

# OPUS

GLOBAL NEWS

October - December 2019

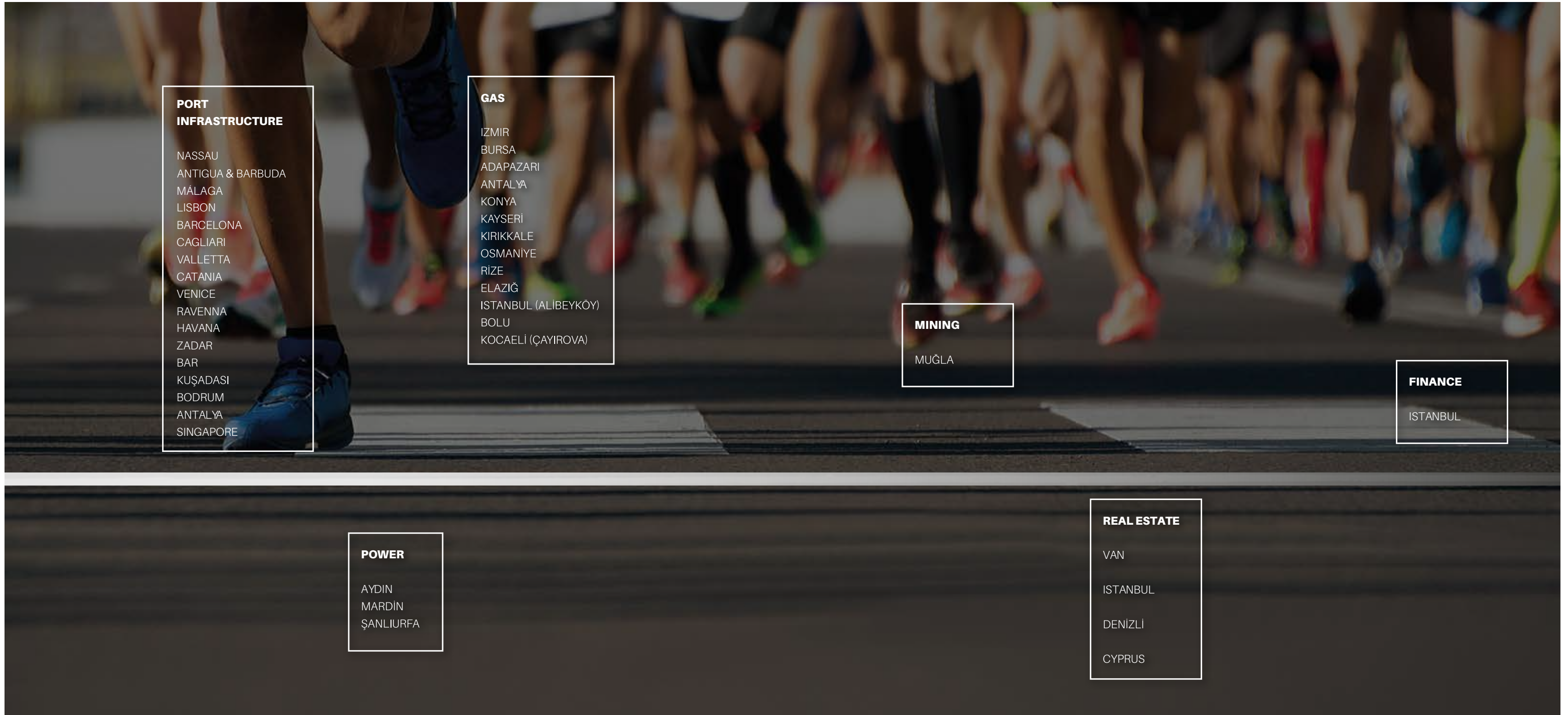
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NASSAU: HEAVEN ON EARTH

WILL SMITH COMPLETES 13-MILE HALF-MARATHON THROUGH THE STREETS OF HAVANA

PORTUGAL: MARVELOUS IMPERFECTION  
*Interview with the Portuguese Ambassador to Ankara, Paula Leal Da Silva*

BODRUM OFFERS A UNIQUE RICHNESS  
*Interview with the new Mayor of Bodrum, Ahmet Aras*



**PORT  
INFRASTRUCTURE**

NASSAU  
ANTIGUA & BARBUDA  
MÁLAGA  
LISBON  
BARCELONA  
CAGLIARI  
VALLETTA  
CATANIA  
VENICE  
RAVENNA  
HAVANA  
ZADAR  
BAR  
KUŞADASI  
BODRUM  
ANTALYA  
SINGAPORE

**GAS**

IZMIR  
BURSA  
ADAPAZARI  
ANTALYA  
KONYA  
KAYSERİ  
KIRIKKALE  
OSMANIYE  
RİZE  
ELAZIĞ  
ISTANBUL (ALİBEYKÖY)  
BOLU  
KOCAELİ (ÇAYIROVA)

**MINING**

MUĞLA

**FINANCE**

ISTANBUL

**POWER**

AYDIN  
MARDİN  
ŞANLIURFA

**REAL ESTATE**

VAN  
ISTANBUL  
DENİZLİ  
CYPRUS

A multinational holding company  
focusing on a variety of nascent  
business sectors...

Global Investment Holdings (GIH) is a diversified conglomerate with investments in a number of businesses; including ports infrastructure, power generation, compressed natural gas distribution, mining, real estate development and brokerage & asset management.

GIH focuses on maximizing shareholder value by diversifying investments in its operational areas and through agile investment strategies.





# OPUS GLOBALNEWS Contents



[ COVER ]

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Much like Global's decision to venture into managing ports, Turks came late and almost by chance to the sea and were not natural sailors. Which is a little surprising, given that we live on an ocean planet.



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### P.52 THE CHALLENGER ARCHITECTURE

Tabanlıoğlu Architects' innovative design is based on their systematic engagement with contemporary architecture. The scope of Tabanlıoğlu's projects is all-encompassing, from residential to mixed-use complexes across Turkey and abroad, including a wide range of building types from high-rises to museums.



GLOBAL  
INVESTMENT HOLDINGS



[ INTERVIEW ]

### P.38 PORTUGAL: MARVELOUS IMPERFECTION

*"Portugal accepts itself the way it is, a people amongst peoples. That travelled around the world to take the measure of its marvelous imperfection."*



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*"I imagine of Bodrum as a world city in the real sense. And I'm determined to do whatever I can for that."*

[ PORTRAIT ]

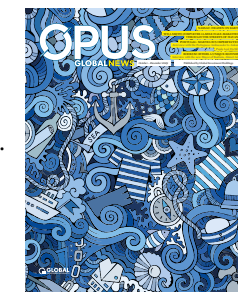
### P.34 WILL SMITH COMPLETES 13-MILE HALF-MARATHON THROUGH THE STREETS OF HAVANA

*"When you are running, there is a little person that talks to you, that little person says, 'I'm tired, my lungs are going to pop, I'm so hurt, I'm so tired. There's no way I can possibly continue.'"*

[ DESTINATION ]

### P.44 NASSAU: HEAVEN ON EARTH

Nassau, the capital of The Bahamas, is an active metropolitan hub full of culture and modern facilities. With the lure of a big city and the ease of tropical utopia, Nassau & Paradise Island are considered by many as heaven on Earth.



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## FLEXIBILITY, AMBITION, DISRUPTION

**MEHMET KUTMAN**  
The Chairman and CEO of  
Global Investment Holdings

DEAR FRIENDS,

All too often, a company is reduced to a set of numbers issued every quarter, together with some unremarkable remarks made by the chairman or CEO, and while numbers are of course very important, they are the product, not the cause. And this is part of the reason why we produce Opus, to give people an insight on how we function, how we work and who we are.

By seeing what we do and I hope thereby becoming more familiar with us, it is my hope that all the stakeholders in our business will gain a better understanding of what it is we are. Because what we do is not what defines us; what we are is what defines what we do.

True, through Global Ports Holding, we are now operating 19 ports, including two commercial ports, in 11 different countries. Naturelgaz is now not only the leading compressed natural gas supplier in Turkey, but an important actor in the national natural gas sector. Consus continues to blaze a path in renewable and clean energy. And our other companies, in portfolio management, stock brokerage, commercial and residential real estate are going from strength to strength.

But how, say, does a company hitherto not even particularly interested in ports obtain the licence to operate one cruise port – Kuşadası in Turkey in 2003 – and find itself as the leading cruise port operator in the world 15 years later? In hindsight, it seems like a very natural progression, but at the time we really had no thought of operating cruise ports in, say, the Caribbean.

What propelled our expansion in this area was the realisation that we had something to contribute to the running of the ports. And that remains so, and not just because most cruise ports around the world remain stuck in the 1990s. But, we also realised that our vision (and I grant that is an overused word) and our flexibility as a company always open to new ideas made us well suited.

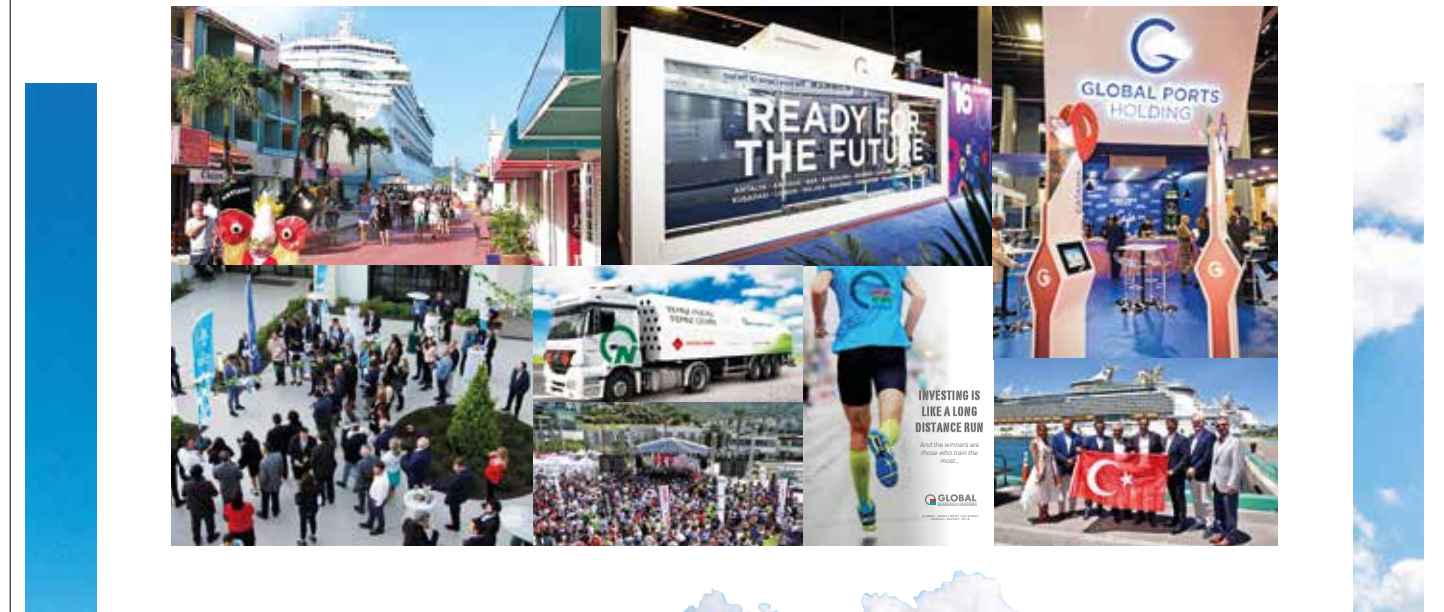
Let us take our new venture in The Bahamas, the Nassau Cruise Port. The current state of the port not a fair reflection of either the beauty or the current and future potential of The Bahamas. That can be remedied with an interesting project. But we also believe that cruise ports are not artificial bubbles, through which insulated passengers enter and exit for limited purposes. In our understanding, ports should be a locus for the redevelopment of their hinterland; this is why our project embraces and includes everyone in the immediate area, and through our joint foundation, the entire country. Moreover, there will be unanticipated benefits. Who would have thought that Will Smith would have run in a marathon organised by Global in Havana? And finally, in The Bahamas, we recently also noted an opportunity for our energy division, and so we have now made proposals for clean energy plants. In other locations, no doubt other opportunities will present themselves.

We are a Turkish company, and although we employ people of more than 20 different nationalities, we cannot follow the overused “act locally” adage because the people in each of our different locations have a far better and more nuanced understanding of their needs than we could possibly imagine. What we can do is respond, and respond well.

We are a driven company, and in whatever industry we have been involved in, we have been a disruptive force. This has ultimately worked to the benefit of everyone involved, except those who persisted in believing that no change could possibly be beneficial.

These things, then – our flexibility, our ambition, our willingness to embrace change – are what have brought us from our very different beginnings to this point. In the following pages you will see examples of all three and some of the results. I hope our story proves interesting, and I look forward to sharing the future.

# Affairs



*The awards, activities, economic relations that the global journey gained in the last season...*





[ HOLDING ]

## Global Investment Holdings Included in BIST 50 Index

GLOBAL INVESTMENT HOLDINGS (GIH) is registered with the Capital Market Board and its shares have been traded on the Borsa İstanbul since May 1995 (from May 1995 to 1 October 2004, the Company traded as “Global Menkul Değerler A.Ş.”). Global Investment Holdings (GLYHO) is

included in numerous indexes, including BIST STARS / BIST ALL SHARES / BIST HOLD. AND INVESTMENT / BIST 100-30 / BIST 50 / BIST ISTANBUL / BIST 100 / BIST SUSTAINABILITY / BIST FINANCIALS / BIST CORPORATE GOVERNANCE.

[ HOLDING ]

## Worldclass Efforts in Sustainability and Corporate Governance

ONE AREA GIH WORKS HARD TO EMBRACE, across the Group, is sustainability. Sustainability is an integral part of GIH's business operations and long-term strategic perspective. GIH issued its second GRI (Global Reporting Initiative) approved Sustainability Report at international standards in 2019. This effort helps GIH understand where to focus its activity, to make it a more sustainable entity in all its operations. Partly related to this, as of January 4, 2019 following successful completion of independent audits, Global Investment Holdings earned the right to receive an integrated ISO 9001:2015 Quality Management System Certification and ISO 14001:2015 Environmental Management System Certification. In recognition of its commitment in this area, GLYHO was included in the BIST Sustainability Index; along with other Borsa İstanbul listed companies that demonstrate high performance in sustainability.

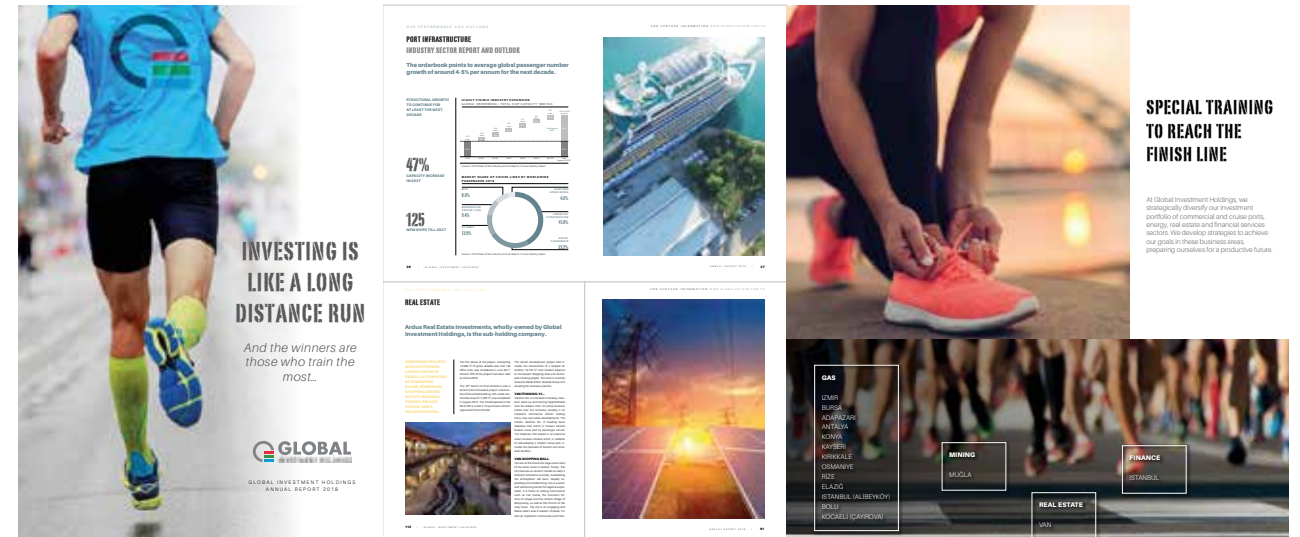
GLYHO is also included in the “BIST Corporate Governance Index”. GIH's Corporate Governance Rating has been upgraded to 9.06 (out of 10.00), indicating that the Company has achieved a substantial compliance with CMB's Corporate Governance Principles. Kobirate International Credit and Corporate Governance Rating (“Kobirate”) has reviewed the Corporate Governance Practices of Global Investment Holdings under four main categories, while improvements in the categories of “Board of Directors” and “Stakeholders” categories contributed the most to the overall rating improvement.



[ HOLDING ]

## Global Investment Holdings' Share Buyback Program Continues with an Additional TL100 Million

AS PER THE BOARD OF DIRECTORS' resolution dated March 1, 2018, Global Investment Holdings bought back 34,072,330 nominal shares (10.46% of share capital) at an average price of TL 3.40 per share, and at a total consideration of TL 115,958,909.87, while the maximum share price stood at TL 4.47. The Board of Directors resolved to continue the share buyback program to complete the TL 150mn allocated maximum fund, which was announced on March 1, 2018; while announcing an additional maximum fund of TL 100mn maximum fund, both to be completed by December 31, 2020. This will bring to shareholders, once completed, total proceeds of TL 334mn inclusive of previous share buybacks.



# GIH's 2018 Annual Report Amasses Awards



### Annual Report has received an “Oscar”

AMONG THE WORLDWIDE “Investment Holding Company” class in the 33<sup>rd</sup> edition of the ARC Awards, Global Investment Holdings' 2018 Annual Report has received the “Gold Award” in interior design, being the sole award recipient in this category. The ARC Awards is a highly respected international industry award, which is considered the “Oscars” of annual reports.

The comprehensive report, which covers GIH's activities in terms of corporate, economic, social and environmental aspects and is prepared in cooperation with Finar, was evaluated by a jury composed of communication professionals at the ARC Awards. The reports are evaluated according to criteria encompassing creativity, clarity, effectiveness, and excellence criteria. The “Gold Award” is given only to the highest scoring Annual Report in its competition class. The second and third highest scores receive Silver and Bronze awards respectively.

The ARC Awards was the first to be organized by the independent MerComm Inc. in 1987, rewarding excellence in annual reporting and encouraging creativity, original designs and remarkable creative works. The preliminary and final juries of the competition consist of senior executives, writers, designers and photographers from 60 different institutions in many countries around the world.

