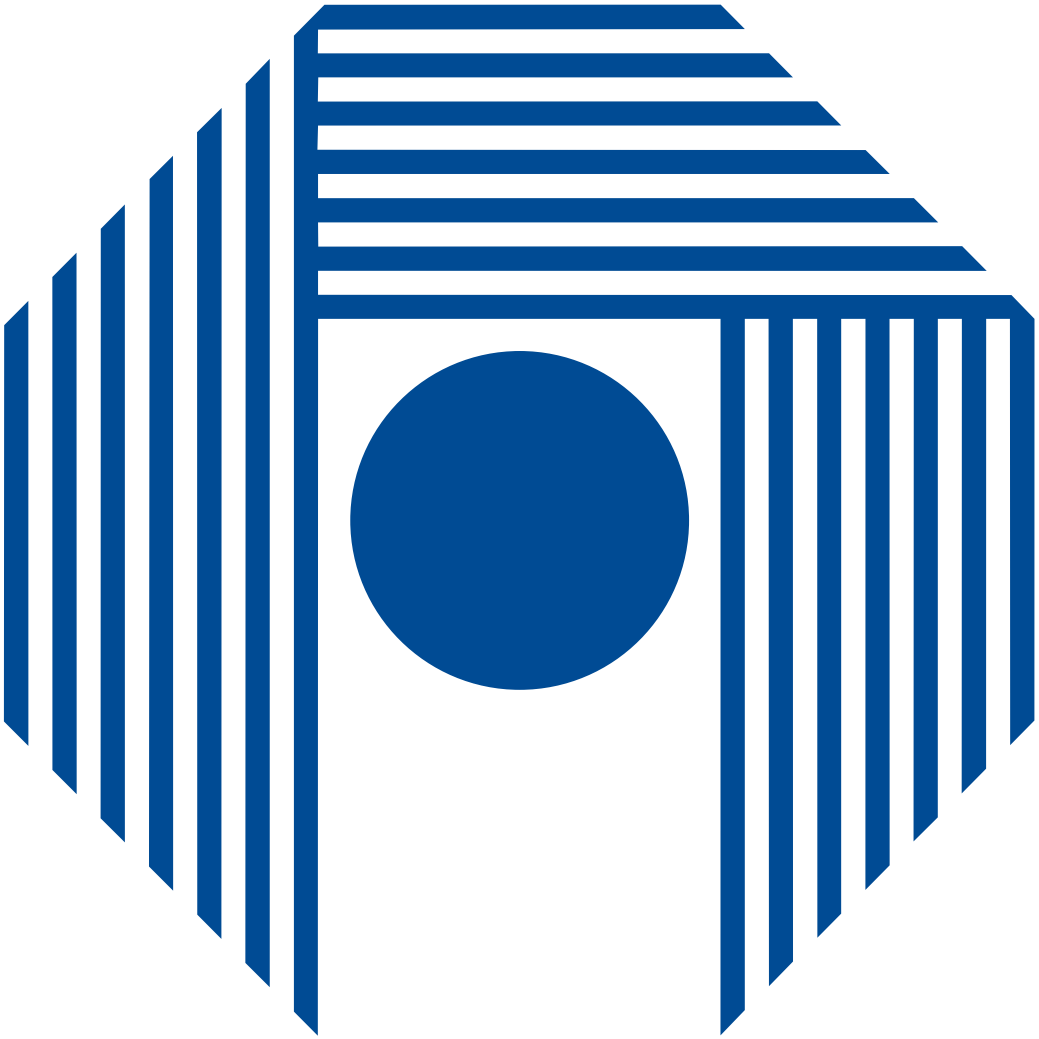
WORLD OF nurol

36 ISSUE

Nurol Holding Solidifies Its Leadership in the Defense Industry with Full Ownership of FNSS

Sheraton Ankara and Lugal Ankara Stand Out with Their Commitment to Sustainable Tourism





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CONTENTS



s.08

Sustainability and Social Responsibility News

We create value for the future with our steps in sustainability and social responsibility.



s.24

Quality Practices

Quality workshops focused on digitalization, artificial intelligence, and sustainability were held.



s.26

Mining News

Tümad was honored with a Gold Medal Award by the EBRD.

s.06

Message From the President

With each new edition, I take great pleasure in sharing the achievements we have reached as Nurol Holding, along with our future goals.



s.28

Defense Industry News

Nurol Holding Solidifies Its Leadership in the Defense Industry with Full Ownership of FNSS.



s.42

Construction News

Nurol Construction has been listed in the ENR 2023 rankings.



s.48

Tourism and Hospitality News

Sheraton Ankara was featured in L'Officiel magazine's "Indulgent Rooms" series.



s.57

Aviation News

EBACE and Istanbul Air Show: Strategic Steps in the Aviation Industry

36. ISSUE



s.58

News From Oasis Bodrum

Traditional Oasis Bodrum April 23rd Children's Festival



s.60

Corporate Updates

Compliance Project



s.70

One of Us

Elif Özer - Human Resources, Corporate Communications, and Sustainability Group President



s.74

Art Calender

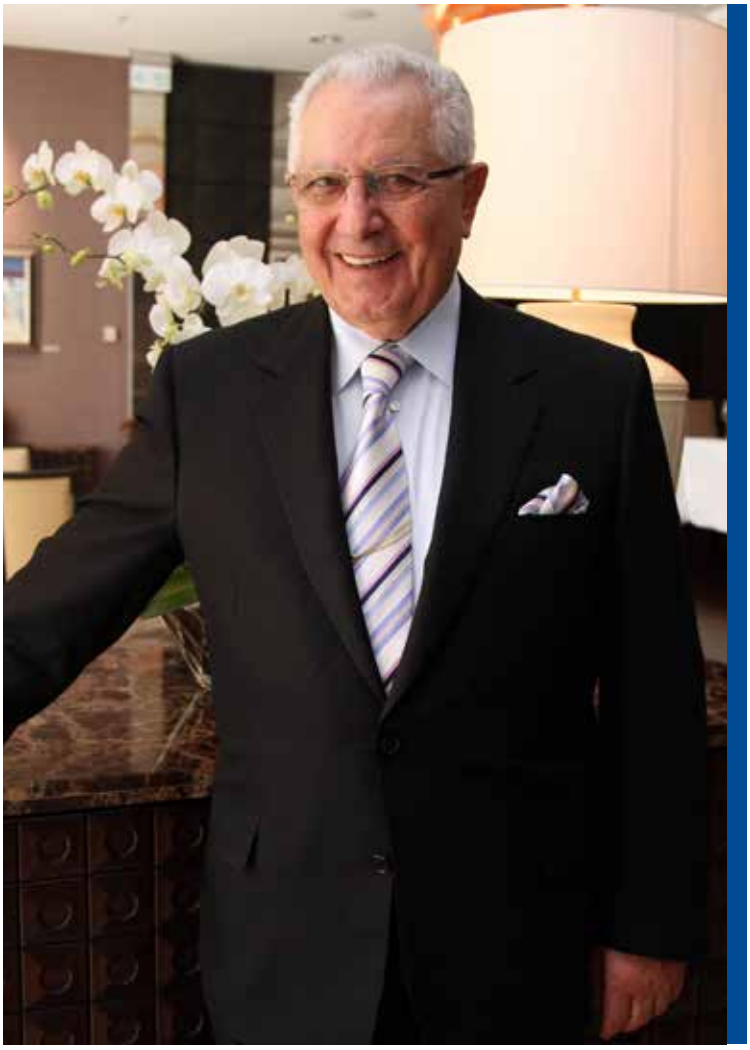
Nurol Art Gallery brought art enthusiasts together with various exhibitions and events in 2024 while also supporting young artists.



s.78

What is Nurol Reading?

Books of the Month



MESSAGE FROM THE PRESIDENT

Dear Readers of World of Nurol,

With each new edition, I take great pleasure in sharing the achievements we have reached as Nurol Holding, along with our future goals. In every aspect of our work, you can see our unwavering commitment to our roots and the care with which we advance on this journey together. The awards we have received, the projects we have undertaken, and the vision we have nurtured collectively form the cornerstone of our success.

Through our efforts in sectors such as defense, construction, tourism, and mining, we strive not only to shape the future of our company but also to contribute to the progress of our country. Every step we take is guided by a long-term vision and a steadfast commitment to the principle of sustainability, allowing us to move forward with confidence.

Our full acquisition of FNSS reflects this vision. FNSS's continuation as a fully nationally-owned enterprise represents a significant milestone for both our company and Türkiye's defense industry. This achievement is a source of immense pride not only for Nurol but for our country as a whole.

In the construction sector, Nurol İnşaat has once again secured its position on the ENR Top 250 International Contractors and Top 250 Global Contractors lists, thanks to our successfully completed projects around the world. This success is fueled by the dedication of our growing team and the diligence we bring to our globally recognized projects. Our aim is to contribute not only to today but also to the future.

The recent visit of Estonian President Alar Karis to Nurol Makina strengthened the collaboration between Türkiye and Estonia while reaffirming the international recognition of the exceptional quality of our armored vehicles. Similarly, the visit of British Ambassador to Türkiye Jill Morris to Nurol Makina further bolstered the strategic ties between Türkiye and the United Kingdom, laying the groundwork for potential joint defense projects.

Nurol Teknoloji continues to lead the global defense market through its innovative advancements in high-performance armor systems and R&D.

In the mining sector, TÜMAD Madencilik prioritizes environmental responsibility and social benefit, further strengthening its leadership with prestigious accolades such as the EBRD Environment and Sustainability Gold Medal Award.

Rooted in our corporate values and commitment to social responsibility, we develop environmentally and socially conscious projects across all areas of operation. For example, the energy efficiency and recycling initiatives implemented at Sheraton Ankara and Lugal Ankara hotels highlight our unwavering dedication to sustainability. Our ultimate goal is to leave a more livable world for future generations.

The efforts, vision, and determination of the Nurol family lie at the heart of these accomplishments. Each contribution from our employees strengthens the strides we take on this journey. I extend my heartfelt gratitude to all our employees, business partners, and stakeholders, and I wish you all a healthy, productive, and successful period ahead.

Warm regards,

NURETTİN ÇARMIKLI

Chairman of the Board

SUSTAINABILITY AND SOCIAL RESPONSIBILITY NEWS

INNOVATION TOGETHER PROGRAM

Launched in 2022, the Innovation Together program has touched the lives of over 500 students to date. Now in its 12th group, it continues to support young talents on their career journeys. As an open innovation platform that champions diversity and creativity, Innovation Together brings together students from all corners of Türkiye, with the aim of shaping the future. Additionally, through the "No Barriers in Innovation" project, the program creates opportunities to collaborate with individuals with special needs, fostering a mutual exchange of innovative and creative ideas throughout the process.



"SEN OL" INTERNSHIP PROGRAM

As of the 2023-2024 period, the long-term "Sen Ol" internship program has successfully completed its fourth term, offering young talents a strong start to their career journeys. The "Sen Ol" program provides interns with the opportunity to put their theoretical knowledge into practice while also helping them develop leadership, communication, and problem-solving skills. Interns gain real-world work experience by joining departments aligned with their areas of interest, equipping them to enter the professional world with greater confidence and competence. More than just enhancing professional knowledge and skills, the "Sen Ol" program offers a unique experience in personal development, laying a solid foundation for their future careers.



NUROL TEKNOLOJİ: "WORKPLACE SAFETY IS A TEAM EFFORT"

To instill a strong awareness of occupational health and safety, foster a culture of safety, and emphasize that workplace safety is a collective responsibility, Nurol Teknoloji organized a quiz competition and a puzzle activity. These initiatives were designed to encourage teamwork in workplace safety, enabling employees to collaborate and work toward a shared goal. Additionally, the activities aimed to emphasize the importance of communication in workplace safety and enhance interaction among employees. The quiz competition was conducted to assess the organization's safety culture and evaluate employees' knowledge of occupational health and safety. The results of the competition provided valuable insights into areas where safety awareness is strong and where improvements are needed. This allowed Nurol Teknoloji to identify key areas for development and implement strategic steps to further enhance workplace safety awareness.





OUR OCCUPATIONAL SAFETY AND ENVIRONMENTAL BULLETINS

The Occupational Safety and Environmental Bulletins, published monthly, aim to share our company's efforts and insights in these two critical areas with all employees. Beyond facilitating information sharing, these bulletins also contribute to building corporate memory. This year, the bulletins have focused on topics such as environmental pollution, recycling, the availability of usable water on Earth, personal protective equipment, emergency management, chemical labeling, and the 5S methodology in workplace safety. Through these publications, employees have stayed up-to-date on occupational safety and environmental issues, while their awareness of these subjects has been significantly enhanced.

SUSTAINABILITY AND SOCIAL RESPONSIBILITY NEWS

SHERATON ANKARA AND LUGAL ANKARA RENEW THEIR GSTC (GLOBAL SUSTAINABLE TOURISM COUNCIL) CERTIFICATION

Sheraton Ankara and Lugal Ankara continue to take significant steps in the field of sustainability. In 2023, the renewal of their Phase 3 GSTC Certification was successfully completed. In addition to holding Zero Waste and Green Key certifications, the hotel is accelerating its sustainability efforts through global policies and on-site support, especially as Marriott International has designated 2025 as the "Year of Sustainability."

Energy, water, and waste consumption data, reported monthly to the Marriott Environmental Sustainability Hub, are closely monitored alongside carbon footprint calculations. These metrics help evaluate the effectiveness of sustainability strategies and guide improvements when necessary. This system ensures continuous tracking of environmental performance and identifies opportunities for improvement. Guests are transparently informed about environmental impacts and sustainability efforts, with access to detailed information provided through QR codes in guest rooms. These QR codes allow guests to monitor the hotel's environmental performance and learn how they can contribute to its sustainability initiatives.

Additionally, under Marriott International's Serve 360 program, significant emphasis is placed on achieving sustainable tourism certifications and collaborating on joint projects with the Ministry of Culture. These initiatives have led to notable progress in reducing environmental impact and raising awareness of social responsibility. Programs like Serve 360 and the Türkiye Sustainable Tourism Program are critical to fostering sustainability awareness and promoting widespread implementation across the industry.

Within the hotel, a variety of sustainability practices have been implemented. LED lighting and low-emission boilers are used to save energy, while rainwater is collected and repurposed for landscape irrigation. In waste management, hazardous and non-hazardous materials are segregated at the source, and recyclable items such as plastic, glass, metal, and paper are sent for recycling. Leftover food is donated to animal shelters under the motto "Don't Let Leftovers Go to Waste, Let Them Feed a Life!"

Welcome amenities for guests are made entirely from sustainable materials, helping to reduce food waste. Initiatives such as linen reuse programs, in-room waste sorting, and the use of dispenser shampoos and shower gels have been introduced to minimize waste and energy consumption. Guests can also enjoy eco-friendly travel options, including electric vehicle transfers and culturally immersive local tours, enriching environmentally-conscious travel experiences.

The sustainability goals are both ambitious and comprehensive. By the end of 2025, the aim is to work with suppliers who source 95% of their products sustainably. This includes free-range eggs, organic meat and seafood, eco-friendly coffee and sugar, and environmentally certified cleaning, textile, guest amenities, and paper products. Additionally, the hotel aims to reduce solid waste by 45%, cut food waste by 50%, and lower energy consumption through the use of renewable energy sources. By the end of 2025, water usage is targeted to decrease by 15%, and by 2030, the goal is to halve the carbon footprint. In the long term, achieving Net Zero emissions by 2050 is the ultimate objective. To reach these targets, innovative projects are continuously being developed.

For sustainability efforts to have a greater impact, collaboration and awareness among all industry stakeholders are essential. Together, we can ensure the growth of the tourism sector remains sustainable while positioning our country as a leader in global tourism.

