



Interview
Prof. Sinan
Canan

Our Gusto
Cultural
Transformation
with Global Trends

The News

DECEMBER 2024

CONTACT ADDRESS

info@alarko.com.tr

PUBLISHER ON BEHALF OF ALARKO HOLDING

Alarko Holding A.Ş.

Chairman of the Board İzzet Garih

EDITOR IN CHIEF

Alarko Holding A.Ş. Board Member Leyla Alaton

MANAGEMENT OFFICE

Alarko Holding Muallim Naci Caddesi No:69 34347 Ortaköy Beşiktaş/İSTANBUL

EDITORIAL BOARD

Canan Egüz Coşkun, Esra Sokullu Değerli, İçim Özer, Elif Bilgin

PREPARED BY

MYRA

www.myra.com.tr

FDITOR

Utku Olgun

EDITORIAL DESIGN

Rauf Kösemen

PAGE APPLICATION

Serhan Baykara

As Alarko Holding, we are also on social media, which is an important part of communication during the fast-moving digitalization process. You can keep up-to-date with the latest announcements on our social media platforms.



https://x.com/alarkoholding

https://www.instagram.com/alarkoholding

in https://www.linkedin.com/company/alarko

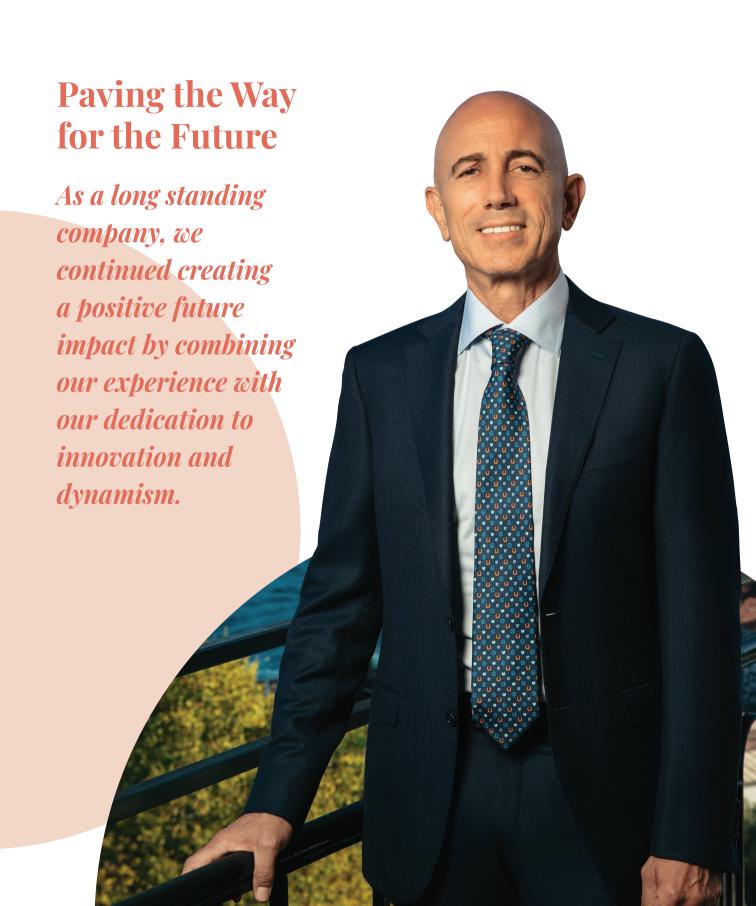
https://www.youtube.com/@AlarkoHoldingTR

Dear Readers:

Our Group celebrated its 70th anniversary in 2024 with new investments focused on sustainability, transformation projects that put digitalization and innovation at the center, social responsibility programs that prioritize social benefit, and numerous awards crowned our achievements. Since our inception, we have not merely adapted to the changing world; we have been proactive in shaping the future. We never give up exploring and competing with ourselves, constantly redefining the value we create daily.