### (Annual Report has also been considered) Worthy of 3 awards by LACP

Global Investment Holdings' 2018 Annual Report has received three awards from the League of American Communications Professionals (LACP) for their

prestigious 18<sup>th</sup> Vision Awards annual report competition, including the Silver Award.

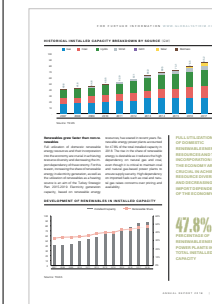
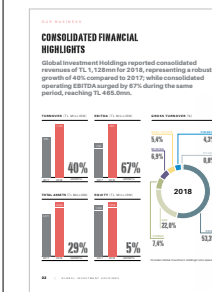
The report was evaluated by a committee of communications professionals affiliated with LACP. Global Investment Holdings (GIH) received the Silver Award in Conglomerates, Industrialists, Investors category worldwide.

GIH received the Technical Achievement Award for overall excellence in the art and method of annual report communications, while being listed among the Top 50 Reports for the EMEA (Europe, Middle East, Africa) Region.

LACP initiated the Vision Awards in 2001 setting the excellence standards in the communications field. The 18<sup>th</sup> Vision Awards drew more than 1,000 entries from over 25 countries. This represented a broad range of industries and organization sizes and reports which were evaluated under the criteria of “First Impression”, “Report Cover”, “Letter to Shareholders”, “Report Narrative”, “Reports Financials”, “Creativity”, “Message Clarity” and “Information Accessibility”.

Having been evaluated as one of the best submissions in its category, GIH 2018 Annual Report secured a score of 97 out of 100 with full scores in “Report Cover”, “Letter to Shareholders”, “Report Narrative”, “Report Financials” and “Message Clarity” criteria.

Founded in 2001 by representatives of the public relations and corporate communications sectors in the United States, LACP operates as one of the country's leading associations for communications professionals. LACP, which conducts studies for the communications sector, also organizes various award programs with participation from all over the world, especially in the “Fortune 500” companies in areas such as communications and annual reports.







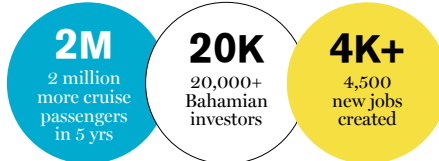
[ PORTS ]

## GLOBAL PORTS HOLDING COMMENCES OPERATING NASSAU CRUISE PORT

*The concession agreement for the operation of Nassau Cruise Port, one of the leading cruise destinations in the world, was signed between Global Ports Holding and the Government of the Bahamas. GPH commenced operations at Nassau Cruise Port on 9<sup>th</sup> October 2019.*

GLOBAL PORTS HOLDING (GPH) announced that Nassau Cruise Port Ltd (NCP), a consortium comprising GPH, The Bahamian Investment Fund (BIF) and the YES Foundation, has signed a 25-year concession with the Government of the Bahamas for the Prince George Wharf and related areas at Nassau Cruise Port. GPH started to operate the port as of 9<sup>th</sup> of October. With the handover of Nassau Cruise Port, GPH has increased the number of ports in its portfolio up to 19 in 11 countries. NCP is 49% owned by the Group, 49% owned by BIF. The remaining 2% will be owned by the YES Foundation, which will be established by NCP, a charitable arm that will support local youth, education, and sports programs.

The agreement was signed by the Prime Minister of The Bahamas, Hubert Minnis and



the Chairman of Global Investment Holdings and Global Ports Holding, Mehmet Kutman in the ceremony held at Nassau Cruise Port. "I am very happy that Global Ports Holding has commenced cruise port operations in Nassau. This is a truly pivotal moment for Global Ports Holding, with Nassau now the largest cruise port in our portfolio.

The GPH team eagerly looks forward to working with our partners, the cruise lines and the people of The Bahamas to transform both the cruise port and downtown Nassau for the benefit of all stakeholders. We are grateful for the support of the Government and the people of The Bahamas and are delighted to serve as your partners in the redevelopment of your cruise port," said Mehmet Kutman. "One of our ultimate goals for this project has always been to support the people of The Bahamas



CHAIRMAN OF GLOBAL INVESTMENT HOLDINGS AND GLOBAL PORTS HOLDING, MEHMET KUTMAN

by enhancing the current tourism product through this project. This day marks the beginning of this process as we work together to create a venture that will become a long-standing, successful partnership for all. We look forward to helping you maintain this proudly Bahamian asset, which we pledge to take very good care of during our lease."

### "THE PROJECT IS EXPECTED TO CONTRIBUTE USD 16 BILLION TO THE BAHAMIAN ECONOMY"

Mehmet Kutman stated that this collaboration will benefit the local economy enormously:

"We expect that the entire the project will contribute USD 16 billion to the Bahamian economy after the completion of investments and 25 years of operation. We implement our strategy of expanding to the Americas and the Caribbean successfully at each and every step"

Under the terms of the agreement, GPH will use its global expertise and operating



PRIME MINISTER OF BAHAMAS HUBERT MINNIS

model to manage the Nassau Cruise Port. In addition, GPH and its partner the Bahamian Investment Fund will invest up to \$250 million in expanding the capacity of the port, as well as taking a number of innovative steps to transform the cruise port experience for both the passengers and the local population.

Under the 25-year operating concession leasehold agreement, GPH will work closely with the cruise industry and Bahamian tourism stakeholders to help bring up to 2 million more cruise passengers per year to Nassau and to create over thousands of new jobs directly and indirectly. It will also provide financial support to small business development, artisans, farmers, and green management projects to improve the downtown core.

The project involves a new terminal building alongside other facilities like electric trams that will transport passengers from ships to the terminals, spacious areas for taxis, bus stops and parking. The transformation prioritizes the needs of its



passengers. The new retail area will provide travellers a wonderful shopping experience and the chance to get familiar with the Bahamian culture through local artisans and farmers. The planned developments will definitely make NCP an epochal destination. "This project is, first and foremost, about the people of The Bahamas," Mr. Kutman added. "We want as many Bahamians as possible to be able to participate in and benefit from this effort, whether through share ownership, entrepreneurship, or other activities. The Prime Minister and his Government have made this a requirement of our plan. We want to ensure that every Bahamian connected to this project is affected in very tangible, positive ways and that through NCP, we can help improve people's lives."

The construction phase is expected to start in Q4 2019 and is anticipated to be completed within 24 months. Once construction has been completed total revenues are expected to be in the range of \$35-40m per annum.



*In the framework of GPH's new investment plans, the port's architectural transformation will be taken on by Barmello Ajamil & Partners Inc.*

**NASSAU IS ONE** of the most popular cruise destinations in the world, attracting 3.7 million passengers per year with its unique combination of natural beauty and cultural heritage. It is in close proximity to the United States, Miami which is the largest cruise port in the world within easy cruising distance.





[ PORTS ]

## GPH Continues to Grow in the Caribbean with Antigua

*Global Ports Holding, having completed all final conditions, commenced cruise port operations in Antigua.*

GLOBAL PORTS HOLDING commenced operations in Antigua on October 2019, after signing a 30-year concession agreement with the Government of Antigua and Barbuda for cruise port operations back on February 2019. The commencement of this agreement marks a significant milestone for GPH and is a further endorsement of GPH's operating capabilities and the benefits that the stakeholders partnership approach can bring to cruise destinations, passengers and the local population. The addition of the cruise port operations in Antigua to GPH's portfolio builds on the Group's recent success in the Caribbean.

### A CATALYST FOR MEANINGFUL ECONOMIC GROWTH IN ANTIGUA AND BARBUDA

GPH will now use its global expertise and operating model to manage the cruise port operations in Antigua. Through harnessing their knowledge and experience as the world's largest cruise port operator, GPH expects to bring meaningful change to the cruise port experience and cruise tourism in Antigua and Barbuda.

Working in partnership with all stakeholders to develop and support the local economy and

**\$45-50M**  
The expected total initial investment in 1<sup>st</sup> year

**\$8M**  
The expected annual revenue in 1<sup>st</sup> year



local businesses is an essential aspect of the project's vision and approach to all the cruise ports. Delivering on this local partnership approach in Antigua and Barbuda will see GPH support qualifying Antiguan who have the ambition to start their own businesses or develop their current tourism focussed businesses. GPH is committed to work with local authorities and stakeholders to improve the guest experience at the port.

CEO of Global Ports Holding Emre Sayın commented, "From a standing start just over a year ago, GPH's Caribbean operations will soon be delivering as much EBITDA as its Mediterranean operations did in 2018. We very much welcome Antigua Cruise Port into our family. And the GPH team looks forward to working with all stakeholders to build further on the success of this fantastic destination"

Antigua Cruise Port offers cruise passengers an opportunity to enjoy a range of experiences and a host of attractions. From the UNESCO listed historic Nelson's Dockyard and fortifications at Shirley Heights to the town of St. John's itself or any of a large number of beaches that offer a range of activities to suit a wide range of passenger needs.

[ PORTS ]

## GPH is Ready to Acquire La Goulette Port's Cruise Terminal in Tunisia

GLOBAL PORTS HOLDING PLC has been notified by the government of Tunisia that the Group's bid, submitted in a joint venture with MSC Cruises S.A. to acquire Goulette Shipping Cruise, the company that operates the cruise terminal in La Goulette, Tunisia has been successful.

The concession to operate the cruise port was awarded to Goulette Shipping Cruise in 2006 for a 30-year period, with a right to extend the term for an additional 20 years.

While passenger volumes have been low in recent years, in 2010, La Goulette welcomed 900,000 passengers and between 2011-2014 it welcomed on average 441,000 cruise passengers annually.

"All parties will now work together to conclude the legal agreement for the acquisition" GPH said.



[ FINANCE ]

## Actus and İstanbul Portföy Merge

*Two leading asset management companies have reached an agreement to merge, creating the largest domestic and independent asset management company in Turkey, with a post-merger AUM of over TL 3 billion.*



ONCE BOTH COMPANIES merge under İstanbul Asset Management, Actus' current shareholders GIH and Polsan will hold a 33.25% stake in the merged entity and GIH will have an option to buy 40% of the shares of the merged entity.

GLOBAL INVESTMENT HOLDINGS' asset management subsidiary Actus Asset Management and Turkey's largest domestic and independent asset management company İstanbul Asset Management have reached an agreement to merge. Once both companies merge under İstanbul Asset Management, Actus' current shareholders GIH and Polsan (Police Care and Support Fund) will hold a 33.25% stake in the merged entity; and GIH will have an option to buy 40% of the shares of the merged entity.

### WE ARE ACHIEVING OUR GOAL

Mehmet Kutman, the Chairman and CEO of GIH stated that "We have served as a bridge between international capital markets and our country since 1990, when we hit the road with capital markets brokerage activities. In 2017, when we went into a strategic partnership with Centricus, a London based asset management company embracing large scale global strategic investors, one of our goals was to create the largest domestic and independent asset management company in Turkey. I am truly happy to be realizing our goal."

In addition, Centricus Cofounder Dalınç Arıburnu stated that they will continue to support Global Investment Holdings and its subsidiaries in achieving their strategic goals and achieve strong results. Commenting on the merger, Barış Hocaoglu, CEO of Actus Asset

Management stated, "As the first step of GIH's growth strategy in asset management after Centricus partnership, the merger will create synergy through the know-how accumulated by the two organizations over the years that will be elevated to new levels with the corporate support of GIH and Centricus.

### İSTANBUL ASSET MANAGEMENT STRENGTHENS ITS POSITION WITH THE MERGED ENTITY

Chairman Turgay Ozaner states that İstanbul Asset Management has been on a steady course of growth since the take-over in 2012 and has demonstrated the value of fully independent asset managers in the financial sector by delivering satisfactory results. Ozaner further comments that the merger will be a catalyst for further enrichment of the sector.

Burak Ustay, CEO of İstanbul Asset Management, has also commented that consolidation of the sector will continue, and İstanbul Asset Management was one of the pioneers in this direction by successfully completing two mergers in 2017 and 2018. He further stated that, the new merger, of 2 companies are uniting their strengths to form a powerful engine which will serve both local/international, individual/institutional investor bases by offering a large variety of investment opportunities.





[ MEET-UP ]

## MedCruise General Assembly Shapes Cruise Activities

WITH 120 PORTS FROM 31 COUNTRIES, The Association of Mediterranean Cruise Ports' (MedCruise) 54<sup>th</sup> General Assembly took place in Kuşadası, the gateway to Ephesus, on May 7-10. The city was the capital of the cruise industry worldwide for a week. More than 140 delegates from MedCruise port and associate members, cruise lines executives, international press representatives and local authorities gathered to discuss the cooperation among ports and destinations, the new edition of the Professional Development Course, the new marketing plan, the North Africa and Black Sea regions promotional activities, the cruise industry events participation, the European Union affairs, new projects and studies, sustainability and environment, cooperation with other Associations, and source markets analysis were discussed during the Internal Matters Session. Several other subjects were also discussed and analyzed in the plenary sessions. MedCruise attendees had a hectic 4-day schedule.

The highlight of the event was the gala dinner at the Celsus Library in Ephesus, where guests had once in a lifetime experience at the breathtaking atmosphere of Ephesus. The farewell dinner took place at the castle on Pigeon Island overlooking Ege Port Kuşadası and the beautiful scenery of the town. Guests had a chance to discover various attractions in Kuşadası such as Ephesus, Şirince Village, Priene and Cave of Zeus. Airam Diaz, President of the Medcruise

Association said: "We are honored to be hosted by our beloved members Ege Port Kuşadası and Global Ports Holding." Aziz Güngör, General Manager of Ege Port Kuşadası and Bodrum Cruise Port said, "Ege Port Kuşadası is proud to have hosted this key event and having had the opportunity of welcoming the Association to Kuşadası, as the region regains its popularity." Emre Sayın, the CEO of GPH stated, "We are delighted to work alongside MedCruise to promote cruise trips in the Mediterranean region as we share a common mission. The event was a successful occasion in bringing the industry together to discuss challenges and themes and also developing friendships between those that are passionate about the region." Ege Port Kuşadası, operated by GPH, was an excellent host to all the guests, who enjoyed a spectacular time in Kuşadası and are looking forward to meeting again.



[ EVENT ]

## Valletta Cruise Port Social Club Organizes Children and Youth Events

AS PART OF VALLETTA CRUISE PORT'S corporate social responsibility program, Valletta Cruise Port personnel in different departments organize a number of activities through the Valletta Cruise Port Social Club during the year.

One such event was an annual carnival party for local children's homes in Magazino Hall, where children were treated to an afternoon of fun, entertainment and nibbles. Attending children were gifted with a goody bag containing educational and novelty items to enjoy later. Similarly, a summer BBQ was organized for children from local homes and their carers, while a lunch for youths residing at Mount Carmel Hospital was held over the Christmas period at one of the restaurants on the Valletta Waterfront.

The objective of these events and other projects coordinated by the Valletta Cruise Port Social Club is to make a long-lasting impact on the lives of the children and youths residing in these homes, and support the efforts of Valletta Cruise Port's philanthropic commitment toward local communities.

Stephen Xuereb, COO of Global Ports Holding and General Manager at Valletta Cruise Port, said in a statement, "It is a pleasure seeing our staff get together to organise such events – we strive to give our employees opportunities to volunteer to create a sense of community both within Valletta Cruise Port, as well as a connection to the local communities."

[ SHOWCASE ]

## GPH in Seatrade, Miami



*Seatrade Cruise Global has returned to the newly renovated Miami Beach Convention Center in April 8-11 after a three-year stint at the Greater Fort Lauderdale/Broward County Convention Center.*

*For this 35<sup>th</sup> edition of the world's leading business-to-business cruise conference, the event was partnered with Cruise Lines International Association, Florida-Caribbean Cruise Association and the South Florida cruise and tourism community to celebrate South Florida Cruise Week 2019.*

*Global Ports Holding also took part in Seatrade Cruise Global, gathering all the cruise liners in Miami.*

VALLETTA CRUISE PORT, a subsidiary of GPH was presented with a 2019 Cruise Insight Award.



[ CERTIFICATE ]

## Ege Port Kuşadası Becomes the World's First Cruise Port to Receive Ecoports Certificate



OPERATED BY THE Global Ports Holding Plc, Ege Port Kuşadası received the Ecoports PERS accreditation, which will be valid for a period of two years.

Herman Journée, the Chairman of ECO Sustainable Logistics Chain Foundation, ECOSLC, emphasized the importance of Ege Port Kuşadası becoming a part of the network of the internationally operating Ecoports Certified ports for sharing environmental daily practice experience, and contributing in this way to the sustainability of the port sector.

### “WE LOOK FORWARD TO APPLYING THIS TO OUR OTHER CRUISE PORTS”

Emre Sayın, the CEO of GPH, expressed his pleasure to be the first operator to receive the certificate and said, “GPH recognizes the improvements that cruise ports could make in order to become more sustainable. As the world’s largest independent cruise port operator, we are keen to play our part. We are delighted that Ege Port Kuşadası has been recognized in this way and we look forward to applying this best environmental practice to the other cruise ports we operate worldwide.”

“Ege Port Kuşadası is proud to be the first cruise port to meet the criteria of PERS certification, which is testament to the hard work and dedication of our staff to meet the criteria” said Aziz Güngör, East Med Ports Regional Director at GPH, continued: “We are located in

a picturesque region of Turkey and our efforts in environmental care and sustainability will allow many more cruise passengers to experience its wonderful natural beauty.”

Dr. Christopher Wooldridge, Science Coordinator, EcoPorts & Senior Trainer, EcoSLC said: “We are pleased that Ege Port Kuşadası has become the first cruise port to meet the environmental criteria of PERS. Sustainability and environmental issues are growing concerns for the industry and we look forward to working with other cruise ports around the world with the aim of meeting this standard.”

Ecoports PERS is the only port sector specific environmental management standard. The standard requires, amongst others, that the port presents an overview of major environmental issues that shows the environmental impact of the port operations and connected with this, to present the legal requirements that are aimed to reduce this impact. It also requires that the port has trained personnel and budgets to be able to realize this improvement, to use performance indicators to measure results and to demonstrate the results. Certification is awarded after a successful audit by the independent auditor Lloyd’s Register, Netherlands.

THE STANDARD REQUIRES, amongst others, that the port presents an overview of major environmental issues that shows the environmental impact of the port operations.



[ INAUGURATION ]

## Inauguration of New Passenger Terminal at Zadar Cruise Port

ZADAR CRUISE PORT, operated by Global Ports Holding since September 2018 acquired a new terminal building that extends over 18,000 square metres on two-storeys. Terminal inauguration ceremony was attended by GPH COO, Stephen Xuereb and Zadar Port Authority CEO Mr. Robert Škifić as well as President of The Republic of Croatia Ms. Kolinda Grabar Kitarović, Prime Minister’s Envoy Zvonimir Frka Patešić, Assistant Minister of the Ministry of the Sea, Transport and Infrastructure Josip Bilaver and Zadar County Prefect Božidar Longin.