SHERATON ANKARA AND LUGAL ANKARA RECEIVE GREEN KEY CERTIFICATION

Sheraton Ankara and Lugal Ankara have once again proven their commitment to sustainability. Through their environmentally friendly practices, Sheraton Ankara and Lugal, A Luxury Collection Hotel, Ankara, have been awarded the prestigious Green Key certification. This recognition symbolizes their dedication to sustainability and environmental awareness.



SHERATON ANKARA ACHIEVES ISO 50001 ENERGY MANAGEMENT CERTIFICATION

Sheraton Ankara is proud to have taken a pioneering step in energy management within Türkiye's hospitality sector. Guided by its commitment to sustainability and environmental responsibility, the hotel successfully completed initiatives to improve energy efficiency, earning the prestigious ISO 50001 Energy Management Systems Certification. This certification reflects the hotel's effective management of energy consumption and its dedication to the continuous improvement of energy efficiency. Special thanks are extended to all team members, business partners, and valued guests for their contributions to this remarkable achievement. This milestone in energy management stands as a powerful testament to Sheraton Ankara's steadfast commitment to building a sustainable future.

SUSTAINABILITY AND SOCIAL RESPONSIBILITY NEWS

JUNE 5, WORLD ENVIRONMENT DAY ACTIVITIES

The Lapseki and İvrindi Facilities have been awarded the "Zero Waste Certificate" by the Ministry of Environment, Urbanization, and Climate Change recognizing their efforts to promote environmental sustainability in line with the Zero Waste Policy. At these facilities, domestic organic and plant-based waste—such as materials from cafeterias, tea rooms, and landscaping activities in mining areas—are carefully collected and processed into organic fertilizer at our in-house Compost Production Facilities. This eco-friendly approach not only ensures effective waste recycling but also contributes to sustainable agriculture and rehabilitation initiatives.

Samples of the compost produced at our Compost Production Facilities are periodically collected and subjected to various performance analyses. These analyses carefully examine key parameters such as nutrient values, pH levels, and fungal growth, ensuring strict quality control. Based on the results, a portion of the compost is utilized in the cultivation of native plant species grown in our greenhouses. These plants are then used in rehabilitation efforts at our mining sites This process plays a crucial role in restoring ecosystems to damaged lands following mining activities, representing a significant step toward preserving natural vegetation and reintegrating the land into its natural state.

On the other hand, a portion of the compost produced was distributed to farmers in neighboring villages as part of the June 5 World Environment Day activities. This initiative aimed to raise environmental awareness and highlight the importance of organic farming. During these events, farmers were informed on the benefits of using compost, such as enhancing soil fertility, reducing reliance on chemical fertilizers, and achieving economic savings. The goal was to encourage farmers to adopt environmentally friendly agricultural practices and contribute to the sustainability of local farming.

Additionally, the sacks used for distributing the compost were procured from the Lapseki Umut Işığı Women's Initiative Production and Business Cooperative. This approach was deliberately chosen to enhance the production capacity of the women in the cooperative and support the local economy. Through this initiative, a full lifecycle approach was adopted, delivering both environmental and social benefits and making a significant contribution to sustainable development goals.



OCCUPATIONAL HEALTH AND SAFETY WEEK ACTIVITIES

As part of Occupational Health and Safety (OHS) Week, a vibrant and engaging event titled "OHS Activity Street" was organized to enhance our employees' knowledge and awareness of Personal Protective Equipment (PPE) usage. The event featured a variety of interactive and educational activities aimed at fostering OHS awareness among participants. Quiz-style OHS games created an educational yet competitive atmosphere, while activities like electronic darts and a spinning wheel encouraged participation in fun, learning-based experiences. PPE-focused games and activities, organized in collaboration with sponsor companies, included demonstrations such as highlighting the importance of eye protection using food coloring, offering participants a hands-on learning opportunity about safety practices.

Additionally, hand awareness activities allowed employees to test the sensitivity, anti-slip properties, and cold protection features of work gloves. A demo featuring shock-absorbing XRD insoles provided employees with an opportunity to explore the functionality of safety equipment, increasing their awareness and understanding of OHS principles.





SUSTAINABILITY AND SOCIAL RESPONSIBILITY NEWS

COMMUNITY DEVELOPMENT SUPPORT

Activities of the Lapseki Umut Işığı Women's Initiative Production and Business Cooperative

Established by TÜMAD Madencilik as part of its community development projects, the "Lapseki Umut Işığı Women's Initiative Production and Business Cooperative" was created to help women and young people enter the workforce, transform their skills into economic value, and encourage their active participation in social and economic life. Together with stakeholder women from Yeniceköy, the cooperative members engaged in meaningful collaborations for International Women's Day on March 8 and World Environment Day on June 5. As part of these initiatives, handcrafted products such as lavender sachets and canvas bags, meticulously sewn by the women, were purchased by TÜMAD Madencilik and gifted to female employees at the Headquarters, Lapseki, and İvrindi Facilities on International Women's Day. Additionally, compost sacks sewn by the women were used to transport compost distributed to stakeholder villages on World Environment Day.

These handcrafted products, created by stakeholder women, play a vital role in promoting environmental awareness while supporting women's labor and contributions to the community.





NATIVE SPECIES CULTIVATION

At the İvrindi Facility, comprehensive rehabilitation efforts are underway to restore ecosystems and ensure environmental sustainability in areas where mining activities have ceased. As part of these efforts, three greenhouses have been established to protect native species and increase local plant diversity. In these greenhouses, meticulous work is being carried out to grow native plant species from seed, ensuring their compatibility with the local ecosystem.

The cultivation process is carefully planned and implemented to allow the plants to thrive in conditions that mimic their natural habitats. By considering the characteristics and ecological needs of local plant species, optimal climate and soil conditions have been created within the greenhouses.

The goal is to rehabilitate degraded land following mining activities and restore natural vegetation, thereby contributing to the region's biodiversity. These initiatives reflect our commitment to environmental responsibility and are seen as a significant step toward sustainable mining and the preservation of natural ecosystems for the future.











SUSTAINABILITY AND SOCIAL RESPONSIBILITY NEWS

PREPARATION PROCESS FOR THE 3RD INTER-MINING RESCUE COMPETITION

The 3rd Inter-Mining Rescue Competition, organized by the Turkish Miners Association, aims to ensure the availability of trained and prepared personnel to support institutions such as the Disaster and Emergency Management Presidency (AFAD) and the fire department during emergencies in our country. The competition took place in September 2024. Throughout the process leading up to the competition, various training sessions were conducted with the support of both businesses and government institutions, providing opportunities to apply the knowledge gained through numerous drills and exercises.





SAFETY COACHING TRAINING

Employees from TÜMAD Madencilik's Occupational Health and Safety Department participated in a 36-hour training program and 11 practical workshops as part of the ICF Accredited Safety Coaching Certification Program, organized by ÇASGEM. The program is designed to raise awareness of workplace behaviors, promote active participation in problem-solving, encourage involvement in safety systems, and foster leadership in occupational health and safety management.



SUSTAINABILITY AND SOCIAL RESPONSIBILITY NEWS

JOINT WASTE MANAGEMENT WORKSHOP

In January 2024, the General Manager of Sheraton Batumi participated in the Solid Waste Management Event. The event focused on integrating best practices and strategies for reducing, reusing, and recycling solid waste in the hospitality industry while promoting sustainable and environmentally friendly practices.

EARTH HOUR 2024

As part of our commitment to protecting the planet, Sheraton Batumi once again participated in the global environmental initiative, Earth Hour. In a symbolic gesture, the hotel turned off its lights for one hour to raise awareness of environmental responsibility.



ELECTRIC CHARGING STATIONS INSTALLED AT FNSS

In July, electric charging stations for 10 vehicles were installed and made available in FNSS parking areas. These charging units are part of our ongoing efforts to enhance environmental awareness across the company and are accessible for use by all employees.



ELECTRONIC WASTE AT FNSS TURNED INTO SUPPORT FOR A GOOD CAUSE

As part of World Zero Waste Day, FNSS employees collected a total of 2.8 tons of battery and accumulator waste, as well as electrical and electronic equipment, for recycling. The proceeds from the recycling efforts were donated to the Tohum Autism Foundation.



ZERO WASTE EXHIBITION FOR THE FUTURE AT FNSS

The annual “Zero Waste Exhibition for the Future,” traditionally held at FNSS, was once again organized this year with the participation of employees’ children aged 15 and above.

This year, the children showcased visual artworks they created using recyclable materials under the theme of "Renewable, Green Energy." These pieces were exhibited within the company. All participating children were rewarded, and the event aimed to reinforce sustainable environmental awareness while supporting the company's ongoing environmental initiatives.



FNSS AWARDED THE ZERO WASTE CERTIFICATE

FNSS has been granted the Zero Waste Certificate by the Provincial Directorate of Environment, Urbanization, and Climate Change of the Ankara Governor’s Office. The processes required for the certification, including waste reduction, segregation, and recycling, have been carried out diligently with the support and conscientious efforts of all our employees.

SUSTAINABILITY AND SOCIAL RESPONSIBILITY NEWS

ZERO WASTE INITIATIVE FOR THE FUTURE AT FNSS

In June, the FNSS Environmental Committee and Human Resources launched the "Zero Waste Initiative for the Future" to raise environmental awareness and promote a clean facility and a shared sense of environmental responsibility.

As part of the initiative, volunteer teams of FNSS employees organized a waste collection activity in the green areas of FNSS facilities. Through this activity, the importance of not only cleaning but also preventing pollution was emphasized, highlighting the necessity of sustainable and clean environments.



NUROL İNŞAAT AWARDED THE EQUAL OPPORTUNITY CERTIFICATE, REFLECTING A FAIR PERSPECTIVE

As part of its corporate culture, Nurol İnşaat has embraced the Principles of Equal Opportunity and established the Equal Opportunity Model (FEM). This model aims to promote a fair, equitable, and inclusive perspective within the company, while striving to make an impact on Sustainable Development Goals (SDGs), particularly gender equality and reducing inequalities. To encourage women's employment, the FEM certification program was developed under the leadership of the Women Entrepreneurs Association of Türkiye (KAGİDER) with technical support from the World Bank. The FEM evaluation process was conducted by the independent audit firm Deloitte, providing valuable feedback on best practices and areas for improvement. Following a successful completion of this process, Nurol İnşaat earned the Equal Opportunity Certificate. This achievement reflects the company's commitment to sustainability and equality and marks a significant milestone as Nurol İnşaat becomes the first Nurol Holding Group company to be certified in this area, setting a precedent for others to follow.

NUROL İNŞAAT TOÇEV SEMINAR

With the awareness that education is the most valuable gift for our children's future, Nurol İnşaat hosted TOÇEV representatives on May 23 and organized a seminar where valuable insights were shared. The seminar, held to reinforce employees' sense of social responsibility and contribute to society, provided a comprehensive introduction to TOÇEV's projects and raised awareness about ways to support these initiatives.



SUSTAINABILITY AND SOCIAL IMPACT

In March 2023, Nurol İnşaat, under the guidance of Eda Çarmıklı and in collaboration with Joint Idea, embarked on a personal development journey that concluded in June 2024 with a comprehensive program consisting of 18 different training sessions. This journey, which began with the "I am Living: I Make the Best of My Life" training, was designed as a two-phase structure aimed at enhancing leadership and management skills. The first six training sessions were open to all employees, while the remaining 12 sessions were specifically tailored for managers and senior executives.

The program covered topics such as Recognition and Appreciation, Inclusive Leadership, and Persuasion and Negotiation, fostering contemporary leadership skills and inclusive, effective communication competencies. This valuable development journey concluded on June 3, 2024, with the "Sustainability and Social Impact" training, offering significant personal and professional benefits to Nurol İnşaat employees.



MINI PLANTING KITS PLACED AT THE HEADQUARTERS FOR JUNE 5, WORLD ENVIRONMENT DAY

Nurol İnşaat continues to take meaningful steps toward greening the planet, recognizing the importance of contributing to the environment and raising awareness. To mark June 5, World Environment Day, specially designed mini planting kits were placed in the common areas of the headquarters to strengthen environmental consciousness. These kits, containing a pot made from upcycled coffee grounds, soil, water, and seeds, gave employees the chance to grow their own plants. The initiative envisions these plants being carefully nurtured over the next year, culminating in the saplings being planted in the soil 365 days later, contributing collectively to a greener planet.

SUSTAINABILITY AND SOCIAL RESPONSIBILITY NEWS

NUROL İNŞAAT PUBLISHES “ANTI-BRIBERY AND CORRUPTION” POLICY

Nurol İnşaat has published its “Anti-Bribery and Corruption Policy,” reflecting the company’s corporate culture and serving as a cornerstone of its ethical principles. This policy reaffirms Nurol İnşaat’s commitment to business ethics, transparency, and its dedication to sustainable development goals. Adherence to these principles by all employees is seen as a vital step in building a responsible and sustainable business model.

You can view the full policy on our website: https://www.nurolinsaat.com.tr/etik

NUROL İNŞAAT CONTINUES ITS "YES TALKS" SERIES

The "YES Talks" series, launched by Nurol İnşaat to raise awareness and strengthen consciousness about sustainability, continued with key events in 2023.

The "YES Talks" series, launched by Nurol İnşaat to raise awareness and strengthen consciousness about sustainability, continued with key events. The first session, held in February, took a significant step by addressing "Artificial Intelligence and Its Applications in Construction Processes." In April, the second session featured Özlem Demirci Duyarlar, a Board Member of KAGİDER, who focused on "Equal Opportunity Practices." This session explored the distinctions between "Gender Equality" and "Equal Opportunity," delved into the importance of women’s employment, and assessed the current state of the sector on both national and international levels. Additionally, the processes behind Nurol İnşaat’s creation of the "Equal Opportunity Model," which established the company as the first Nurol Holding Group entity certified in this area, were thoroughly examined. The third event in the series was held in June with the participation of Melda Çele, Secretary General of Global Compact Türkiye. The discussion centered on "Ethics and Human Rights," offering participants a broad perspective on the application of ethical values in various sectors and the importance of sensitivity to human rights.

The “YES Talks” series, which contributes to Nurol İnşaat’s sustainability vision and facilitates the tracking of sector developments, will continue to feature distinguished speakers in the future.

NUROL İNŞAAT TRANSFORMS EMPLOYEE BIRTHDAYS INTO A MEANINGFUL TRADITION OF SUPPORTING NGOs

In 2024, Nurol İnşaat transformed employee birthdays into a meaningful tradition by making regular donations to a different non-governmental organization (NGO) each month, aiming to give back to society and raise awareness. In January, donations were made to Türkiye Omurilik Felçliler Derneği; in February, to Yedikule Hayvan Barınağı; in March, to Spastik Çocuklar Vakfı; in April, to Tüvana Okuma İstekli Çocuk Eğitim Vakfı; in May, to Bir Dilek Tut Derneği; in June, to DenizTemiz Derneği (TURMEPA); in July, to Çağdaş Yaşamı Destekleme Derneği; and in August, to Talebeyiz Biz. Through these donations, every birthday became part of a broader movement of goodwill, reinforcing Nurol İnşaat's mission to contribute to society. We hope this valuable tradition will continue to support the significant work of civil society organizations throughout the rest of the year.



ISO 14064-1:2019 GREENHOUSE GAS EMISSIONS TRAINING

As part of Nurol İnşaat's commitment to minimizing environmental impacts and leaving a more livable world for future generations, efforts continue under the sustainability perspective. A comprehensive online training session was organized to cover the development of greenhouse gas inventories, accurate classification, and calculation of emissions in line with the TS EN ISO 14064-1:2019 standard. On the first day of the training, participants were provided with an overview of the relevant standard, while the second day focused on practical applications through sample greenhouse gas emission calculations to reinforce the knowledge gained. This training aimed to raise environmental awareness and support efforts to reduce the company's carbon footprint.

