



Developing/Improving Export Strategies in the OIC Member Countries Türkiye Country Report

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FOREWORD BY THE MINISTER



Prof. Dr. Ömer BOLAT / Minister of Trade

In an era marked by rapid transformations in global trade, Türkiye attaches great importance to building a competitive, diversified and sustainable export base. Our experience demonstrates that export strategies must be dynamic, evidence-based, and inclusive—bridging policy, business and innovation. Over the past decades, Türkiye has successfully transformed its export structure into a highly diversified portfolio in terms of both products and destinations, reaching more than two hundred markets worldwide. This transformation is the result of a coherent policy framework that combines trade diplomacy, preferential trade agreements, digitalization, and strong public-private coordination.

COMCEC has always been an invaluable platform for sharing knowledge, best practices, and policy experiences among member countries. Its thematic focus on trade policy, finance, agriculture, and transport provides a unique space for collective learning and joint action.

This report aims to share Türkiye's institutional experience and practical tools in formulating and implementing export strategies. We believe that these insights—developed through close collaboration between our public institutions, private sector, and international partners—may provide useful reference points for fellow member countries pursuing similar objectives.

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TÜRKİYE'S NATIONAL EXPORT STRATEGY

PART I: EXPORTS WITHIN TRADE POLICY: EXPORT ORIENTED GROWTH MODEL

The global economic outlook has entered a period of heightened uncertainty and unpredictability. The world economy is undergoing a structural transformation shaped by the slowdown in globalization, persistent fragilities in international markets, rising geopolitical tensions, and the growing challenges posed by climate change. Furthermore, the escalation of tariffs, accompanied by retaliatory measures among major economic actors, has intensified pressure on the multilateral trading system.

Despite global headwinds, Türkiye has sustained its strong growth performance over the past years, supported by robust production capacity, diversified export markets, and a dynamic private sector. In 2023, GDP at current prices exceeded the one trillion-dollar threshold for the first time in history, reaching 1.153 trillion dollars. This momentum carried into 2024, when national income rose further to 1.358 trillion dollars, marking a new all-time record.

Most recently, in the second quarter of 2025, GDP expanded by 4.8 percent year-on-year, registering the twentieth consecutive quarter of uninterrupted growth. This performance underscores the strong foundations of the Turkish economy, driven by robust production capacity, investment, and external demand.

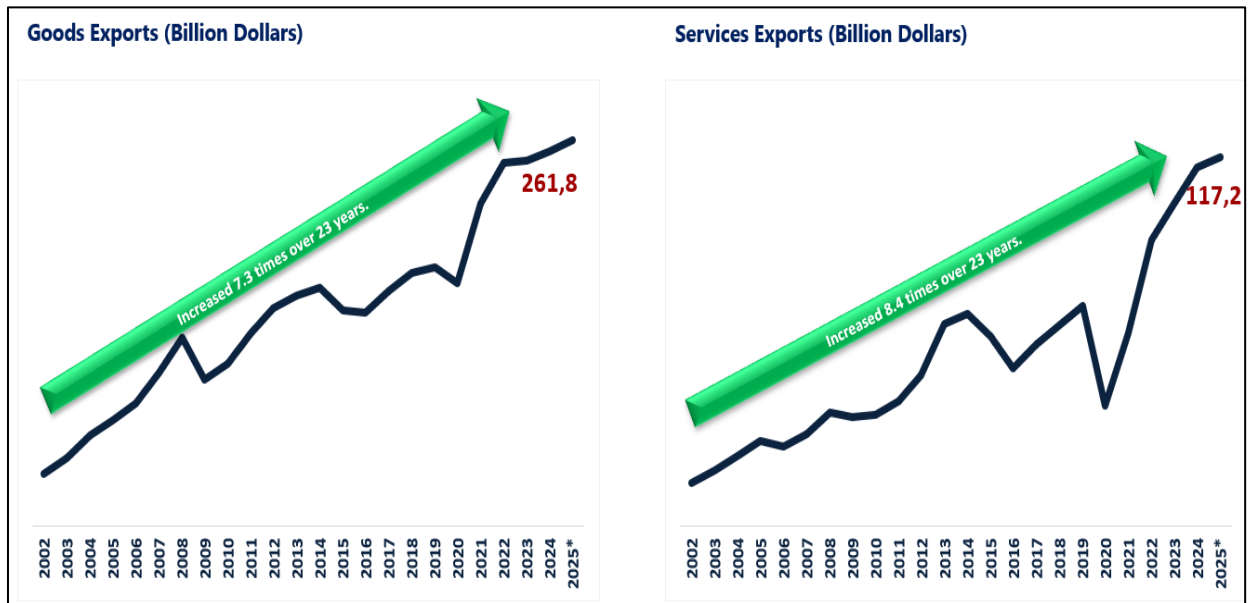
This resilience is also visible in labor market indicators. The unemployment rate realized as 8.5 percent in August 2025, and remained in single digits for 28 consecutive months.

Over the past two decades, Türkiye has also achieved a historic rise in exports. Goods exports, which amounted to 36 billion dollars in 2002, increased more than sevenfold and reached 261.8 billion dollars in 2024. With this performance, Türkiye's share in global merchandise exports rose from 0.55 percent in 2002 to 1.07 percent in 2024.

A similar transformation has taken place in services exports. From 14 billion dollars in 2002, Türkiye's services exports grew eightfold to 117.2 billion dollars in 2024. Over the same period, Türkiye's share in global services exports rose from 0.89 percent to 1.32 percent.

Graph 1: The Historic Increase in Our Exports

Source: Ministry of Trade, Turkish Statistical Institute (TÜİK), Central Bank of the Republic of Türkiye (TCMB)



Source: Ministry of Trade, Turkish Statistical Institute (TÜİK), Central Bank of the Republic of Türkiye (TCMB)

The European Union continues to be Türkiye's largest trade partner. In 2024, Türkiye's exports to the EU reached 108.5 billion dollars, the highest level ever recorded, corresponding to 41 percent of Türkiye's total exports. At the same time, Türkiye's share in the EU's total imports rose to 4.0 percent, also marking an all-time high.

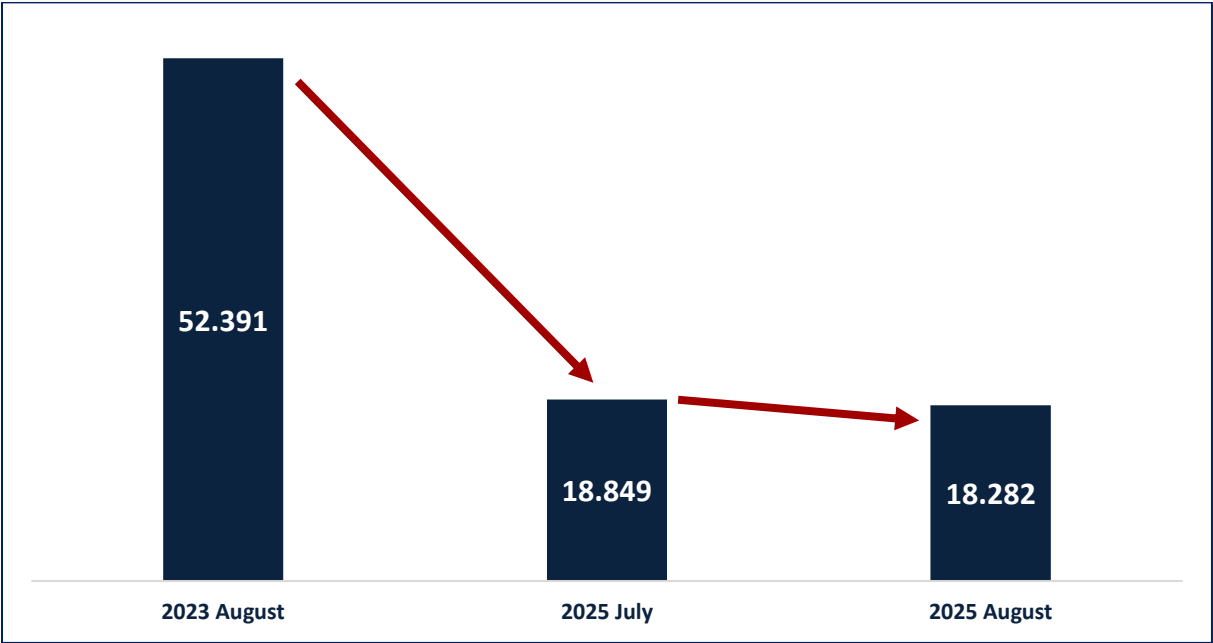
On the other hand, the top five export destinations were Germany (7.8 percent), the United States (6.2 percent), the United Kingdom (5.8 percent), Iraq (5.0 percent), and Italy (4.9 percent). In terms of product composition, motor vehicles (12.4 percent), boilers and machinery (9.8 percent), mineral fuels and oils (6.3 percent), electrical machinery and equipment (6.3 percent), and precious and semi-precious stones (5.0 percent) accounted for the largest shares of total exports.

Trade with OIC member countries also maintained an upward trend. In 2024, exports to OIC member countries increased by 5.8 percent compared to previous year, reaching 69.9 billion dollars. Export performance on a sectoral basis was equally remarkable: 53 product groups surpassed the one-billion-dollar threshold, while record-high exports were achieved in 39 chapters.