At his speech, Mr. Xuereb noted that he believes that together with all stakeholders they will do everything that is possible to bring prosperity and a great future to Zadar. Barbaros Özakan, Zadar Cruise Port General Manager commented “At the beginning of April, we welcomed the first cruise ship to our new terminal. Since then, nearly 10 thousand cruise passengers have passed through our facilities. We look forward to welcoming many more in the upcoming years.”

Zadar has an ideal location on the Adriatic Sea. The city draws tourists that are eager to experience the beautiful architecture, the UNESCO heritage sites and other leisure activities. The development of the cruise port is part of the development of the city’s infrastructure as it grows as a key tourist destination and an important part of Croatia’s broader tourism offer.



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[ PORTS ]

## Global Ports Holding Marks World Travel Awards

*Lisbon Cruise Port won the prize for Europe's Leading Cruise Port for the fourth consecutive years.*

GLOBAL PORTS HOLDING (GPH) marked the cruise categories at the World Travel Awards, one of the most prestigious awards of the international tourism and travel industry. The 26<sup>th</sup> edition of the World Travel Awards Europe took place on 8 June in Funchal. 13 candidates competed in Europe's Leading Cruise Port category, 5 of which were operated by GPH, including Barcelona, Kuşadası, Antalya, Venice and Lisbon. In this category, the Lisbon Cruise Port received the award.

Lisbon Cruise Port, which was previously awarded in 2012, 2015, 2016, 2017, won the award for the 5<sup>th</sup> time in this category. In addition, one of GPH's port destinations Venice received Europe's Leading Cruise Destination award at the World Travel Awards, which is among the most prestigious awards of the international tourism and travel industry.

The Portuguese Minister of Sea welcomed this prize that represents the result of the Strategy for the Increase of Portuguese Port Competitiveness, which also reflects the recognition for the work carried out in reinforcing the importance of Portugal Blue Economy.

LISBON CRUISE PORT WAS previously awarded in 2012, 2015, 2016, 2017.



These awards have raised the international recognition of the city and port of Lisbon, providing higher visibility, which is boosted with Lisbon Cruise Port, that contributes decisively to the improvement of all services provided, and place Lisbon and its port not only among the best destinations and European ports but also worldwide.

### THE TERMINAL BUILDING BROUGHT TWO AWARDS

Global Ports Holding, operating 19 ports in 11 countries, 17 of which are cruise ports and 2 of which are the commercial port, put the Lisbon Cruise Port terminal into service in 2017 after a € 24 million investment over a two-year construction process. The state-of-the-art terminal, which was described by the authorities as 'extraordinary' with its superior technology and impressive design, was rewarded with the award of 'Best City' in the 2017 Wallpaper Magazine Design Awards. The terminal itself won 'Best Rehabilitation Urban project' at the SIL Portuguese Real Estate Fair 2017.

[ SHOWCASE ]

## GPH Attends Seatrade Europe, Zadar Wins Port of the Year

*Being held since 2007, this year's Seatrade Europe took place in Hamburg, Germany on 11 September 2019.*

*In Seatrade Cruise Awards, which is a part of the occasion and known as the most prestigious award ceremony for cruise ports, Zadar Cruise Port was officially proclaimed as the Port of the Year 2019. The 2019 Seatrade Cruise Awards were presented at the CLIA Germany Gala Dinner. Statements made by the port officials underlined the significant improvements to the port's handling facilities and cruise-tourism infrastructure made over the past year.*

*Zadar Cruise Port is the first Croatian passenger port to win this award and represents an exceptional promotion of the City of Zadar, the Zadar region and Croatia.*







[ EVENT ]

## GLOBAL RUN IN BARCELONA

*GPH filled the streets of Barcelona with 19,000 athletes.*

HELD IN VARIOUS COUNTRIES around the world and sponsored by Global Ports Holding PLC, Global Run brought together more than 19,000 participants from 103 countries to run in support of cultural indulgence and diversity in Barcelona. The event also allowed the participants to enjoy the beautiful scenery of the city.

More than 103 countries were represented in the marathon and the highest ever number of foreign runners were recorded for the annual event - 8323. The event hosted a huge number of participants from France, the UK, Italy and Germany. Countries like Costa Rica, Cape Verde, Saudi Arabia, Cameroon, Malaysia, Mauritius, the Virgin Islands. The event reached quite an impressive foreign participation rate of 44%.

Eric Kiptanui won the men's race with a time of 61:04. The favorite in the women's category was Ethiopian runner Roza Dereje. She won with a new-recorded time of 01:06:00



and broke her personal record by a minute. The first man and woman to pass the 5 km intermediate line were awarded a Pullmantur Cruises vacation by GPH, and the CEO of GPH, Emre Sayin presented the awards to eventual winners in conjunction with the Spanish authorities.

The race is organized by GPH with the hope of bringing the world one step closer to peace and understanding. GPH had additionally supported the hospital ship charity, Mercy Ships, for this year's event by matching every incoming donation made for the 'Run for Hope' initiative. People from many different countries and cultures join the event at a different GPH city each year. So far, Global Run has been held in Bodrum, Turkey; Valletta, Malta; Bar/Kotor, Montenegro; Ravenna, Italy; Havana, Cuba and Barcelona, Spain. The intention is to host a Global Run in all locations of GPH's growing portfolio of cruise ports around the world.



[ EVENT ]

## SIXTH GLOBAL RUN BODRUM BREAKS RECORDS

*The Marathon brought people together in the event motto of 'Run for Hope'*

THE ANNUAL GLOBAL RUN BODRUM took place on 28 April, bringing people together in the event motto of 'Run for Hope'. Sponsored by Global Investment Holdings and Global Ports Holding Plc, Global Run Bodrum brought sportsmanship, competition and celebrations to the city. Bodrum Cruise Port, operated by GPH Plc hosted the event and was the start point for participants.

In its sixth year, Global Run Bodrum marked a record number of runners, numbering more than 1700. In addition to the regular 5 km and 10 km runs, this year the Global Run included an additional 21.5 km half-marathon run.

The route took participants from Bodrum Cruise Port and passed through Gumbet, Bitez, Myndos Gate and the Antique Theatre, allowing the runners to see the city's historic monuments and beautiful bays, while spring blossom provided a welcoming display on the main streets.

All money raised from the event went to Parilt Association, Global Run Bodrum's charity partner, which aids children and young adults with visual disability.



[ AWARD ]

## Award for Global Run Bodrum

AS ONE OF THE ANNUAL ATHLETICS EVENTS of Turkey, Global Run Bodrum, the Turkey leg of Global Run Series "Run for Hope", which is supported by Global Investment Holdings, has been awarded for the second time at the 7<sup>th</sup> Ace of M.I.C.E Award Ceremony held at Lütfi Kırdar Congress Center on 3 April 2019.

The registration fees of the race, which was collected with the social responsibility partnership of the Parilt Association, were donated for the activities of the Association.

On behalf of Global Run, the award was received by GIH together with Nirvana Plus, which is an event manager firm. Secretary General and Spokesperson of GIH Gökhan Özer said, "When we set out in 2014, social responsibility was our primary goal. However, by passing our tracks through the city center and organizing them at the end of April each year, we turned it into a festival-like event that will include Bodrum at the opening of the tourism season."

### SECOND PRIZE

Saying that Global Run Bodrum comes to life every year with the harmony of three different structures, Selen Even, the Co-founder of Nirvana Plus, added, "Besides, we arrange an organization that raises the bar every year thanks to the cooperation of public institutions and the people of Bodrum. In 2017, we received the Best Sports Event award. Being awarded by a jury of elite names once again shows that we are on the right path."

THE AWARD was received by Global Investment Holdings together with Nirvana Plus, which is an event manager firm.





[ GAS ]

## NATURELGAZ OPENS UP TO THE WORLD

The CEO of Turkey and Europe's leading CNG distributor Naturelgaz Hasan Tahsin Turan expressed that they wish to extend their successful logistics model to overseas countries.



ONE OF GLOBAL INVESTMENT HOLDINGS' subsidiaries and Turkey and Europe's leading CNG (Compressed Natural Gas) supplier Naturelgaz' CEO, Hasan Tahsin Turan elaborated on the company's projects and the natural gas industry. Mr. Turan stated that Naturelgaz supplies natural gas to many different sectors, factories, hotels and tarmac facilities using the CNG system with its 12 facilities allocated all across Turkey. By station infrastructure and CNG supply volume, they are the biggest CNG distributor with c.20% market share in the total non-piped gas market in Turkey.

"Despite the turbulent environment in 2018, we managed to meet our targets and improve our financial and operational performance. We have planned 2019 as a year to register growth in our volumes and profitability, while evaluating the possibility of an IPO (Initial Public Offering) in the upcoming periods, depending on market conditions" said Turan providing detailed information about the CNG system: "CNG is a system that transports compressed natural gas to locations which are not connected to the natural gas pipeline. With our current infrastructure in Turkey, we are operating in a serious manner.

CEO OF NATURELGAZ Hasan Tahsin Turan also made a presentation to the authorities and shareholders in Turkey's most important sector meeting, 10<sup>th</sup> Turkey Energy Summit, which Naturelgaz was among its sponsors.



We made serious investments in CNG usage in vehicles. We established CNG stations and did CNG conversions. Presently, we have 3 stations in which we distribute CNG for vehicles. Besides this, we also use the system to supply several sub-provinces, thence we contribute to the economy."

### DISTRIBUTION OF NATURELGAZ TO 16 SUB-PROVINCES WITH CNG MODEL

Mr. Turan stated that they provided natural gas to industries such as chemical facilities,

construction material manufacturers, food factories, mines, public institutions and a variety of different customer profiles: "Naturelgaz has undertaken the responsibility of providing natural gas to 16 sub-provinces that has a combined total population of 500 thousand people. In the event of a supply failure of natural gas via pipes to populated areas, distribution companies take over the management. Then CNG is injected to distribution companies' networks. Natural gas installations and natural gas sales are determined by the distribution companies with the same tariff list."

### EVALUATING OTHER FUTURE BUSINESS OPPORTUNITIES

Turan indicated that the biggest advantage that City Gas model provides is the disposal of the need of a conventional natural gas pipeline which is a huge waste of funds and of time. After their successful implication of the CNG distribution model in Turkey, Turan stated that they wish to go overseas and finished his words by saying: "After evaluating our market research, we came to the conclusion that Africa has a great potential, so we decided to start a development programme. We signed an exclusive agreement in 2018 with Gaz du Cameroun (GdC) which has a gas production license in Cameroon's Douala. Within the framework of the agreement, we plan to run project developments after Cameroon. GdC is a subsidiary of Victoria Oil & Gas, a publicly held company based in London. GdC is willing to distribute natural gas produced from the wells to places that pipelines cannot reach out to, via CNG. We expect a huge increase in our sales volume with the conversion of LPG and diesel users to CNG. We are also evaluating other future business opportunities in overseas countries with this project that is expected to come to life in 2020."

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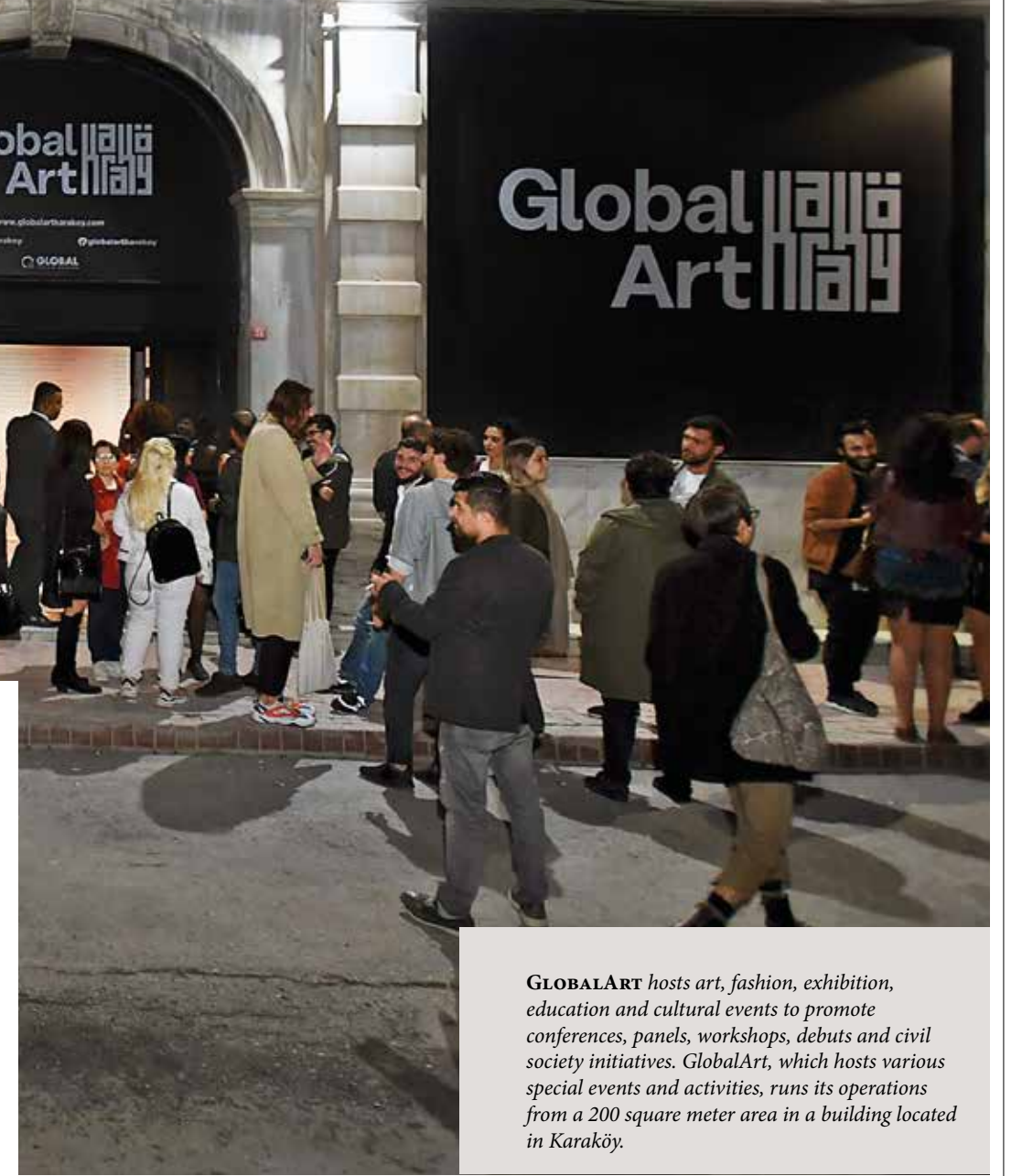
## Artisans Exhibition in GlobalArt Gallery

*Artisans magazine, which has held a significant position in the world of art, crafts and design in Turkey for the last three years, celebrated its 4<sup>th</sup> year with an exhibition curated by Fırat Arapoğlu.*

TURKEY'S ONE AND ONLY ART, CRAFTS AND DESIGN MAGAZINE Artisans embraces its 4<sup>th</sup> anniversary this year. The magazine has published its 12<sup>th</sup> issue recently. The 4<sup>th</sup> anniversary of the magazine was celebrated in GlobalArt Gallery Karaköy, presenting the works and creations of artists that took part in the previous issues of the magazine. Paintings by autistic children that are members of Otizmli Güçlü Aile Derneği, an association that comprises of children with autism and their families were also on display.

The most prominent names of Turkey such as *Balkan Naci İslimiyeli, Yusuf Taktak, Bedri Baykam* and *İsmet Doğan* and a total of fifteen artists participated in the exhibition with 30 unique creations.

**ARTISTS:**  
AHMET RÜSTEM EKİCİ,  
BALKAN NACİ İSLİMİYELİ, BARIŞ  
CİHANOĞLU, BEDRİ BAYKAM,  
HAKAN SORAR, HASAN PEHLEVAN,  
İSMET DOĞAN, MURAT PALTA,  
OKAN KOPARAN, ONUR FIRAT  
FEN, SABAHAT ÇIKINTAŞ, TAN  
MAVİTAN, YALÇIN BİLGİN, YİĞİT  
YAZICI, YUSUF TAKTAK



GLOBALART hosts art, fashion, exhibition, education and cultural events to promote conferences, panels, workshops, debuts and civil society initiatives. GlobalArt, which hosts various special events and activities, runs its operations from a 200 square meter area in a building located in Karaköy.





AHMET ARAS BECAME mayor of Bodrum in the local elections, which was held in March.

## Bodrum Offers a Unique and Rich Experience

*“I imagine Bodrum as a world city in the real sense. And I’m determined to do whatever I can for this.”*

TAMER İŞTİR

BODRUM IS NOT ONLY ONE OF THE MOST famous holiday destinations of Turkey, but also of the world. It is the hometown of Herodotus, known as the father of history; of the world’s first female admiral Artemis, and Ottoman admiral Turgut Reis. It is also home to Halicarnassus Mausoleum, one of the 7 wonders of the world. The castle located within the borders of the inner city is known as St. Peter’s Castle by foreigners. In other words, the city is dedicated to St. Peter, the prominent leader of Christianity. Being dedicated to Peter, the city was called Petrium. Then Petrium became Podrum. Now the name has taken its final form as Bodrum.

We talked with Ahmet Aras, the mayor of this town where the history offers unique beauties.

**How long have you been living in Bodrum? What was the main reason behind your desire to become the mayor of Bodrum?**

\_\_\_\_\_ I am one of the current generation of a family living in Bodrum for 300 years. My grandfather was Captain-ı Derya (Navy Chief) Cafer Pasha, who came to Bodrum from the Peloponnese in the 1700s and founded the Ottoman Shipyard, the remains of which



are around the Milta Bodrum Marina. His father was Mustafa Pasha from Kızılisar who gave the name of the mosque in İskele Square. I come from a family that earns their bread out of the sea: sailors, farmers, tourism entrepreneurs, tradesmen. After many years of service in the Turkish Armed Forces, I retired and came to my hometown and started work in the tourism sector. In this process, I had the opportunity to experience Bodrum, its problems, troubles, and the problems encountered in municipal services. I saw that Bodrum didn’t even have a minute to lose. Someone had to take the bull by the horns for this country. I did my part and demanded this mission. In the March 31 elections, I was elected the mayor by the honoring votes of the people of Bodrum.

**Turkey is experiencing a period of the revival of tourism. What about the local and foreign tourist traffic in Bodrum?**

\_\_\_\_\_ Bodrum experienced a tourism activity that met the expectations of this season. We welcomed 781,277 tourists at our airport in 2018. At the beginning of 2019, we predicted that the number of tourists coming to Bodrum from abroad would be 935 thousand.