CORPORATE TALKS

The corporate psychological talk titled "Being a Woman in the Home-Work-Life Triangle" explored the challenges women face in balancing home, work, and personal life. The session emphasized the critical role of psychological resilience in overcoming these difficulties and provided participants with strategies to achieve balance. In addition to the frequently debated "Superwoman" ideal, the event also explored various significant topics related to women's roles and responsibilities in different areas of life. An interactive environment was fostered, encouraging participants to share their views and experiences on these issues. This exchange of perspectives helped highlight diverse viewpoints and raised broader awareness of the topic.

NUROL İNŞAAT PUBLISHES THE SUGGESTION, COMPLAINT, AND FEEDBACK GUIDE

Nurol İnşaat has published the Suggestion, Complaint, and Feedback Guide, which outlines the mechanisms for submitting suggestions, complaints, and feedback. Through the forms included in the guide, stakeholders can easily provide feedback—anonymously if preferred—on various topics, including the environment, occupational health and safety, road traffic safety, ethics, public health, as well as social and economic issues. The guide is designed to enable the more effective and transparent management of feedback processes. It ensures that all feedback is systematically and meticulously evaluated by the company's relevant departments. This guide embodies Nurol İnşaat's commitment to adopting a more inclusive and accountable approach in its decision-making processes, reflecting the importance it places on stakeholder feedback. By prioritizing stakeholder engagement, Nurol İnşaat reinforces its dedication to the principles of transparency and inclusiveness.

QUALITY PRACTICES

IMS EXCELLENCE AND QUALITY MANAGEMENT GROUP MEETINGS

As part of our corporate culture's commitment to total quality, operational excellence, teamwork, and a constant pursuit of improvement, we strive to incorporate our competencies into our culture, learn from one another, review our processes, create impact, secure the future, and ensure sustainability. In line with these objectives, the year 2023 was evaluated, and plans for 2024 were made. This year's Quality Group Meeting was hosted by Nurol Teknoloji. Additionally, the meeting focused on "our testing capabilities and competencies," a theme centered on creating value by achieving reliable and sustainable success through standard practices aligned with our current and future ecosystem and emerging technologies. The event included valuable participation from the esteemed managers and experts of FNSS, Nurol Makina, Nurol İnşaat, and TÜMAD. After the meeting, plaques were presented as tokens of appreciation to our company representatives who delivered presentations, recognizing their contributions.

Hosted by Nurol Holding, with the participation of our esteemed quality management representatives from Nurol Makina, FNSS, TÜMAD, Nurol Teknoloji, and Nurol İnşaat, reviews and evaluations for the 2024 meetings



and workshops were conducted, and comprehensive planning for these events was finalized. As part of this initiative, a meeting hosted by FNSS focused on the theme of Digitization, covering the application of digitalization and artificial intelligence (AI) in various company activities. Discussions delved into topics such as robotics, AI-powered quality assurance in production, and process optimization. It was emphasized that digitalization simplifies data storage and sharing, enhances agility and operational efficiency, and inevitably drives the improvement of business processes when advanced analytical technologies like AI are implemented. Furthermore, it was highlighted that AI and big data analytics enable faster and more accurate data processing, empowering businesses to make better-informed decisions. This approach accelerates internal processes, allows employees to focus on more strategic tasks, and fosters stronger interactions with customers.

As part of the NUROL Quality Management Group, a QDMS workshop was held at Sheraton Hotel Ankara, focusing on the implementation of QDMS modules across our companies. During the workshop, tailored presentations were delivered to each company—FNSS, Nurol Makina, TÜMAD, Nurol İnşaat, and Nurol Teknoloji—offering hands-on training on the QDMS

modules in use. Additionally, the modules and their applications were thoroughly reviewed and assessed.

The Quality Management Group meetings continued at TÜMAD Madencilik's Çanakkale Lapseki Facility, hosted under the theme "Greenhouse Gas Emission Categories/Scopes." Discussions addressed the pressing issues of









global warming and climate change, underscoring greenhouse gas emissions as one of the primary contributors. It was also noted that greenhouse gas emissions are classified based on organizational and reporting boundaries.

Category 1: Direct Greenhouse Gas Emissions

Category 2: Indirect Greenhouse Gas Emissions from Imported Energy

Category 3: Indirect Greenhouse Gas Emissions from Transportation

Category 4: Indirect Greenhouse Gas Emissions from Products Used by the Organization

Category 5: Indirect Greenhouse Gas Emissions Associated with the Use of Products within the Organization

Category 6: Indirect Greenhouse Gas Emissions from Other Sources

At the meeting, efforts related to the "Greenhouse Gas Emission Categories," currently implemented or planned for implementation within the companies, were reviewed, with discussions focusing on reducing greenhouse gas emissions and addressing the impacts of climate change.

As part of these efforts, training sessions on quality, environment, and occupational health and safety standards, as well as internal auditor training, were conducted for Nurol Makina and Nurol Holding employees at the Sheraton Hotel Ankara.

MINING NEWS

FIELD VISIT BY THE PARLIAMENTARY INVESTIGATION COMMISSION

In May, members of the Parliamentary Investigation Commission on the İliç Mining Accident, led by the commission chairperson, visited our İvrindi Gold and Silver Mining Facility. During the visit, our General Manager Hasan Yücel, Deputy General Manager Ali Burak Aktaş, and Environmental Management Systems and Sustainability Manager Bilge Küçükaytan provided a detailed briefing on our operations and gold mining practices, answering the commission's questions in a session that lasted over five hours. Following the Q&A session, an extensive field tour was conducted. During the visit, TÜMAD Madencilik's high standards and sustainable mining practices received praise from the commission members. They recommended that all mining operations in Türkiye should adhere to these high standards, which they referred to as the "TÜMAD STANDARD."





TÜMAD RECEIVES GOLD MEDAL FROM EBRD

The European Bank for Reconstruction and Development (EBRD) has honored TÜMAD Madencilik Sanayi ve Ticaret A.Ş. with the 2024 Environmental and Sustainability Gold Medal for its outstanding environmental and social initiatives in Çanakkale Lapseki and Balıkesir İvrindi.

The award was presented to TÜMAD, a Nurol Holding company, during the EBRD's 33rd Annual Meeting and Business Forum, themed "Creating Impact Together."

TÜMAD WINS AWARD AS AN INDUSTRY ROLE MODEL

TÜMAD was recognized for its groundbreaking efforts to elevate environmental and social standards in Türkiye's mining sector. These initiatives include the effective management of water and carbon footprints, comprehensive pollution prevention measures, and the successful implementation of gender-equitable participation programs. In addition to creating employment opportunities for local communities, TÜMAD has actively supported social and economic development, prioritizing the empowerment of women and youth. With these initiatives, TÜMAD has become a role model in the mining industry, setting new benchmarks that earned it the EBRD Gold Medal.

"PROUD ON BEHALF OF THE INDUSTRY"

Hasan Yücel, General Manager of TÜMAD Madencilik Sanayi ve Ticaret A.Ş., expressed his pride in receiving the 2024 Environmental and Sustainability Gold Medal from the European Bank for Reconstruction and Development (EBRD). He stated, "To be recognized as a role model in our industry and awarded the gold medal following an independent jury evaluation of prestigious projects from 60 countries is a tremendous source of pride for both our sector and our country. I extend my heartfelt thanks to all my colleagues who have embraced and implemented international standards, making this achievement possible. This prestigious award strengthens our commitment as a company to prioritize people and the environment, focus on "zero waste," and lead the way in next-generation mining. I also believe that this recognition will significantly contribute to promoting sustainable mining practices in our country."



DEFENSE INDUSTRY NEWS

NUROL HOLDİNG SOLIDIFIES ITS LEADERSHIP IN THE DEFENSE INDUSTRY WITH FULL OWNERSHIP OF FNSS

Founded in 1988 as FMC-NUROL Savunma Sanayi, FNSS was established as Türkiye's first private-sector defense company under a joint venture between Nurol (49%) and FMC (51%). Over the years, despite changes in the structure and share distribution of its foreign partner, Nurol Holding has successfully led FNSS from one milestone to another in full harmony with its stakeholders. Today, FNSS is recognized globally as a leading brand in ground defense systems.

Until the final months of 2024, FNSS operated under a Nurol (51%) and BAE Systems (49%) partnership, making it one of the longest-running joint ventures in the global defense sector. However, in January 2025, Nurol Holding acquired BAE Systems' shares, becoming the sole owner of FNSS Savunma Sistemleri A.Ş.

With this acquisition, FNSS an internationally recognized brand—aims to expand into new markets with greater efficiency and strategic focus. This transition will enhance FNSS's innovation capabilities, strengthen its operational efficiency, and allow the company to seize new opportunities in the defense sector.



Nurol Holding is committed to shaping FNSS's future in line with its strong corporate identity and strategic vision, ensuring even greater success in the years ahead. As a national asset of Türkiye's defense industry, FNSS will continue to build on its robust institutional structure and further solidify its leadership position in the global defense market.



FNSS is one of only two companies worldwide with the largest product portfolio in tracked and wheeled armored vehicles. The company has delivered thousands of armored combat vehicles tailored to the specific needs of its users, securing its place as a key player in the global defense industry. Its diverse portfolio ranges from next-generation platforms like KAPLAN and PARS to armored engineering vehicles, autonomous and remotely operated systems, hybrid power solutions, manned and unmanned turret systems, and lifecycle extension solutions. With over 35 years of expertise, FNSS remains dedicated to providing innovative solutions to its users and stakeholders—continuing to add value today and well into the future.



DEFENSE INDUSTRY NEWS

NUROL TEKNOLOJİ AND NUROL MAKİNA ACHIEVE TURQUALITY CERTIFICATION

Two leading Turkish defense industry companies, Nurol Teknoloji and Nurol Makina—renowned for their innovative technologies—have earned the right to participate in Turquality, the world's first and only government-backed branding program, administered by the Republic of Türkiye's Ministry of Trade and the Turkish Exporters Assembly (TİM). This milestone marks a significant step toward bolstering Türkiye's international competitiveness in defense and advanced material technologies.



Turquality is a strategic initiative designed to elevate the global recognition, brand value, and awareness of Turkish companies. The program offers extensive consulting and incentive opportunities in corporate governance, financial efficiency, operational excellence, brand management, and marketing, enabling participating companies to gain a stronger foothold in international markets.

Nurol Teknoloji stands out for its domestically developed advanced armor systems, ballistic solutions, and cutting-edge material technologies. With a strong focus on R&D, high production standards, and an innovation-driven approach, the company delivers mission-critical solutions tailored to the needs of security forces worldwide.

Nurol Makina, meanwhile, has gained international acclaim for its design and manufacturing expertise in armored land vehicles. upholds principles of quality, reliability, and operational excellence, producing vehicles that provide superior protection even in the most challenging terrains.

The inclusion of both companies in the Turquality program underscores their success in delivering high-quality, innovative products and executing export-driven strategies. This achievement will further solidify Nurol Teknoloji and Nurol Makina's standing in global markets, enhancing their influence and competitiveness in the international defense industry.



Brand Recognition and Competitive Strength in Global Markets

The defense industry is a rapidly evolving sector, driven by global shifts and technological breakthroughs. Maintaining a leading position requires substantial R&D investments, innovation-led growth strategies, and the ability to deliver world-class products and services. The Turquality program will give Nurol Teknoloji and Nurol Makina a powerful boost in their corporate development and branding efforts, strengthening their presence in global markets. Additionally, the program is expected to create significant added value through strategic marketing support, guidance on international regulations, and industry-specific consultancy.

A Strategic Step for Türkiye's Defense Industry

Türkiye's defense industry has made remarkable strides in recent years, bringing domestically developed technologies to the global forefront. The inclusion of Nurol Teknoloji and Nurol Makina in the Turquality branding program will further accelerate this momentum, reinforcing Türkiye's position as a trusted, innovative, and globally competitive force in defense technologies.



DEFENSE INDUSTRY NEWS

BRITISH AMBASSADOR TO TÜRKİYE, JILL MORRIS, VISITS NUROL MAKİNA

Nurol Makina had the honor of hosting the British Ambassador to Türkiye, Her Excellency Jill Morris, under the hospitality of Nurol Holding Vice Chairman, Oğuz Çarmıklı. Ambassador Morris's visit marked a significant step in strengthening bilateral relations and fostering discussions on potential joint projects in the defense industry.

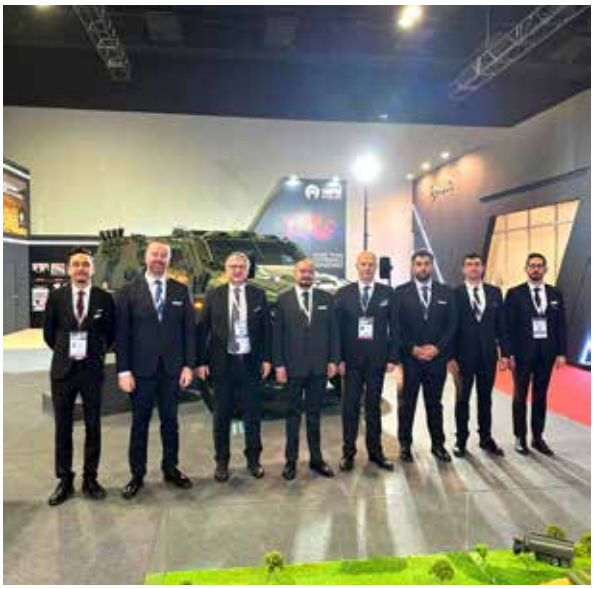
During the visit, Nurol Makina showcased its innovative solutions and advanced technological capabilities in the defense sector to Ambassador Morris.



NUROL MAKİNA SHOWCASES AT MALAYSIA'S DSA 2024 EXHIBITION

Nurol Makina participated in the DSA & NATSEC 2024 Exhibition, held in Kuala Lumpur, Malaysia, on May 6-9 at the MITEC Exhibition Center.

The company exhibited its NMS 4x4 vehicle, a standout in the 4x4 segment renowned for its distinctive design. Throughout the event, Nurol Makina engaged with a wide range of visitors, government officials, and military representatives stationed in Malaysia, discussing potential partnerships and collaboration opportunities.



NUROL MAKİNA SHOWCASES EJDER KUNTER AND NMS-L AT BSDA EXHIBITION IN BUCHAREST

Nurol Makina participated in the Black Sea Defense & Aerospace (BSDA) Exhibition held in Bucharest, Romania, presenting its innovative defense solutions. Among the highlights were the Ejder Kunter and NMS-L armored vehicles, which attracted significant attention for their superior performance, versatility, and operational advantages.

During the exhibition, visitors were provided with comprehensive insights into the cutting-edge capabilities of these vehicles. By addressing diverse user needs across various regions, Nurol Makina once again demonstrated its technological excellence and reinforced its leadership in the defense industry.



NUROL MAKİNA TAKES PLACE IN EFES 2024, TÜRKİYE'S PREMIER PLANNED MILITARY EXERCISE

Nurol Makina participated in Türkiye's most significant planned military exercise, EFES 2024, presenting its latest armored vehicle solutions. The company showcased three advanced models: Yörük EWB, Yörük Pick-Up, and the Ejder Yalçın Mortar Configuration.

The Yörük family of vehicles and the Ejder Yalçın Mortar Configuration received high praise during the exercise for their exceptional performance and versatile operational capabilities.



DEFENSE INDUSTRY NEWS

ESTONIAN PRESIDENT ALAR KARIS VISITS NUROL MAKİNA

Estonian President Alar Karis paid an official visit to Nurol Makina, where he had the opportunity to examine the NMS-EWB vehicles recently procured by Estonia. During his visit, President Karis thoroughly reviewed advanced vehicles such as the Ejder Yalçın and NMS, receiving detailed briefings on their operational capabilities and technical features.