The positive momentum extended into 2025. In the January– September period, total exports reached 200.6 billion dollars, up by 4.1 percent year-on-year, while imports rose by 5.9 percent to 267.6 billion dollars. Consequently, the export-import coverage ratio approached 75 percent, reflecting a relatively balanced trade structure despite the slowdown in global demand.

The favorable outlook in goods and services trade has translated into a stronger current account balance. The deficit narrowed from 41.5 billion dollars in 2023 (3.5 percent of GDP) to 10.5 billion dollars in 2024 (0.8 percent of GDP). As of August 2025, the annualized current account deficit stood at 18.3 billion dollars, a level well below historical averages.

Graph 2: Annualized Current Account Deficit (Million Dollars)



Source: Central Bank of the Republic of Turkey (TCMB)

MEDIUM-TERM PROGRAM 2026-2028¹

In Türkiye, the Medium-Term Program is a three-year strategic framework that outlines the government's main economic objectives, fiscal policies, and macroeconomic projections. It serves as a bridge between the annual budget and long-term development plans, guiding policy priorities such as growth, employment, inflation control, public finance discipline, and investment strategies. The Medium-Term Program is updated each year to reflect changing global and domestic conditions.

General Targets in the Program

The global economy is undergoing fundamental restructuring, marked by rising protectionism, supply chain reorganization, and technological disruption. The program acknowledges that global growth has decelerated from pre-pandemic averages of 3.7% to current projections of 3.0-3.1% for 2025-2026, reflecting deeper structural challenges beyond cyclical factors.

Trade policy uncertainty has reached unprecedented levels, with the *Trade Policy Uncertainty Index* showing significant volatility. This environment presents both challenges and opportunities for middle-income countries like Türkiye with a view to maintaining export competitiveness.

The global transition toward digital and green economies is accelerating, driven by climate commitments, technological advancement, and changing consumer preferences. Countries that successfully internalize these twin transitions will gain additional competitive advantage over those that lag behind.

MTP (2026-2028) represents a strategic roadmap for navigating an increasingly complex global economic environment while pursuing ambitious domestic transformation goals.

The program targets ambitious growth rates of 3.8% in 2026, rising to 5.0% by 2028, positioning Türkiye to potentially join the high-income country group during the program period. This trajectory reflects confidence in structural reforms and Türkiye's ability to leverage its strategic advantages.

MTP's emphasis on total factor productivity growth as the primary driver of expansion represents a mature understanding of sustainable development. By

¹ <https://www.sbb.gov.tr/wp-content/uploads/2025/10/Medium-Term-Program-2026-2028.pdf>

2028, productivity improvements are expected to contribute significantly to growth, reducing dependence on factor accumulation that characterizes emerging economies.

Undoubtedly, Türkiye's young and dynamic population provides a crucial long-term advantage. The program recognizes this through substantial investments in education and skills development, with educational spending maintaining high budget priorities. The focus on vocational training, digital literacy, and alignment between education and industry needs addresses the skills gap that constrains many developing economies.

The target of achieving 51.6% employment rates by 2028, with particular emphasis on women's labor force participation, could unlock significant productivity gains. Research consistently shows that countries maximizing female economic participation experience faster growth and more resilient economies.

Türkiye's industrial policy emphasizes high value-added, technology-intensive production. *The Technology Acceleration Program and Strategic Investment Program* target critical technologies, reducing import dependence while building export capabilities in sophisticated industries.

The program's focus on defense, aerospace, semiconductors, and renewable energy technologies positions Türkiye within global value chains of growing strategic importance. As geopolitical considerations increasingly influence trade patterns, Türkiye's geographic position and technological capabilities offer unique advantages.

The program also allocates substantial resources to 5G infrastructure, artificial intelligence capabilities, and renewable energy expansion. By 2028, these investments should position Türkiye as a regional leader in both domains.

The program envisions a sophisticated financial system supporting economic transformation. Plans for developing capital markets, expanding Islamic financing opportunities, and enhancing financial technology infrastructure aim to improve capital allocation efficiency and support innovation.

Infrastructure investments, particularly in transportation and digital connectivity, paves the way for sustained long-term competitiveness. The planned railway

connections between industrial zones and ports could significantly reduce logistics costs, enhancing export competitiveness.

Energy infrastructure modernization, including renewable energy expansion and nuclear capacity development, addresses both environmental goals and energy security concerns that have historically constrained economic development.

Türkiye's location between Europe, Asia, and Africa provides unique opportunities as global trade patterns evolve. The program's emphasis on developing Türkiye as a regional trade and logistics hub aligns with these geographic advantages. *The Development Road Project* and other regional connectivity initiatives position Türkiye within emerging economic corridors that could reshape global trade flows over the coming decades.

Türkiye's approach to international economic integration demonstrates sophisticated understanding of evolving global dynamics. Maintaining relationships with multiple and diverse economic partners while pursuing new opportunities reflects recognition that the global economy is becoming more multipolar.

The program's emphasis on South-South cooperation, engagement with Islamic countries, and strengthening ties with African and Latin American partners help diversifying economic relationships beyond traditional European and North American markets.

While Türkiye currently benefits from favorable demographics, longer-term demographic trends require proactive policy responses. The program's emphasis on productivity growth and technological advancement positions the economy to manage eventual demographic transitions successfully. Social security system reforms and healthcare efficiency improvements address fiscal pressures that demographic changes will generate over time.

Climate change poses significant long-term risks to Turkish agriculture, water resources, and coastal areas. The program's emphasis on climate adaptation, renewable energy development, and environmental technology represents necessary preparation for these challenges.

Additionally, external economic shocks remain a persistent risk for Turkish economic development. The program's emphasis on economic diversification,

financial system resilience, and policy coordination aims to enhance shock absorption capacity.

Türkiye's economic program demonstrates sophisticated understanding of global economic trends and positions the country to benefit from structural changes in the world economy. The emphasis on technology, sustainability, and human resources development aligns with long-term growth drivers.

Türkiye's *Medium-Term Economic Program* represents an ambitious but achievable vision for economic transformation. The program's emphasis on productivity growth, technological advancement, and sustainable development positions Türkiye to navigate global economic challenges successfully while achieving domestic prosperity goals.

The program's integration of economic development with social inclusion, environmental sustainability, and technological advancement reflects mature understanding of 21st-century development requirements. Türkiye's success in implementing this vision could serve as a model for other emerging economies navigating similar transitions in an increasingly complex global economic environment.

Targets Related to Exports in the Program

Türkiye's *Medium-Term Program for 2026-2028* establishes a comprehensive export-oriented growth strategy that prioritizes technological advancement, market diversification, and sustainable economic development. The program sets ambitious export targets, projecting merchandise exports to grow from \$273.8 billion in 2025 to \$308.5 billion by 2028, representing a compound annual growth rate of approximately 4.1%. This growth trajectory is supported by a strategic shift toward high value-added production and technology-intensive manufacturing that will enhance Türkiye's competitiveness in global markets.

A cornerstone of Türkiye's export strategy involves market diversification to reduce dependency on traditional export destinations. The program emphasizes the implementation of the "*Faraway Countries Strategy*" and the "*Strategy for Developing Exports with Organization of Islamic Cooperation Member States*" to expand market reach beyond conventional European markets. Special focus is placed on strengthening trade relationships with Africa and Latin America through partnership and opening policies, while the "*Re-engagement with Asia Initiative*" seeks to deepen economic ties with Asian markets. This geographic

diversification strategy is complemented by efforts to strengthen the “Türkiye” brand globally, with comprehensive marketing and promotion campaigns designed to enhance the country’s reputation for high-quality manufacturing and innovative products.

The Medium-Term Program places significant emphasis on transforming Türkiye’s export profile through technological advancement and innovation. *The Technology Initiative Program* supports the development and production of critical products and technologies using domestic capabilities, while the *Strategic Initiative Program* focuses on investments that ensure supply security, reduce external dependency, and align with digital and green transformation goals. The *High Tech Türkiye (HIT-30) Program* specifically targets large-scale investments in priority technology areas through project-based customized mechanisms. These initiatives collectively aim to shift Türkiye’s export composition toward higher value-added products that can command premium prices in international markets.

Recognizing global trends toward sustainability and digitalization, Türkiye’s export strategy also integrates green and digital transformation as core competitive advantages. The Medium-Term Program addresses the implementation of the *Türkiye Emissions Trading System* and preparations for the *EU’s Carbon Border Adjustment Mechanism*, ensuring Turkish exporters remain competitive in increasingly environmentally-conscious markets. The development of sector-specific low-carbon roadmaps for industries affected by EU regulations demonstrates proactive adaptation to international environmental standards. Simultaneously, the program promotes digital transformation across export sectors, with particular emphasis on enhancing the digital capabilities of SMEs and supporting the adoption of cloud-based technologies that can improve export efficiency and market access.

The Medium-Term Program recognizes services exports as a critical component of Türkiye’s export diversification strategy, targeting significant growth across multiple service sectors. The program specifically identifies tourism, logistics and transportation, information services, financial services and consulting, education, health and sports tourism, exhibition services, cultural industries, overseas contracting and technical consultancy, and green services as priority areas for international market development. Travel revenues are projected to reach \$75 billion by 2028, reflecting the strategic importance of tourism as a major source for foreign exchange earnings.