Between January and August 2019, 732,187 foreign tourists came to Bodrum. We estimate that this figure will be around 935 thousand by the end of the year. So, we expect a rise of some 20 percent compared to last year. In 2019, we saw a 30 percent fall in the number of local tourists visiting Bodrum. Bodrum is dedicated towards drawing the attention of more European tourists every year. Our efforts are in this direction too. In order to introduce Bodrum in more markets, to explain it adequately and to raise the number of well-to-do guests, we have entered a process in which we work very seriously. The tourism sector has been losing its power for many years, but it is very gratifying that it will slowly begin to recover. Bodrum is a city that maintains its economy on tourism. Every sector is somehow related to tourism. Therefore, if tourism grows, merchants gain, Bodrum wins and ultimately Turkey wins. Our every policy, every project is shaped with this vision.

**What kind of facilities does Bodrum offer to its visitors?**

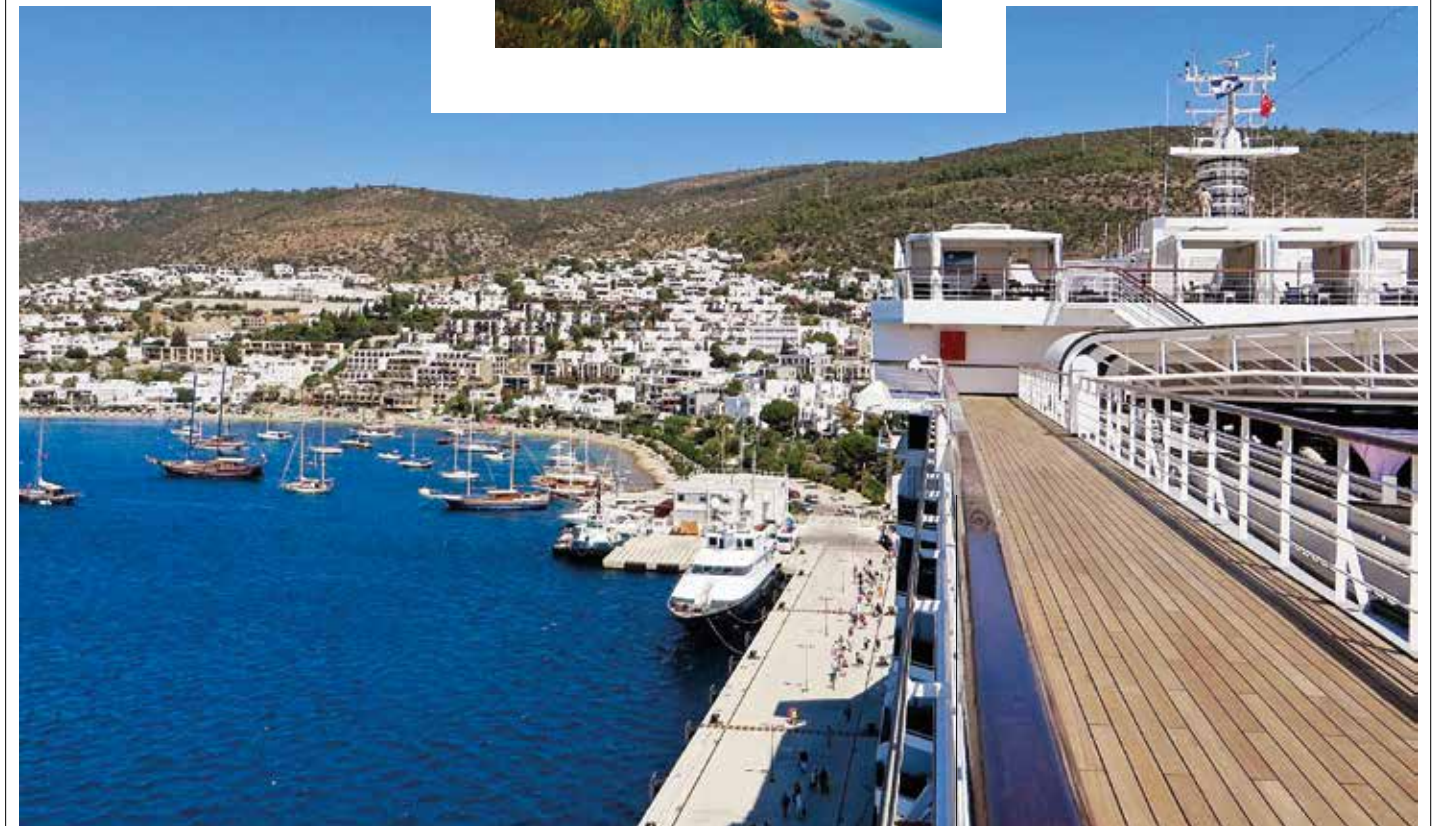
\_\_\_\_\_ Bodrum means history, culture and sea. But mostly it means ‘sea’. Bodrum has

a magnificent history, culture and heritage from civilizations that date back to 5000 B.C. With its monumental tomb, ruins, world-renowned Museum of Underwater and Archeology, Maritime Museum, architecture, Tuzla Wetlands, exquisite bays and small islands; this place is quite different. It is the capital of Carian civilizations. Bodrum offers its guests a unique gastronomic richness. This is a blend of Aegean, Anatolian and Cretan influences. Blue Cruises, nature, walking paths intertwined with history, unique climate, historical sites in the nearby geography, entertainment life... I cannot begin to list the options that Bodrum offers to holidaymakers. It is a pity that Bodrum cannot get the place it deserves from tourism today because we cannot express this wealth properly.



**Can you tell us about the impact of Bodrum Port operated by Global Ports Holding? How would you evaluate the Port’s contribution to the promotion and economy of Bodrum?**

\_\_\_\_\_ Cruise tourism is a type of tourism that makes significant contributions to the cities within its route. The number of tourists coming to Bodrum from the sea for the last few years has made our artisans, especially the central bazaar, smile. In this sense, the operation of Bodrum Port by Global Ports Holding, the world’s largest independent cruise port operator, is an essential benefit for our city. I believe that every year this tourism will develop and be in a better position. Besides, I think it is necessary to mention the activities of Global Ports Holding that touch the social life of Bodrum. This is a sense of belonging to Bodrum, to make an effort to add value to Bodrum. This labor is very valuable. I believe that every organization in Bodrum should have an international quality. Global Ports Holding is a company that can achieve this and I would like to thank everyone who has contributed to this.





"THE OPERATION OF BODRUM CRUISE PORT BY GLOBAL PORTS HOLDING IS AN ESSENTIAL BENEFIT FOR OUR CITY. I BELIEVE THAT EVERY YEAR CRUISE TOURISM WILL DEVELOP AND BE IN A BETTER POSITION"



Finally, can you tell us about your efforts in making Bodrum more popular across the world?

Bodrum needs a big change. We are a team that sets out with this awareness and consciousness and is working in a people and service-oriented way. As I have often mentioned before the election, our primary goal was to implement a participatory, transparent, resource-creating and decentralized municipality understanding in Bodrum. As of April 1, we started to work in this direction. And we said 'first we have to clean the interior of our house' ... Our other priority was to protect the nature, sea, green and blue of Bodrum. So for this, we had to take measures against the indifferent concretization which is distorting the silhouette and the image of Bodrum, taking the city captive for years...

As a person born and raised in Bodrum, I saw this painful transformation and lived through it. When I decided to do something for Bodrum, I had always had in mind to stop this dangerous course. This is the reason why we initiated a campaign to combat illegal construction as soon as we took office. We



"I BELIEVE THAT EVERY ORGANIZATION in Bodrum should have an international quality. Global Ports Holding is a company that can achieve this. I would like to thank everyone who has contributed to this."

have projects that will glorify Bodrum with its magnificent historical, cultural and natural riches and values, introduce it to the whole world and make it a center of attraction especially for four seasons. We are not in favor of small, palliative solutions, but to produce huge projects and ideas that will permanently carry Bodrum to the place it deserves. I imagine a city where nature, environment, seas are not polluted; all disadvantaged groups can participate in life peacefully, children, women, young people and people from every income group can benefit from the opportunities, looking forward to the future with hope. A city with an original architecture... Days will come when the city will preserve the local values and develop with them and integrate its ancient culture, deep history, agriculture and production with tourism. I imagine Bodrum as a world city in the real sense. And I am determined to do whatever I can for this.

# NATURELGAZ

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[ COVER ]

# The Sea and the Turks

*Much like Global's decision to venture into managing ports, Turks came late and almost by chance to the sea and were not natural sailors. Which is a little surprising, given that we live on an ocean planet.*

EMRE YİĞİT

### All around us

The sea has long fascinated us; calm, agitated, serene, beautiful, terrible, in a state of permanent impermanence, perpetually in motion and overwhelming. No surprise then that from Sumeria to Egypt to Greece to India to China and beyond, the sea has played a role in shaping our beliefs, our lives, and our societies. Human reactions to the sea are found everywhere; in mythology, in poetry and literature, in music and in film and in other media.

And the sea too is everywhere: over 70% of the surface of the Earth is covered by seas, and the total mass of the water on earth is approximately 200 million times the mass of every single living creature on and under the earth and in the seas. You could drown a few ants in an Olympic-sized swimming pool, and they would be more noticeable than the mass of every living creature, bacteria and plant life included, were they submerged in the sea.

The great Piri Reis's world map







Divanü Lugati't Türk

Fresh water is necessary for our lives, but without that amount of seawater, Earth would not be anywhere near as prolific or resilient in life as it is today. Indeed, life developed in salt water. Perhaps because somewhere in the deepest, oldest part of our limbic system we retain a memory of those times, we still listen unsated to the voices of the sea, without knowing what we listen for. Blue, turquoise, green, clear or murky, light or wine-coloured, the sea is all around us. Three quarters of the world's largest cities are by the sea. More than half the world's population lives within a short distance of the coast. Though we cannot exist in it, and though we are rarely present on it, and though we are terrestrial animals, without the sea most of us would feel our lives diminished, and all of us would be wholly changed. And, yet, for the Turks more than most others, it was not always that way.

### Mongolia and Siberia, famous for their seas?

Some 6,000 years ago, several tribes in Central Asia began to act in concert and to adopt a common language. The precise homeland of these forebears of the Turks is not known, but cultural studies suggest a place in Mongolia or Siberia and more recent genetic ones, southern Siberia.

Little is known of these peoples, but over time, they developed a religion shared with other people on the Asian steppes (most often the Mongols). In the Turkic version of these myths, the original pantheon of Turkic deities – under a primordial God known as *Kök Tenğri* (the Sky God) and a creator God *Kayra* – included many gods (often dual – a male and female God/dess of the Sun, of the Moon, of the Winds and so forth) and spirits of air, fire, water, forests and others.

Conspicuously absent was a God of the Sea; there is no Turkic equivalent of Nammu, Tiamat, Poseidon, Sisanoo or Mazu. Water spirits did exist, such as the *susula*, but these were spirits of inland waters, and probably held more in common with later Russian *rusalkas* than with stories of mermaids that arose in places by the sea.

Similarly, in the *Irk Bitiğ* or Book of Divinations, numerous animals are named. Horses are over-represented; not one animal is from the sea.



The first recorded instance of something describing a body of water in Turkic languages comes from the Orkhon inscriptions. Discovered in the late 19<sup>th</sup> century by a Russian expedition, these are monumental stone carvings from the 8<sup>th</sup> century using what is now known as Old Turkic runes (and now a UNESCO world heritage site just to the west of Ulaanbaatar in Mongolia). They were erected some time in the 8<sup>th</sup> century, and contain the word *köl*, meaning lake. Even so, there are etymological possibilities which suggest that *köl* really meant something along the lines of reflecting pool, which gives an indication of the importance of the sky to the Turks and their relative indifference to the nature of water. Similarly, the word *kemi*, attested to in the proto-Uyghur carvings in Bezeklik in China, meaning a small boat, would give rise to the word *gemi* or ship.

By the 1070s, when Turkish was codified in the *Divanü Lugati't Türk* (Compendium of the languages of the Turks), the word *teniz* had appeared, meaning lake or body of water. In time, this would expand to give rise to the modern western Turkish *deniz* or sea, but the Turks were still some way away from encountering saltwater. The same dictionary gives the first recorded instance of *tekne* (meaning tub), and in time this would grow to mean boat.

Subsequent to their embrace of all things Arabic and Persian, Turks came to understand ships, shipping and the seas. But even today, the word for ocean in Turkish is *okyanus*, from the primordial (and Greek) Titan Okeanos who gave his name to the world-encircling water. Nearly 6,000 years from the time of their purported origin, Turks were still looking for words to describe the sea. And a cursory glance at any dictionary of Turkish maritime words and phrases today gives a plethora of imported words: from *alabora* (capsize, from the Italian), *bandıra* (ensign flag, from the Italian), *cmariva* (manning the rail, from the Italian) through

to *vapur* (ship, from the French) and *yola* (heavy cable, from the Greek). It may be interesting to note that one of the very first loanwords into Turkish not from Arabic or Persian is the word *liman*, some time before the 13<sup>th</sup> century, and from the Greek.

### Dipping Turkish toes in Mediterranean waters

Roughly 4,000 years after the Austronesians began their first great naval voyages and 1,400 years after they settled Hawaii, the Turks finally grew confident enough of this new thing called the sea to try their hands at travelling a short distance. In the late 11<sup>th</sup> century the first Turkish naval commander appears, a certain Çaka Bey, who conquered and held Izmir and various islands in the Aegean, using ships. But his success was ephemeral, and his successors withdrew inland. Not until the reign of Alaeddin Keykubad I (r. 1221-1237) were the first shipyards built, in Sinop and Alanya, and the beginnings of a navy enabled. Following the disastrous defeat of the Anatolian Selçuks by the Mongols at Köseadağ in 1243, the Seljuk kingdom in Anatolia began to fragment, and only the principalities in Samsun (the Canik alliance), Milas (the Menteşeoğulları principality), and Antalya (the Tekeoğulları) but foremost the one centred in Ayasuluk/Selçuk (the Aydınoğulları) maintained any semblance of naval trade or a navy.

The one principality which would come to eclipse them, the Osmanoğulları (the Ottomans) were a little late in developing their navy, but though it soon had a few regional successes, it was not until the reigns of Murat II (r. 1421-1444, 1446-1451) and his precocious son Mehmet I (“the Conqueror”, r.1444-1446, 1451-1481), that the Ottoman navy began to hold its own against the more established ones such as the Venetian or Genoese. However, the Siege of Constantinople is known for both the naval battle in which four Genoese and Byzantine supply ships evaded the entire assembled

Ottoman fleet and the subsequent disgrace of the Ottoman Admiral (whose name nonetheless lives on in the district of Baltalimanı) whose life was spared only because of his personal bravery, and the subsequent swift overland portage of some 60 Ottoman ships into the Golden Horn, bypassing the great chain at its mouth. Apparently still not too adept at fighting in ships on the sea, the Turks still proved remarkably adept at moving them over the hills of Istanbul.

### The glory and decline of Ottoman seafaring

The late 15<sup>th</sup> century saw the consolidation of Ottoman land and sea power. The conquest of Syria and Egypt in a five-month campaign was only possible because of vast supply convoys from the sea and the ships to protect them. Coupled with a significant expansion of trade with western Europe – the “Capitulations” initially worked both ways – and the gift of Algiers and Tunis, Ottoman trade surged. Vast goods flows from Algiers, Tunis, Alexandria, Alexandretta, Izmir, Thessaloniki and of course Istanbul criss-crossed the sea, both within and outside the empire.

Turks are nothing if not adaptable and practical; finding themselves with the novelty of an empire where the shortest route was often across water, they set themselves to making as sure as they could of the sea. So the Italians and Knights Hospitaller were dislodged from Kuşadası, Bodrum and Rhodes, and a period of naval expansion and the great naval victory at Preveza in 1538 turned the Ottomans into the dominant naval power in the Mediterranean. The great Piri Reis maps date from this period of Ottoman seafaring. Flexibility and ambition went hand in hand, and despite the defeat at Lepanto, the conquest of Cyprus and then Crete meant the eastern Mediterranean remained an Ottoman lake.

Of this, little remains today, though visitors to our cruise port in Venice may perhaps wish to visit the Fontega dei Turchi, an imposing edifice on the Grand Canal, and the permanent home from 1621 of all

**Roughly 4,000 years after the Austronesians began their first great naval voyages and 1,400 years after they settled Hawaii, the Turks finally grew confident enough of this new thing called the sea to try their hands at travelling a short distance.**

Turkish naval commander Çaka Bey, who conquered and held Izmir and various islands in the Aegean, using ships.



Orkhon inscriptions







John Montegu, 4<sup>th</sup> Earl of Sandwich, famous not only for his finger food but also his dress à la Turque (L)



Princess Adélaïde of France in Turkish dress (R)

**In fairness, the Ottomans did a very good job in a medium with which they became familiar long after practically anyone else.**

Ottoman merchants sojourning in Venice, and now the Natural History Museum. Or they may wish to visit the old Ottoman Arsenal on the Golden Horn (the *tersane*, from the medieval Genoese *tersana*, itself from the Arabic *dar as-sina*) from which ships could be rolled out at the rate of one every two days.

Elsewhere, Ottoman sailors attempted (with little success) to intercept the Portuguese trading expeditions to India, and again, with little success, attempted to assist the Muslim states in today's Malaysia and Indonesia. But the Ottoman guns at Aceh, the northernmost tip of Sumatra, were not finally dismantled until 1874, after the Dutch conquered the last of the Ottoman allies in the region.

In fairness, the Ottomans did a very good job in a medium with which they became familiar long after practically anyone else. However, in tandem with the creeping de-industrialisation of Ottoman lands that began in the early nineteenth century, the slow but apparently irredeemable decline of the Ottoman economy led to a decline in all types of trading by sea, except from the great entrepot of Izmir, which became the major export port for Turkish agricultural products and Istanbul, the major port for imported manufactured goods. The Turks left the Fontega dei Turchi for good in 1838.

Instead, the first visitors began to arrive, sometimes equipped with little more than a sense of adventure.



Early modern Turkey was probably less integrated with the world outside its borders than the Ottomans had ever been. The visit by 32 tourists to Antalya in 1961 was considered newsworthy.

Some, like Adam Czartoryski and Adam Mikiewicz, had the intent to found a colony of Polish refugees, which eventually translated into the modern village of Polonezköy, now home to Turkish-speaking Catholics with Polish names. Others like Disraeli went for the orientalist romance of the thing and the thrill of travel, but it may be that the repercussions of Disraeli's romance are still felt centuries later in Tory foreign policy. Still others, like the Polish-Lithuanian Michal Czajkowski, started life as a Pole, converted and became Ottoman (as Mehmet Sadık Paşa) and ended up as an Orthodox Russian. All found travel to Ottoman lands fascinating, but eventually *Turquerie* gave way to Orientalism.