This notable visit reaffirmed Nurol Makina's strong international standing. Moreover, President Karis's visit not only underscored the reliability and exceptional quality of Nurol Makina's armored vehicles but also strengthened defense industry collaboration between Estonia and Türkiye.



WORLD DEFENSE SHOW 2024

Nurol Teknoloji participated in the World Defense Show 2024, held in Riyadh, Saudi Arabia, on February 4–8, 2024. During the exhibition, Nurol Teknoloji showcased its next-generation ballistic protection products, aiming to increase brand awareness and expand its business presence in the Middle Eastern market. Throughout the event, military delegations and end-users from various countries were hosted.



NUROL TEKNOLOJİ PARTICIPATES IN ENFORCE TAC

Nurol Teknoloji took part in Enforce Tac, a prestigious defense industry fair held on February 26–28, 2024, in Nuremberg, Germany. During the three-day event, Ballistic protective products, produced with advanced technology in the fields of personnel protection, vehicle platform protection, and structural protection, have been introduced to decision-makers from many countries.



NUROL TEKNOLOJİ DRAWS SIGNIFICANT ATTENTION AT CERAMITEC 2024

Nurol Teknoloji participated in Ceramitec 2024, held in Munich, Germany, on April 9–12, 2024. In collaboration with INDUSTRIEKERAMIK HOCHRHEIN (IKH), a German company whose majority shares were acquired last year, the company showcased its advanced technical ceramic powders/materials and armor systems. The exhibition garnered significant interest from visitors.



DEFENSE INDUSTRY NEWS

FNSS WINS "2023 INTELLECTUAL PROPERTY AWARD" AT ASO 60TH ANNIVERSARY CELEBRATIONS

FNSS was honored with the "2023 Intellectual Property Award" during the 60th Anniversary Awards Ceremony of the Ankara Chamber of Industry (ASO), held on March 18, 2024.

For 35 years, FNSS has proudly supported those who defend the nation with 24 indigenous defense systems developed entirely with national resources.



FNSS PARTICIPATES IN MALAYSIA DSA 2024 EXHIBITION

At the DSA 2024 Exhibition in Malaysia, FNSS showcased its PARS III 6x6 vehicle equipped with the TEBER-II 30/40 Remote-Controlled Turret, alongside the SANCAK 30 mm Remote-Controlled Turret. Held on May 6–9 at the Malaysia International Trade and Exhibition Centre (MITEC), FNSS welcomed visitors at Booth 2100C in Hall 2, within the Türkiye Pavilion. The ADNAN ACV modernization prototype, taking part in the Malaysian Army's inventory, was also on display at the booth of Malaysian defense company DEFTECH, located in the same hall.



FNSS FRONTLINE VEHICLES FEATURED AT EFES 2024 EXERCISE

The live-fire phase of EFES-2024, one of the largest planned exercises of the Turkish Armed Forces, was held from May 9–30 in İzmir Bay and the Doğanbey Firing Exercise Area.

FNSS showcased its innovative frontline vehicles, developed and delivered under projects led by the Defence Industry Agency to meet the operational requirements of the Turkish Armed Forces. Featured platforms included the Marine Assault Vehicle (ZAHA), delivered to the Turkish Naval Forces, as well as the KAPLAN STA and PARS STA 4x4 vehicles, both equipped with OMTAS/KORNET anti-tank missile turrets as part of the Weapon Carrier Vehicles Project. The display also featured the combat-proven Armored Amphibious Combat Earthmover (KUNDUZ), the Low-Altitude Air Defense Weapon System (KORKUT), developed on an armored tracked carrier platform under FNSS subcontracting, and KAPLAN vehicles integrated with the KMC Weapon System. Additionally, FNSS presented modernized ACVs equipped with 25mm turrets.



DEFENSE INDUSTRY NEWS

MODERNIZED ACV

To address evolving threat environments and leverage technological advancements, FNSS has developed the ACV Modernization solution package, guided by insights from previous modernization projects and user feedback. This comprehensive upgrade extends the vehicle's operational lifespan while incorporating next-generation mission systems, significantly enhancing its capabilities to counter modern threats.

The modernized ACV boasts improved ballistic and mine protection, providing exceptional defense against the toughest challenges of today's battlefields. These upgrades also enhance operational efficiency at the unit level.

Thanks to advanced situational awareness and driver vision systems, crews can monitor environmental conditions and nearby threats in real time, enabling swift and effective responses.

Additionally, the integration of a cutting-edge turret and weapon system allows the modernized ACV to effectively and rapidly engage both air and ground threats.

KORKUT – ARMORED TRACKED CARRIER PLATFORM (ATCP)

FNSS's Armored Tracked Carrier Platform (ATCP) has been specifically designed to transport command and control systems, large-scale mobile radars, artillery fire support, self-propelled artillery, and missile systems. The platform has been selected as the air defense system carrier for ASELSAN's KORKUT and HİSAR projects. With its amphibious capabilities, the KORKUT vehicle platform can cross both still and flowing waters with ease.

The ATCP delivers advanced suspension capacity, a high-performance power unit, and a spacious interior. It is equipped with ballistic and mine protection and can be tailored to meet the specific operational needs of its users.

This versatile platform is ideal for applications such as air defense, command and control, large-scale mobile radar systems, artillery fire support, logistics support, ammunition transport, self-propelled artillery, and missile systems.

Starting May 23, visitors to the FNSS booth had the chance to closely examine a variety of innovative platforms, including the Armored Amphibious Assault Vehicle (ZAHA), currently in the Turkish Naval Forces inventory; the PARS İZCİ 6x6, under development as part of the Special Purpose Tactical Wheeled Vehicles Project; and the PARS 4x4, which has already entered the Turkish Armed Forces inventory under the Weapon Carrier Vehicles Project. Visitors also had the opportunity to gain in-depth insights into FNSS's products and services.



FNSS PARTICIPATES IN THE "INTERNATIONAL ARMORED VEHICLES" CONFERENCE IN THE UNITED KINGDOM



On January 22-25, the International Armored Vehicles Conference took place at Twickenham Stadium in London, United Kingdom, bringing together professionals, end-users, and industry leaders from across the armored vehicles ecosystem. The event served as a platform to discuss evolving land forces doctrines and the latest advancements in military land systems technology.

FNSS Mechanical Design Director Nusret Duyar delivered a compelling presentation on the opening day titled "Enhancing Mobility: Perspectives on Protection, Adaptability, and Operational Readiness." His presentation explored the critical elements of protection, modularity, and operational readiness in ground vehicles, offering insights into FNSS's perspective on the latest industry advancements. Duyar also shared valuable details about the technological achievements in vehicle mobility systems, developed through FNSS's 35 years of expertise in the field.

FNSS PARTICIPATES IN THE UVS - OMAN 2ND INTERNATIONAL CONFERENCE ON UNMANNED VEHICLE SYSTEMS



On February 14, Serkan Balbay, FNSS Director of Vehicle Electronics and Weapon Systems, presented "Shadow Rider Heavy-Class UGV: Armored Combat Vehicles Equipped with Autonomous Capability" at the UVS - Oman 2nd International Conference on Unmanned Vehicle Systems. The event, organized by the Faculty of Engineering at Sultan Qaboos University, highlighted cutting-edge advancements in unmanned vehicle systems.

DEFENSE INDUSTRY NEWS

FNSS UNVEILS THE PARS ALPHA 8X8 NEXT-GENERATION ARMORED COMBAT VEHICLE AT THE 2024 WORLD DEFENSE SHOW

Designed to enable mechanized infantry to perform with exceptional efficiency on the battlefield, the PARS ALPHA 8x8 embodies FNSS's expertise in ground systems and its forward-thinking approach to meeting evolving user needs.



The PARS ALPHA 8x8 sets new standards in next-generation armored combat vehicles by integrating advanced mobility, survivability, durability, situational awareness, and life-support technologies into a single platform, positioning FNSS at the forefront of innovation in armored warfare solutions.

The PARS ALPHA 8x8 leads the way in next-generation armored combat vehicles by combining advanced mobility, survivability, durability, situational awareness, and life-support systems into a single, cutting-edge platform.

TEBER-II 30/40 REMOTE-CONTROLLED TURRET (RCT) INTEGRATED INTO THE NEXT-GENERATION PARS ALPHA 8X8

The next-generation PARS ALPHA 8x8 vehicle has been integrated with FNSS's TEBER-II 30/40 Remote-Controlled Turret (RCT). The turret is equipped with a 30mm dual-feed automatic cannon. Its adaptable weapon system allows the existing 30mm barrel to be replaced with a 40mm barrel without altering key components or the mount, enabling users to effortlessly enhance firepower as needed. Additionally, a 7.62mm coaxial machine gun is positioned alongside the main weapon.

The TEBER-II 30/40 RCT system can also be integrated with various anti-tank missile systems. Two ready-to-fire anti-tank missiles are supported by a turret-integrated fire control system, enabling the neutralization of diverse threats at an effective range exceeding 4 kilometers.

The turret is equipped with an independent remote-controlled weapon system (RCWS) that offers adjustable firing angles both upwards and downwards. This system can mount either a 7.62mm or 5.56mm machine gun, and its elevation angle is particularly effective against threats located at elevated positions (such as buildings or rooftops) in urban areas, as well as drones approaching from steep angles. This system also serves as the commander's independent sight for "hunter-killer" capabilities.

Both the turret and the RWS are designed to engage multiple targets simultaneously in all directions. The TEBER-II 30/40 RCT features dual-axis stabilization capabilities, allowing for target tracking and firing while the vehicle is in motion.

In addition to the TEBER-II 30/40 RCT, the vehicle can be equipped with a variety of weapon systems, including 35mm, 90mm, 105mm, and 120mm weapon systems, 120mm mortars, air defense systems, and anti-tank systems. These can include both manned and remote-controlled turrets.

FNSS PARTICIPATES IN WORLD DEFENSE SHOW 2024 IN RIYADH, SAUDI ARABIA

FNSS attended the World Defense Show 2024, held on February 4–8 in Riyadh, Saudi Arabia. On the opening day of the event, FNSS unveiled the PARS ALPHA 8x8 Next-Generation Armored Combat Vehicle, showcasing its 35 years of experience in defense systems. Additionally, M113A4 vehicles, modernized locally in Saudi Arabia under FNSS's leadership, were exhibited by the Royal Saudi Land Forces (RSLF) in the open display area.

The Kingdom of Saudi Arabia and the Gulf Cooperation Council (GCC) countries hold significant strategic importance for FNSS. In 1997, FNSS played a pioneering role in introducing Turkish defense systems to the United Arab Emirates (UAE) market, which laid the groundwork for further expansion. This effort resulted in modernization programs in Saudi Arabia, Bahrain, and Oman, collectively exceeding $1 billion, creating a substantial impact.

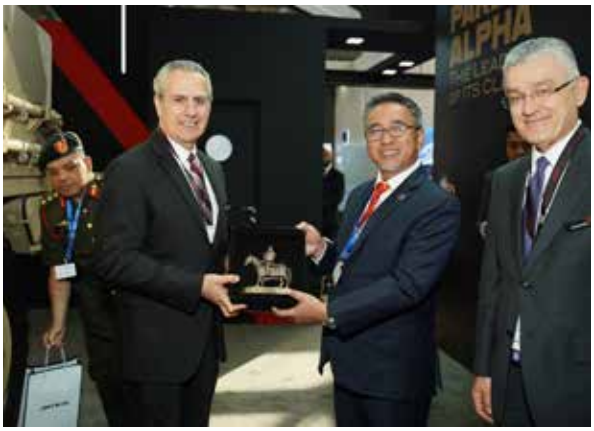
For over 20 years, FNSS has maintained its presence in the region by providing comprehensive Integrated Logistics Support services. FNSS notably operated the RSLF's Automotive and Upgrade Center (AUC) for approximately 15 years, successfully delivering a significant M113A4 Armored Personnel Carrier modernization project.

FNSS's commitment to Saudization during these modernization projects is important. By aligning with the policies of the Ministry of Defense and the RSLF, FNSS made significant efforts to develop the local workforce and create an environment where the project could be executed with local expertise. This initiative led to the accreditation of several local companies, enabling them to become subsystem suppliers for the modernization program, thereby strengthening the country's industrial infrastructure. Under FNSS's leadership and with local support, over 1,000 M113A4 vehicles have been successfully modernized to date. Additionally, a fleet of Armored Command Vehicles based on the FNSS ACV-19 platform has also been delivered as part of this collaboration.

FNSS's extensive regional experience underscores its commitment to delivering innovative defense solutions tailored to the evolving needs of the region's armed forces. It also highlights FNSS's alignment with Saudi Arabia's Vision 2030.







CONSTRUCTION NEWS

NUROL İNŞAAT SECURES SPOTS ON ENR 2023 LISTS

With its extensive expertise in international projects and wide-ranging operations, Nurol İnşaat has once again earned recognition by ENR (Engineering News-Record), one of the most prestigious publications in the industry. The company ranked 117th on the "World's Top 250 International Contractors 2023" list and 228th on the "World's Top 250 Global Contractors 2023" list. This achievement reaffirms Nurol İnşaat's competitive position on the global stage and highlights the impact of its engineering solutions across both infrastructure and superstructure projects.



Nurol İnşaat's ability to swiftly adapt to changing industry dynamics, its innovative approach, and unwavering commitment to its goals are key factors contributing to these rankings. The company's projects, spanning a broad geographical spectrum, not only contribute to local development objectives but also embody its vision of upholding high standards in engineering on an international scale.

TRAIN OPERATION TEST CONDUCTED FOR THE ÜMRANİYE–ATAŞEHİR–GÖZTEPE METRO PROJECT

Marking a significant milestone in expanding Istanbul's transportation network, a train operation test was conducted for the Ümraniye-Ataşehir-Göztepe Metro Project on March 14, 2024. The ceremony, held for the test drive between Ataşehir and the Finance Center, was attended by Istanbul Metropolitan Municipality Mayor Ekrem İmamoğlu. This event represented a pivotal turning point, ushering the project into a new phase.



The project, undertaken by a joint venture in which Nurol İnşaat holds a 33.33% stake, includes the construction of a 13 km-long twin-tube, single-track TBM tunnel, two train storage tunnels (NATM), and connecting tunnels (NATM). The project also features a total of 11 stations, including five main shaft-tunnel type stations.

SECOND PHASE OF THE ASIA REGION WATER TREATMENT PLANT PROJECT

The groundbreaking ceremony for the second phase of the İSKİ Cumhuriyet Drinking Water Treatment Plant was held on April 25, 2024. This expansion will increase the treatment capacity of raw water delivered from the Melen system to the Cumhuriyet Treatment Plant by 50%. It was noted that Istanbul's daily drinking water capacity will reach 2.88 million cubic meters, providing water to both the Anatolian and European sides of the city.