In this issue of "The News", we delve into the latest trends in digital transformation, sustainability, the global economy, and social life. We are excited to share our exclusive interview with Professor Sinan Canan, a renowned biologist and neuroscience expert, in which we discuss the sociological implications of digital transformation.

We hope you enjoy your reading...



Dear Friends;

As we wrap up another year, we at the Alarko Group have made great strides together, enabling us to confidently look ahead. In 2024, while celebrating the 70th anniversary, we made notable progress not only in investments and growth, but also in sustainability and social contributions. Every step we took embodied our commitment to responsible business practices, the creation of long-term value, and our dedication to a sustainable future.

As a long standing company, we continued creating a positive future impact by combining our experience with our dedication to innovation and dynamism. We are honored to be the first holding to publish a Responsible Communication Policy, outlining tangible strategies with a significant impact on sustainability. We have maintained our commitment to fostering women entrepreneurs and promoting eaual opportunities in accordance with the Women's Empowerment Principles (WEPs) signed by our organization. We have expedited our sustainability transformation across all business groups, aligning with our commitment to achieve net-zero emissions by 2050. As a symbol of this commitment, we have started to offset the carbon footprint

Our Energy Group continued to grow by increasing its investments and expanding its activities in the renewable energy sector, which is the trend of the future. We have taken steps to add a 4.5 MW

solar power plant to

of our Holding Headquarters in Ortaköy.

We initiated a training program called

Positive Impact to expand our green

collar task force across our Group.

the existing Karakuz Hydroelectric Power Plant. We continue to invest in energy storage systems, which have become an integral part of our lives alongside renewable energy. In the upcoming period, we will keep seeking renewable energy-based projects in Türkiye and abroad that align with our investment criteria.

Reflecting this perspective, approximately 30% of the energy distributed by our Energy Distribution Company, MEDAS, was generated from renewable sources. MEDAS is one of the distribution companies with the lowest non-revenue electricity ratio and continued to invest in the replacement and expansion of its distribution network in 2024. We achieved remarkable success in supplying uninterrupted power to our subscribers by reducing outage times from an average of 40-45 minutes to less than 3 minutes by reaching 1,700 SCADA stations in our distribution area in 2024. In 2025, through innovative solutions and investments focused on sustainability, our company will continue to respond to the needs of society by improving the quality of its services.

MEPAŞ, our energy sales company, is continuing its efforts to improve the quality of its services to customers. As part of its inclusion projects, it began providing bill notifications to visually impaired customers via automated voice response system (IVR) calls instead of paper bills. MEDAŞ, which has received several awards for its hard work, will start responding to customers immediately through the artificial intelligence project launched in 2024.

Our Tourism Group, a pioneer in its field with our Hillside brand, is rapidly progressing with the 800-bed capacity hotel project in Bodrum Gündoğan. Meanwhile, our Fethiye Hillside hotel has once again demonstrated its international success by being awarded

Last year, thanks to our visionary perspective at Alarko, we quickly adapted to the changing dynamics of the business world and made innovative investments that contributed to the development of our country. In 2025, we will continue to bring our new investments and digitalization projects to life in line with our sustainable growth targets while maintaining our commitment to taking responsibility for our community and the planet. the "Conde Nast Traveller Best Reader's Choice 2024," "British Airways Excellence in Guest Satisfaction," "Haute Grandeur Best Family Resort on a Global Level," "Best Eco-Friendly Resort in Europe," and "World Luxury Awards Best Luxury Sustainable Resort in Turkey." Committed to sustainable tourism practices, our Group has elevated its environmental, social, and local support initiatives to the next level with 11 international certifications in this area.