**A new beginning**

The end of the empire and the foundation of the modern Turkish Republic was a watershed in many ways. On the one hand, by finally negotiating the end to the now-onesided Capitulations, and through re-asserting and enforcing cabotage rights, it started the slow regrowth of Turkish shipping. On the other hand, with its intense focus on nation building, and its unwavering neutrality, early modern Turkey was probably less integrated with the world outside its borders than the Ottomans had ever been. It did save the Turks the horrors of the Second World War. But trade and tourism were slow to restart. So much so that the visit by 32 tourists to Antalya in 1961 was considered newsworthy. In 2019, by contrast, 33 tourists arrive in Antalya every minute.

**The importance of the seas today**

There are some 100,000 merchant ships that ply the high seas, all together carrying some 90% of international trade. Among the goods they carry are petrol in its various forms, vehicles, electric and electronic goods and machinery and food and everything else, with an aggregate value of US\$ 18 trillion. Without the seas



(assuming we would be alive to tell the tale), goods would have to be laboriously transported by land. No seas means not just no globalisation but vastly lower trade and less efficient and often smaller national economies. While international trade volumes are linked to the health of the global economy – global merchandise exports fell by over 10% during the 2009 crisis – they are generally subject to slow but sure growth.

Similarly, some 400 cruise ships with a total passenger capacity of approximately 27 million criss-cross the oceans, though traffic remains concentrated in the Caribbean and the Mediterranean, with Asian and Pacific passenger numbers rising very strongly. Within a decade, capacity is expected to rise to above 40 million. Unlike merchandise trade, passenger numbers are resilient in the face of economic problems – numbers rose approximately 3% even in 2009 – and rise at a slightly faster pace of 4.5-5% per annum. Yet, though the growth of cruise tourism in Turkey is substantial and there is every indication that 2020 will be a bumper year, we cannot forget that this was a relatively recent development.

**Enter Global**

Much like the Turks whose grandfathers were born on horseback but who had to adapt to life by the sea, Global was founded in 1991 as an investment brokerage and later transmogrified into a holding company-cum-private equity fund, and found itself managing cruise (and commercial) ports so well that today we manage more cruise ports than anyone else – and across the entire world. But unlike our forebears, the sea holds no surprise (though still plenty of wonder) for us. Our head office in Istanbul has a breathtaking view of one of the most iconic waterways in the world, across whose



waters a myriad of ships carry millions of people every day and the salt smell of sea spray from the bow of a ship is welcome and familiar.

Global Ports Holding was established within the body of Global Investment Holdings which entered the business in 2003 by acquiring Ege Port Kuşadası in Izmir, Turkey. In hindsight, it is no great surprise that Global Ports Holding has been able to become of the more interesting participants in the cruise industry after only a decade and a half of being in the business. This first venture was followed by an ambitious remodelling and expansion of the port, which led to its rise as a mandatory stop. However, Kuşadası was important in another way, in that it permitted us to familiarise ourselves with the cruise industry, and while we have continued to learn from each and every expansion, it holds a special place in our memories and we will operate it at least until 2033. And it also showed that we were reasonably good at managing cruise ports, as there was a dramatic improvement in the quality of the port services, in tandem with passenger numbers that comfortably more than doubled in less than a decade.

This first venture was followed in 2006 by the acquisition of a 40% stake in Port Akdeniz (later raised to 60%), comprising the commercial and cruise ports of Antalya, a city which has an important industrial and agricultural hinterland, but is best known as being the destination for a quarter of the tourists visiting Turkey. And two years later, the Bodrum Cruise Port was added to our portfolio, rounding up our presence in Turkey.

Our experience in running Kuşadası for about a decade led to the acquisition of a 62% stake in the Port of Adria along with a minority stake in Creuers (Barcelona Cruise Port, Málaga Cruise Port and Singapore Cruise Port) in 2013. We then concluded we could expand not only across the Mediterranean but elsewhere, and the germ of an idea regarding the Caribbean began to appear. And with important additions elsewhere in the interim, we conclude 2019 having taken over the operations of the major cruise ports of Nassau in The Bahamas and St. John's in Antigua and Barbuda.

May all passengers arriving at and departing from the growing number of ports that we manage across the world, cross the depths in ships carrying their passengers in comfort, style and safety until they reach their next port – we trust operated or owned by us. That we are Turkish should not, we hope, be held against us.

**May all passengers arriving at and departing from the growing number of ports that we manage across the world, cross the depths in ships carrying their passengers in comfort, style and safety until they reach their next port – we trust operated or owned by us.**



[ PORTRAIT ]

# WILL SMITH COMPLETES 13-MILE HALF-MARATHON THROUGH THE STREETS OF HAVANA

*“When you are running, there is a little person that talks to you, that little person says, ‘I’m tired, my lungs are going to pop, I’m so hurt, I’m so tired. There’s no way I can possibly continue.’ And you want to quit. If you learn how to defeat that person during the run, you will learn how not to quit when things get hard in your life.”*



SUDE FISTIK

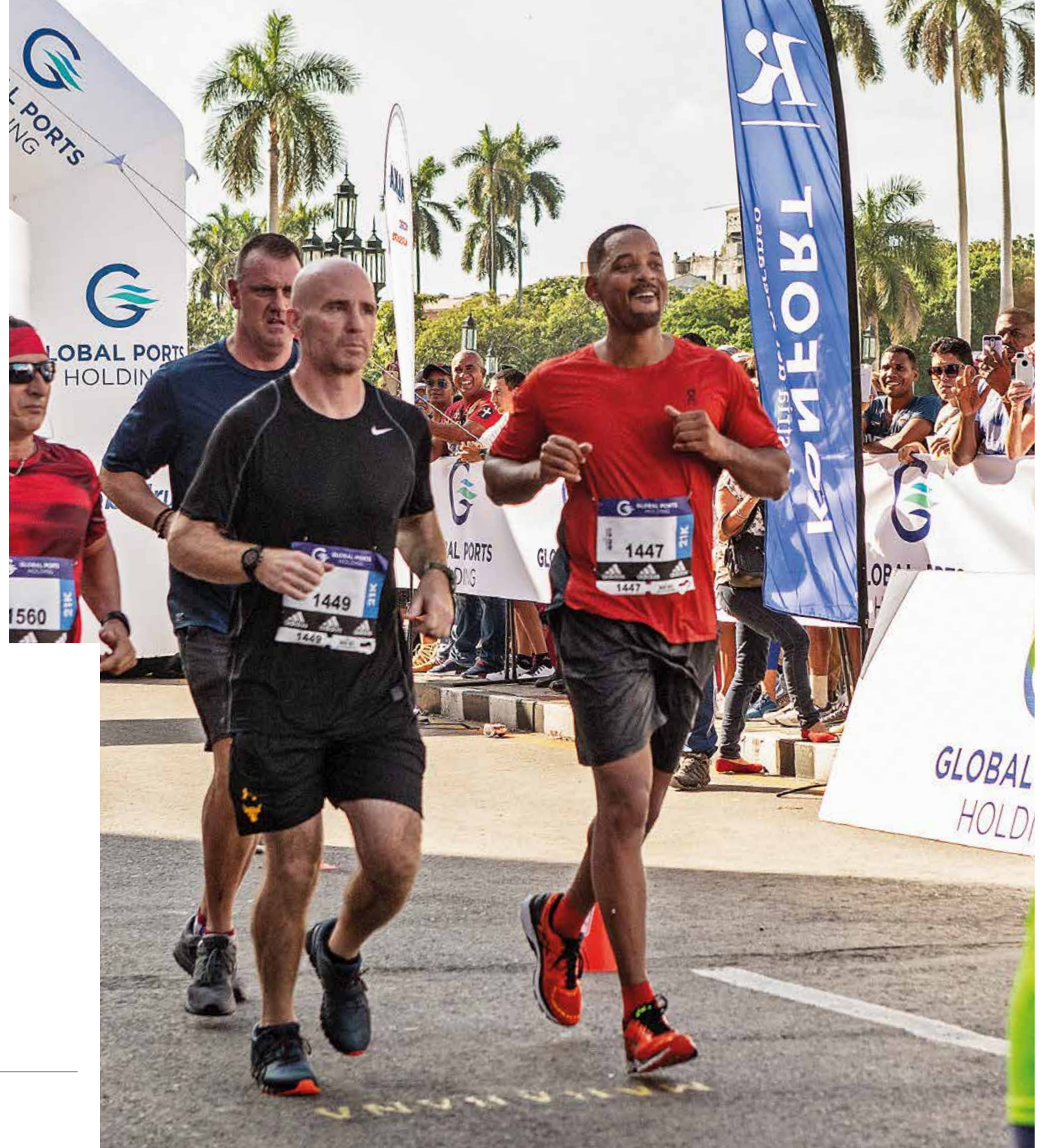
IT'S NOT THE FIRST TIME SMITH EMPHASIZES THE IMPORTANCE OF RUNNING. This speech above, from the Nickelodeon Kids' Choice Awards in 2005, shows Will Smith's point of view about life. Smith marks running as a key to success in life.

### Will Smith's Bucket List: Bungee jumping, check. Running a marathon, check.

In 2018, Smith sought to do things that frightened him the most. From bungee jumping in the Grand Canyon to skydiving in Dubai, the veteran entertainer reassured fans that they must conquer their fear in order to reach the better parts of life.

“You realize that the point of maximum danger is the point of minimum fear. It's bliss. Why were you scared in your bed the night before? What do you need that fear for? Everything up to the stepping point, there's actually no reason to be scared,” he said. “It only just ruins your day. The best things in life are on the other side of terror, on the other side of your maximum fear, are all of the best things in life.”

Smith started to turn his passion for fear-challenging stunts into a new show. The actor wrote in his post promoting the show: “For the last few months, I have been shooting a show called ‘The Bucket List.’ I turned 50 and I decided I was going to do everything I have ever wanted to do: Swim with sharks, do stand-up and make Jada Pinkett Smith jump out of an airplane (which is what happens in the first episode).”







The American actor and singer Will Smith competed in Marabana sponsored by Global Ports Holding in Havana, Cuba as part of his 50<sup>th</sup> birthday celebrations. In a quick statement to eager spectators, the actor said, “This moment has always been on my bucket list.” By completing 13.1 miles (21.1 km) in Havana on November 18 with a net time of 2:29:04 according to the official race results, Smith achieved one of his longtime goals in his bucket list. The race went through the streets of Cuba’s capital Havana. Moments before the race in Havana, Smith said, “We are here, we are in Havana for my bucket list, on three weeks’ notice. I’m running a half marathon, I’m excited. You know, the energy is ridiculous in this place. I love Cuba.” Also, in September 2018, Smith went bungee jumping in Arizona as another part of his 50<sup>th</sup> birthday.



**THE GLOBAL PORTS MARABANA CUBA** took place over four different distances: 5km, 10km, a half marathon distance (21.1km) and a full marathon distance (42.2km). The largest number of participants were from the United States (278), followed by Mexico (90) and France (84).



Will Smith was among the participants. For the first time in 33 years, the marathon was attended by a world-famous name from the United States.

**“I think of all the Bucket List, this is the one I’m most concerned about.”**

Smith went through quite a lot of training to get ready for the race. He admitted that his body had grown a little out of shape, as a result, he really was not sure if he could run all 13 miles (21.1 km). The training was also for spiritual expansion, he admitted and it was kind of an ego check. “Will Smith’s Bucket List: Cuba” on Facebook, we see what stages he went through to get ready for the race. Besides, he did not have quite enough time to get ready.

He stated the difficulty of the process by saying, “I really got to be smart about the way I approach this race. I got to listen to my body. The older I get, the harder it is to shake the rust off.” Also, after the race, he said that running a half marathon in Havana with only 3 weeks to train was the most difficult test he had ever undergone.

and after the running around Havana in his Facebook program, “Will Smith’s Bucket List”, which shows how hard the movie star trained for the race. Smith admitted that he was not as fit as he would have liked by saying, “Being this far out of shape is kind of a little bit new for me. I didn’t drink for over a decade. You know, during my rise as a movie star, I was wildly disciplined.”

He reflected how in just three weeks he prepared for the competition. The movie star trained for roughly three weeks, testing his endurance and if he could deal with running in extreme heat. Rough physical training in which he took his body strength to the limit, baths in ice-covered basins, medical tests and a lot of illusion, were some of the factors that intervened and that were part of his sports preparations.

Will Smith shared his experiences on the island and expressed his connection with the art and culture of Cuba. Likewise, he divulged some of the preparations he made in the city prior to the race, in which the concentration, the test of costumes and resting were key points.

“The energy, the music, the food. There’s something beautifully artistic about Havana. I see it everywhere.”

Smith faced several ups and downs during the competition. For him the fatigue, the heat of the tropics and the loss of time due to the cessation of speed were not obstacles, but rather a driving force that led him to touch the finishing line like a champion.

Smith did great until the 10 mile mark when he said, off camera, that he was on the verge of hurting

himself. So he started walking. Eventually he began to jog again, and made it to the finish line in over two hours and 30 minutes. He later said, “You set goals for the purpose of learning. There used to be so much poison in my pride. I had to be number one at everything. As I have gotten older, I don’t feel that pressure. Living with imperfections and certain limitations has given me so much freedom. I’m the happiest I’ve ever been in my life.”

**An extended hand and an open bridge between the U.S. and Cuba**

Havana Marathon, also known as “Marabana” has been held annually since its debut in 1987. More than 6,000 runners participated in the race this year according to NBC Miami. Countries that were greatly represented during this year’s edition included France, the United States, and Mexico. Also, the organizers said the race was “An extended hand and an open bridge”. Americans were well represented among foreign participants in the race, with 278 runners in the field.

**Global Run held for the first time outside the Mediterranean Region**

Thus, GPH’s ‘Run for Hope’, which is being held every year in a city where its port is located, has been organized for the first time in a country outside the Mediterranean since 2014, when it made its debut.

**Bahar Saygılı and Global Run Bodrum winners also ran in Havana**

Turkish national athlete Bahar Saygılı and the four runners who had the chance to go to Havana in the draw carried out by Global Run Bodrum in 2018, also joined Global Ports Marabana Cuba. Some 1,500 out of 6,000 runners were from abroad.

The winner of the marathon was the Cuban Athlete Henry Jaen. Jaen finished the race as the winner for the sixth time. Luis Angel Martinez, another Cuban Athlete, completed the Half Marathon as the leader.

**President Bermudez sent a message on Twitter**

As in every year, Global Run Havana Marabana was held on the same date as Havana’s founding anniversary. Before the run, Cuban President Miguel Diaz-Canel Bermudez posted a message on his Twitter account, greeting the organizers and runners.

**In progress since 2014**

Global Run races have been going on uninterruptedly since 2014. Races are organized every year with the hope of bringing the world one step closer to peace and understanding. People from many different countries and cultures join the event, at a different Global port city each year. So far, the Global Run has been held in Bodrum, Turkey; Valletta, Malta; Bar/Kotor, Montenegro; Ravenna, Italy; Havana, Cuba and Barcelona, Spain. The intention is to host a Global Run in all locations of Global Ports Holding’s growing portfolio around the world.



**THE WINNER OF THE MARATHON** was the Cuban Athlete Henry Jaen. Jaen finished the race as the winner for the sixth time.



**Will Smith explained how he prepared for the Havana Marathon**

Smith’s last visit to Havana and his unexpected participation in the 2018 Marabana still offers something to talk about. The celebrity shared a dynamic video about all the experience he went through before, during



[ INTERVIEW ]

## PORTUGAL: MARVELOUS IMPERFECTION

*“Portugal accepts itself the way it is, a people amongst peoples.  
That travelled around the world to take the measure of its  
marvelous imperfection.”*

*By Eduardo Lourenço*

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TAMER İŞTİR

THE WORDS ABOVE ARE BY RENOWNED PHILOSOPHER, Eduardo Lourenço, a philosopher from Portugal - famous for its sailors. Explaining life as black and white was the habit of old times. Seas saved sailors and sailors saved their communities from this cliché. We talked about this “marvelous imperfection” which makes Portugal rich enough to see the colors ‘between’ black and white and to have a happy life with them - with the Portuguese Ambassador to Ankara, Paula Leal Da Silva.







If you are taking travelers and sailors' souls with you, your journey calls for romance. Mrs. Ambassador often refers to philosophers and poets when she talks about her country. In this way, you understand how rich the cultural wealth of Portugal is. If the diplomatic language were always full of such elements, our world would become perhaps not romantic but probably more peaceful and harmonious.

Let's leave the word to the distinguished Ambassador without further ado.

**OPUS:** When it comes to Portugal, I think everyone visualizes a cultural country that has traces from many geographies of the world. A little European, a little Latin, a little Mediterranean, a little Arab ... How do you define yourself and your country in its most refined form?

**Paula Leal Da Silva:** Your question is related to a critical, and most interesting aspect of any country's essence – its identity. Eduardo Lourenço, an eminent Portuguese philosopher, had said, "confined in a modest corner (...), Portugal accepts itself the way it is, a people amongst peoples. That travelled around the world to take the measure of its marvelous imperfection". So if I were to describe my country, I would echo this idea – we are a marvelous imperfection.

Portugal is a nation of sailors that achieved the wonder of discovering the world, the first step towards globalization, in the XV century. On the other hand, we are also a country of emigrants, valiant people who left their homes in search of other cultures and other ways of life, perfectly adjusting themselves to their new communities and still managing to keep their uniqueness, as Portuguese. These features describe us better than any other and they are probably the reason why the Portuguese people comprehend others, valuing dissimilar cultures. Consistent, in a way, with the paradox always emphasized by Fernando Pessoa, our celebrated poet, we are multiple, being



"THE VOICE OF PORTUGAL in the international community is firmly anchored in universal principles; we support multilateralism, against egoistical and individual perspectives."

authentic, we favor diversity but also individuality, we are flexible as well as determined. For almost 900 years of independence, as one of the oldest countries in Europe, Portugal, from its European westernmost corner, has had the wisdom to design its own path into the future, through adversities and virtuous sailing winds. We defeated dictatorship in 1974 without shedding a drop of blood. We are today a cosmopolitan and pluralistic nation, the Portuguese language being spoken by more than 200 million people worldwide. In addition, the voice of Portugal in the international community is firmly anchored in universal principles; we support multilateralism, against egoistical and individual perspectives. We praise dialogue instead of monologues. We are a place of interchanges, between other cultures and peoples, Europe, Africa, the Americas, Asia, and the Mediterranean.

**Recent history has recorded Portugal with a code, as well as many other countries. "3F", which describes football, fado, and festa and ascribed to Salazar, is still living culture in Portugal? How has Portugal changed over the recent years?**

\_\_\_\_ Fado, Football and Fátima (as in the catholic sanctuary situated of Portugal) is a tryptic concept in which Salazar's dictatorship founded its doctrine. In itself, there is nothing wrong about any of these notions. The Portuguese adore Football, as the Turkish people do, and Fado represents a very meaningful

feature of our poetic identity. In addition, Fátima is a devotion place, and although Portugal is a secular state, and very much respects all religions and beliefs our doors are, of course, open to the millions of pilgrims that visit Fátima every year. Therefore, coming back to your question, the difference is that, whereas during Salazar leadership my country was oppressed by an authoritarian regime, nowadays, Portugal is broader, open to the world, a free and democratic nation.