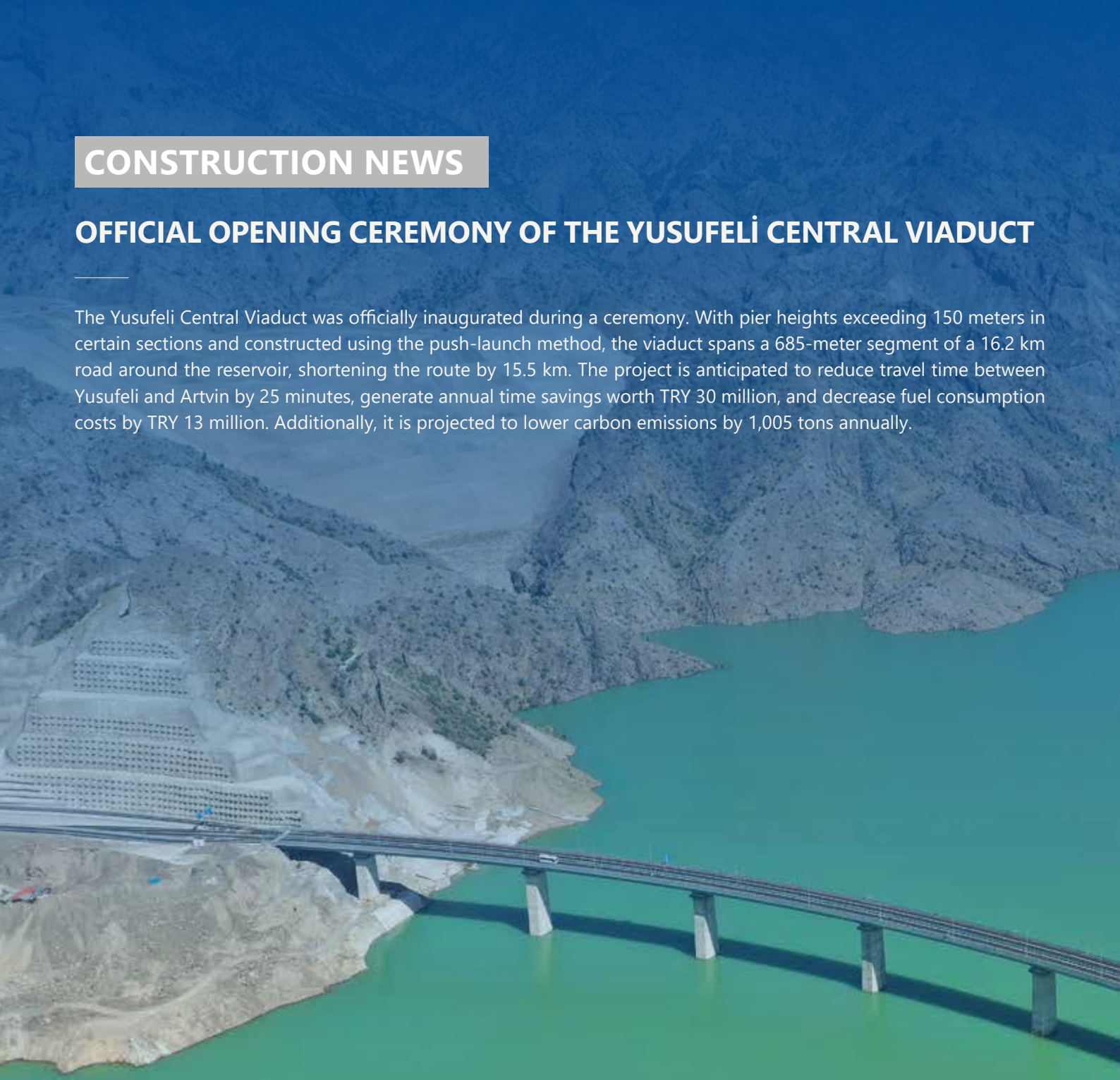
Districts experiencing water stress, such as Başakşehir, Bayrampaşa, Beşiktaş, Beyoğlu, Eyüpsultan, Fatih, Esenler, Gaziosmanpaşa, and Şişli, will benefit from a 50% increase in water supply through direct transfers via the northern Bosphorus pipeline.



CONSTRUCTION NEWS

OFFICIAL OPENING CEREMONY OF THE YUSUFELİ CENTRAL VIADUCT

The Yusufeli Central Viaduct was officially inaugurated during a ceremony. With pier heights exceeding 150 meters in certain sections and constructed using the push-launch method, the viaduct spans a 685-meter segment of a 16.2 km road around the reservoir, shortening the route by 15.5 km. The project is anticipated to reduce travel time between Yusufeli and Artvin by 25 minutes, generate annual time savings worth TRY 30 million, and decrease fuel consumption costs by TRY 13 million. Additionally, it is projected to lower carbon emissions by 1,005 tons annually.





CONSTRUCTION NEWS

CONSTRUCTION OF AL REEMAN PHASE 2 - PHASE 3 VILLAS AND INFRASTRUCTURE PROJECT BEGINS

Nurol LLC-OPC has commenced construction on the Al Reeman Phase 2 - Phase 3 Villas and Infrastructure Project (Fay Reeman II), commissioned by Aldar Projects PJSC. This extensive project spans a total built-up area of 262,368 m^2 and includes the construction of 557 villas.

The scope of work in Abu Dhabi encompasses the turnkey construction of 557 villas, perimeter walls, roads, traffic lights, landscaping, and comprehensive infrastructure works. The infrastructure elements include sewage, stormwater, potable water, drainage, and irrigation systems, as well as telecommunications networks, low- and high-voltage electrical cabling, street lighting, and gas systems. The project will proceed to deliver all components fully completed to the client.





SITE HANDOVER COMPLETED FOR THE TÂRGU MURES - TÂRGU NEAMT HIGHWAY PROJECT

The Târgu Mureș - Târgu Neamț Lot-1 Highway Design and Construction Project, tendered by the Romanian National Road Infrastructure Administration (CNAIR) on April 27, 2023, and officially contracted on February 29, 2024, had its site handover completed on May 31, 2024, marking the official start of the design phase. Valued at approximately USD 532 million, the project encompasses the construction of a 24.4 km, 2x2 lane highway, one operations and maintenance center, two service and parking areas, three interchanges, four road underpasses, 26.9 km of connecting roads, two steel bridges with a combined length of 343 meters, and 30 precast bridges spanning a total of 2,588 meters. The project timeline has been set at 30 months, with 6 months allocated for the design phase and 24 months for construction, aiming for a completion date of November 30, 2026.



FINAL ACCEPTANCE COMPLETED FOR THE ÇİĞLİ TRAMWAY BRIDGE WITHIN THE İZMİR ÇİĞLİ TRAMWAY LINE PROJECT

On May 26, 2024, the partial final acceptance of the 750-meter-long "Çiğli Tram Bridge Construction" section an integral part of the İzmir Çiğli Tram Line Project, which received provisional acceptance on January 22, 2024 was completed.



TURKISH AEROSPACE (TUSAŞ) B1070 TEST BUILDING PROJECT DELIVERED

The TUSAŞ B1070 Test Building Project has been successfully completed and handed over with meticulous attention to detail. The steel-structured building, which stands approximately 60 meters tall and covers an enclosed area of 14,000 m^2, included the execution of all infrastructure, reinforced concrete, architectural elements, steel construction, electrical and mechanical installations, as well as testing and commissioning processes. A total of 5,850 tons of steel were utilized in the project. This project is anticipated to serve the country well, and heartfelt gratitude is extended to all team members and stakeholders who contributed to its realization.



PLOIEȘTI–BUZĂU LOT-3 HIGHWAY PROJECT OFFICIALLY COMMENCES

Work on the Ploiești–Buzău Highway Lot-3 (km 49+350 to km 63+250) officially began on March 1, 2024. This major infrastructure project, tendered by the Romanian National Company for Road Infrastructure Administration (CNAIR) on September 16, 2021, and awarded on December 28, 2023, is being executed under a unit price contract with a budget of LEI 1,093,477,339. The project is scheduled for completion on October 31, 2025. The project involves the construction of a 13.9 km-long, 2x2-lane highway, one maintenance and operations facility, one service area, two interchanges, seven bridges totaling 1,907 meters in length, and a 3.3 km access road. Key works include earthworks, structures, infrastructure relocations, bored pile works, bridge and overpass construction, landscaping, superstructure works, road markings, and guardrail installations.

CONTRIBUTION TO THE PRODUCTION OF ATATÜRK BUST FROM TUSAŞ CONSTRUCTION SITES

Materials and labor were provided by TUSAŞ construction sites to support the production of an Atatürk Bust at the newly opened Akıncı Gendarmerie Station, located near TUSAŞ. Within the scope of this support, the materials and labor provided by the construction sites were used in the production process of the Atatürk Bust, contributing to the needs of the Akıncı Gendarmerie Station.



TOURISM AND HOSPITALITY NEWS

NEWS FROM SHERATON ANKARA, AND LUGAL ANKARA
NEWS FROM SHERATON BATUMI

SHERATON ANKARA HOSTS THE 2023 FOREIGN TRADE FIGURES ANNOUNCEMENT MEETING

Sheraton Ankara had the honor of hosting the 2023 Foreign Trade Figures Announcement Meeting, organized by the Turkish Exporters Assembly (TİM) and attended by President Recep Tayyip Erdoğan. This prestigious event provided a platform for a detailed evaluation of Türkiye's economic performance, drawing significant participation from business leaders and government officials.

At Sheraton Ankara, meticulous efforts were made to ensure the comfort of all guests, contributing to the seamless execution and success of this important gathering.



HOSTING THE GOLD MINERS ASSOCIATION

Sheraton Ankara had the pleasure of hosting the "Responsible Gold Mining Conference" on May 16, 2024, in collaboration with the Gold Miners Association. Among the distinguished attendees were Dr. Muhterem Köse, General Coordinator of the Gold Miners Association, and Bilge Küçükaytan from TÜMAD Madencilik. The conference served as a platform for industry leaders to discuss key topics related to sustainable and responsible gold mining practices.



37TH INTERNATIONAL CULINARY, TOURISM, AND GASTRONOMY FESTIVAL

On August 24, 2024, Sheraton Ankara and Lugal, a Luxury Collection Hotel, proudly participated in the "37th International Culinary, Tourism, and Gastronomy Festival" held in Mengen, Bolu. The festival's opening ceremony featured a keynote address by Minister of Culture and Tourism Yusuf Tekin, who highlighted the significance of promoting Türkiye's rich gastronomic heritage on a global scale.

Sheraton Ankara's Executive Chef, Zeki Açıköz, actively contributed to the event as the President of the Turkish Chefs Federation (TAFED), underscoring the importance of showcasing Turkish culinary values on the international stage. Throughout the festival, our stand offered visitors a taste of Sheraton Ankara and Lugal's unique creations, and we were honored to be part of such a meaningful celebration.



MARRIOTT INTERNATIONAL TÜRKİYE IFTAR GATHERING

Held at Sheraton Ankara, the iftar gathering brought together Marriott International Türkiye hotels, valued business partners, and agencies. The event offered a unique opportunity to share the spirit of Ramadan while fostering stronger collaborations. The evening's heartfelt atmosphere beautifully showcased the pride and unity of being part of the Marriott International family. Beyond the shared iftar meal, attendees connected in an inspiring setting, exchanging ideas and exploring opportunities for future partnerships and projects.



TOURISM AND HOSPITALITY NEWS

A CELEBRATION OF FLAVORS AND WINE AT GARDEN TERRACE



At Sheraton Ankara's Garden Terrace Restaurant, guests were invited to savor the perfect harmony of traditional pot dishes paired with exceptional wines. Guided by Executive Chef Zeki Açıköz and wine expert Kemal Şafak, this special evening offered a unique culinary journey where every bite and sip told a story. It was an unforgettable gastronomic experience that left a lasting impression on all who attended.

FATHER'S DAY COLORS: FATHERS THROUGH THE EYES OF CHILDREN



To celebrate Father's Day, a colorful collage was created featuring heartfelt drawings by the children of our employees. This beautiful display, reflecting how children see their fathers as extraordinary figures, was shared with joy. Each drawing carried a meaningful message, emphasizing the deep love and importance of fathers in their children's lives.

AN UNFORGETTABLE MEXICAN NIGHT AT GARDEN TERRACE



Sheraton Ankara, in partnership with the Embassy of Mexico, proudly hosted an unforgettable Mexican Night at Garden Terrace. Held outdoors and accompanied by live jazz and Latin music, this special event offered guests the chance to indulge in the vibrant and distinctive flavors of Mexican cuisine. With its colorful ambiance and lively performances, the evening created lasting memories, once again showcasing Sheraton Ankara's excellence in hosting exceptional cultural experiences.

GLOBAL WELLNESS DAY 2024 CELEBRATION AT GARDEN TERRACE

Sheraton Ankara celebrated Global Wellness Day 2024 with a refreshing yoga session and inspiring discussions on healthy living at Garden Terrace. Guided by the theme of reconnecting with nature, participants came together to foster their physical, mental, and spiritual well-being. Embracing the #MagentaNature philosophy, the event celebrated the tranquility and balance that nature provides, while once again emphasizing the vital importance of a healthy lifestyle.

EMPLOYEE SATISFACTION WEEK: CELEBRATING SUCCESS TOGETHER

Sheraton Ankara wrapped up Employee Satisfaction Week with enthusiastic celebrations. The final day featured special events filled with heartfelt and meaningful moments. A celebration for team members with birthdays during the month added a personal touch to the week. Additionally, the month's outstanding employees were announced and their achievements recognized.



INSPIRING MAY TOWN HALL

The May Town Hall meeting was held with great success, featuring the participation of Market Vice President Stefan Kuehr, Market Director of Operations Zeren Öztürk, and Market Director of Human Resources Ayşegül Akyüz. This insightful session offered valuable perspectives on strategic discussions and upcoming initiatives. The innovative ideas and collaborative spirit shared during the meeting contributed to building a strong foundation for the future.

TÜRKİYE-JAPAN: CELEBRATING 100 YEARS OF DIPLOMATIC RELATIONS

A special event was hosted to celebrate 100 years of diplomatic relations between Türkiye and Japan. Hosted at Brasserie One Restaurant, the occasion offered attendees the chance to savor a thoughtfully prepared menu designed exclusively for this occasion.

TOURISM AND HOSPITALITY NEWS

SHERATON ANKARA FEATURED IN L'OFFICIEL'S "INDULGENT ROOMS" SERIES

The February issue of L'Officiel magazine featured the "Indulgent Rooms" series by Sermet Severöz, offering readers an in-depth exploration of Sheraton Ankara's luxurious and elegant rooms. This exclusive feature highlighted the seamless blend of modern sophistication and comfort, showcasing the hotel's refined design and the unique experiences its rooms provide. With a focus on Sheraton Ankara's chic and contemporary aesthetic, the article celebrated the unforgettable moments crafted for its guests. Severöz's thorough review once again underscored why Sheraton Ankara remains one of the capital's most prestigious accommodation options.

The perfect blend of modern luxury

An iconic symbol of the capital, Sheraton Ankara Hotel & Convention Center delivers a unique experience where exceptional service, refined design, and luxury converge. Situated in Kavaklıdere, one of Ankara's most prestigious and serene neighborhoods, Sheraton Ankara has been a cornerstone of hospitality for 32 years, standing out as the city's most distinguished destination for accommodation and events. This landmark hotel has 306 rooms and suites, offering guests an unforgettable stay. Seamlessly combining comfort and luxury, Sheraton Ankara is an ideal choice for both business and leisure travelers. Its rooms captivate with modern, elegant designs, promising a relaxing stay enhanced by stunning views. For those seeking exclusivity, the suites stand out with their spacious layouts and sophisticated décor, creating a truly exceptional experience. Excellence in service is at the core of Sheraton Ankara's identity. The hotel's dedicated team anticipates every need, delivering personalized and attentive care. This excellent service approach ensures that guests make the most of every moment in the hotel.

The Club Lounge, located on the 20th floor of Sheraton Ankara, offers an exclusive experience for both business and leisure guests. This serene space, with its panoramic city views and tranquil ambiance, is the perfect retreat for those seeking comfort and relaxation throughout the day. Designed to meet the needs of the business world, the hotel's state-of-the-art meeting and convention center stands out with its technologically advanced facilities and professional service approach.

In the realm of gastronomy, Sheraton Ankara excels with its diverse culinary offerings. The hotel's restaurants and bars, known for their stylish atmospheres and rich menus, serve as gathering points for both hotel guests and the city's elite.