Our Agriculture Group continued to grow with investments exceeding USD 300 million throughout 2024. It has successfully retained its reputation for producing clean and safe food, as evidenced by its "No Residue" certified products, which have been approved by EU-accredited independent laboratories. We have reached a total of 1.250 decares of areenhouse operation area in Afyonkarahisar, Denizli, and Eskişehir as part of our modern greenhouse investments. While our current investments and ongoing infrastructure development for smart agricultural technologies continue in these three provinces of Türkiye, we have initiated a 400-decare greenhouse project in Kazakhstan, Palmira Agro, a subsidiary of the Alarko Agriculture Group, commenced its operations in September 2024 as Europe's largest new-generation microgranular fertilizer plant equipped with the world's first hybrid production technology. Our plant, which is located in Çankırı Yakınkent Organized Industrial Zone (OIZ) on an area of 26,500 square meters, is fully equipped with environmentally friendly technologies and has an annual production capacity of 12,000 tons. Alarko Gıda Sanayi has tripled its capacity by

moving its Mersin plant to the new location in Konya Ereğli OIZ with a closed area of 12 thousand square meters on an area of 49 thousand square meters. In 2024, we invested in a total of 200 decares for seed breeding, including 100 decares in Eskişehir Mahmudiye and 100 decares in Antalya Karaöz. This investment was made to ensure the availability of a diverse range of seeds for both soil and soilless agricultural use.

At the end of 2023, we had decided to relocate the operations of Alarko Carrier's Heating Equipment Production Facility in Istanbul Dudullu OIZ. Since the beginning of 2024, we have been producing combination boilers, condensing boilers, heat pumps, and circulation pumps in our new plant in Eskişehir Organized Industrial Zone with an indoor area of 13,000 square meters on 22.500 square meters of land. We continue producing air handling units, rooftop air conditioners, and fan-coil units in our existing Gebze Plant. In 2024. Alarko Carrier. solidified its position as a leader in the sector by being recognized as the top exporter of air handling units, fancoils, and rooftop air conditioners for 12 consecutive years. It also continued to expand its product line with the launch of the Daisekai 10 series of high-end air conditioners. Our company allocates substantial financial resources to research and development, with a focus on developing eco-friendly solutions that conserve natural resources and optimize product efficiency.

Our Contracting Group completed and put into service the 17 km second phase of the Bucharest Road Project in Romania. The first phase of the project had already been completed earlier. In the 6th section of the Romania Bucharest International Airport

Metro Project, 6.3 km tunnel construction and the preliminary construction of six stations along the line have started.

Meanwhile, we are managing the ongoing 15-year operations and maintenance program for the Kazakhstan BAKAD Almaty Ring Road Project, which has been fully implemented and brought into service.

Our Contracting Group, which supports our investments in the agricultural sector with its construction expertise and project management services, completed the Dry Food Production and Storage Plant and the Microgranular Fertilizer Plant in Çankırı in 2024 for Alarko Agriculture Group. Our Contracting Group is also successfully building greenhouses in Shymkent, Kazakhstan, and we believe that with our modern construction technology, it will become one of the leading companies in the greenhouse construction sector.

Last year, thanks to our visionary perspective at Alarko, we quickly adapted to the changing dynamics of the business world and made innovative investments that contributed to the development of our country. In 2025, we will continue to bring our new investments and digitalization projects to life in line with our sustainable growth targets while maintaining our commitment to taking responsibility for our community and the planet.

I wish that 2025 brings health, happiness, success, prosperity, luck, and lots of inspiration to our world, our country, and all our stakeholders.

With my sincere love and respect,

İzzet Garih

Chairman of Board of Directors



NEWS IN BRIEF

NEWS FROM ALARKO HOLDİNG A.Ş.