**Cristiano Ronaldo is a footballer known and loved by people all over the world. He has also become a global idol with his social responsibility initiatives and exemplary character. The Portuguese people are very lucky to have such a figure. Is it not a coincidence that a profile like Ronaldo came out of a country like Portugal?**

\_\_\_\_ You are absolutely right. Cristiano Ronaldo personifies the Portuguese character, with his amazing aptitude of overcoming limits in order to attain excellence, yet never losing awareness towards other human beings. In fact, his patriotism and commitment to noble causes are, I think, an example to us all. .

**Portugal is one of the most notable countries in the world as a tourist attraction. In addition to numerous cultural heritage sites, unique colorful wines and pastry desserts are famous. What is Portugal's share in**



MRS. DA SILVA WITH Turkish President Recep Tayyip Erdoğan at the Presidency Complex, Ankara.



**the world tourism market? What kind of policies does the Portuguese government have to raise this share?**

\_\_\_\_ Since the 1960s, my country has significantly developed the touristic sector. Especially after the "discovery" of Algarve's beautiful beaches. Nevertheless, similarly to Turkey, Portugal has much more to offer than just luminous sunny weather and white beaches. Fortunately, the world has begun to acknowledge it and by the end of the current year, 27 million people will have visited Portugal. For we are a nation of exclusive landscapes, and immense diversity, geographically as well as culturally. Our history is ancient, our identity emblematic, our arts inventive; the Portuguese wines are exquisite and our gastronomy appealing. Tourism represents, indeed, a very relevant share of our economy, being the first sector of exports. In 2018, it accounted for 51.5% of services' exports. In terms of revenues, tourism corresponds to 8.2% of the national GDP. In 2018, my country was awarded the most relevant international prizes, ranking as 4th in the global peace index and as 2nd, for best quality of life country for expatriates. Furthermore, we have been considered by the World Travel Awards 2019 - for the third consecutive year - as the best European destination.

Answering more precisely to your question, the Portuguese Government adopted an overall long-term plan - the "Tourism Strategy 2027" based on strategic pillars and strategic assets. Accordingly, some basic and sustainable policies are to be implemented, namely,

**"With the paradox always emphasized by Fernando Pessoa, our celebrated poet, we are multiple, being authentic, we favor diversity but also individuality, we are flexible as well as determined."**





PAULA LEAL DA SILVA with Turkish Foreign Minister Mevlüt Çavuşoğlu.



the preservation of the historical-cultural heritage, the improvement of urban rehabilitation, the restoration and revitalization of natural and rural patrimony, the development of the economy of the sea, as well as the restructuring and diversification of touristic offering.

**Cruise tourism is reviving in the world. In 2020 and onwards we will see cruise tourism trend rising. Especially, Lisbon Port which is operated by Global Ports Holding is chosen as the best cruise port in the world every year. Can we say that Portugal, which has many more ports, will be a rising star in this area?**

\_\_\_\_\_ The Portuguese coast is 900 km in length. Due to its geostrategic position, Portugal represents a relevant trajectory as well as an interesting destiny for cruise travelling; also bearing in mind the growing relevance of the cruise touristic fragment in the overall touristic sector. During 2018, the Portuguese ports received 1.4 million tourists, equivalent to an increase of 9%, comparing to 2017, with a total of 939 stopovers. Likewise, during the past 10 years (2009-2018), the number of cruise ships' passengers through national ports increased by 52%, with a surge of 31% in terms of stopovers. Moreover, throughout the first half of 2019, the Portuguese ports registered 720,529 cruise visitors. It is anticipated that cruise tourism, in 2019, will record more than 1.4 million passengers.

**Can we say that Portugal is the geopolitical gateway of Europe and Africa to America? What advantages does this provide for the country's investment climate?**

\_\_\_\_\_ Due to its geostrategic position and history, Portugal stands at a crossroad of places, cultures



and influences, as well as a connecting hub between Europe, America and Africa. Economically speaking, we represent in fact a gateway to multiple markets. Actually, my country is a member of the European Union's single market, from one side, and upholds very close bonds with the Portuguese speaking countries/communities in Africa, South America and Asia, on the other side. Furthermore, our ability to create bridges, to promote compromises and dialogue, our political stability and safety (3rd safest country in the world) plus the high level of training and knowledge of the Portuguese working force are critical elements for investing in Portugal.

**What sectors are Turkish companies concentrated in, in Portugal? What kind of activities do Portuguese companies realize in Turkey? How do you evaluate the bilateral trade relations between Portugal and Turkey?**

\_\_\_\_\_ Turkish investment in my country has been increasing significantly. The sectors at stake are diverse, namely ports management, both in cruise (Global Ports Holding) and container terminals (Yilport) - Global Ports Holding is the lead investor at the Lisbon Cruise Terminal; Yilport has the concession and manages the container and bulk cargo operations at seven terminals in Portugal; it also owns the logistics company "Transitex" that is present worldwide. Other areas are cement production, mining, real estate, tourism (hotels and restaurants), logistics, agriculture, textile, pharmaceutical, gastronomy, renewable energy (RE)

and ICT. The Portuguese investment in Turkey relates to machinery for construction, raw materials for ceramics, engineering, car parking management, paper and cellulose, electronics, textile, renewable energy, ICT systems and malls management.

The bilateral trade between both countries still offers a huge potential for improvement, representing today 1.5 billion dollars in 2018. Nevertheless, the trend has recently become quite encouraging, as we are observing a steady growth both in exports as in imports, reciprocally. 811 Portuguese companies exported to Turkey in 2018. During the same year, Turkey was the 17th client for Portugal and our 13th supplier. Moreover, both our countries have presently quite a broad knowledge of each other, which facilitates the upgrade of our relationship. Since I arrived in Turkey - a stunning nation, full of history and ancient memories, the emblematic cradle of so many old civilizations - I have been promoting the strengthening and diversification of our bilateral agenda. It has been a privilege to do it while travelling around Turkey. My strategy is simple. For reinforcing our mutual ties, we have to know each other thoroughly, sharing affinities and understanding differences. Therefore, it is essential to promote, in Turkey, the Portuguese culture, arts, design, traditions, gastronomy, as well as our economic merits. Likewise, I take the present opportunity to recall that my country proficiently overcame a serious economic crisis, being today a nation of success, realizations, talent, and innovation. We are, therefore, and will continue to be, an excellent destination for Turkish investments.

**“Due to its geostrategic position and history, Portugal stands at a crossroad of places, cultures and influences, as well as a connecting hub between Europe, America and Africa. Economically speaking, we represent in fact a gateway to multiple markets.”**



[ DESTINATION ]

# NASSAU: HEAVEN ON EARTH

*Nassau, the capital of The Bahamas, is an active metropolitan hub full of culture and modern facilities. With the lure of a big city and the ease of tropical utopia, Nassau & Paradise Island are considered by many as heaven on Earth.*

UTKU KOLAĞASIOĞLU







Nassau, the capital city of The Bahamas, is located on 21-mile-long New Providence, the 11<sup>th</sup> largest island of The Bahamas. Nassau's main harbor is protected by Paradise Island. The harbor attracted settlers in the early days, particularly pirates. In fact, Nassau's population, was mainly of pirates until 1718. When The Bahamas first Royal Governor, Woodes Rogers expelled them and restored order, he built Fort Nassau. Now, 212,000 people call New Providence Island home, with a large portion of them residing in Nassau.

Nassau offers unique experiences that match the scenic beauty of the island. You can visit its clean and clear beaches, take part in the spiritual assemblies, arrange a fishing trip, participate in its lively nightlife and annual festivals, visit its treasured historical sites, dine on savory cuisine and do water sports in its crystal-blue waters.

### WHERE TO VISIT?

**Fort Fincastle** which was built in 1793 overlooks Nassau from atop Bennett's Hill. It is the highest point on the island and visitors can explore the much intact structure. The fort was built with the same limestone as the nearby Queen's Staircase. It has 38 meter high walls and replica cannons. The fort is open all week and cruise passengers can walk there without booking a tour. It is also easy to take a taxi ride direct from the cruise port. You have to pay for a ticket to gain entry.

**Queen's Staircase** is located downtown at Fort Fincastle. It is one of the most popular landmarks in Nassau. Also known as "66 Steps", the staircase was carved out of limestone rock by the slaves in 1793. It was used as the main route between the fort and Nassau town. This beautiful attraction has been overgrown by marshy vegetation such as ferns, moss and looks like a lost & found Caribbean wonder. All these aspects make it the perfect place for some great photo-shoots and also a tranquil escape from the burning Caribbean sun.



**Parliament Square** is located south of Rawson square on Bay Street, Nassau, Bahamas. The square has 3 pink and white Georgian neoclassical buildings that house the parliament and other government houses. These excellent buildings display early colonial architecture. The location certainly eye-catching. They are still being used today.

**Pirate Museum** You can visit the the Pirate Museum and learn about the quaint and interesting pirate history of the Nation. Nassau is famous for having been a haven for pirates in the 18<sup>th</sup> century, where the famous Captain Blackbeard was said to rule. Among the things that you can see is a pirate ship and artifacts that depict the pirates' way of life back then.

**Public Library and Museum** If you are interested in the history of the island, you can always visit the Public Library and Museum. Found in the 18th-century, a building used as a prison was converted into a library and a museum. The museum is based in the octagonal shaped building located on the southern end of the parliament square. This building was one of the first buildings to be built in the square. The cells of the prison now bear library shelves with books on them. The rest of the museum displays interesting artifacts and the history of Nassau. You can learn about the exciting history, culture, and heritage of The Bahamas. You can visit it free of charge.



NASSAU'S BEACHES are perfect for relaxing and exploring, and from time to time, you can find a local tour guide on site.

parasailing and water skiing. Near this Nassau beach you'll find various resorts, bars, restaurants, and shops, but that is of course, if you're willing to tear yourself away from the tantalizing turquoise, blues and greens of the Ocean. To get there, you will first need to make your way over to Paradise Island. To do this you will need to cross over the Paradise island bridge (either by car or on foot). From New Providence it is a good idea to take a cab, or rent a car for the day. Bear in mind the toll across the bridge to Paradise Island costs USD 2, if you are driving.

**Caves Beach** Some may go to the beach for the excitement, and others just to find the sort of serenity you can only find near an ocean. Caves beach is perfect for the latter, as it is one of the more secluded beaches in the Bahamas. There are many limestone caves that can be seen along the edges of this beach, and that is where the beach got its name. As history tells it, the caves once provided shelter for native Indians, but they do come in handy as a shelter in rainy weather. Caves beach is perfect for relaxing and exploring, and from time to time, you can find a local tour guide on site who will be more than happy to take you around. Caves beach is located to the west of Cable beach.

### BEACHES

**Cable Beach** You won't be able to get enough of Cable Beach once you set foot on its pristine shores. There is plenty of room to walk around and explore, and you'll be mesmerized by the blue waters, and striking white sands. These gorgeous features are obvious even as you're making your way to the beachfront. You will find jet ski rentals if you're looking for some adventure. Cable beach is beautiful, peaceful, fun and a great choice for beach goers of all ages. You can find Cable beach about 6 miles west of downtown Nassau. It is on the north shore of New Providence. The number 10 bus will take you there for a fare of about USD 1.50 from George Street in downtown Nassau.

**Paradise Beach** As the name suggests this Nassau beach is pure paradise – tropical paradise, in its finest form. Here you'll find a sprawling coastline, which means you can choose your spot on the beach depending on how you'd like to spend your day. Opt to be surrounded by the crowd or in a more private area with friends or the love of your life. There are water sports available so you will not get bored, and you'll also find coconut water for sale, and plenty of snacks to nibble on. Paradise beach is located on the north-western coast of Paradise Island. It is to the west of Cabbage beach. The beach access point is located near the stretch of hotels on the northern coast of the island.

**Cabbage Beach** is one of the top picks for lounging on the sand with a sea view while in the Bahamas. It is often described as one of the best beaches in Nassau and lives up to the hype. As this beach is tourist friendly, you will find various water excursions on this beach, including

### SHOPPING

From open-air markets to straw vendors and large retail centers, The Bahamas offers a plethora of unique authentic Bahamian products that reflect its heritage, creativity, and passion. You will also find resort wear and a variety of duty-free items, like jewelry and watches, at boutiques and shops throughout Nassau.

**Straw Market** Right in the middle of the high-end and boutique shops on Nassau's Bay Street you'll find the world-famous Straw Market. It is home to handmade Bahamian crafts, gifts, souvenirs, and items such as hand-woven straw hats, bags, mats, dolls, conch shell jewelry, and wood carvings—and all available at very reasonable prices, especially if you are good at bargaining! Crafts and souvenirs may be purchased in either USD or Bahamian cash. The market is open every day of the week from 8 AM to 8 PM.

**Bahama Art & Handicraft** This quaint art gallery and craft shop is a must-visit for anyone looking for a locally made souvenir, gift, or artwork to reminisce their Bahamas vacation. Located in a five-minute drive from downtown Nassau on East Shirley Street in a replica of a traditional Bahamian home, Bahama Art and Handicraft is filled with collectibles, handicrafts, and artworks, large



THE BAHAMAS OFFERS a plethora of unique authentic Bahamian products that reflect its heritage, creativity, and passion.



and small. The walls showcase an array of photos that transports visitors back in time, antique and historical books are onsite and available for sale, and there are even artifacts from 18<sup>th</sup> century shipwrecks. Beautiful watercolor paintings of well-loved Bahamas views, intricate wood carvings, homemade jams and hot sauces featuring Bahamian fruits, handmade candles and soaps, unique jewelry pieces crafted from the scales of the invasive Lionfish, conch shells, or local Bahamas coins—the store is overflowing with stunning natural creations, and new arrivals daily. If you are an art, craft or nature lover, Bahama Art and Handicraft is a must-stop shop.

### RESTAURANTS

**Graycliff Restaurant** is a five-star dining establishment serving Continental cuisine with a Bahamian twist. The dining experience feels like you are settling into an intimate dinner party with friends at their historic, colonial-style mansion, that just so happens to house an award-winning wine cellar. With more than 250,000 bottles, there's a vintage for every taste and budget. White-jacketed staff attends, serving perfectly executed versions of classics such as coeur de filet quatre poivres and guava soufflé. Graycliff is not exactly budget-friendly; you will need to save up for this meal. The experience also includes hand-rolled cigars, signature coffee and chocolate, with a factory and wine cellar you can tour. Reservations are essential.

#### **Bahamian Club: The Address of Global Cuisine**

Widely regarded as one of the top restaurants on the islands, this Atlantis restaurant has all the hallmarks of a traditional American steakhouse, but with a well-rounded selection of seafood and global dishes. The club atmosphere is accomplished through liberal use of dark wood, overstuffed chairs and deep, masculine colors. Whet your appetite with some local seafood such as the house-designed island style shrimp cocktail, a spicy conch chowder or the onion soup gratin made with local Sands beer. Then splurge on the chateaubriand for two or other prime aged beef off the grill. If you're craving seafood, try the bronzed salmon or garlic shrimp. Indian dishes satisfy any vegetarians in the group.

#### **Poop Deck: Fresh Seafood and Harbor Views**

Look out at yachts bobbing in the harbor and the towers of Atlantis in the distance as you contemplate your choice of seafood. The day's just-caught offerings fill an iced bin



at the restaurant's entrance. You can pick your meal from the selections, which typically consist of red and yellow snapper, hogfish and Bahamian spiny lobster (crayfish). Can't decide? Order a combination platter. Or go native with cracked conch, Rosie's chicken (the pick of locals), or grouper simmered in tomato sauce. There's also pasta and grilled meats. In addition to Bahamian specialties at lunch, the menu offers burgers, hot and cold sandwiches and salads (grilled mahi Caesar, for example).

### NIGHTLIFE

Part of the reason why Nassau and New Paradise Island are massively popular as a holiday destination is the gorgeous nightlife. The party scene is flamboyant on the weekends while on the rest of the days it is low keyed. In the off season the night life is even quieter, though there are some places that are always buzzing.

**Atlantis Casino** Only second to the Baha Maar casino in size and design sensibilities, the Atlantis casino spans a huge lagoon and has skylights and large windows. You will find the casino linking the Royal towers and the Coral towers. The casino is open 24 hours a day and has a freshly updated Race and Sports Book along with table games and slot machines. World class tournaments are held here throughout the year along with a variety of events.

**Dragons** Atlantis' Casino Nightclub is announced by the huge dragon statues at its entrance. Escape from

PART OF THE REASON why Nassau and New Paradise Island are massively popular as a holiday destination is the gorgeous nightlife.



the buzz of the gaming floor to the thump of the dance floor! Feeling lucky after a win? Celebrate at the casino lounge with a little something extra. Bands and DJs provide the tunes, and the bars serve a great variety of tropical cocktails and beer. All you need to supply is the energy and the moves! Cover charge waived for Atlantis guests. Open until 2:00 AM.

**Bahama Boom Beach Club** Every day is a new day at Nassau's new addition to its night scene. On Mondays there is Latin dance, on Tuesdays there are wild nights while Wednesdays are disco nights and Thursdays are drink specials. You won't lack variety here and the club is open till wee hours of the morning on weekends.

**The Blue Waters** The Blue Waters is a pretty popular nightlife option and a sports lounge in Nassau. There are lots of events every Thursday to Saturday right from karaoke nights to mix and mingles and rap music. Happy hours are on every evening from 5 PM to 7 PM and the kitchen stays open till midnight.

**Aura Nightclub** The most upscale nightclub on the island, Aura brings a bit of the Las Vegas, South Beach and New York party scene to the islands. A popular place to dance until dawn while in the Bahamas, this 9,000-square-foot night club boasts dedicated DJs spinning stellar beats that beckon guests of Atlantis Casino up the grand staircase and into the entrancing world of Aura. A dazzling glass dance floor surrounded by plush banquet seating accommodates plenty of dancing and drinking, and the two bars serve creative concoctions sure to please. VIP areas are perfect for private parties and celebrity stargazing.

### FESTIVAL

**The Junkanoo Rush** When clocks strike midnight and Christmas turns into Boxing Day, Bahamian families head for Bay Street. Junkanoo is calling. This moment of passion and parade takes months to prepare and months of work. The towering costumes of lively colors, the joyous chants and cheers, goatskin drums, trumpeting horns and cowbells dancing through the streets as Bahamians of all ages jump up and root for longstanding family loyalties. Junkanoo brings out the color inside of every Bahamian. For months they work, creating costumes, rehearsing dances, practicing music routines. All of it building to competition on Boxing Day. And make no mistake, the sweat and sacrifice isn't work. No, this is all passion stirring a pot of playful contention between families and friends.