Sheraton Ankara's central location provides convenient access to business, shopping, and entertainment hubs, offering guests a seamless stay in the heart of the city. Its proximity to historical and cultural landmarks makes it an ideal starting point for those looking to explore the beauty of the capital. For over 32 years, Sheraton Ankara Hotel & Convention Center has been a jewel of the city, offering more than just a place to stay. It provides a vibrant living space where guests can truly feel the history, culture, and dynamism of the capital.

By: Sermet Severöz



WE CELEBRATED INTERNATIONAL WOMEN'S DAY WITH JOY!

On March 8th, International Women's Day was celebrated with great enthusiasm. The energy and value that women bring to our hotel were honored, as we joyfully came together to mark this special occasion. The determination and leadership demonstrated by women in every field play a vital role in the success of our hotel. On this meaningful day, we celebrated the strength and contributions of our female team members once again.



WE HOSTED THE 248TH USMC BIRTHDAY BALL

Sheraton Ankara was honored to host the 248th United States Marine Corps Birthday Ball. This distinguished event was further enriched by the presence of Ambassador Jeffrey Lane Flake and his wife, Cheryl Flake. Reflecting the proud heritage of the U.S. Marine Corps, the evening was filled with moments of honor, celebration, and joy, making it a truly memorable occasion.



TOURISM AND HOSPITALITY NEWS

WE CELEBRATED MOTHER'S DAY AT SHERATON ANKARA



Sheraton Ankara Hotel & Convention Center hosted a memorable Mother's Day Brunch at Brasserie One Restaurant. Guests were greeted with the graceful melodies of violin and cello, and treated to a glass of Mimosa cocktail alongside chocolate-dipped fresh strawberries and macarons. Throughout the event, guests cherished unforgettable moments and took commemorative photos at the specially designed "Best Mama Ever" corner.

LUGAL, A LUXURY COLLECTION HOTEL, NAMED EUROPE'S BEST FOR DIGITAL GUEST EXPERIENCE

Lugal, a Luxury Collection Hotel, Ankara, proudly announces its recognition as Europe's top-performing hotel in digital guest experience. This prestigious title was awarded for its exceptional digital services delivered to guests during May 2024. This achievement stands as a testament to the hotel's unwavering commitment to providing unparalleled service quality and innovative guest experiences.

LUGAL, A LUXURY COLLECTION HOTEL, WINS "DIGITAL GUEST EXPERIENCE - LUXURY" AWARD



Lugal, A Luxury Collection Hotel, Ankara, has been honored with the prestigious "Top Performer: Digital Guest Experience - Luxury" award at the EMEA Operations Conference in Barcelona. This accolade highlights the hotel's commitment to delivering outstanding digital experiences for its guests. Heartfelt thanks go to the entire Lugal team for their dedication and hard work, which have elevated the standards of luxury hospitality and reinforced the hotel's commitment to innovation. Special recognition is extended to Multi-Property Director of Rooms Cenk Koruyucu, who accepted the award on behalf of the hotel. His visionary leadership has played a pivotal role in establishing Lugal as a leader in digital guest experience.

LUGAL, A LUXURY COLLECTION HOTEL, WINS BOOKING.COM 2024 TRAVELLER REVIEW AWARD

Lugal, A Luxury Collection Hotel, is proud to announce that it has received the Booking.com 2024 Traveller Review Award. This prestigious honor stands as a testament to the hotel's unwavering dedication to excellence in hospitality and delivering exceptional guest experiences.



SHERATON BATUMI HOSTS ANOTHER JOB FAIR

Sheraton Batumi Hotel successfully hosted another Job Fair, aimed at promoting the hotel and its brand, attracting young talent, and fostering their career growth and development. To ensure wide participation and a successful event, the hotel collaborated with various organizations.



TOURISM AND HOSPITALITY NEWS

NEWS FROM SHERATON BATUMI

Sheraton Batumi Hotel team supported the Family Style Children's Shelter by donating thoughtful gifts, including sweets, colorful paper, pencils, and coloring books, to bring joy to the children.

In our commitment to giving back, surplus food from the hotel is now repurposed and donated to animal shelters.

Additionally, our Spa team organizes quarterly donation drives, providing essential items to families in need, children, and elderly care homes.

Orthodox Easter was celebrated with traditional Easter cakes, which were shared with our team as a gesture of appreciation.

International Women's Day was honored with a special reception attended by all staff members. The event celebrated the social, economic, cultural, and political achievements of women, with flowers and small gifts presented to our female employees.

We partnered with the NCOS Blood Batumi Clinic for a Blood Donation initiative, working together to save lives and assist those in need.

Our quarterly All-Employee Meeting once again brought the entire team together to share updates.

Sheraton Batumi is proud to continue its partnership with the Believe charity for the 8th consecutive year. As part of the "I Believe in Santa" campaign, we collected and fulfilled Christmas wishes for children living below the poverty line, delivering gifts, postcards, and sweets to make their holiday season brighter.

International Children's Day was celebrated, and our employees organized a fun Master Class with their children. In addition, the children enjoyed a drawing corner, delicious food, music, and gifts.

As part of Employee Appreciation Week, a boat trip was organized for the Sheraton team with snacks, music, and photo shoots.



AVIATION NEWS

EBACE AND ISTANBUL AIR SHOW: STRATEGIC STEPS IN THE AVIATION INDUSTRY

In 2024, we participated in two of the world's premier aviation events: the European Business Aviation Convention & Exhibition (EBACE) and the Istanbul Air Show. These events served as key platforms for engaging in face-to-face meetings with global aviation leaders and international clients. The new partnerships and collaborations forged during these occasions have further solidified our position in both national and international markets.

EBACE 2024

At EBACE, one of Europe's most prestigious aviation events, Nurol Havacılık A.Ş. proudly showcased its commercial flight services and operational expertise. Our commitment to delivering high-quality, reliable, and efficient operations left a lasting impression on potential clients. The punctuality, safety, and exceptional service standards we uphold in our flights have not only boosted customer satisfaction but also earned widespread recognition from industry representatives for our adherence to international standards and on-time performance.

During the event, we emphasized that our operations are meticulously planned in full compliance with civil aviation regulations, with maintenance carried out promptly and with precision. The core value of "trust," which defines our approach, was successfully communicated to all stakeholders in the industry.

İstanbul Air Show 2024

The Istanbul Air Show was another significant event for Nurol Havacılık A.Ş. this year, offering a key platform to strengthen local and regional partnerships. Bringing together leaders from both domestic and international aviation sectors, the event allowed us to present our commercial flight services and operational strengths. Throughout the fair, we highlighted the quality, reliability, and customer-focused approach that define our services. The Istanbul Air Show not only increased our visibility in the regional market but also served as a bridge for forging new collaborations and business opportunities.



Discussions with potential clients underscored the competitive advantages of our services in countries such as Iraq, Saudi Arabia, and Italy. These included competitive pricing, dependable operational processes, and a customer-first approach. These efforts resulted in increased flight frequencies to these destinations and the expansion of our regional business footprint.

NEWS FROM OASIS BODRUM

TRADITIONAL OASIS BODRUM APRIL 23 CHILDREN'S FESTIVAL



This year, National Sovereignty and Children's Day on April 23rd was celebrated at Oasis with vibrant, joyful, and colorful festivities. The event featured performances by Bodrum's educational institutions, including dance, folk dances, and orchestras, all prepared throughout the year. Young visitors enjoyed the celebration to the fullest, engaging in a variety of workshops and receiving delightful gifts.

RALLY BODRUM



Rally Bodrum, the third leg of the 2024 Türkiye Rally Championship, delivered an adrenaline-packed week for motorsport enthusiasts. A spectacular display of rally, drift, track, and off-road vehicles was hosted at Oasis Bodrum, captivating visitors throughout the event. Additionally, champion rally drivers Volkan Işık, Ali Türkkan, Burak Çukurova, Ümit Can Özdemir, and Uğur Soylu engaged with fans and the press during an exclusive Q&A session held at Oasis Bodrum.

CHOCOLATE & COFFEE FESTIVAL



The Chocolate & Coffee Festival brought together a delightful selection of products from various brands, showcased at Oasis Square. Over three days, visitors enjoyed DJ performances, barista demonstrations, coffee talks, and interactive workshops, creating a truly unforgettable experience.

NEWS FROM OASIS BODRUM

MAY 19 YOUTH AND SPORTS DAY

Oasis Bodrum hosted the 2nd Bodrum Yaşam Foundation Festival, featuring colorful and creative design stands. On Sunday, May 19th, Bodrum Yaşam School students celebrated the end of their academic year with a lively event. The festivities included DJ performances, concerts, stage shows, a raffle with exciting prizes, and the traditional cap-throwing ceremony, leaving attendees with lasting memories.



VALENTINE'S DAY SHOPPING STREET

Oasis Bodrum offered visitors a one-of-a-kind outdoor shopping experience during its Valentine's Day Festival. The event featured a wide range of products, from jewelry and accessories to delicious snacks. In addition to the shopping street, guests enjoyed a live performance by Groovers Trio and a necklace-making workshop, creating truly memorable and love-filled moments.



OPEN-AIR CINEMA

Continuing its tradition, Oasis Bodrum once again brightened summer evenings with its open-air cinema screenings. This year's program featured a selection of 30 local and international films, delighting movie enthusiasts with free showings under the stars.



UKRAINE PROMOTION DAYS

At the third annual Ukraine Culture and Promotion Day, visitors experienced traditional Ukrainian dance performances and explored an array of iconic Ukrainian products, including food, beverages, clothing, and accessories, which were both showcased and available for purchase.



CORPORATE UPDATES

COMPLIANCE PROJECT

In today's globalized economy, implementing corporate compliance programs has become a necessity for operating lawfully, securely, and effectively managing international risks. Since its establishment, Nurol Holding A.Ş. has remained committed to conducting its operations across diverse sectors and regions in strict adherence to both local and international regulations.

Nurol Holding A.Ş. has recently decided to further institutionalize its commitment to compliance by launching a comprehensive Compliance Project in January 2024. This initiative, developed under the guidance of the U.S.-based law firm Eversheds Sutherland (US) LLP, aims to establish an effective Compliance Program tailored to meet the demands of global developments. The Compliance Project is based on Nurol Holding A.Ş.'s Compliance Policies and focuses on four primary areas: international sanctions, export control obligations, anti-money laundering, and anti-bribery and corruption.

As part of the project's initial phase, a large-scale training session was held on March 12, 2024, at the Sheraton Hotel to raise awareness among employees. The session, led by Attorney Başak Çankayalı, Legal Counselor for International Law and Compliance at Nurol Holding, covered two key topics: Living with Sanctions in International Trade and Combatting Bribery and Corruption. During the first session, participants explored the concept of international sanctions, their objectives, the authorities responsible for enforcing them, and the potential consequences of non-compliance. Practical examples were provided to enhance understanding. The second session offered a comprehensive overview of national and international legislation concerning anti-bribery and corruption, equipping attendees with essential knowledge in this critical area.

The Compliance Project aims to guide all Nurol Group companies, executives, employees, and business partners in adapting to global developments while ensuring adherence to the group's own Compliance Policies, and, by extension, to local and international regulations.





NUROL GROUP OF COMPANIES 6TH FINANCIAL GROUP MEETING

The Nurol Group of Companies 6th Financial Group Meeting was held on April 20-22, 2024, as part of a program covering Mardin and Şanlıurfa. This meeting aimed to foster synergy among the financial teams of the Holding and Group Companies, review strategic financial planning, and evaluate current financial matters.

At the opening session, Nurol Group CFO Kerim Kemahlı and Nurol Holding A.Ş. General Accounting Department Head Korkut Şeşenoğlu delivered speeches emphasizing the significance of this sixth gathering. They provided insights into the Group's financial management strategies and their impact across the organization, while underlining the importance of financial discipline and the adjustments required for Group Companies to meet their financial goals. Following the opening remarks, Mr. Ersun Bayraktaroğlu, Partner at PwC Tax Services, took the stage.

The meeting's main agenda focused on detailed discussions of financial topics, with forward-looking projections developed based on expectations and recommendations. Current issues affecting Group Companies were thoroughly analyzed, with an emphasis on necessary actions and adjustments. Changes in financial regulations and their potential impacts on our companies were also carefully reviewed.

The 6th Financial Group Meeting concluded as a pivotal step in advancing Nurol Group's financial management approach. It was recognized as a critical opportunity to strengthen strategic planning, enhance financial discipline, and continuously improve the financial performance of Group Companies.





CORPORATE UPDATES

NUROL TEKNOLOJİ AWARDED AUTHORIZED ECONOMIC OPERATOR (AEO) CERTIFICATE

In March 2024, Nurol Teknoloji received the Authorized Economic Operator (AEO) Certificate, a distinction granted to trustworthy companies that fulfill customs obligations accurately and reliably, supporting the facilitation of trade processes. This certificate, issued for the 101st time by the Central Anatolia Customs and Foreign Trade Regional Directorate, marks another significant achievement for our company.



NUROL TEKNOLOJİ CELEBRATES “VALUES DAY”

Nurol Teknoloji held its first Values Day celebration with great enthusiasm and excitement. Designed to strengthen the company’s core values at the start of the new year, this special event brought together all employees. Through a series of activities and presentations, the importance of integrating these values not just as statements on walls but as guiding principles in daily work life and behavior was underscored. The day inspired all participants to reflect on their contributions to Nurol Teknoloji’s work culture and reinforced the vital role these values play in the company’s success. The program included presentations, a musical performance, panel discussions, and surprise awards. A standout moment of the day was the musical business show “The Rhythm of Life” presented by Mehmet Auf and his team, which strengthened team spirit and introduced a fresh, innovative perspective to attendees.





CORPORATE UPDATES

BOOK LOVERS EVENT

The Book Lovers event provides an excellent opportunity not only to connect with colleagues but also to share ideas and enrich the learning process. In 2024, following discussions on "Managing Oneself" and "Teams" from the Harvard Business Review series, the group will embark on a new journey with the memoir Babam'a Söz Verdim (I Promised My Father) by Nurettin Çarmıklı. This interactive discussion environment allows participants to cultivate creativity, foster a productive work culture, and gain fresh perspectives in a collaborative setting.



NUROL TEKNOLOJİ COMPANY TOURNAMENTS

Nurol Teknoloji organized various activities in 2024 to strengthen employee connections and boost productivity. These tournaments, held in a relaxed and friendly atmosphere, enhanced workplace energy and camaraderie. Events included table tennis, foosball, and backgammon competitions, with successful teams and individuals recognized and rewarded at the end of each tournament.



FNSS "MY STRENGTH: WOMEN ENGINEERS" PROGRAM

The "My Strength: Women Engineers" program, aimed at promoting gender equality and empowering women in the workforce, was held on April 25 at the FNSS Campus with the participation of 20 female engineering students.

During the program, the students demonstrated creative presentations and completed case studies, gaining valuable insights and experiences. The event featured FNSS General Manager Nail Kurt and Assistant General Manager Michael McCarthy, who engaged with the participants. As a highlight, the students earned the opportunity to take part in FNSS's candidate engineering, internship, and recruitment processes, as well as receive six months of mentorship from FNSS executives.



FNSS PARTICIPATES IN 8TH TSSK PROJECT MARKET AND COLLABORATION SUMMIT

The 8th TSSK Project Market and Collaboration Summit, organized by the Teknokent Defense, Aerospace, and Security Cluster, was held at the METU Cultural and Convention Center with the participation of key public and private sector stakeholders. The event, themed "Sectoral Innovation and Entrepreneurship in the Defense Industry," featured a presentation by FNSS Business Development Manager Özgen Gönenç titled "FNSS Innovative Solution Approaches."



CORPORATE UPDATES

TRAFFIC WEEK ACTIVITIES

As part of its Sustainability and Corporate Social Responsibility initiatives, TÜMAD continues to maximize the long-term positive impact of its operations on local communities, as outlined in its Community Development Plans. In alignment with these goals, a comprehensive traffic awareness training session was organized during the annual Traffic Week Activities in May for students of İvrindi Nurettin Çarmıklı Vocational and Technical Anatolian High School and Lapseki Erol Çarmıklı Anatolian High School.