SPECIAL NEWS

ATLAS OF TRENDS: CHARTING THE COURSE FOR THE FUTURE WITH A REGIONAL FOCUS





30/39

NEWS FROM THE GROUP LATEST NEWS FROM GROUP COMPANIES

ALARKO HOLDING
PUBLISHES SUSTAINABILITY
REPORT 2023



44/49
INTERVIEW
PROF. SINAN CANAN



50/51 OUR GUSTO CULTURAL TRANSFORMATION WITH GLOBAL TRENDS

52/54
OUR FUTURE
TRENDS SHAPING
OUR NEAR FUTURE



News in Brief

Alarko Holding Discusses Future Investments at CEO Council

As part of its communication activities for its 70th anniversary. Alarko Holding sponsored the CEO Council meeting organized by Fast Company Türkiye. Mr. Ümit Nuri Yıldız, CEO of Alarko Group of Companies, took part as a speaker in the panel titled "CEO's Growth Agenda" at the event, which brought together the prominent leaders of the business world.

Yıldız shared Alarko Holding's transformation journey from its established past to the present. along with its future strategies, emphasizing the Group's sustainable growth targets in his speech. Yıldız shared insights into recent investments in innovative fields such as agriculture,



aviation, and energy storage, emphasizing Alarko Holding's commitment to building a sustainable and diversified portfolio on its path to international growth.

Alarko Carrier Among Top R&D Investors

Alarko Carrier maintained its position among the top 250 companies in the "R&D 250, Top R&D Spending Companies in Türkiye" survey conducted by Turkishtime. Alarko Carrier allocated 84 million liras to R&D in 2023 and ranked 102nd, becoming the 2nd largest R&D investor in its sector. Alarko Carrier General Manager Cem Akan stated that they will continue to invest in R&D without slowing down: "We have been developing hi-tech products to satisfy the demands of the Turkish and international markets. We have built the first R&D center in the sector and allocated approximately 1,816% of our turnover to R&D investments this year."



Alarko Holding Shares Leadership Strategies Shaping the Future at CMO Summit 2024

Alarko Holding was a sponsor of the CMO Summit 2024, held on 17 October 2024, at the Mandarin Oriental Bosphorus in Istanbul. The summit's theme was "Re-Imagining In The Age of AI." It featured 20 speakers and welcomed over 400 participants from 190 different companies across six sessions. Ümit Nuri Yıldız. CEO of Alarko

Group of Companies, spoke during the panel titled "Unchanging Leadership Strategies in a Changing World." Yıldız discussed Alarko Holding's strategy for developing new fields of activity with a focus on sustainability and the future, highlighting innovative and strategic investments in areas such as agriculture and energy storage.



MEDAS Continues Its Traditional Solution Partner Meetings

MEDAŞ held the solution partners meetings, which it has made traditional, in Konya this year. Important information was provided on energy demands, project approval, facility control and acceptance in the meeting organized with Konya Chamber of Electricians and freelance electrical scientists. MEDAŞ also held another traditional solution partner meeting with electrical engineers in

At the meeting, the efforts to improve connection processes were discussed.







Alarko's Vision for Cultural Transformation at the Avvalık **Business Forum**

Mr. Ümit Nuri Yıldız, the CEO of Alarko Group of Companies, participated as a speaker in the panel discussion titled "Time for Cultural Transformation: New Leadership, Inclusive and Value-Based Company" at the Ayvalık Business Forum. Yıldız shared Alarko Holdina's vision for cultural transformation and the business practices developed in this direction with the attendees at this significant event, which aims to illuminate the future of the business world. He emphasized the strategic measures Alarko has taken concerning sustainability, organizational structure, and digitalization. Additionally, he explained how new investments reinforce Alarko's commitment to a value-oriented leadership approach.



Bucharest's New Ring Road Inaugurated



The Alarko Contracting Group has successfully completed the final phase of the 33-kilometer Bucharest Ring Road, encompassing Lots 1 and 2. The entire project was officially opened for operation on 31 July 2024. This significant enhancement to Romania's transportation infrastructure will facilitate faster and more efficient logistics and trade activities in the region.