The program emphasizes creating comprehensive tourism products that combine different tourism types simultaneously within well-planned tourism areas, focusing on extending the tourism season throughout the year and across the entire country through sustainable tourism approaches. Health tourism receives particular attention with plans to enhance service capacity and increase marketing activities, while sports tourism will be developed through sports diplomacy tools and enhanced regional and multilateral cooperation. The program also aims to establish Türkiye as a major film production center by increasing foreign film productions, thereby promoting the country's cultural and creative industries on the global stage.

Export promotion would not be feasible in the absence of a decent and effective finance scheme in today's complex global trade environment. The program outlines comprehensive financial support mechanisms designed to enhance exporters' competitiveness and resilience. In this vein, the program aims to strengthen Türk Eximbank's institutional framework following international best practices, with particular emphasis on prioritizing high-technology and high value-added product exports through enhanced buyer credit effectiveness. The establishment of new financing instruments that integrate environmental considerations reflects the program's commitment to sustainable export growth. Additionally, the creation of the *Trade Data Analytics Center* will provide evidence-based policy development capabilities, enabling more effective monitoring and implementation of export promotion strategies while ensuring that support measures are data-driven and results-oriented.

PART II: FACTORS SUPPORTING EXPORT DEVELOPMENT

Market diversification

Economic performance in developing economies is highly sensitive to the fluctuations of global business cycles. Growth patterns in these economies are vulnerable to global risks arising from turbulence in global capital and trade flows. A downturn in global capital flows can trigger a series of macroeconomic challenges, with the balance of payments often emerging as the most pressing issue when the impact becomes acute. In addition, fluctuations in commodity prices, particularly in energy and food, tend to magnify these vulnerabilities, creating external shocks that are often beyond the immediate control of national policymakers.

Patterns of growth and maintaining macroeconomic stability make it a policy imperative to diversify economic activities in order to ensure macroeconomically sustainable economic growth. Sustained economic growth, in turn, enhances resilience against cyclical downturns, therefore reinforcing a virtuous cycle. In this context, securing the means to service national debt, maintaining confidence among market actors, ensuring continued access to global credit sources, and fostering sustainable growth become intertwined in a way that policy-making in developing economies cannot avoid. This interdependence places exports at the center of the debate. Exports are viewed not merely as a source of foreign exchange, but as a strategic pillar for long-term competitiveness, industrial upgrading, and deeper integration into global value chains.

Compounding the macroeconomic resilience in developing economies with a particular focus on export-oriented policy is sustainability. Risks in foreign trade, most crucially stemming from demand crises, can be partially offset through market diversification. Such diversification mitigates some of the vulnerabilities of being a developing economy, generating resilience against contingent shocks and global business cycles, while negating risks. Moreover, sustainability is achieved by a diversified export structure, not only in terms of goods traded but also through the diversity of trade partners. Diversification also creates room for innovation, encourages firms to climb the technological ladder, and reduces overreliance on a narrow set of sectors that may be vulnerable to global policy shifts such as carbon regulations or digital trade barriers. Hence, diversification in foreign trade markets and sectors is of utmost importance for growth and macroeconomic stability. Ultimately, the pursuit of diversification strengthens national economic sovereignty, fosters inclusive development, and ensures that external shocks do not derail long-term policy objectives.

Empirical studies corroborate the benefits of export diversification. According to research by the Central Bank of the Republic of Türkiye between 2013 and 2024, Türkiye's export structure became more resilient, with the number of product-country combinations increasing by over 40%. This diversification enhances the country's integration into global trade and provides a buffer against external economic shocks. Research also suggests that market diversification in exports is relevant not only for handling risks in developing economies, but also for the positive effect it could have on national economy.² A bolstered export structure often implies increased investment and employment. There is also a plethora of

² Yazıcı, D., & Kurtaran, E. S. (2025, June 13). Türkiye's Export Diversification. Merkezın Güncesi. <https://www.tcmb.gov.tr/wps/wcm/connect/blog/en/main+menu/analyses/turkiyes+export+diversification>

studies about the positive effects of export diversification on growth and that developing countries benefiting from diversifying their exports; international economic organizations such as the OECD and the World Bank highlight that countries with diversified export structures are better situated to deal with externalities of global economic shifts, ensuring more stable and sustainable growth.³⁴ In addition, empirical evidence indicates that export diversification reduces income volatility, lowers the probability of balance of payments crises, and enhances the capacity of countries to absorb global demand shocks.

For Türkiye, whose main export partner is the EU through the Customs Union - with trade accounting for roughly 40-45% of total- market diversification holds strategic importance in mitigating the potential impact of downturns in partner economies. Macroeconomic policy documents concerning economic and social strategy build on that observation. The 12th Development Plan (2024-2028) underlines the importance of Türkiye's exports for its balance of payments, and strategizes about market diversification, especially for countries from the imports of which Türkiye could fare better. Building on the foundation of the development plan "Medium-Term Program" (OVP) for 2026-2028 which was recently announced, sets export diversification in terms of destinations and products as a strategic goal. This policy framework aligns Türkiye with international best practices, whereby long-term national strategies explicitly integrate export diversification as a key pillar of sustainable development.

To advance market diversification in a structured and measurable way, the Ministry of Trade is deploying a coordinated portfolio of strategies—combining data-driven market selection, sectoral prioritization, and delivery mechanisms—so that instruments such as the Faraway Countries Strategy, Strategy to Develop Exports with Member States of the Organization of Islamic Cooperation (OIC), and Target Countries in Exports to broaden export destinations and deepen Türkiye's resilience to external shocks.

An analysis of Türkiye's export's geographical distribution reveals that its traditional markets dominate approximately two-thirds of our exports taken place towards geographically closer countries, resulting in Türkiye's average export distance being below the global average. In this context, the Faraway Countries Strategy has been established to increase Türkiye's share in large and

³ Hesse, H. (2008). Export Diversification and Economic Growth. In Working Paper No.21. The International Bank for Reconstruction and Development / The World Bank.
<https://documents1.worldbank.org/curated/fr/577921468150573677/pdf/577210NWP0Box353766B01PUBLIC10gcwp021web.pdf>

⁴ Bonaglia, F., Fukasaku, K. (2003). Export Diversification in Low-Income Countries: An International Challenge After Doha. In Working Paper No. 209.

distant markets beyond its traditional trading partners, where its foreign trade deficit is high.

The Faraway Countries Strategy aims to develop trade with countries outside our immediate geography such as Europe, the Middle East and North Africa, in order to enhance market diversity by increasing exports. Covering the period of 2022-2028, the Strategy was meticulously prepared by Ministry of Trade in close cooperation with exporters and professional organizations, spanning a systematic and intensive year-long effort. It was publicly introduced in 2022 and made available to exporting companies.

Based on analytical studies and survey conducted by the Ministry, 18 countries have been identified as target markets for enhancing trade under the Strategy. The primary objective of the Strategy is to elevate Türkiye's average export range to the global average. In line with this objective, the Strategy targets increasing our exports to these 18 countries to \$50 billion by 2028 (exports of 32.4 billion dollars in 2024). Furthermore, the designed actions aim to reinforce Türkiye's pivotal role in the global economy by enhancing economic and commercial collaboration with these countries, spanning diverse sectors from finance and cultural services to information technologies and logistics networks.

Moreover, in order to preserve and further expand our market share in countries that play a significant role in our exports, and to diversify our export destinations, the Ministry of Trade launched the Strategy to Develop Exports with Member States of the OIC in 2024. The Strategy leverages Türkiye's deep cultural and historical bonds with OIC members to strengthen economic and commercial ties.

This Strategy is built on member states which have been detected to satisfy the requirements of certain thresholds and after thorough analysis that are grouped into "Phase 1 Focus Countries". Exports to these countries are to be instrumental for increasing the share that member countries have in Türkiye's total exports from %26 in 2023 to %30 in 2028.

Furthermore, in line with the objectives of minimizing the potential impact of contraction in Türkiye's traditional markets and guiding its exporters toward alternative markets, new target countries are identified each year based on multi-factor analyses of trade, diplomacy, and macroeconomic conditions. As a result of comprehensive and objective analyses by the Ministry, 55 countries have been identified as Target Countries in Exports in 2025.

Digitalization & e-commerce

Digitalization and changing consumption patterns have reshaped global trade, markedly increasing e-commerce's share within overall retail activity. In Türkiye, e-commerce accounted for an estimated 19% of total trade and roughly 6.5% of GDP, and its weight within domestic economic activity has continued to rise.⁵

The expansion of e-commerce has created new opportunities for both firms and consumers while accelerating the evolution of business models. Enabled by digital tools, companies can reach customers beyond geographic constraints, reduce operating costs, and scale with fewer fixed investments. In parallel, data generated on digital platforms, spanning traffic, conversion, and post-sale engagement, has become integral to targeted marketing, product iteration, and inventory planning.

These shifts extend across to international trade. Alongside business-to-business (B2B) models, business-to-consumer (B2C) sales and services now play a large role in global trade. Accordingly, policy must address the entire e-export ecosystem rather than any single channel or marketplace.

Türkiye's policy approach has been to monitor these ecosystem changes closely and to design e-export measures that reflect the specific realities of digital trade. Throughout policy formulation, Türkiye engaged major stakeholders and examined in detail, the structural frictions firms encounter when entering or scaling in foreign markets: delivery times, logistics costs, return mechanisms, marketing budgets, payment systems, packaging standards, and localization processes. On that basis, a set of e-export policies were implemented with the overarching aim of positioning Turkish brands for sustainable global presence.