The training focused on the meaning and accurate interpretation of traffic signs, along with fundamental traffic rules essential for road safety. Topics included risks faced by pedestrians and cyclists, strategies to minimize these risks, safety measures for drivers, the dangers of distractions while driving and how to avoid them, and the life-saving importance of wearing seat belts.

This initiative aimed to instill a sense of responsibility and traffic safety awareness in students, encouraging them to contribute to creating a safer traffic environment.



NUROLBANK EXPANDS OPERATIONS WITH NUROLBANKPOS

NurolBank is set to meet its clients' payment needs with the launch of its NurolBankPOS service, following the acquisition of a payment systems license. Within the coming months, the bank will introduce physical and virtual POS solutions equipped with next-generation payment technologies, including NFC and mobile payment, simplifying payment processes and enhancing customer convenience.



NUROLBANK LAUNCHES ITS NEW WEBSITE

NurolBank has successfully launched its new website after nearly a year of meticulous development. Every stage of the design, development, and implementation process was carefully tailored to prioritize user-friendliness.

Visitors can effortlessly navigate between product and service pages, easily accessing other sections of the site. With its compact and minimalist structure, the website ensures users can find the information they need without feeling overwhelmed.

Adding a personal touch, the design incorporates photographs of NurolBank's own employees. Visitors can now follow the latest news and updates about NurolBank directly through this new platform.



NUROLBANK EXPANDS INTO CAPITAL MARKETS AND CUSTODY SERVICES

NurolBank has expanded its operations to include General Custody Services, Individual Asset Custody, and Collective Investment Custody and Fund Services, following authorization from the Capital Markets Board.

Through its Individual Custody Services, NurolBank offers secure safekeeping of assets for the individual clients of portfolio management companies. For investment funds established by asset management companies, the bank provides Collective Investment Custody and Fund Services.

In addition to supporting Nurol Portföy Yönetimi A.Ş., NurolBank now offers these services to five other portfolio management companies.



CORPORATE UPDATES

SHARING HOPE DURING DISABILITY AWARENESS WEEK: HOPEFUL HEARTS FROZEN

During Disability Awareness Week, Sheraton Ankara launched the "Hopeful Hearts Frozen" campaign, creating a heartfelt and impactful initiative with its guests. Throughout the week, TRY 100 from the sale of each "Hopeful Hearts Frozen" beverage was donated to SERÇEV (The Association of Children with Cerebral Palsy). This meaningful campaign not only provided support to SERÇEV but also allowed guests to experience the joy of making a hopeful difference through their contributions.



A MEANINGFUL GIFT FROM LÖSEV: OUR INSPIRING PAINTING

Sheraton Ankara received a magnificent painting from LÖSEV, reflecting the heartfelt emotions of children with leukemia. This exceptional gift is more than just a painting; it is a profound honor and a source of inspiration. The Sheraton Ankara team extends its heartfelt gratitude to the LÖSEV family for this meaningful gesture and the painting was proudly displayed at the hotel.



NUROL İNŞAAT CELEBRATES WOMEN'S DAY WITH FEMALE EMPLOYEES

Nurol İnşaat celebrated International Women's Day on March 8 with a special luncheon for its female employees at the Headquarters Office. The event was organized to strengthen solidarity among colleagues and emphasize the invaluable role of women in the workplace.





ONE OF US

ELİF ÖZER

HUMAN RESOURCES, CORPORATE COMMUNICATIONS, AND SUSTAINABILITY GROUP PRESIDENT

CAN YOU TELL US A BIT ABOUT YOURSELF? HOW DID YOUR JOURNEY BEGIN AND LEAD YOU TO WHERE YOU ARE TODAY?

Reading this question and realizing that I am now in the 27th year of my journey filled me with both emotion and excitement. I was born into a family of educators and grew up in an environment where love, respect, and knowledge were deeply cherished. I have always believed that the greatest fortune in my life is the family I was born into. Although my academic life was filled with achievements, I never distanced myself from life, current events, or my friendships. Like everyone, I've made mistakes, experienced tragic moments, and celebrated joyful milestones. Throughout it all, I've stayed true to the values that anchor my life: honesty, hard work, balance, and sincerity. Now, I can say this with certainty: what truly matters is not how your journey begins or where it ends but who you travel with along the way. I feel incredibly fortunate and happy to have spent this journey doing the work I love, with teams I deeply admire, and friends I've chosen to share my path with.

HOW HAS YOUR EDUCATIONAL JOURNEY SHAPED YOUR CAREER? CAN YOU SHARE HOW YOUR ACADEMIC BACKGROUND HAS INFLUENCED YOUR PROFESSIONAL LIFE?

My education has been instrumental in helping me understand people's emotions and needs. Studying Psychological Counseling at METU significantly enhanced my ability to listen and empathize, which are among the most essential skills in human resources management. It also allowed me to apply my knowledge of human behavior and communication to the professional world. Moreover, my academic background, coupled with my experiences of campus and dormitory life, taught me inclusivity and respect for diversity—long before these topics became prevalent in the corporate world. University life was where I learned to adapt to life's ever-changing flow with flexibility and resilience.



YOU HAVE HELD EXECUTIVE ROLES IN LEADING COMPANIES WITHIN THE FINANCE AND RETAIL SECTORS. IN YOUR OPINION, WHAT ARE THE MOST IMPORTANT QUALITIES OF A LEADER?

In my opinion, the first and most vital quality of a leader is being genuine and a good listener. Leadership isn't something that comes with a title; every position and environment naturally fosters its own leader. Management, however, is cyclical and tied to specific time frames. This distinction highlights the significant differences between being a senior manager and being a true leader. We need leaders who can focus on the bigger picture, put people at the center of processes and goals, internalize their vision, and, most importantly, create space for all stakeholders—empowering them to grow, develop, and transform. Since day one, no matter how much industries, technologies, and paradigms evolve, one thing remains unchanged: the performance, happiness, and continuity of teams are directly influenced by their leader, and the most significant impact on a manager comes from their team.

COMPARED TO WHEN YOU FIRST STARTED YOUR CAREER, WHAT DO YOU THINK HAS CHANGED THE MOST IN THE BUSINESS WORLD?

A great deal has undoubtedly changed over the past 27 years, but perhaps the most significant shifts have occurred in just the last five. Especially in the aftermath of the Covid era, we began to rethink and replan many aspects of how we work and operate. Technological advancements and digital transformation, which we have all experienced firsthand, have completely reshaped our business models. Alongside these changes, the competencies expected from employees have evolved and diversified significantly. Moreover, we are living through times marked by numerous global and local challenges and hardships. When I reflect on this question, instead of focusing solely on what has changed, I find myself thinking: With so much change happening, which qualities must we hold onto to remain relevant and successful? In my opinion, in the fields of Human Resources, Corporate Communications, and Sustainability, our focus today and in the future must always remain on the following: open and genuine communication, growth-oriented feedback, and a steadfast commitment to working, creating, and hoping for the benefit of the communities and environments we are part of.

WHAT WAS YOUR BIGGEST MOTIVATION FOR JOINING THE NUROL FAMILY, AND WHAT ARE YOUR GOALS IN THIS JOURNEY?

Nurol Group is an esteemed organization with nearly 60 years of deep-rooted history, renowned for its trust and success across six different sectors, both in Türkiye and globally. It continues to grow steadily by upholding its values and contributing to the prosperity of its country, institutions, employees, and the communities in all the regions where it operates. The opportunity to be part of such a significant organization and to walk alongside this large family on its transformative journey in human resources, corporate governance, and corporate communication—all key components of sustainability—was incredibly exciting for me. I firmly believe that as an institution rooted in our country's resources and one that has remained true to its values, we have countless stories to create and achievements to realize together with a remarkable team. I look forward to updating and improving every process that has been worked on so far in parallel with today's needs and the needs of our organization, and to succeed together with our teams and companies.

CORPORATE SOCIAL RESPONSIBILITY (CSR) HAS BECOME A KEY AREA OF FOCUS IN RECENT YEARS. WHAT ARE YOUR THOUGHTS ON THIS?

Corporate Social Responsibility (CSR) has become a focal point for many organizations in recent years. However, I feel immense pride in being part of an institution that has embraced such initiatives with heartfelt conviction and belief long before these concepts were widely discussed. From the moment I joined Nurol, I was deeply inspired by a story shared in Nurettin Çarmıklı's book, I Promised My Father:

"In the final years of his life, contracting became my father's main work. His last major project—perhaps his most significant—was the construction of a primary school in Göle, a village, in 1944. I accompanied him to the site when I was just 13 years old. My father was passionate about the project and paid great attention to every detail. However, the resources of the time were extremely limited. There was no cement, so they mixed mud to plaster the walls. Yet, despite the challenges, that school became his greatest masterpiece as a contractor. My father, Eyüp Sabri Çarmıklı, passed away three years after completing the school. Decades later, in 1983, when the school was demolished by the state, its significance became clear. The stones used in its construction were found to be so durable that they were reused for the new school built next to it. Those stones, placed by my father in that school's walls, were, in a sense, the first stones laid on the path that brought Nurol Holding to where it stands today. This is why, 60 years later, I wanted to build another school in the same area using the latest technology. However, the village already had a school—one built with the very stones my father had laid so many years before."

I feel profound gratitude to our founders, whose vision continues to guide us to this day. For organizations like ours, where CSR is embedded in the culture, such efforts do more than benefit society—they also strengthen employees' sense of belonging, reinforce a commitment to societal responsibility, and enhance the trust placed in the organization. At Nurol Holding, we remain dedicated to prioritizing not just financial success but also creating lasting value for the communities and environments we serve.

CAN YOU PROVIDE INFORMATION ABOUT NUROL HOLDİNG'S SUSTAINABILITY STRATEGIES AND GOALS?

At Nurol Holding, we aim to support economic growth by creating business opportunities across all sectors and regions where we operate, investing in education, preserving natural resources, and prioritizing safe working practices. Beyond being profit-oriented organizations, we embrace a sustainability strategy that places our responsibilities to society and the environment at the forefront. Our sustainability policy is shaped by our commitment to advancing environmental, social, and economic development under the themes of "A Healthy Planet, Inclusive Governance, and Social Awareness." This strategy is built around five prioritized UN Sustainable Development Goals (SDGs): SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 7 (Affordable and Clean Energy), and SDG 9 (Industry, Innovation, and Infrastructure). Through our focus on SDG 4 (Quality Education), we support access to modern education for young people by establishing schools, libraries, and training centers across Türkiye, as well as offering professional development and leadership programs. In line with SDG 5 (Gender Equality), we prioritize the integration of women into the workforce and their advancement into leadership positions, reinforced by our role as a signatory of UN Women and the UN Global Compact. For SDG 7 (Affordable and Clean Energy), we invest in hydropower, solar, and wind energy plants to utilize sustainable energy sources and reduce our carbon footprint. Under SDG 9 (Industry, Innovation, and Infrastructure)., we focus on innovation and digital transformation to support sustainable industrial development and infrastructure. Additionally, all these initiatives are carried out in alignment with the principles of SDG 12 (Responsible Consumption and Production). Our organization's values—social benefit, respect for the environment, and a commitment to equality—form the foundation of how we conduct business. We view sustainability as a vital part of our promise to leave a livable world for future generations. Guided by these principles, our long-term goals focus on maintaining economic success while enhancing our positive social and environmental impact. With this vision in mind, we are steadfast in collaborating with all our stakeholders to build a sustainable future.

WHAT CAN YOU SHARE ABOUT THE CHALLENGES WOMEN FACE IN LEADERSHIP ROLES IN THE BUSINESS WORLD AND HOW YOU HAVE OVERCOME THEM?

I truly hope to see a future where success in the business world is evaluated without any focus on gender. Rather than framing this as a women-versus-men issue, I prefer to approach it through the lens of equal opportunity. I strongly believe that everyone in the workplace should be assessed based on fair opportunities and objective criteria.

It is the responsibility of all management and HR teams to create systems where individuals are evaluated solely on their education, skills, experience, and work ethic—free from biases related to gender, appearance, beliefs, or any other personal attributes.

I also believe that supporting women's leadership journeys must start much earlier, by ensuring equal access to education for girls.

As a woman in leadership, I have, of course, encountered biases. However, I never believed I could overcome these biases by giving up the qualities that make me unique as a woman or by expecting special resources or support because of my gender. I've also never felt that I was being directly compared to a man for any role or responsibility. For me, it has always been about the role, the responsibility, and identifying candidates who are best suited for it—regardless of gender. This perspective has motivated me to focus on developing my skills and experiences while staying true to my values. Every obstacle I've faced has made me stronger and fueled my determination to achieve even greater results. I firmly believe that in every decision we make and every step we take, we must ensure equal opportunities for all. Above all, I believe we must always work hard and be brave.



WHAT ADVICE WOULD YOU GIVE TO YOUNG PROFESSIONALS ON THEIR CAREER JOURNEYS?

The most important advice I can give to young professionals is to begin their career journeys with confidence in their talents, passions, and dreams. A career is not just about achieving a specific goal; it's a process of learning, growth, and self-discovery. Every challenge along the way presents an opportunity to learn and improve.

Therefore, I believe young professionals should embrace mistakes and approach new experiences with an open mind. Mistakes are invaluable lessons, and every failure serves as a stepping stone to future success.

Remaining open to continuous learning and personal growth is one of the most important traits a professional can have. No matter the sector they work in, young people's ability to adapt to innovation and change will be key to advancing quickly in their careers.

It's equally important to invest not only in formal education but also in personal development, acquiring new skills, and lifelong learning. In a time when access to knowledge has never been easier, adopting a mindset of continuous learning provides a significant advantage at every stage of a career.

My advice to young professionals is to always follow their passions and pursue work they genuinely love. The excitement and motivation that come from doing something you enjoy are the keys to achieving success. On the other hand, working in a role you don't love can gradually erode your motivation and prevent you from realizing your full potential. That's why it's so important to make career choices based on what truly inspires you and the fields where you'll feel happy and productive. In the long run, this approach will lead to both fulfillment and success.

A career is like a marathon—it requires patience, perseverance, and the right strategies to move forward. I urge young professionals to trust themselves, stay disciplined, seize every opportunity, and embrace change. These principles will guide them toward success.

WHAT IS THE MOST IMPORTANT LESSON YOU'VE LEARNED THROUGHOUT YOUR CAREER THAT YOU BELIEVE COULD INSPIRE OTHERS?

When you start your career, it might seem like a short journey, but as you can see, it can span decades—27 years in my case. Such a journey is rarely linear. A career, much like life, is filled with ups and downs, moments of stumbling and rising, exhaustion and perseverance, setbacks and triumphs. I used to believe I had two separate worlds: a career to succeed in and a life to live. But over time, I've come to see them as interconnected pieces of the same puzzle. To be truly successful and happy, you need to nurture every part of your life with care and intention.

I've been fortunate to spend my career doing work that excites me every morning, alongside inspiring teammates, in organizations that have brought both joy and fulfillment. Of course, this wasn't a matter of luck—I've worked hard to create and sustain this in my life.

The most valuable lesson I've learned, and perhaps my greatest takeaway, is this: I've always accepted the possibility of falling in every relationship and every process. And when I did fall, I allowed myself the time to stay down for a moment—to reflect, to grieve, and to regain my strength. Then, I got back up and kept moving forward.