1 Million Support to Entrepreneurs from MEDAS

The application period for the Energy Technologies Acceleration Program (ETAP) has begun! This program is implemented by MEDAS in cooperation with the Initiative Center and is supported by the Energy Market Regulatory Authority (EMRA) R&D Fund. Last year, 79 entrepreneurs applied for the program, which aims to provide opportunities for innovative entrepreneurs in the energy sector. From these applications, 10 entrepreneurs were selected based on technical evaluations. They received assistance through six consulting sessions and two face-to-face training workshops.







The Kabatas-Mecidiyeköy-Mahmutbey Metro Line project, which will strengthen Istanbul's transportation infrastructure, continues tunnel excavation and concrete lining work at full speed. Alarko Contracting Group is the main contractor of the project, and the visit to the tunnel site, with the participation of officials from the Istanbul Metropolitan Municipality (IMM). provided an opportunity to review the progress and technical details of the project on site. The visitors were able to see that despite the many technical and logistical challenges, such as the difficult soil structure and dense urban fabric, the work is proceeding meticulously according to the planned schedule and quality standards.

Hillside Beach Club Wins Best Reader's Choice Award

Hillside Beach Club was listed among the best hotels in Europe in the Best Reader's Choice Award in the 2024 edition organized by Condé Nast Traveller. one of the UK's most prestigious travel magazines. It was recognized as the highest-ranked resort from Türkiye, highlighting its unique experiences and exceptional service quality. This award marks a significant global recognition for the resort.





Bronze Award for Alarko Holding at Stevie Awards

Alarko Holding received the Bronze Award in the "Human Resources Department of the Year" category at the Stevie Awards. one of the most prestigious awards in the global business community. Holding was recognized for its Leadership School, Career Architecture and Talent Management, ALL-MY WAY internship program, employee engagement practices, and innovative work models that foster a productive and motivating work environment for employees.

Alarko's Digital Transformation Journey Discussed at the 16th Competition Congress

Serkan Demir, Chief Technology Officer of Alarko Group of Companies, attended the 16th Competition Congress organized by SEDEFED, which operates to increase Türkiye's competitiveness and contribute to the development of sectors. Demir highlighted the latest technological advancements that Alarko has integrated into its business processes and shared insights about the company's digital transformation journey.



Alarko Carrier Ranks Among the Most Successful Companies

Alarko Carrier ranked 374th in the "Fortune 500 Turkey 2023" list of Türkiye's top 500 companies. Alarko Carrier Marketing Director Volkan Arslan provided insight on the matter, stating, "As a wellestablished company operating in the air conditioning sector for 70 years, we offer new generation products every year, considering technological advancements and customer expectations. We are proud to be among the most successful companies in Türkiye, thanks to our unwavering commitment to innovation and sustainability."



Excavation of Operating Shaft Begins at M6 Metro Project

The final traffic permit for the Bucharest M6 metro project has been issued by the Romanian administrative authorities, and work is now in progress across all 13 zones of the project.

Excavation has commenced for the Tunnel Boring Machines (TBM) operating shaft area at Tokyo Station, following the completion of the diaphragm wall fabrication, which has been ongoing since April 2024. The installation of the TBMs for tunnel excavation is expected to start once this excavation is completed.



A Visit by the Shymkent Governor

The Alarko Agriculture Group, with project management handled by the Alarko Contracting Group, has initiated the first phase of greenhouse construction on 208.45 hectares of land allocated within Shymkent Province, Kazakhstan. The Alarko Agriculture Group has invested USD 650 million in this project. Recently, the governor of Shymkent visited the project site to inspect the ongoing activities. During the visit, he was informed about the progress of earthworks, power line displacement work, and mobilization efforts and mobilization activities.



Alarko Tourism Group: A Service Export Champion

The Service Exporters' Association has released its sixth annual list of "Service Export Champions." Alarko Tourism Group has secured 6th place in Türkive within the Tourism and Accommodation Services category of the "Top Service Exporters" survey, which highlights companies excelling in service exports. Alarko Tourism Group is recognized for its innovative approach and leadership in the sector.