Emphasis has been placed on access to practical know-how, especially for smaller firms. Guidance has been developed on opening and managing online storefronts and on effective digital marketing strategies. To help exporters make more informed decisions, Türkiye published the E-Export Markets and Customs Practices Guide and, recognizing the growing role of Artificial Intelligence, prepared the Guide to ChatGPT and AI Tools in E-Export to facilitate integration of AI into export and after-sale workflows.

⁵ Republic of Türkiye, Ministry of Trade. (2025, May 6). "Türkiye'de E-Ticaretin Görünümü Raporu Yayınlandı" press release. <https://ticaret.gov.tr/duyurular/turkiyede-e-ticaretin-gorunumu-raporu-yayinlandi-06-05-2025>. (Accessed: 29 September 2025)

Türkiye now also provides information access and market intelligence through dedicated platforms. Launched on 28 August 2020, the Easy Export Platform (Kolay İhracat Platformu, KİP) provides firms with a single point of access to essential information and offers AI-enabled, data-driven market selection support. Complementing this, the Easy E-Exports Platform (E-KİP) serves as a practical tool for prospective and active e-exporters, consolidating guidance that reduce entry barriers and accelerate adoption.

In addition, Türkiye actively convenes the ecosystem to translate policy into practice. Through flagship events, such as the Istanbul Global E-Export Summit, and e-commerce-focused trade delegations, Türkiye brings senior executives from global online marketplaces together with Turkish e-commerce firms. These engagements open doors for account onboarding, integration with marketplace systems and supply-chain partners, and practical discussions on standards, compliance, and operational readiness.

Digitalization and e-commerce are now central to export development. They lower thresholds to participation, make smaller firms visible and viable abroad, and convert data into a source of competitive advantage. Türkiye's policy mix is designed to translate online momentum into durable cross-border growth so that each additional digital transaction strengthens the country's reputation as a reliable, high-quality trading partner.

PART III: DIFFERENT PHASES OF PREPARATION OF STRATEGY

1. Identification of Target Countries/Group of Countries/Sectors

1.1 Faraway Countries Strategy

In determining the countries under the Faraway Countries Strategy, first, the following were examined: key macroeconomic indicators; Türkiye's and other countries' foreign trade indicators (drawing on International Monetary Fund, World Trade Organization, International Trade Centre, and Ministry of Trade data); as well as each market's openness to trade and its geographic distance from Türkiye. Moreover, indices such as the Trade Complementarity Index and the Export Similarity Index have been utilized.

Based on analytical studies, 18 countries (the United States of America, Australia, Brazil, China, Indonesia, the Philippines, South Africa, South Korea, India, Japan, Canada, Malaysia, Mexico, Nigeria, Pakistan, Chile, Thailand, and Vietnam), have been identified under the Faraway Countries Strategy as target markets for the development of Türkiye's trade, criteria for selecting these countries are having annual imports exceeding 60 billion dollars and holding less than a 1% of our exports share in their imports. These countries accounted for 64% of the \$85 trillion global economy (according to year of 2020 data) and average a distance of 8,500 km from Türkiye.

At the stage of country selection, the countries identified on the basis of the above-mentioned concrete criteria were also positioned within the growth-share matrix through the use of the Growth-Share Matrix (BCG), which serves as a strategic decision-making model. It has also been taken into consideration that these countries are not among our traditional markets, do not serve as re-export hubs, and are not members of the EU or EFTA

The Strategy, aligned with higher-level policy documents such as the 11th Development Plan, the Medium-Term Program, and the Export Master Plan, is structured into three sections, detailed in a comprehensive report of approximately one thousand pages. (A summarized booklet of the report, and both the booklet and full report can be accessed from <https://ticaret.gov.tr/ihracat/uzak-ulkeler-stratejisi>).

Consultations were held with Commercial Counsellor/Attaché Offices, the relevant departments of the Ministry of Trade, pertinent public institutions and organizations, non-governmental organizations (NGOs), and sectoral representatives, and based on the analysis of the feedback received, a strategy document was prepared regarding the 18 identified countries.

The Faraway Countries Strategy consists of three parts. The first part primarily addresses a general assessment of Türkiye's goods exports, the objectives of the Strategy, and the methodology applied in identifying the distant countries covered by this study. It also includes evaluations regarding the growth rates and relative world market shares of the identified country markets, analyses of products with potential in Türkiye's exports to these countries, and assessments of the logistical opportunities for exports to these destinations. In addition, both the general findings obtained through consultations with various sectors concerning challenges faced in exports to the mentioned countries and the analysis of survey results conducted by the Ministry are presented. The

subsequent sections of the first part further cover an overall assessment of Türkiye's services exports, the purpose and methodology of the study from a services trade perspective, the key concepts employed in services trade, as well as the development, current state, and statistical outlook of services trade in both the world and Türkiye.

The second part of the report provides country-specific information regarding the profile, market and import structure, export-oriented sectors with potential, assessments of e-export opportunities, analysis of the firm-level survey conducted for each country, constraints encountered in exports, analysis of logistical opportunities, and services trade prospects for each of the Strategy countries.

The third and final part of the report presents the joint action plans devised to enhance Türkiye's goods and services exports to the Strategy countries, along with concrete country-specific action plans.

1.2 Strategy to Develop Exports with Member States of the Organization of Islamic Cooperation (OIC) and Target Countries in Exports

Concerning the methodology for the annual review of "Target Countries" and detecting the members of the OIC which are grouped under "Phase 1 Focus Countries", the Ministry of Trade uses a manifold of criterion: Türkiye's general foreign policy framework, bilateral relations and multilateral relations with the examined countries; relevant macroeconomic indicators such as the scale of the market in terms of its Gross Domestic Product, projections on GDP growth, total imports and the share in global imports excluding energy, demand changes, and imports from Türkiye -data of which were excerpt from International Monetary Fund, International Trade Center and the database of the Ministry of Trade-; its openness to foreign trade, its distance from Türkiye were the major criteria for qualification. Qualified countries were then analyzed by BCG using 2020-2022 import-export data. Net energy exporting countries were then analyzed separately. Consequent list of countries was then analyzed in terms of the particular tariff lines and sectors in their imports through setting country-specific thresholds. Final countries were compared with others in the particular market diversification strategies of the Ministry of Trade to ensure policy coherence. This rigorous methodological framework strengthens the credibility of policy decisions and provides a solid empirical foundation for long-term export planning.

Outcome of diligent analyses to determine Target Countries annually and the OIC members for the strategy methodological details of which provided above, highlight 55 and 21 countries respectively. Germany, Kenya, the US, Colombia, Australia, Kuwait, Azerbaijan, Libya, Bahrain, Malaysia, Bangladesh, Mexico, the UAE, Egypt, the UK, Nigeria, Bosnia and Herzegovina, Uzbekistan, Brazil, Pakistan, Algeria, Peru, Czechia, Portugal, the PRC, Romania, Indonesia, Russia, Ethiopia, Senegal, Morocco, Serbia, Cote d'Ivoire, Saudi Arabia, Philippines, Chile, France, Tanzania, Ghana, Thailand, the SAR, Tunisia, South Korea, Oman, India, Jordan, Iraq, Venezuela, Spain, Vietnam, Italy, Japan, Cambodia, Canada and Qatar were determined for 2025 Target Countries. For the OIC strategy Azerbaijan, Bangladesh, Bahrain, the UAE, Algeria, Indonesia, Morocco, Cote d'Ivoire, Qatar, Kuwait, Malaysia, Libya, Egypt, Nigeria, Uzbekistan, Pakistan, Senegal, Saudi Arabia, Tunisia, Oman and Jordan. These were grouped into "Phase 1 Focus Countries". In order to market Turkish products and facilitate trade with these countries, the Ministry of Trade organizes trade missions and international fairs within a wider framework of publicity. In addition, capacity-building initiatives, technical assistance, and digital platforms for exporters are increasingly deployed to ensure that SMEs can also benefit from these diversification policies.

2. Tools of Action Plans

Developing an effective export strategy requires right tools to translate strategic objectives into concrete and actionable measures. In Türkiye's case, this process is guided by robust action plans encompassing a wide array of complementary instruments — including trade diplomacy, business diplomacy, fairs and exhibitions and export support offices.

2.1 Trade Diplomacy

Trade diplomacy is a keystone of Türkiye's export strategy: it converts political relations into concrete commercial opportunities, reduces non-tariff barriers, and channels market intelligence from diplomatic networks into policy and firm-level action. Türkiye's approach to trade diplomacy is pragmatic, institutionally coordinated, and closely integrated with the export promotion instruments described elsewhere in this report such as Faraway Countries Strategy, OIC Strategy and Target Countries. The main pillars and working practices that make trade diplomacy an effective driver for export growth are: (i) diplomatic-commercial network, (ii) FTA network, (iii) Joint Economic Commissions and business forums, (iv) multilateral and regional engagement (v) digitalization, (vi) high-level political engagement, and (vii) public-private coordination.

