks, municipalities and line ministries, for the implementation of large projects with major socioeconomic and environmental impacts and high climate co-benefits. AFD's subsidiary Proparco is more specifically in charge of the financing of the private sector, including banks, corporations and stand-alone projects. Expertise France, which joined the AFD Group in 2022, is a technical cooperation agency that designs and implements cooperation projects to strengthen our partners' public policies in a sustainable way.

The work of the AFD Group contributes to low-carbon growth and convergence towards the best international standards, particularly European standards, in a variety of fields. The group has been operating in Türkiye since 2004 and has offices in both Istanbul and Ankara.

The range of the AFD Group's activities includes: sustainable urban development through infrastructure financing (transport, solid waste, water, sanitation); bank credit lines for businesses and individuals (renewable energy and energy efficiency, gender equality in the workplace, greenhousing); public policy loans for forest preservation and development; biodiversity protection and circular economy, agribusiness projects; public-private partnership hospital investments (via Proparco), and support for post-earthquake reconstruction and resilience.

The AFD Group also mobilises a limited volume of grants to strengthen technical cooperation between Türkiye and France. In addition, the group contributes to the implementation of funds from the European Union Refugee Facility in Türkiye in the areas of water sanitation, vocational training and health. From Istanbul, the Regional Directorates cover the Western Balkans, Türkiye, South Caucasus, Moldova and Ukraine; Proparco and Expertise France also cover Central Asia.

CONTACT

Address: İran Caddesi Karum İş Merkezi E Asansoru Kat 6,
No. 444 06680 Çankaya/Ankara

Phone: +90 (312) 428 31 75 / 127

Email: afd_ankara@afd.fr

afdistanbul@afd.fr (Regional Directorates)

Website: www.afd.fr/fr/page-region-pays/turquie



BPIFRANCE

French Credit Export Agency



Bpifrance, the French Public Investment Bank, also acts as France's official Export Credit Agency (ECA). On behalf of the French government, Bpifrance manages and promotes a comprehensive range of insurance and guarantee solutions aimed at supporting and securing French exports and international investments.

Bpifrance's guarantees can support a wide range of commercial contracts between French and Turkish companies. To qualify, contracts must include a minimum of 20% French content—this may include engineering, R&D, logistics, or other value-added services sourced from France.

In addition to guarantees, Bpifrance offers export credit facilities to international buyers partnering with French companies. Buyer Credit is extended to foreign clients—whether private companies, public entities, or sovereign institutions—to finance the purchase of equipment, infrastructure, and related services provided by French exporters.

Türkiye is currently covered by Bpifrance's regional offices based in Casablanca and Dubai.

CONTACT

Email: mena@bpifrance.fr





Report commissioned by the Türkiye Committee of the French Foreign Trade
Advisors, prepared by Junior ESSEC Consulting.