Daily Express Hails Hillside Beach Club

Hillside Beach Club was highlighted in a special news feature by the Daily Express, one of the UK's most widely read publications. In her article, writer Hannah Brith expressed her satisfaction with the variety of activities, wellness amenities, and family-friendly features provided by the Hillside team during her family's vacation. Brith's piece emphasized that Hillside Beach Club is not only a fantastic vacation destination but also promotes healthy living and offers a peaceful relaxation area for families.

Serkan Demir Features in the Fortune C-Suite Series 50 CTO List

Fortune Türkiye has published the C-Suite Series 50 CTO List for the third time this year. This list highlights the most accomplished technology leaders who have successfully integrated technological advances into various business operations. The selection process involves a thorough evaluation of companies' digital transformation efforts and their respective levels of digital maturity. Serkan Demir. Chief Technology Officer at Alarko Group of Companies, has once again secured a position on Fortune's C-Suite Series 50 CTO list.



Technical Audit Visit from AFER to Alarko Contracting Group

Louis Alexandru from AFFR, affiliated to the Romanian Ministry of Transport and Infrastructure, conducted a technical audit visit to Alarko Contracting Group Head Office and Kabatas-Mecidiyeköy-Mahmutbey (KMM) Metro Project on November 18-22 for design certification of metro

and railway projects. A presentation was made during the visit to the Alarko Contracting Group Head Office as part of the technical audit, covering both completed and ongoing projects. Information was also provided about the work carried out during the visit to the KMM construction site.





Innovative VRF Training by Toshiba

On 21 November in Istanbul and 5 December in Adana, Caner Doğan, Product Manager, shared comprehensive technical information on Toshiba's heat pump VRF models SMMS-U, Mini SMMS, Mini SMMS-E, and heat recovery model SHRM-E series with the participants as part of Alarko Carrier's training programs. The technical specifications, application areas, performance advantages, and energy efficiency of the devices were thoroughly discussed in these training seminars.





Alarko Contracting Group Makes the ENR's List

Alarko Contracting Group has been honored as one of the Turkish companies included in the "Top 250 International Contractors" list by Engineering News Record (ENR), a prestigious global publication. The group received the International Success Award during the Overseas Contracting Services Award Ceremony. This award was presented by President Recep Tayyip Erdoğan to Ümit Boran, the General Manager of Alarko Contracting Group, at a ceremony organized by the Turkish Contractors Association in Ankara.



Padel: The **Exciting New** Trend in Sports at Hillside City Club

atmosphere.

Hillside is always at the forefront of innovation and sports trends, and this year, the Hillside City Club has introduced an exciting addition for sports enthusiasts: Two new padel courts, complementing the existing tennis courts. Padel has quickly become one of the most popular activities in Hillside, thanks to its dynamic gameplay and fun



MEDAŞ Hackathon Applications Now Open

The application period for the MEDAŞ Hackathon is now open. This event is part of the Energy Technologies Breakthrough Program (ETAP), which is supported by the Energy Market Regulatory Authority (EMRA) R&D Fund. It

is organized in collaboration with MEDAŞ and the Initiative Center. In its inaugural year in 2023, the event saw 17 teams consisting of 54 students competing. This year, in the second edition of the hackathon, engineering students will again have the opportunity to develop innovative solutions addressing challenges in the electricity distribution sector.



For detailed information and application, please visit





Alarko Receives Award for "Paving the Way for Young People"

Alarko Holding's project, "Those Who Shape the Future." focuses on increasing young people's participation in the labor market and assisting them in achieving their career goals. This initiative was recognized in the "Paving the Way for Young People" category at the Ioint Future Program organized by the Turkish Employers' Confederation (TİSK).





BAKAD Highway Operation Completes Winter Preparations

In preparation for the winter season on the Almaty BAKAD Ring Road, 16 multi-purpose trucks and 27 pieces of winter maintenance equipment have been readied, along with the storage of 5,000 tons of salt in the maintenance and operation centers. Furthermore, production of the necessary solutions has begun, and supplies for winter preparations have been organized. Winter service vehicles have undergone testing, and all drainage channels alongside the road—especially the expansion joints of bridges—have been cleared of weeds, while traffic signs and lights have also been cleaned.