2.1.1 A broad and deep diplomatic-commercial network

Türkiye leverages an extensive diplomatic footprint to support exporters. As of 2025, Türkiye maintains a strong commercial representation abroad — roughly 230 commercial counsellors and attachés deployed across 115 countries and 168 cities — embedded in embassies, consulates and trade offices. This network performs three critical functions: (i) real-time market intelligence gathering and reporting (market entry conditions, buyer lists, regulatory developments); (ii) facilitation of business contacts through B2B matchmaking, buyers' missions and trade facilitation events; and (iii) advocacy on regulatory, procedural or market access issues (certification, technical barriers, customs practices). Commercial counsellors work closely with the Ministry of Trade and exporters' organizations to translate field insights into targeted policy responses and to operationalize action plans under the Faraway Countries and OIC strategies.

2.1.2 Preferential market access through an extensive FTA network

Complementing its diplomatic presence, Türkiye has cultivated an extensive network of preferential trade agreements that enhance market access for Turkish exporters. Currently, 24 Free Trade Agreements are in force with partner countries and customs unions across Europe, Eurasia, the Middle East and North Africa. These FTAs reduce tariff costs, improve predictability for exporters, and create preferential channels for Turkish products — especially in sectors where Türkiye has competitive advantages such as automotive, machinery, textiles, and processed foods. Trade diplomacy actively supports the use and further deepening of these agreements by supervising their implementation through joint committee established under each FTA and negotiating updates where economic opportunities and strategic needs intersect.

2.1.3 Institutional mechanisms: Joint Economic Commissions and business forums

Türkiye systematically institutionalizes economic dialogue with partners through Joint Economic Commissions (JECs), bilateral trade working groups, inter-governmental protocols and business forums. JECs provide high-level political oversight, identify impediments to trade and investment, and adopt specific roadmaps for sectoral cooperation. At the same time, business forums — frequently co-organized with TİM, Foreign Economic Relations Board (DEİK) and sectoral exporters' associations — bring private-sector actors together with public officials and overseas buyers to convert political agreements into

contractual relationships. These mechanisms facilitate the fast-track resolution of regulatory obstacles (technical barriers, sanitary and phytosanitary issues), support export diversification by identifying new sectors and buyers, and create follow-up structures that monitor implementation of joint decisions.

2.1.4 Multilateral and regional engagement

Türkiye's trade diplomacy is not limited to bilateral instruments. Active participation in regional and international organizations — including the WTO, G20, the OIC, D-8, regional development bodies and multiple sectoral forums — enables Türkiye to shape rule-setting, harmonize standards, and pursue cooperative solutions for problems that transcend bilateral relations. Multilateral engagement also amplifies Türkiye's capacity to promote South–South cooperation and to coordinate capacity-building programs for partner countries, which in turn create demand and preferential entry channels for Turkish exporters (e.g., in infrastructure, construction services, and halal products).

2.1.5 Market intelligence, digital tools and coordination with export promotion

Modern trade diplomacy integrates traditional embassy reporting with data-driven tools. Türkiye's commercial network feeds qualitative intelligence into national platforms such as the Easy Export Platform (KIP) and e-KIP, ensuring that exporters receive practical, up-to-date guidance on target markets. Additionally, quarterly reporting cycles and sectoral debriefings held between commercial counsellors, the Ministry and exporters' associations turn intelligence into actionable short-term measures (buyers' missions, trade delegations, training modules) and medium-term policy responses (tariff negotiations, technical cooperation).

2.1.6 Strategic use of high-level visits and political instruments

High-level political engagement — state visits, ministerial delegations and presidential diplomacy — is systematically pooled with trade objectives. Trade diplomacy ensures that political opening is followed by concrete commercial deliverables: joint roadmaps, memorandum of understandings, procurement opportunities and organized buyer–seller events. These high-profile interactions often catalyze faster market entry for Turkish firms and support large-scale projects in construction, energy, and defense industries.

2.1.7 Capacity building and public–private coordination

Türkiye recognizes that trade diplomacy works best when the private sector is prepared to seize opportunities. Accordingly, the Ministry of Trade coordinates capacity-building programs (including sector-specific trainings, technical assistance and quality infrastructure support) with commercial counsellors and with exporters' associations. Public–private coordination platforms — where TİM, chambers, DEİK and sectoral associations participate — ensure that trade diplomacy is demand-driven and that the needs of SMEs are included in action plans.

Consequently, trade diplomacy is woven into Türkiye's export strategy as both a preventive and promotive tool: it prevents market failures and delays (by resolving regulatory and procedural barriers) and promotes market expansion (by mobilizing preferences, buyers and political visibility). The combination of an extensive FTA portfolio (24 FTAs in force), a large commercial representation abroad (approx. 230 counsellors/attachés in 115 countries and 168 cities), institutional mechanisms (JECs and business forums), and active multilateral engagement makes Türkiye's trade diplomacy a versatile instrument to operationalize the Faraway Countries, OIC and Target Countries strategies. Going forward, strengthening feedback loops between field missions, digital platforms and the Export Academy will further enhance the speed and effectiveness with which diplomatic initiatives convert into export contracts and sustainable market presence.

2.2 Business Diplomacy

2.2.1 Türkiye Exporters Assembly and Exporters' Associations

Exporters' Associations are professional organizations established pursuant to Law No. 5910 on the Establishment and Duties of the Türkiye Exporters Assembly (TİM) and Exporters' Associations. These professional organizations possess separate legal personality and operate with a special budget. The primary objective of these organizations is to increase exports and ensure that foreign trade develops in line with the interests of the country. These structures enable exporters to organize on a sectoral basis and contribute to the effective implementation of foreign trade policies.

Exporters' Associations are established, upon application to the TİM by at least seventy-five exporters operating in the same sector, whose average annual

exports over the past two calendar years amount to no less than 100 million USD in agricultural sectors and 200 million USD in industrial and mining sectors, provided that such exports exceed twenty percent of the relevant sector's average annual exports for the same period. Associations are founded based on TİM's proposal and with the approval of the Ministry.

As of today, there are 61 Exporters' Associations operating across 27 sectors, in 11 provinces, under 14 General Secretariats throughout Türkiye. Of these, 57 operate on a sectoral basis, while 4 operate on a regional basis (Western Mediterranean Exporters' Association – Antalya, Denizli Exporters' Association – Denizli, Eastern Black Sea Exporters' Association – Trabzon, Eastern Anatolian Exporters' Association – Erzurum).

The duties of the Exporters' Associations include: conducting studies on foreign trade and overseas services; protecting and promoting the interests of their members before public institutions, non-governmental organizations, and national and international bodies, pursuant to national interests; fostering professional ethics and solidarity among exporters; providing assistance to existing educational institutions related to their sector, pioneering the establishment of new ones, and contributing to them (subject to TİM's opinion and the Ministry's approval); establishing or participating in foundations to achieve their goals and duties; within the bounds of budget, buying goods and services, have such done, selling, hiring, establishing and releasing lien and mortgage if required, establishing companies, societies, institutions and enterprises related with its field of activity in order to render common services, participating in already established ones when required; supporting their members in laboratories, testing, inspection, and certification issues; organizing or participating in fairs, exhibitions, and promotional activities; issuing and/or certifying TIR carnets, ATA, A.TR and EUR.1 certificates for circulation of goods, certificates of origin and EAN-UCC barcode transactions, declarations, certificates and similar documents for the international trading of goods and services.

As for the revenues of the Associations, they consist of entrance fees, annual contributions, proportional contributions, and other income. With these revenues, Exporters' Associations organize general and sectoral trade delegations, buyer delegations, fairs, exhibitions, and other overseas promotional events; hold seminars, workshops, and conferences on foreign trade; provide laboratory, testing, inspection, and certification services to their members; implement projects aimed at enhancing international competitiveness; organize events such as R&D Project Markets and design

competitions to promote innovation-oriented production and marketing by bringing together national and international actors; support their members' participation in such activities, thereby contributing to the development of a culture of high value-added production, design, and innovation, and raising public awareness in this regard; convey the problems faced by exporters to public institutions and organizations on a sectoral basis; provide assistance educational institutions to meet the qualified human resource needs of the sector; and contribute to the national economy through all these activities and initiatives.

Furthermore, exporters are legally required to become members of the Exporters' Association closest to the registered head office or branch address in the sector of the goods they export, and to pay the contributions specified by law. Where more than one Association exists in the same field, it is sufficient for exporters to be members of only one; in such cases, Associations are obliged to process export-related transactions of members of other Associations as well.

The governing bodies of the Associations are: the General Assembly, the Board of Directors, the Supervisory Board, and the General Secretariat.

With regard to the TİM, the umbrella organization of Exporters' Associations, was established in 1993 to ensure coordination and solidarity among exporters' associations, to represent exporters at the highest level both domestically and abroad, to develop policy recommendations, and to guide sectoral initiatives. Its other duties include: under the coordination of the Ministry, establishing councils, boards, and trade centers to develop foreign trade and investment opportunities; assisting existing educational institutions related to foreign trade (with the Ministry's approval), supporting the establishment of new ones and providing assistance to them; establishing and developing relations with international organizations to protect the professional interests of its members within the framework of national interests; with the Ministry's approval and within budgetary limits, establishing or participating in foundations, companies, societies, institutions and enterprises to fulfil its objectives; ensuring coordination of the activities of foundations, companies, societies, institutions and enterprises affiliated with the Associations; providing opinions to the Ministry on participation in fairs and exhibitions to be held domestically and abroad, and coordinating such events; supporting projects and activities for the promotion of Turkish goods abroad; contributing to efforts to improve logistics opportunities in foreign trade; establishing, operating, and participating in logistics centers domestically and abroad with the Ministry's approval; and carrying out other tasks related to foreign trade as assigned by the Ministry.