Legend has it that you have not needed an excuse to party in The Bahamas for well over 500 years. Many believe that the Junkanoo was established by John Canoe, a legendary West African Prince, who outwitted the English and became a local hero; and others suspecting it came from the French 'gens inconnus,' which translates as 'unknown' or 'masked people.'

The most popular belief, however, is that it evolved from the days of slavery. Loyalists who migrated to The Bahamas in the late 18<sup>th</sup> Century brought their African slaves with them. The slaves were given three days off during the Christmas season, which they used to celebrate by singing and dancing in colorful masks, traveling from house to house, often on stilts. Junkanoo nearly vanished after slavery was abolished but the revival of the festival in The Bahamas is at the door and it is a joyous and cheerful event that spreads the festival spirit all around the island.







# Nassau's Sexy Mary

*Just ask her about Nassau's roads.  
Joyful, sweet, energetic and of course sexy...  
We present to you Sexy Mary!*

TAMER İŞTİR

*EACH LOCAL REGION HAS ICONIC figures that feed on its own dynamics. These people remain in our minds as much as what we see and eat in that region. But some of them are never forgettable. Sexy Mary is one of the most memorable figures in Nassau. Her original name is Mary McPhee. She always works and communicates with the visitors of Nassau. It is impossible to keep up with the energy of this lovely woman. But we had the opportunity to talk with her.*

**Hey Mary! It is possible to say that your fame has reached even Istanbul. First of all, we wonder why they call you "Sexy Mary". Is it an epithet or a nickname? Since when are you called Sexy Mary?**

Ms. McPhee Mary: I am happy that my fame has reached as far as Istanbul Turkey and I hope to be able to visit there one day. Sexy Mary is a nickname given to me by a returning client that came looking for me. The client was taken to another Mary, when they showed her the other Mary, she said "No the Sexy Mary". They started calling me Sexy Mary from then on. That was about six years ago.

**We wish to get to know you better. How did you make this far? How do you make you're living, do you have any hobbies or habits? How does Sexy Mary spend a day?**

\_\_\_\_\_ I made it this far in the transportation business through hard work, dedication and commitment to professionalism and with the help of the Lord Jesus Christ who enables me to love and serve everyone. I make a living along with my husband Perry McPhee in our company Divine Servants Tour and Transportation Services. Specializing in sightseeing tours of Nassau, Bahamas of which we are proud Bahamians. Sexy Mary has no hobbies. I spend my days working and taking care of my immediate family, my mother and going to church.

**What is your biggest wish in life?**

\_\_\_\_\_ My biggest wish in life is for good health and financial security. I want the ability to take care of my family, send my children to college, help others and travel.

**You are a taxi driver in the port and you develop a pretty positive dialogue with everyone around you. Maybe the people arriving here in Nassau have their first contact with you. Does that put an extra weight and a responsibility on your shoulders?**

\_\_\_\_\_ No. Being one of the first persons arriving tourists meet is not stressful for me at all. I love people and have come to love serving the people. Living in one of the most beautiful countries of the world makes it easy. I have a wonderful home to share with our visitors.

**We would like to hear about an interesting story if you have one.**

\_\_\_\_\_ I have many interesting stories but the most interesting one of them all would be of my sons. My husband and I had a daughter a year and a half after we got married. We also wanted a son but it didn't seem to be in the cards. Until a visit to my sisters. While visiting them, a cousin of mine came by with two children he was in the process of adopting. I visited the children's home the next day and I saw a child that looked like my husband's twin, who was 10 months old. We started the process to adopt him and some months later we learnt that his biological older brother was in the home also. Three years later they legally became a part of our family. It was the best decision our family made. It is been nine years now and our family has changed for the better.



SHE SPENDS HER DAYS with working and taking care with her family.



**Who would make you happiest to take your taxi?**

\_\_\_\_\_ Because all people are created equal, I will take anyone and everyone in the Sexy Van. They are all my Sexy family.

**Most people would like to live in Nassau, at least would like to visit there once. Let us listen about Nassau from you. What kind of a city is Nassau? Why should people come here?**

\_\_\_\_\_ Tourism is the number one industry in The Bahamas and the proud citizens of The Bahamas are all about keeping smiles on the faces of our visitors. The Bahamas is home to some of the most beautiful beaches and some of the friendliest people of the world. We believe Nassau is the best place on this side of heaven. We believe Nassau is where God lives (Paradise). Nassau is like no other, it is in a class all by itself. A very popular local artist (The late King Eric

Gibson) sings a song, "Once is not enough, even twice you don't see all of our stuff, come back for some Conch, peas and rice and Guava Duff, for when you visit Nassau Bahamas once is not enough."



WHEN WE ASK HER ABOUT passengers, she says, "They are all my sexy family".



**What do you feel about the future of Nassau? There will be changes in the port soon, what are your wishes and desires regarding that? What would you like to see in the port?**

\_\_\_\_\_ I am excited about the future of Nassau and especially excited about the changes that are coming through Global Port Holdings. Global Port Holding is investing \$250,000,000 into the Prince George Dock here in Nassau Bahamas and the photographs of the new port are simply amazing. I would like to see a first class port featuring all local handmade crafts along with opportunities for local smaller approved companies to benefit from the increased volume of visitors.

**What would you suggest for the upcoming tourists to Bahamas? What are your favorite locations?**

\_\_\_\_\_ My recommendations to upcoming tourists would be to take a tour of the Island with Perry McPhee and Sexy Mary of Divine Servants Tours and Transportation Services. They will give you an experience of the Island and not just a ride around the Island. Spots you must see are the Queen's Staircase, ancient Forts and our beautiful beaches.

**"The Bahamas is home to some of the most beautiful beaches and some of the friendliest people of the world. We believe Nassau is the best place on this side of heaven."**

**Have you ever found an opportunity to go out of Bahamas? Which countries did you see? Which country are you the most curious about visiting nowadays?**

**Where would you go right now if you could?**

\_\_\_\_\_ Yes, I have had the opportunity to visit countries outside of The Bahamas, I visited countries like the United States of America, Jamaica, Cuba and Mexico. I am most curious about visiting the United Kingdom, Canada and Egypt. If I had the opportunity to go somewhere right now, it would be the United Kingdom.







[ INTERVIEW ]

## THE CHALLENGER



## ARCHITECTURE

*Tabanlıoğlu Architects' innovative design is based on their systematic engagement with contemporary architecture. The scope of Tabanlıoğlu's projects is all-encompassing, from residential to mixed-use complexes across Turkey and abroad, including a wide range of building types from high-rises to museums.*

*We talked about the company's projects and vision with the firm partner Melkan Gürsel.*

TAMER İŞİTİR

Photo credit: @emredorter



New Nassau Port Project  
Design by Tabanlıoğlu Architects



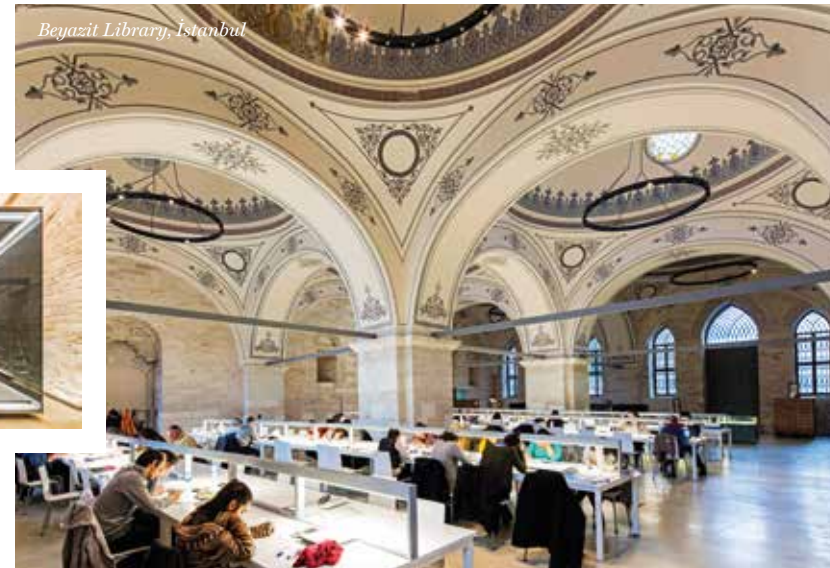
**You make your mark globally known with your transaction and receive international awards for almost all of your profession. Let's listen briefly to the past and present of Tabanlıoğlu.**

\_\_\_\_\_ We practice the profession in a difficult geography, accordingly, our experience has taught us to retain the balance between East and West, new and old, technology and local values. Moreover, due to fluctuating socio-political mediums in the Middle East, adhering to the principles, we have learned to adapt to the impulsive situations. Our stand in architectural performance and our long-lasting relations with the third parties, as well as the clients, granted us the ability to convey our know-how to a broader geography. If you sustain, the reward comes.

The firm's experience in the modernization of Turkey over the last 60 years starting with the architectural method of TA\_'s founder Hayati Tabanlıoğlu underline the practice's systematic engagement with contemporary architecture. Methodology of Tabanlıoğlu shows a kind of modernism at work in the application of modern architecture to non-western contexts in the 20<sup>th</sup> century. The systematic method in architecture opens the parameters of the contemporary fluid social dynamics of society as a transformation of space and operational fields; adopting to the 21<sup>st</sup> century, our office is working at a scale and technical complexity, applying



**TABANLIOĞLU'S INTENT IS TO BE RATIONAL AND NOVEL AT THE SAME TIME, IMAGINE THE FUTURE WHILE RESPECTING THE EXISTING AND THE TRACES OF THE PAST**



global novelties, with the consultation of international professionals of related disciplines.

Although the principals remain, people and life patterns, production tools- from computer generations to building technologies - and methods change so does our practice adapting to these changes and had to carry our design to the next steps continuously. To do that, we conduct a team of advisors and consultants of diverse disciplines during the design process. Establishing collaborative practices is of particular importance on building design and construction.

**What would you say about Tabanlıoğlu's business philosophy? What are the sources of vision or inspiration behind your achievements?**

\_\_\_\_\_ Our research and knowledge-based approach, instead of the fetishism of form, we plan and organize strategies that allow for multiple concepts of everyday human/ individual expression to be realized in newly forming contemporary spaces, not only in Turkey but also in other geographies and cultures.



**METHODOLOGY OF TABANLIOĞLU SHOWS A KIND OF MODERNISM AT WORK IN THE APPLICATION OF MODERN ARCHITECTURE TO NON-WESTERN CONTEXTS IN THE 20<sup>th</sup> CENTURY**



**"Despite the most contemporary techniques and methods, there should always be something local in the design, or else the building will be generic not specific."**

Powerful in the region already, we would like to realize examples that multiply good architecture -like benign viruses- all over the world. Being from Istanbul-Turkey, we have the multicultural background, even in America, I believe we can integrate our experiment as a novel smart-local contribution into the existing forms and habits, a new energy.

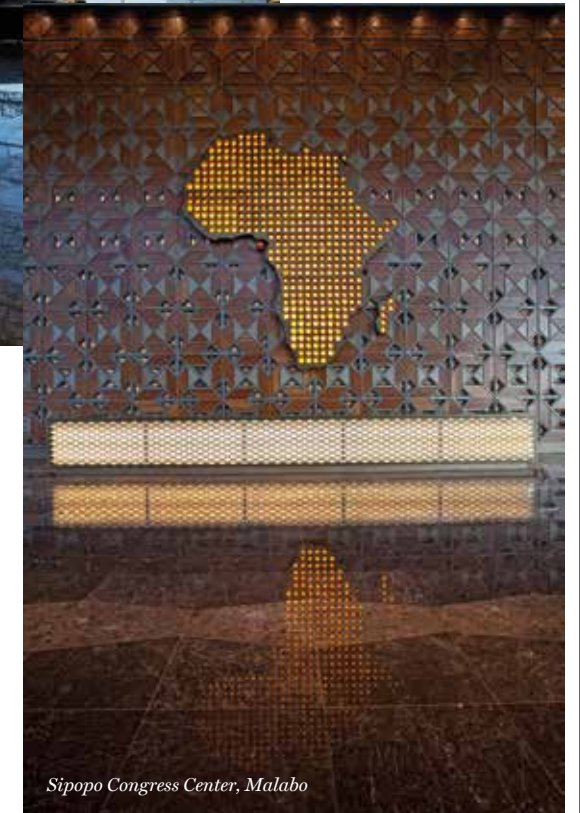
Our intent is to be rational and novel at the same time, imagine the future while respecting the existing and the traces of the past. Communicate, be cooperative, and exchange knowledge and ideas clearly; learn from each other's experience, benefiting from each other's solutions saves time and resources. Simplicity, direct communication becomes the aim of architectural product as well.

Any architectural production should be functional and beautiful at the same time, and all should rise over the basis of relevance, to its place, geography, topography, socio-cultural motives, including state-of-the-art technologies yet carrying traces of the past and future. Despite the most contemporary techniques and methods, there should always be something local in the design, or else the building will be generic not specific.

Projects should be planned for the future, with the best feasible approach not only financially but also in terms of environmental and life-quality. We architects are not sculptors, we dream and plan spaces for the good of people, and we expect people are happy where they live, work, relax or play in the standards of "contemporaneity". For a good mood, one needs easy access, time-consuming spaces, safe and reliable infra-structure and of course beauty of the space and environment. I believe architects are responsible to create functional beauty where people are happy.

**Talking about your globally known architectural works, what are your most prominent or extraordinary 5 jobs?**

\_\_\_\_\_ Every project which is "built" is a satisfactory achievement, furthermore, every project is unique, regardless of scale and function. The newest project is



**THE NEWEST PROJECT IS ALWAYS THE MOST ENTHUSIASTIC ONE AS YOU HAVE TO RE-THINK ARCHITECTURE IN THE GIVEN CONTEXT AND REQUIREMENTS**

always the most enthusiastic one as you have to re-think architecture in the given context and requirements.

In all our projects, even if it is a private investment, our major concern is to be a natural part of urban texture and urban life, respecting the values of the past and existing assets, we want our work to motivate the future. If a building works well and the people who use it directly and even who only pass by are happy, it is a working and good building. We are currently working on projects located in Turkey, the Middle East, Africa, Kazakhstan, Eastern Europe and New York.

1- Three congress centers in Africa, are places for meeting and negotiations but at the same time promoting local and contemporary arts and culture. So the buildings become the honor of the President, the people and the country, reflecting culture, the rhythm and the objectives of the society. TRIPOLI Congress Center finds its expression in clarity and sincerity. The modest building meets the climatic, geographic and cultural references and needs whilst offering innovative design solutions for an exclusive congress facility. SIPOPO Congress Center is situated by the ocean in the capital city Malabo of Equatorial Guinea, surrounded by woods. The lacy texture of its mesh envelop behaves as a sun-break and grants a shady interior without hindering the accent





Ataturk Cultural Center, İstanbul

The renovation of Beyazit Library in Istanbul, and of course, Ataturk Cultural Center, as both projects have gained wide appreciation, globally.

of transparency, opening to the ocean view. DAKAR Congress Center inspired by the typical geography and the natural values, like the characteristic Baobab trees of Senegal, beneath which kings were crowned, parley with envoys beneath the shadowy leaves and branches and trees mark the central public squares of polities.

2- Bodrum is our family's second base. Following Levent Loft, Loft Gardens, in İstanbul, and Incek Loft in Ankara, projects recently the Bodrum Loft project's construction is now close to completion. Bodrum International Airport is one of our most significant projects. It is a competition project, where we won first place in 1998, but realized in 2012. Planned in the most effective fashion in terms of technical infrastructure as a mechanical structure, Bodrum Airport is a transition point between regional effects so the use of local materials supports the environmental harmony of the structure and made the construction feasible and facilitated the construction process. Although airports are accepted to be "non-place" structures, the embodiment of globalization and super-modernity, Bodrum Airport aims to get rid of the pressure and monotony created by compulsory standards and becomes a special spot, not only for travel, but also significant to the region it connects.

3- Emerging from the vast landscape of Astana, Astana Train Station connects the city to the other cities of Kazakhstan, and creates a symbolic link between people and country. Like the train stations of the fore, the monolithic structure of the roof frames the space, as an integral part of the spatial narrative, reflecting the



Ataturk Cultural Center, İstanbul

contemporary aspects of the new capital of Kazakhstan. Initiated in 2013, the construction was completed alongside Astana Expo 2017.

4- And recently, another kind of transportation project, the New Nassau Port and Waterfront in the Bahamas, which we enjoyed very much the research part and working on the port design for Global Ports Holding.

5- I should also mention the renovation of Beyazit Library in Istanbul, and of course, Ataturk Cultural Center, as both projects have gained wide appreciation globally.

**You are constructing designing buildings in a wide portfolio in many countries of the world. If we say Tabanlıoğlu is a company that determines the trends in the sector, we are probably not exaggerating. What are the architectural trends nowadays? Where does architecture evolve?**

Architecture is a system and you have to collaborate and adapt to the situation for the best and most feasible result. Design of the space affects the daily life of people, so you initially make a render of the person living in that space. The contentment of people is the most important objective. Demand of people, novelty in manufacturing and building capacities will shape the future for us.

One of the big issues in urban life is to make the city interactive so that people become truly cosmopolitan; we need to repair the collectivity of space in combating introvert living of modern times; aiming to re-build the ceremonial and informal public spaces of our era where people gather. And more extraverts, social people create energy that evolves into a richer life in terms of culture, diversity, trade and finance etc.

Architecture forms spaces of living; the basis of our projects is respecting the relations with the environment, in all terms; mainly aiming to build a sense of community at places for people, whatever the principle function of the building is.

**What projects do you appreciate and admire besides your own works?**

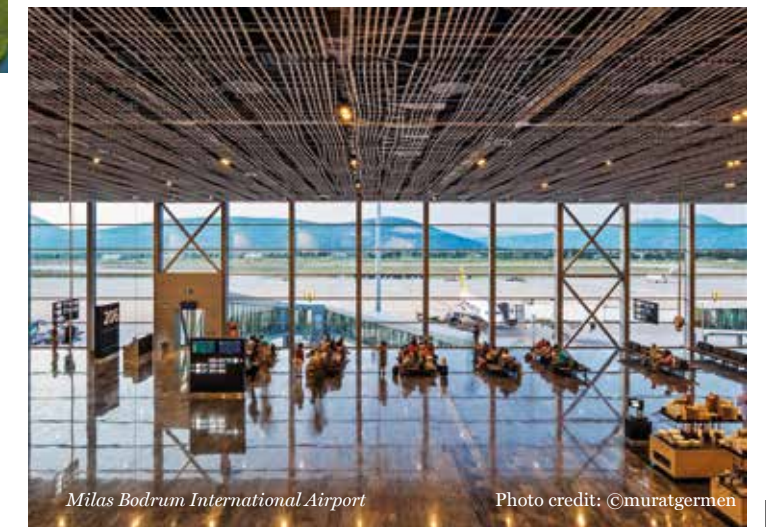
Energy is the biggest issue, so right-scale works are what we need. The world became the victim of our



Astana Train Station



Sipopo Congress Center, Malabo



Milas Bodrum International Airport

Photo credit: ©muratgermen

for both humans and ecology, let it be self-sustaining; recognize the value of water, yield to reproduction, while it is possible!