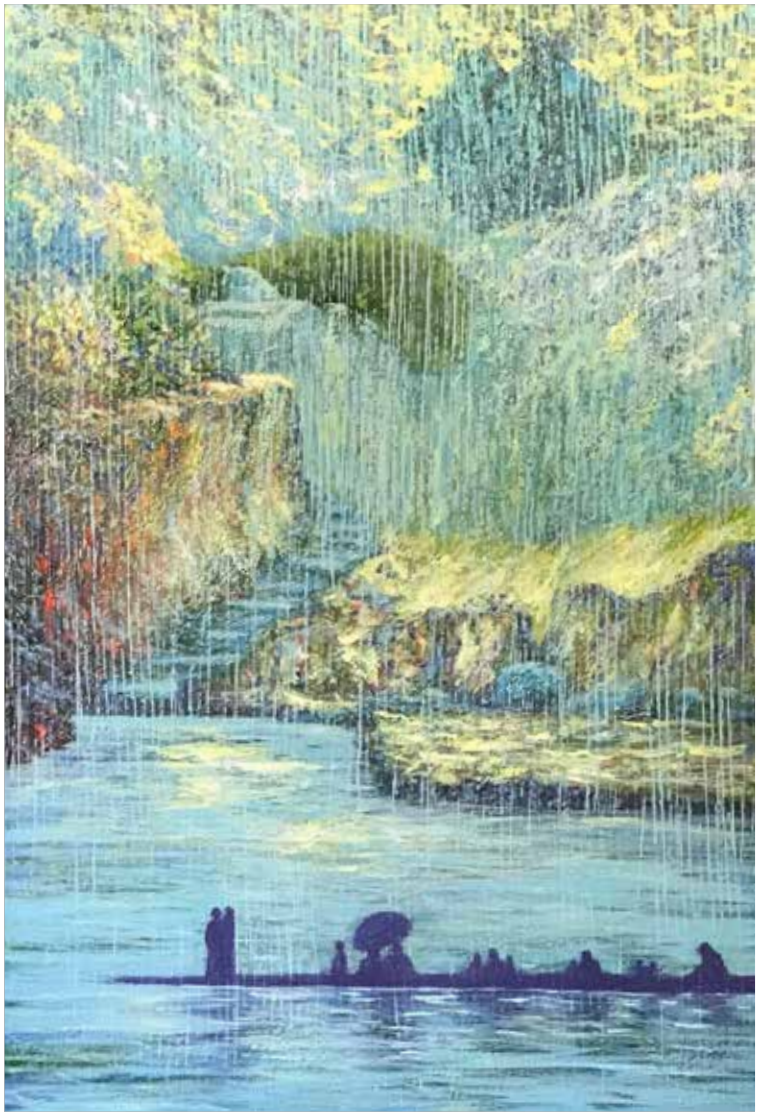


Art is life...

The Nurol Art Gallery presented a diverse and captivating selection of exhibitions for art enthusiasts during the January-August 2024 period. Highlights included M. Emin Erdoğdu's "Zeytin Kızlar", Gürbüz Doğan Ekşioğlu's painting exhibition, solo exhibitions by İrfan Okan and Atilla Atar, Işıl Özışık's watercolor works, a showcase by Japanese photographer Nakui Ichiro, the Nurol Workshop Year-End Painting Exhibition, and the Assoc. Prof. Dr. Kerim Laçinbay Workshop Graduates Exhibition. Each exhibition was celebrated with special opening ceremonies.

This year, the Nurol Art Gallery was also proudly represented at prominent events such as the Ankara Art Fair and the İzmir Ephesus Art Days. The gallery hosted bi-weekly workshops that saw enthusiastic participation from employees.

Collaborations with universities played a pivotal role in providing opportunities for young artists. Acknowledging the difficulties fine arts students and recent graduates face in securing exhibition spaces, these shows served as a meaningful social responsibility initiative.



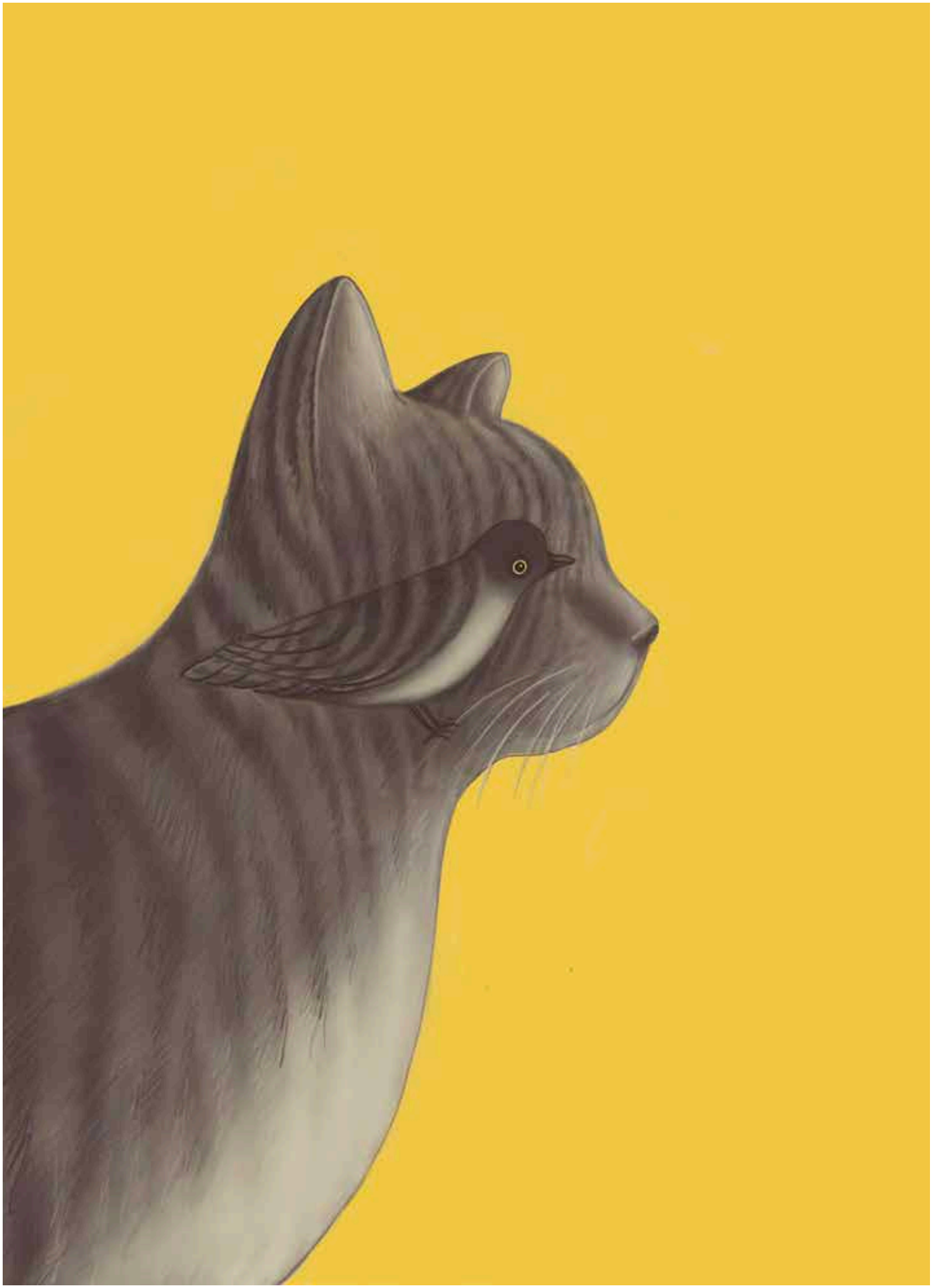
İrfan OKAN



Mehmet Emin ERDOĞDU



Işıl ÖZIŞIK



Gürbüz Doğan EKŞİOĞLU



Atilla Atar KAVAKLAR

WHAT IS NUROL READING?

BOOK OF THE MONTH

THE DAY LASTS MORE THAN A HUNDRED YEARS



Lütfü BİLGİN
Nurol İnşaat
Batum Representative



Cengiz Aytmatov

Cengiz Aytmatov's "The Day Lasts More Than a Hundred Years" is an unforgettable novel that resonates deeply with the diverse cultures of the Turkic world. Originally published in 1980, this work by the Kyrgyz-born author has also been released under the title "A Day Longer Than a Century" by some publishers.

The central theme of the novel is the preservation of traditions. Set against the backdrop of the challenges and resistance during the communist era, the story follows Yedigey in the Kazakh steppes, exploring the factors that led to the collapse of the regime. Aytmatov powerfully underscores the downfall of a system that dehumanizes and mechanizes individuals.

As Yedigey fulfills his late friend Kazangap's dying wish to bury him in the Ana Beyit Cemetery, he embarks on a journey of rediscovery—reconnecting with both his own past and the history of his people. For Yedigey, this single day truly becomes one "worth a century." Later in the story, the concept of Mankurtization is explored. Mankurtization refers to a cruel method of torture used by the Juan Juans to enslave their captives, stripping them of their identity and turning them into mindless servants. According to Turkic, Altai, and Kyrgyz legends, the process involved shaving the victim's head, wrapping it tightly in wet camel hide, and leaving them bound under the scorching sun. Through the character Sabitcan, who becomes alienated from his traditions after receiving a Western education in Russia, Aytmatov offers a modern critique of cultural estrangement and the loss of identity.

Cengiz Aytmatov's vivid depiction of the fox demonstrates his literary mastery, drawing readers into the story with profound depth. The train station, where the story begins, holds a deeply personal significance for Aytmatov, as it was the last place he saw his father. Both Aytmatov and his father now rest in Ata Beyit Cemetery, alongside other intellectuals executed during Stalin's oppressive regime.

In his work, Aytmatov courageously examines Stalin's authoritarian rule and the hardships faced by the Kazakh people. The "Orman Göğüslüler" symbolize a free and ideal world, reflecting Aytmatov's deep respect for freedom, human dignity, and tradition—values that permeate the book.

The following quotes encapsulate the essence of the work:

"After all, this is the world. Here, some things will always remain unfinished."

"Those accustomed to living free cannot easily adapt to slavery."

"If someone takes your possessions, your wealth, and all you own, you won't die; you can regain them. But if they break your spirit and destroy your dignity, there is no cure for that."

IF WE WERE VILLAINS



Deniz ŞAHBAZ
Sheraton Ankara and Lugal Ankara
Marketing and Communications Manager



M. L. Rio

B. M. L. Rio's "If We Were Villains" stands out as one of modern literature's most gripping and profound works. While drawing inspiration from Shakespeare's plays, the novel captivates with its powerful storytelling and intricate character exploration, delving into the dark and complex layers of human nature through a tragic narrative.

The story centers on seven theater students at the prestigious Dellecher Conservatory. Bonded by their shared love for Shakespeare and their devotion to the arts, these students become entangled in a web of jealousy, ambition, betrayal, and hidden secrets. Through her masterful characterization, Rio immerses readers in the inner worlds of these young individuals.

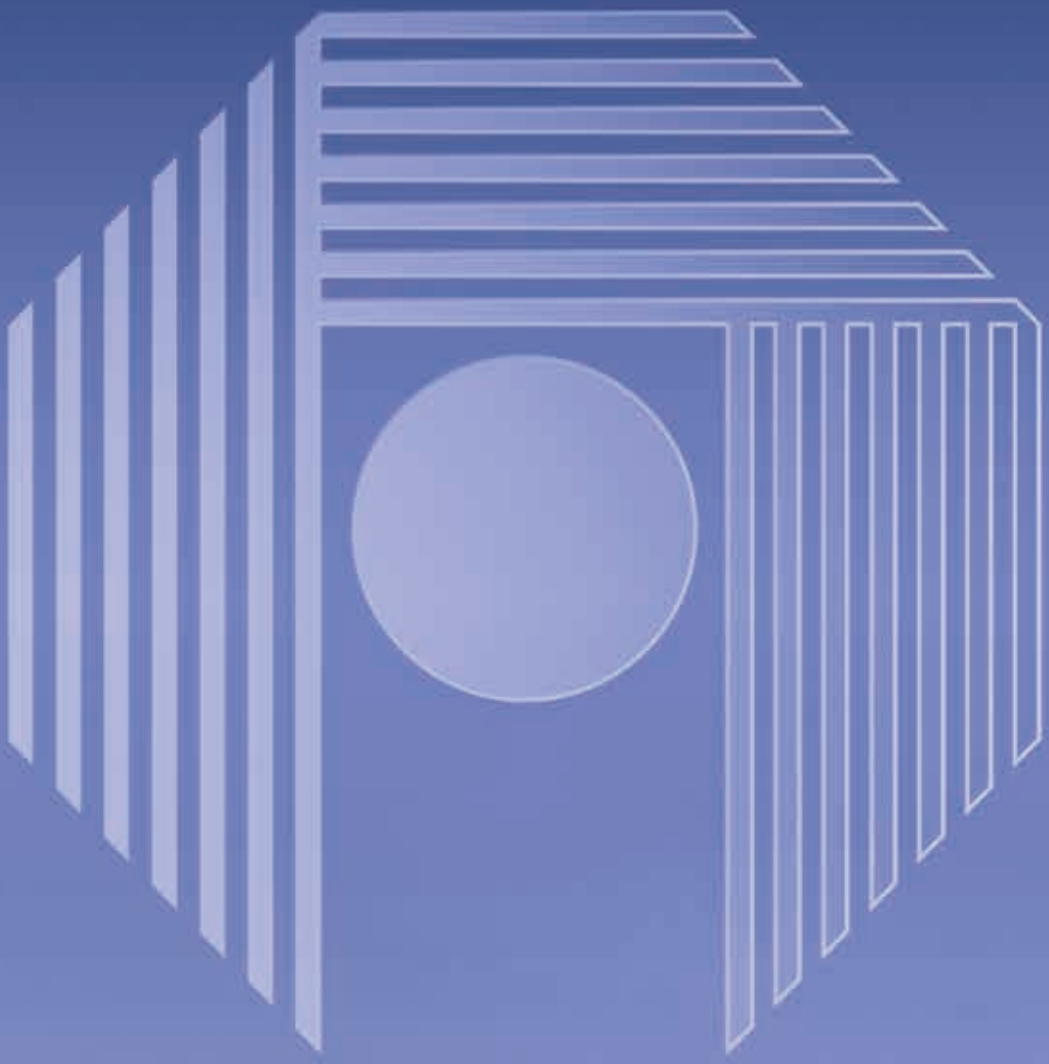
Each character embodies the essence of a Shakespearean tragedy, grappling with inner conflicts. James, Richard, Oliver, Meredith, Wren, Filippa, and Alexander blur the line between stage performance and reality, leading dramatic lives that heighten the story's tension. As they adopt their stage roles in real life, the stakes grow higher, pulling the reader into a world of suspense and uncertainty.

Rio skillfully incorporates Shakespearean quotes throughout the narrative, enriching the story's depth and resonance. These quotes not only illuminate the characters' inner struggles but also influence the course of the plot. Like Shakespeare's own works, the novel revolves around timeless themes of fate, love, death, and betrayal. Each chapter unfolds like a theatrical act, drawing readers deeper into the characters' hidden worlds.

The protagonist, Oliver Marks, narrates the story retrospectively, intensifying the mystery. From his perspective, the weight of the past and present is keenly felt, and the novel's structure gradually immerses readers in the heart of the unfolding drama, maintaining suspense until the very last page.

"If We Were Villains" is far more than a crime story; it is a profound psychoanalysis and a nuanced study of character. Rio intricately examines her characters' fears, vulnerabilities, and inner conflicts, prompting readers to confront an age-old question: Are we born with an inherent capacity for evil, or is it shaped by our circumstances? Shakespeare's universal themes find a fresh and modern expression in Rio's hands.

By the end of the novel, readers are left reflecting not only on the fragility of the characters' relationships and decisions but also on their own. Walking the fine line between tragedy and evil often requires confronting the depths of one's own soul. "If We Were Villains" is a masterpiece for those brave enough to embark on this journey. For anyone seeking a novel that lingers in the mind and invites repeated reflection, this book is an extraordinary choice.



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