TİM's governing bodies are: the General Assembly, the Board of Directors, the Supervisory Board, and the General Secretariat.

As for the revenues of TİM's revenues, they derive from contributions of Exporters Associations equal to eight percent of the revenues those Associations obtained in the preceding calendar year.

Through this structure, TİM and the Exporters' Associations play a strategic role in strengthening Türkiye's presence in global markets. Their joint efforts support the transition to value-added exports, enhance the competitiveness of Turkish companies, and make a significant contribution to sustainable economic growth. Beyond serving as an administrative authority, TİM and the Exporters' Associations act as strategic stakeholders contributing to Türkiye's economic development by broadening the exporter base, empowering exporters, and fostering sustainable growth in foreign trade. As regards to The Ministry of Trade, it is in a position to administratively and financially supervise, direct and coordinate the activities of TİM and the Exporters' Associations, as well as the foundations, companies, institutions and enterprises they have established, and carries out work in close and continuous cooperation with these professional organizations.

2.2.2 Foreign Economic Relations Board (DEİK)

The Foreign Economic Relations Board of Türkiye (DEİK) is one of the cornerstone institutions supporting Türkiye's trade and investment diplomacy. Established in 1985, DEİK serves as one of the main platforms for private-sector engagement in foreign economic relations. Its mission is to strengthen Türkiye's position in global markets by fostering partnerships between Turkish and foreign business communities.

DEİK functions through an extensive network of Business Councils—currently exceeding 150—covering nearly all of Türkiye's trade and investment partner countries and regions. Each Business Council provides a structured channel for dialogue between private-sector representatives, government officials, and international counterparts. These councils organize bilateral business forums, trade missions, and sectoral meetings, which contribute directly to identifying market opportunities and removing trade barriers.

The organization's activities are guided by strategic priorities aligned with Türkiye's national export and investment strategies. DEİK plays an instrumental role in complementing official trade diplomacy by facilitating B2B contacts, supporting the implementation of Joint Economic Commission decisions, and coordinating private-sector input for intergovernmental negotiations. Furthermore, it supports the organization of high-level visits and forums that enhance the visibility of Turkish businesses abroad and promote long-term commercial partnerships.

In recent years, DEİK has expanded its digital outreach and thematic focus areas. It increasingly prioritizes sustainable and high-technology sectors, entrepreneurship, and regional integration among OIC and developing countries. The institution's close cooperation with TİM the Union of Chambers and Commodity Exchanges (TOBB), and sectoral associations ensures a unified voice of the private sector in Türkiye's global economic engagement.

2.3. Fairs and Exhibitions

Trade Fairs are one of the most promising economic tools that enable companies to establish new business relationships with domestic or foreign visitors, improve existing relationships, follow sector trends, gather information about competitors, showcase themselves and secure a place in the industry, and communicate face-to-face with suppliers and buyers. In this way, fairs contribute to increasing exports and the development of the economy.

Additionally, strengthening corporate identity, reinforcing visual identity, gaining prestige, acquiring new customers, having the opportunity to directly present products to counterparts, establishing business connections, conducting market research, gaining information about the sector, making sales, monitoring competitors, exploring partnership opportunities, promoting the company in the media, and finding new distributors are among the positive outcomes that companies can achieve by participating in trade fairs.

Trade fairs assist companies in presenting themselves, creating an image through distinguishing factors such as staff quality, booth design, and product presentation. These fairs also allow companies to meet numerous potential buyers and suppliers, establish a foothold in the industry, improve themselves by observing competitors, align with global trends.

In addition, compared to other channels, trade fairs provide companies the opportunity to reach potential customers and a large number of buyers with a more reasonable amount of effort and cost. They offer businesses an environment where they can influence visitors in a short time and respond quickly to their needs.

Moreover, international fairs are high-potential events where participants and visitors from different countries and continents meet, allowing participants to showcase their products and services to both domestic and foreign visitors. These fairs play a vital role in foreign trade.

Also, visitors play a crucial role at fairs, just like the exhibitors. Fairs provide visitors with the chance to explore a wide range of products related to their interests and stay updated on the latest industry innovations. By attending fairs, visitors can meet and assess multiple suppliers in one place while keeping costs low. Fairs are important for visitors as they allow them to gather information about companies and products, compare different options, and evaluate key factors such as quality, price, design, and customer service.

In addition, the provision of necessary materials for the fair, accommodation, transportation, food and beverage services related to the fairs, as well as tourism activities of the fair visitors and participants, provide economic benefits to the region where the fair takes place.

During the period when fairs are held, they contribute to employment in sectors such as tourism, booth setup, and accommodation, and indirectly benefit the economy. In addition to their economic contributions to the region where they are held, fairs also provide additional benefits such as educating the public, offering cultural information, providing knowledge about the fair itself, promoting global and cultural integration, and enhancing the country's promotion.

In 2024, trade fairs attracted globally 318 million visitors and nearly 5 million participants from 180 countries; with an average spending of 32,100 Euros per participant, total expenditures related to fairs amounted to 150 billion Euros. The fairs created employment for 1.8 million people and generated a direct GDP impact of 87.5 billion Euros. With a direct GDP impact of 87.5 billion Euros, the exhibition industry ranks as the 78th largest economic sector internationally.

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Within this framework, the following actions are undertaken by Ministry of Trade:

- Participation of our companies in international trade fairs is encouraged.
- The principles regarding the organization of trade fairs abroad are established.
- Promotional activities aimed at enhancing goods exports, strengthening the perception of Turkish products in international markets, and diversifying our export markets are carried out.
- In this context, world EXPOs, trade fairs, advertising campaigns, and similar activities are organized.
- Promotional activities related to other relevant institutions and organizations are monitored and coordinated.
- Domestic trade fairs are regulated.
- Efforts are made to build brand value for domestic trade fairs.
- Work is undertaken to position domestic trade fairs as central hubs for international participants and visitors.
- Domestic trade fairs are promoted abroad in collaboration with our commercial representatives.
- The implementation of activities such as seminars, conferences, video walls, digital and visual promotional tools, trend zones, fashion shows, press conferences, advertisements, social media campaigns, and business meetings by domestic and international fair organizers is encouraged and coordinated.
- Organizers are informed about the benefits of virtual trade fairs.

In this way, Türkiye's international competitiveness in the trade fair sector will be enhanced, participant and visitor satisfaction will be ensured, and the global impact of the fairs will be increased.

Enhancing the promotion of international trade fairs, strengthening digitalization and technological infrastructure, expanding the implementation of sustainability practices, and modernizing fairgrounds are key steps that will reinforce the alignment of the trade fair sector with international standards.

Trade fair organizations and participation in these events offer significant opportunities not only for economic growth but also for expanding the country's trade volume, fostering international cooperation, and enhancing visibility on the global stage.

2.4. Trade Delegations and Buyers' Mission Programs

In coordination with Ministry of Trade, trade delegations and trade fair programs are organized with the aim of increasing Türkiye's exports to potential market countries and promoting export products.

The tools used within this framework can be listed as General Trade Delegations, VIP Buyers Mission Programs, Sectoral Trade Delegations, and Sectoral Buying Delegations.

2.4.1 General Trade Delegations:

With general trade delegations, the objectives are to increase exports to potential market countries, promote export products, find new markets for export products, protect and increase market share in existing markets, as well as to exhibit Turkish export products in the target country market and enhance export potential. Additionally, the goal is to contribute to the international reputation of the "Türkiye" brand. On the other hand, the Ministry aims to enable exporters to meet directly with their counterparts in the target country market and to have the opportunity to observe on-site by evaluating cooperation opportunities, thus developing Türkiye's bilateral relations.

For these purposes, within the framework of general trade delegations organized by the Ministry in coordination with the Exporters' Associations, the following promotional activities are carried out to ensure the delegation's success:

- Organizing seminars, business dinners, and receptions to introduce Türkiye's foreign trade, economic structure, and investment opportunities to the business community of the target country.
- Organizing one-on-one business meetings where businesspeople can discuss trade and investment matters with their counterparts.
- Preparing promotional materials such as catalogs and promotional items to introduce the delegation and Türkiye.
- Promoting the delegation programs both domestically and internationally, especially through the media, to make the programs more effective.

General trade delegations involve companies from various sectors such as food, machinery, electronics, textiles, cosmetics, furniture, chemicals, mining, and jewellery.

2.4.2 VIP Buyers Mission Programs:

In addition to trade delegations, export growth and promotion of export products are also achieved through buyers mission programs. These programs, which are aimed at retail chains and large wholesalers in potential market countries, are coordinated by the Ministry and organized by the Türkiye Exporters Assembly (TİM) and/or Exporters' Associations.

Within this framework, foreign buyers are brought to Türkiye, and B2B meetings between these buyers and exporting firms are facilitated. Buyers Mission Programs are organized by contacting foreign companies that meet certain criteria, such as turnover and import capacity, and have export potential. These delegations provide opportunities for business meetings as well as visits to factories, facilities, and showrooms.

In recent years, the Ministry has organized many VIP Buyers Mission Programs for foreign retail chains or large wholesalers from different countries. Over the past decade, 147 number of programs have been conducted, ensuring that major importers visit our country, establish business connections with Turkish companies, and easily participate in B2B's with exporters.