I like all the architectural works that concentrate on these values; it would be unfair to name just a few.

Also, I value solidarity between the design communities of different cultures, blending together both inheritance and innovation. In order to create architecture of individuality, architects prefer the use of a varied palette of materials that evoke texture and color, so as to enhance the sense of belonging and harmony with the place. In this perspective, for example, we are recently collaborating with H&deM on a specific project, through a process that we learn a lot from each other.

**Great success proceeds with great dreams. People's imagination feeds on their own fantasies. Do you have any seemingly impossible dreams of your sector? What kind of building would you like to construct in the world or what iconic building would you like to rebuild?**

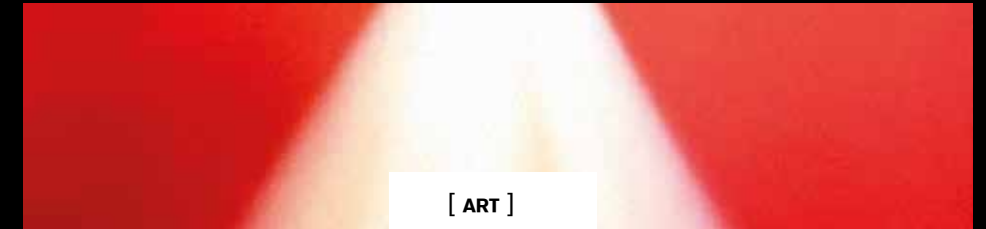
We concentrate on projects to provide an immediate presence at its location as well as making a significant urban and market impact. We are keen on developing innovative, yet efficient and economically viable design alternatives.

Respecting the authentic and the existing, I expect that our creative contribution may spread and integrate more in the global order; with our ongoing and future projects in various cities of the world, we claim places for all people.

**THE DEFINITION OF COMFORT AND LUXURY SHOULD CHANGE; BECAUSE OF OUR LOVE OF EXTREME COMFORT, WE SHALL SOON FACE AN UNBEARABLY UNCOMFORTABLE WORLD, DESPERATE WITH INSUFFICIENT, IRREPARABLE RESOURCES**

desires for too much consumption and higher speed. It is time to shrink our lives into more reasonable scales, in all terms. The definition of comfort and luxury should change; because of our love of extreme comfort, we shall soon face an unbearably uncomfortable world, desperate with insufficient, irreparable resources. Integrate design in consideration of needs and native values. Use local material. Landscape is also important





[ ART ]

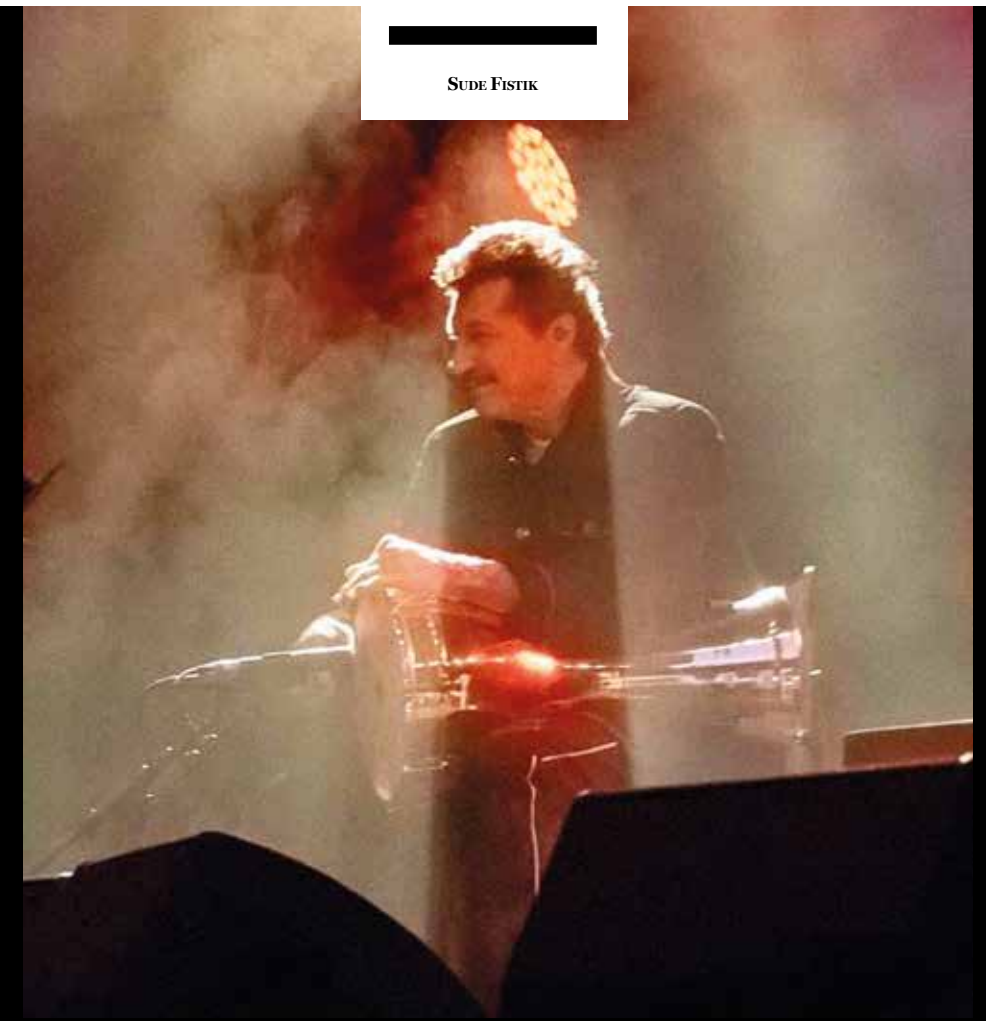
# WEALTH AND FAME COME AT NIGHT

AND

# FADE AWAY BY THE NIGHT

*World-renowned percussionist Burhan Öçal told  
OPUS Global News about his music and philosophy of life.*

SUDE FİSTİK







With his mother and father's support and teachings, Öçal became interested in music during his childhood and made his first performance in 1979 in Zurich. During his years in Switzerland, he had the opportunity to work with musicians such as Pierre Favre, Maria Joao Pires, Elliot Fisk and Joe Zawinul and the Symphonic Orchestra. As a result of these collaborations, the artist aimed to serve as a bridge between different music cultures and focused on classical music, classical Turkish music and Ottoman Palace music. Öçal can also play instruments like the saz, drum, darbuka and oud. He has performed in jazz festivals in Montreal, Montreux, Chicago, Paris, Rome, Vienna and Berlin. We asked Burhan Öçal about his music and the world behind his music:

**Human life is sometimes a short journey, sometimes a long one. How did you start your own musical journey?**

When I was a kid, we had a two-storey house. Of course, we did not live in a modern, comfortable apartments at that time. Our bathroom was next to the kitchen. I was a naughty boy. After games on the street, I always came home dirty in the evening. My mother used to wash me in a galvanized basin with soft soap. While my mother was washing me, I used to hit the edges of the basin with my hands and make music. There were galvanized basins hanging on the wall of the kitchen, small basins, and basins for pickles that we produced. I used to make sounds from them like "gong gong". Kırklareli was famous for its broom. I would turn the broom upside down. I used the handle like a gong clapper. Actually, I had the instruments. I'd pierce the soda caps. Without knowing it, I would make it an instrument called the "chocalho" in Brazil. When I was a kid, how was I to know the "chocalho" in Brazil, gongs and so on?

**People who live in philosophy are said to be closest to happiness. What is your way of life? According to which principles do you shape your life?**

My motto is to be sophisticated. More sophisticated work should be done in Turkey. For

example, Arter Art Center was opened with the support of Koç Holding. Another example is my very good friend, Hazer Özil's Dirimart Gallery. "The Contemporary Istanbul" exhibition is held every year in Istanbul. These works are of high quality and international. Through these places, we will have a wider perspective, and we will be on the international podium, both culturally and artistically. Paris, New York will be aware of our works.

**Where is the best place to listen to music?**

The best place to listen to music is the country where that music was born. For example, where was the Cuban music born? It was born in Cuba. Then you should go to Cuba and listen. You want to listen to Indian music? Go to India. African music? Go to Africa. You're going to listen to Turkish music? Come here, listen to the original chapters, folk poets.

Of course, music from different cultures presents themselves with festivals. But there is a saying, "The stone is heavy in its place." I prefer the pure, organic, original form of music that has not come out of the essence of the music, has not degenerated into deformation. I don't think art should be taken to us. We should go to art. My father used to say, "Son, if you make your molasses well, you'll attract this from Baghdad". That idea must be the principle.



IF YOU'RE PROTECTING your artistic work, you're protecting yourself.

If there are commercial targets, or if there is a desire for temporary glory, that success comes and goes. There is a saying, "Wealth and fame come at night and fade away by the night." Art should be done with more beautiful goals and seriousness. If you're protecting your artistic work, you're protecting yourself. I do, but I make sacrifices. I go everywhere and play. I'm not stealing. I don't listen to any arbitrary kind of music. I choose. In this respect, music is not like painting, cinema, theater art. There are billions of music types, just like there are billions of galaxies.

I was going to make the music of Göbeklitepe a 11,000-year old historical site. Of course, there was no notation system 11,000 years ago. There are no instruments in the excavations. The music was a must in those times, but it was not the way we know it. I tried to imagine the music of that period. If I think in today's rules, I can not imagine 11 thousand years ago. Our ears are accustomed to tuned sounds. No way! You'll forget the usual rules, erase them from memory. I tried to imagine for a week or ten days. Of course, it didn't happen. (laughs) But at least I got an idea. I thought cracking sounds, broke the chords in my mind, broke the known rules. I imagined the desert storms, the flashing of the lightning, melodiously, how to make music with these sounds. Also, everything can be done for music. We have music in our culture for a strand of hair: "Let me sacrifice myself for a string of your lovelock."



THERE IS A SAYING. "The stone is heavy in its place." I prefer the pure, organic, original form of music that has not come out of the essence of the music, has not degenerated into deformation.



**Do you have any inspiration in cinema and music?**

Of course, I do. This taste comes from the family. My family always listened to music at home. We listened to traditional Turkish art music. And we would listen to music from my father's European and American movies. That's where my passion for jazz comes from. My father was a cinema operator. That's why I grew up in theaters. My father used to listen to soundtracks in cinemas. My father also played drums as an amateur. I started making music with drums. Now I play professionally. But I can't use the pedal because I broke my foot in a ski accident. That's why I went into percussion. Three years later, I broke my wrist. Now there's platinum in my wrist. (laughs) I play many other instruments but to myself.

**Where does Burhan Öçal prefer to holiday?**

I don't have much time for vacations anymore. I used to do it a lot. Since I have stayed in Switzerland for many years, I usually take a holiday in the mountains and the Alps when I have the opportunity. Every winter, I go skiing for ten days.

**What projects are currently on your agenda?**

**How are you planning to end 2019?**  
I made a new commercial. There will be three separate films. One of them is solo; I'm the only one. One version was taken with Nebahat Çehre and the other with Ali Şen. It will be broadcasted on digital media on September 30<sup>th</sup>.



**IN YOUR OPINION, WHERE IS THE TASTE OF MUSIC IN THE WORLD TODAY AND WHERE IS IT GOING?**

Music becomes a disaster if we don't preserve its essence. Otherwise, it is like the seas filled with plastic to form the 7th continent. If the original is not preserved, it is no longer organic. This goes for everything. We should listen to Turkish rhythms and Turkish music consciously. We must develop our culture of conscious listening. In Turkish music, we have a rhythm and tonal maqam (a system of melodic modes used in traditional eastern music forms) system chamber richer than other countries in the world. For example, 9/8 is our national rhythm. Besides, we have very lovely measured rhythms. They do not necessarily have the rhythms that we have. There are a lot of maqams in Turkish music, but unfortunately, the works are mostly in two or three maqams. Besides, we have music that do not have harmony. I do not mean a lot of instruments when I say polyphony. Mono, "moni sona". A single melody. Everyone plays the same thing. If Western harmonies and chords are added to this beautiful music of ours, which is composed of strong emotions, without defeating its essence, then our music becomes universally more appreciated, and the world explores Turkish music more.



# The 16<sup>th</sup> Istanbul Biennial: The Seventh Continent

*The 16<sup>th</sup> Istanbul Biennial, entitled, The Seventh Continent, has opened to the public on September 14.*

PHOTOS BY SAHIR UGUR EREN

CURATED BY THE EMINENT ART HISTORIAN AND CURATOR, NICOLAS BOURRIAUD, more than 220 artworks by 56 artists and art collectives guides the visitors into the new territory of the seventh continent by documenting the landscape of anthropocene, rediscovering ancient forces or knowledge, proposing alternative versions of history and exploring our contemporary societies. The exhibition tries to understand how the Anthropocene has modified our modes of perception and the way artists produce forms and develop meanings.

The Seventh Continent describes art as a form of anthropology that explores the impact of humans, the ways they follow, the marks they leave behind, and their interaction with the non-human. The biennial takes its name from the colossal garbage patch in the Pacific Ocean, which is considered to be one of the most visible effects of the Anthropocene period alongside global warming. This mass, dubbed the "Seventh Continent" in popular science, is an aggregation of plastic weighing 7 million tonnes and covering an area of 3.4 million square kilometers. On the occasion of the 16<sup>th</sup> Istanbul Biennial, this phenomenon of a man-made continent of garbage in the middle of the ocean will serve as a starting point for discussions and debates by artists, thinkers, anthropologists, and environmentalists on the current position of art against ecological challenges.

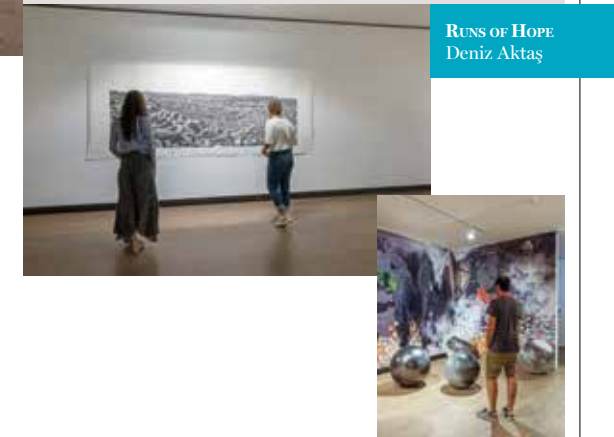
THE BIENNIAL CAN BE VISITED  
FREE OF CHARGE UNTIL  
NOVEMBER 10, 2019.



THE ISTANBUL FOUNDATION FOR CULTURE AND ARTS (İKSV) has been organizing the Istanbul Biennial since 1987. The Istanbul Biennial prefers an exhibition model that enables a dialogue between artists and the audience through the work of the artists instead of a national representation model. The curator, appointed by an international advisory board, develops a conceptual framework according to which a variety of artists and projects are invited to the exhibition.

The most comprehensive international art exhibition organized both in Turkey and throughout the geographical sphere, the Biennial plays an important role in the promotion of contemporary artists not only from Turkey but also from a number of different countries in the international arena. A complementary educational program is provided both for students and viewers of art, while simultaneously translated panel discussions, conferences, and workshops are also organized within the scope of the exhibitions.

**ARTISTS SHOWING ARE:**  
At Mimar Sinan Fine Arts University Istanbul Museum of Painting and Sculpture: Deniz Aktaş, Özlem Altın, Jonathas de Andrade, Korakrit Arunanondchai, Ozan Atalan, Radcliffe Bailey, Rebecca Belmore, Dora Budor, Johannes Büttner, En Man Chang, Mariechen Danz, Elmas Deniz, David Douard, Simon Fujiwara, Claudia Martinez Garay, Anna Bella Geiger, Pakui Hardware (Ugnius Gelguda & Neringa Černiauskaitė), Eloise Hawser, Marguerite Humeau, Suzanne Husky, Rashid Johnson, Feral Atlas Collective, Eva Kořátková, Agnieszka Kurant, Tala Madani, Jared Madere, Turiya Magadela, Ursula Mayer, Güneş Terkol & Güçlü Öztekin, Mika Rottenberg, Max Hooper Schneider, Ylva Snöfrid, Jennifer Tee, Suzanne Treister, Ambera Wellmann, Haegue Yang, Müge Yılmaz, Phillip Zach



RUNS OF HOPE  
Deniz Aktaş

The Istanbul Biennial is presented in three spectacular locations: Mimar Sinan Fine Arts University Istanbul Museum of Painting and Sculpture, the 17,700 sq metres former warehouse on the waterfront in the Tophane district, the Pera Museum in the heart of the city, and Büyükdada Island, the largest of the Princes' Islands in the Sea of Marmara.



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Other leasable areas: 21,295 m<sup>2</sup>

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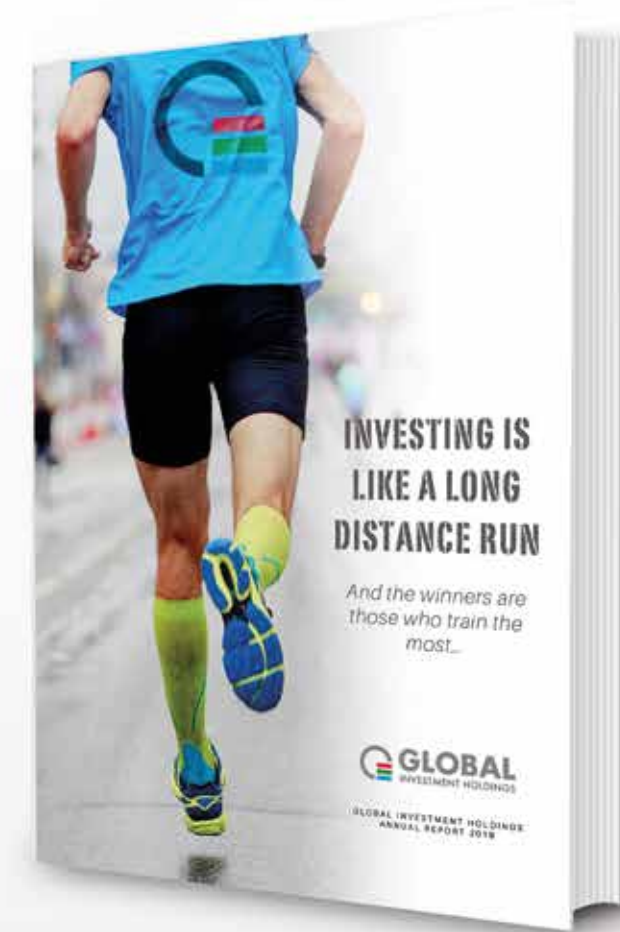


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