In line with our Ministry's strategies, particularly for "Far Away Countries Strategy", "Strategy to Develop Exports with Member States of the Organization of Islamic Cooperation (OIC)" VIP Buyers Mission Programs will continue to play an important role in increasing Türkiye's exports.

2.5. Foreign Trade Training Seminars

Since 2011, the Ministry of Trade has been organizing Foreign Trade Training Seminar in person, with the aim of informing business communities nationwide about topics within the Ministry's mandate. To date, these seminars have been held across all provinces, in collaboration with sectoral partner organizations, reaching a total of more than 120 thousand participants.

In response to the COVID 19 pandemic and the consequent need for safety measures, the seminars that were originally conducted in-person transitioned to an online format, enabling continuity in digital delivery. Subsequently, the seminars have continued in both online and in-person formats, ensuring nationwide accessibility and equal opportunities for participation regardless of location. This blended approach allows the Ministry and its partner institutions to reach business communities across Türkiye more effectively, while accommodating the specific requirements of local business communities and remaining responsive to regional dynamics and priorities.

In these seminars, the topic of disruptive trade practices has also been introduced, with a strong focus on digital transformation and the green transition, alongside a broad set of themes relevant to exporters. The program content is structured to strengthen participants' understanding of international trade developments, provide practical knowledge on evolving global frameworks, and enhance their capacity to adapt to emerging challenges and opportunities. Within this scope, topics such as customs regulations and product safety legislation have also been addressed, ensuring that participants are equipped with both strategic perspectives and essential technical knowledge. In the past year alone, more than 28,800 exporters have benefited from these programs, gaining valuable insights and capabilities across the full spectrum of foreign trade.

2.6. On-Campus Foreign Trade Trainings

In parallel, the Ministry launched the “On-Campus Foreign Trade Trainings” program, designed to engage university students early in their careers and harness their dynamic energy for Türkiye’s trade ecosystem. These on-campus sessions aim to raise young talents’ awareness of international trade, present clear pathways into the export sector, and enable them to envision themselves as active contributors to Türkiye’s global trade expansion. By bringing the Ministry’s insights directly into academic environments, this initiative cultivates a new generation of well-informed, motivated participants who can help drive future competitiveness and innovation in our foreign trade landscape.

Besides education, the program also offers networking opportunities for students, teachers, and trade professionals. These connections help share ideas, build mentorship, and create a strong trade community. The Ministry hopes that

these early experiences will inspire students to stay involved in Türkiye's export sector and help the country succeed in global markets.

2.7. Export Support Offices

Export Support Offices continue to play a vital advisory role for local entrepreneurs and exporters. With a network of 81 offices across 61 cities, these centers facilitate access to export-related processes and provide hands-on guidance at every stage of the trade cycle. Staffed by locally assigned professionals who act as direct liaison points for businesses, the offices ensure that exporters receive timely and practical support close to their operational base.

Functioning as gateways to Türkiye's export ecosystem, these offices deliver accessible support- ranging from identifying target markets to navigating regulatory requirements- that helps businesses leverage new opportunities and strengthen their competitiveness in global markets.

2.8. Export Academy

Since 2011, the Ministry of Trade has implemented comprehensive training activities such as Foreign Trade Training Seminar and On-Campus Foreign Trade Trainings, ensuring that business communities, entrepreneurs, and students gain structured knowledge on export procedures and trade dynamics. Building on the achievements of these initiatives, the Ministry advanced its vision with the establishment of the Export Academy, in cooperation with the Council of Higher Education. The Academy represents a natural progression of existing capacity-building efforts, institutionalizing them into a sustainable framework that aims to cultivate well-qualified human resources for Türkiye's export sector. Designed as an inclusive platform, the Export Academy is accessible to all citizens and enterprises seeking to strengthen their skills, with a focus on ensuring broad outreach and nationwide participation.

The establishment of the Export Academy represents a decisive step in institutionalizing Türkiye's trade-related capacity-building efforts. Conceived as a structured and sustainable educational platform, the Academy is designed to cultivate a new generation of export professionals who are not only well-versed in trade theory but also capable of applying their knowledge directly in real-world business contexts. It bridges the gap between academic instruction and

practical expertise, ensuring that Türkiye's human capital—the nation's most valuable asset—continues to grow in both quality and competitiveness.

A defining feature of the Export Academy is the strength of its faculty. The program draws on the expertise of senior specialists, experienced practitioners from key export-oriented sectors, and distinguished professors from Türkiye's leading universities. This diverse composition ensures that participants benefit from policy-level insights, sectoral experience, and academic rigor in equal measure.

The Academy's design reflects the principle that knowledge must not remain abstract but be directly translatable into workplace practice. Courses are structured around the question: "How does this knowledge appear in professional life, and how can I use it effectively?" This approach shifts the emphasis from rote learning to applied understanding, enabling participants to internalize how trade rules and procedures in daily business operations.

The curriculum has been carefully prepared to cover the entire spectrum of the export process—from market research and product adaptation to twin transition regulations. Importantly, the courses place significant emphasis on practical case studies, simulations, and interactive workshops, which mirror real-world trade challenges and decision-making scenarios.

In terms of structure, the program consists of 60 to 90 hours of instruction, delivered in modular form. It is long enough to provide in-depth exposure to essential trade competencies, yet concise enough to allow participants to complete the training alongside their professional or academic commitments. Upon successful completion of the program, participants are awarded formal certification, which enhances their employability and provides recognition of their competence within both domestic and international contexts. Its inclusive design, open to entrepreneurs, SMEs, mSMEs, students, and professionals from all sectors, ensures that its impact is both broad and deep.

As part of the Export Academy's commitment to addressing the diverse and evolving needs of Türkiye's exporters, a variety of modular training programs have been developed to complement the core curriculum. Among these, the e-export (electronic export) module stands out as a key area of focus, reflecting the growing importance of digital trade in the global economy. This specialized module is designed to equip participants with the necessary skills and knowledge to effectively conduct cross-border e-commerce, access international online

marketplaces, and manage the digital aspects of exporting. Training topics include setting up and managing e-commerce platforms, compliance with cross-border digital trade regulations, digital marketing strategies for global reach, customer service in international e-commerce, and the integration of logistics and payment systems tailored for online transactions.

Beyond e-export, the modular structure of the Academy allows for the inclusion of other high-demand topics that address specific challenges and opportunities in today's trade environment. These include training on sustainable trade practices, the circular economy, export risk management, sector-specific export strategies, and country- or region-focused market entry modules. The modular design offers flexibility and enables participants to tailor their learning experience to align with their business goals, industry focus, and level of experience.

By offering these specialized modules, the Export Academy not only enhances the depth and relevance of its training programs but also reinforces its role as a dynamic learning platform capable of adapting to global trade trends. This approach ensures that Türkiye's current and future exporters are not only proficient in traditional export practices but are also agile, forward-thinking professionals capable of competing in a fast-changing digital and sustainability-driven global trade environment.

To further advance the development of qualified human resource in the export sector, the Export Academy was established in collaboration with universities in the respective cities. Launched in March 2025, the initiative began with pilot programs in two of Türkiye's major industrial centers—Istanbul and Ankara. This pioneering initiative is designed to cultivate a new generation of trade professionals through a forward-looking curriculum that stays ahead of global trends.

In pursuit of sustainable exports, greater international competitiveness, and a more skilled and resilient workforce, training and capacity-building efforts have reached a new milestone through the Export Academy. Building on this foundation, we are actively working to expand the Export Academy program to additional cities across the country, in close cooperation with local universities and stakeholders. As part of this expansion, new cohorts are scheduled to commence in 2025 in four further manufacturing hubs—Kayseri, Kocaeli, Gaziantep and Konya—thereby strengthening the regional diversity and outreach of the Academy. Beyond these initial locations, the program is also designed with

a scalable model, allowing for progressive extension to other provinces in the coming years, ensuring nationwide accessibility and long-term sustainability.

2.9 Easy Export Platform and Easy Export Platform for E-commerce

The Easy Exports Platform (KIP) went live on 28 August 2020. It allows any entrepreneur with export ambitions to find all the information they need in one place and, through an advanced technology stack that includes AI, provides digital advisory support to help firms identify target markets. The platform brings a wide range of exporter-oriented resources together in a user-friendly hub and uses tools such as machine learning to offer free guidance on market selection.

By processing large datasets with machine learning, KIP generates target-market recommendations for entrepreneurs and has gained attention at home and abroad. The World Economic Forum's report "Trade in the Fourth Industrial Revolution," published in December 2020, highlighted the platform as an example of AI-based technology that delivers tailored market suggestions. KIP represents Türkiye in digital export solutions and has been featured in national and international media as the first public application to use AI for market modelling.

KIP was also presented at the 80th session of the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) and has been showcased at many national and international events. While KIP provides detailed, comprehensive information on conventional exports, a new platform under the "Digital Transformation in Trade" heading of the Century of Türkiye Vision was designed to meet the information needs of e-exports. The Easy Exports Platform for E-Commerce (E-KIP) offers marketplace suggestions and access to core information and training content for entrepreneurs aiming to engage in e-exports. It is integrated with KIP and is available through the same website.

Rapid digital transformation and the global growth of e-commerce are creating new opportunities for Turkish firms. The COVID-19 pandemic accelerated shifts in consumer behavior, and e-commerce has become a strong alternative to traditional models. In this environment, it is clear that both B2B and B2C e-commerce models require focused work.

In Türkiye, awareness of e-commerce remains modest, the pool of entrepreneurs is limited, and sectoral development is still at an early stage. Enabling Turkish firms to play a more active role in e-exports and raising awareness have been identified as priorities. In line with these needs, the Ministry set out to launch

the Easy Exports Platform for E-Commerce (E-KIP) on the same website as KIP, bringing together all essential information on e-exports and guiding firms as our e-export policies are implemented.

The project began in January 2024 and has two phases. Phase one of E-KIP went live on 22 August 2024, and phase two was completed in February 2025, making all content available. The platform has 12 core modules and can be accessed at www.kolayihracat.gov.tr. Each module focuses on a different aspect of e-exports to deliver a coherent, streamlined digital experience.

- Smart E-Exports Bot
- Expert Intelligence (chatbot)
- Markets/Marketplace Module
- Step-by-Step E-Exports Module
- Digital Marketing Module
- Training Module
- Supporting modules: Company Registration, User Dashboard, and Contact

A core building block, the Smart E-Exports Bot analyses data from about 20 international marketplaces to show where and under what conditions products can be exported. This lets users make data-driven decisions using inputs such as competition, price, keywords, and consumer reviews. The integrated Expert Intelligence chatbot provides around-the-clock support with instant information on e-export processes and government support schemes.

The Markets module supplies information for 24 target countries, including demographics, consumer habits, social media usage, and event calendars, helping users shape localization strategies. The Step-by-Step E-Exports module guides users through the entire process in a simplified structure. The Digital Marketing module covers the key steps from content creation to campaign planning.

The Training module offers an interactive learning path with content across roughly 200 topics, including more than 90 videos, over 70 infographics, and more than 200 slides. The Professional Solution Partners module helps users find the right service providers by country, and the Events Calendar module highlights country-specific shopping days, trade fairs, and trade missions.

In addition, the Sectors module provides global and country-level information on 13 priority sectors. Company Registration, the User Dashboard, and the Contact module round out a cohesive user experience. With its AI-based, modular, and

dynamic design, E-KIP is an innovative public platform that provides firms with free and sustainable digital advisory services in the era of digital transformation.

The platform stands out as an innovative digital service at a time when the public sector is pursuing ambitious digital goals. All features are free of charge and open to anyone who needs access to reliable information. Since launch until September 2025, the platform has recorded 120,000 views, and more than 16,000 users actively use it.

By offering comprehensive and free information, E-KIP provides an alternative to high-cost consulting and data services, strengthens the public's connection with citizens and raises awareness of e-exports. From a management perspective, the platform enables more data-driven analysis and monitoring. It reinforces the quality and efficiency of public services through digital transformation strategies.

In sum, the project delivers significant progress toward public-sector digitalization and strengthens data-driven decision-making, especially in the policy process. Its AI-based solutions, real-time analytics, and comprehensive knowledge base provide rapid, strategic feedback and create monitoring and evaluation capacity beyond traditional methods.

From a digital transformation standpoint, E-KIP simplifies e-exports online, shortens the time it takes to access information, and improves operational efficiency by offering one-stop access. With its user-friendly design, up-to-date and verified content, and AI-enabled bot and analytics tools, E-KIP makes e-exports more accessible, helps broaden the exporter base, and strengthens Türkiye's digital trade capacity.

The platform is available at www.kolayihracat.gov.tr

3. Implementation and Assessment

3.1 Faraway Countries Strategy

Based on the findings in the strategy along with stakeholder consultations and firm surveys, 328 actions in diverse fields including finance, standardization, logistics, promotion, and diplomacy have been devised to realize the high export potential towards these 18 distant countries. While some of these actions are joint actions prepared for the target countries under the Strategy, there are also action plans prepared on a country-specific basis. Implementation of these

actions is monitored quarterly under the coordination of the Ministry of Trade, with participation from all responsible and relevant public/private institutions.

The Action Plan, which constitutes the final part of the Strategy, identifies the responsible and relevant institutions for each action. From among these institutions, one or more responsible bodies for each action have been designated by the Ministry, acting as the secretariat of the Action Plan, in order to ensure the monitoring and evaluation of actions, as well as their updating and revision in light of internal and external developments. Where deemed appropriate, notifications are also shared with the aforementioned responsible institutions and organizations, including the Ministry, as well as with the relevant departments within the Ministry.

To ensure ownership of the Strategy by all responsible and relevant institutions and organizations, the Faraway Countries Strategy Coordination Board has been established, with its secretariat provided by the Ministry. The Board is responsible for overseeing the implementation of the Faraway Countries Strategy Action Plan and carrying out necessary revisions.

Within this framework, the designated responsible units for each Action are required to submit quarterly progress information to the Secretariat, as well as annual summaries of implementation at year-end. Furthermore, at the conclusion of each monitoring period (end of the 12th month), the Action Plan may be updated, if deemed necessary, based on the Annual Evaluation Report.

3.2 Strategy to Develop Exports with Member States of the Organization of Islamic Cooperation (OIC)

In the preparation of the “Strategy to Develop Exports with Member States of the OIC Action Plan” the Ministry of Trade continues to engage with stakeholders and other government institutions which are asked of to propose their respective action proposals to be fulfilled during the course of the strategy.

In line with the action plan studies under the scope of the OIC strategy, the Ministry of Trade has consolidated annual, concrete, result-oriented, and practical action proposals for “Phase 1 Focus Countries”. These proposals were formulated by the relevant branches of the Ministry, as well as key stakeholders. Stakeholders with whom the Ministry of Trade has engaged in discussions and through meetings include different branches of the government such ministries, independent bodies, and non-governmental institutions which together represent the majority of the private sector in Türkiye. Governmental and

independent bodies with which the Ministry of Trade has engaged as stakeholders include the Ministry of Transportation and Infrastructure for transportation and logistics issues; Turkish Standards Institution and Halal Accreditation Agency for technical requirements for market access in the halal market; and NGOs which include Türkiye Exporters Assembly, the Union of Chambers and Commodity Exchanges of Türkiye, Foreign Economic Relations Board representing the majority of real sector in Türkiye along with Service Exporters Association, and Türk Eximbank.

The consolidated final document, realizations of the actions within which are to be reviewed twice each year in coordination with public stakeholders and non-governmental institutions (NGOs) until 2028 includes a variety of tools designed for export promotion such as those concerning halal products and services trade with the OIC strategy countries, enhancing cooperation in the field of e-commerce and ensuring mutual access to digital market opportunities; and facilitating sector-specific market entry initiatives for Turkish exporters.

This participatory approach ensures inclusiveness, increases ownership among stakeholders, and allows continuous fine-tuning of the strategy in response to dynamic global conditions. In that sense, market diversification strategies developed by the Ministry of Trade thereby ensures rigorous follow-up, accountability and continuous input by different stakeholders throughout their duration.

3.3 Target Countries in Exports

In terms of implementation, the Ministry of Trade engages in consultation in determining “Target Countries” for which stakeholders raise individual or collective concerns, requests or comments.

PART IV: CHALLENGES AND THE WAY FORWARD

The Faraway Countries Strategy, the Strategy to Develop Exports with Member States of the OIC, and the Target Countries in Exports framework together form the backbone of Türkiye’s export diversification efforts. While these initiatives are mutually reinforcing and largely coherent, the implementation process is not without challenges.

First, overlaps in country coverage and activity design occasionally emerge, reflecting the fact that each strategy is driven by distinct but complementary

rationales. The Faraway Countries Strategy emphasizes geographical diversification into distant yet high-potential markets, while the OIC Export Strategy builds upon cultural and historical bonds to deepen commercial ties, and the Target Countries list provides an annually updated, pragmatic guide to focus implementation. Ensuring that these three layers of prioritization operate in a fully complementary manner requires continuous institutional coordination and communication.

Second, operational challenges arise in aligning the actions of multiple stakeholders. Exporters, business associations, trade and industry chambers, overseas commercial counselors, and public institutions all play central roles. Establishing efficient feedback channels among these actors is critical to capture market intelligence, monitor implementation outcomes, and update measures in line with evolving needs. In this respect, timely reporting, systematic data collection, and regular evaluation mechanisms are essential to enhance policy responsiveness.

Third, the external environment poses significant risks that are beyond the immediate control of national strategies. Global economic policies, ongoing trade wars and protectionist measures, fluctuations in energy and commodity prices, supply chain disruptions, and the effects of international sanctions or embargoes create an uncertain and volatile backdrop. These external shocks can affect the cost structure of exports, market access conditions, and the competitiveness of Turkish products abroad.

In response, flexibility and adaptability are embedded in the design of all three strategies. The Target Countries list is updated annually, allowing for realignment with global and regional dynamics. The OIC and Faraway Countries strategies also include provisions for periodic revision of actions. Moreover, a risk management framework is in place, incorporating regular monitoring of external risks, scenario analysis, and flexible action planning. This ensures that corrective measures can be taken in a timely manner in close coordination with stakeholders.

Looking forward, sustaining coherence across the strategies, maintaining stakeholder engagement, and reinforcing monitoring and evaluation capacities will be central to their effectiveness. By building on institutional learning and retaining flexibility, Türkiye's export diversification policies can continue to adapt to global uncertainties while steadily expanding the country's commercial footprint in both traditional and new markets.