MEDAS Teams Mobilized for the Winter

As the winter season brings its toughest challenges, MEDAS teams are dedicated to ensuring an uninterrupted energy supply. A total of 842 experienced personnel, supported by 346 vehicles, are actively addressing issues caused by heavy snowfall, cold temperatures, and other natural events like ice accumulation on transmission lines.





Audible Invoice Project from MEPAS

MEPAŞ has launched the "Audible Invoice" project to enhance the experience of visually impaired customers and provide more accessible services. As part of this initiative. automated IVR (Interactive Voice Response) calls are made to visually impaired customers each month. These calls inform them of their bill amounts, due dates, and any potential delays, following their preferences, instead of sending paper bills.



Alarko Carrier Supports Aspiring Female Architects and Engineers

Alarko Carrier is committed to promoting gender equality and empowering women in the workforce. To support these values, the company backs the Association of Women Engineers and Architects (MÜKAD). Alarko Carrier served as the Gold Sponsor of MÜKAD's "Sectoral Meeting and Joining Hands with MÜKAD for Education," which took place at the METU Visnelik Facilities. Through this sponsorship, Alarko Carrier provided students with scholarships and mentoring support.







Alarko Holding Welcomes New Furry Friends

On October 4, Alarko Holding celebrated World Smile Day and World Animal Protection Day with a heartfelt initiative. The company embraced Daisy and Hera. two shelter animals in need of love and a warm home, as part of the Alarko family. This step aims to foster a healthier living environment for stray animals in honor of these special days.



Hillside Ftiler embraced the festival spirit with its "Club Market." a design market held on September 28-29. This event brought together the city's most exclusive and boutique brands, paired with sporting events throughout the day, providing quests with enjoyable moments. The event, featuring over twenty brands, attracted significant interest from visitors

Alarko Contracting Group Joins the Agricultural Workers Forum

Ümit Nuri Yıldız, CEO of Alarko Group of Companies, represented the Alarko Contracting Group at the Agricultural Workers Forum held in Astana. During the forum, Yıldız highlighted the company's plan to establish a 500-hectare greenhouse in Kazakhstan with a total investment of \$650 million. He stated. "Our activities have commenced on 208 hectares of land as part of the first phase of this investment, and we aim to complete the project and have it operational by the end of 2026."





Palmira Agro Collaborates with **SNF Water Science**

Palmira Agro, part of the Alarko Agriculture Group, is committed to enhancing national agriculture through its strategic partnership with SNF Water Science. This collaboration aims to deliver innovative and sustainable solutions to the challenges faced by producers, particularly in improving irrigation and fertilization efficiency. Additionally, the partnership focuses on protecting environmental resources and advancing the modernization of the agricultural sector.

Alarko Takes Place in Foreign Food Trade Fairs

Alarko Food Industry took part in SIAL, the world's largest food and beverage fair held in Paris in October, as well as Fi Europe in Frankfurt in November. The company, known for preserving the nutritional values of fruits

and vegetables through innovative drying technology, showcased its additive-free and delicious products to European consumers and industry stakeholders.





Final Steps in Dry Food Production and Storage Factory

The Dry Food Production and Storage Factory Project, undertaken by the Alarko Agriculture Group and managed by the Alarko Contracting Group, is nearing completion. Located on a 50,000 m² plot in the Konya Ereğli Organized Industrial Zone, this investment aims to participate in the entire value chain of the agriculture and food industry. Remarkably, the project was completed in just 8 months due to the dedicated efforts of the team.



Alarko Carrier Quality Now in Ortaca, Muğla

Tolga Yıldırım Engineering has begun operations as an authorized dealer of Alarko Carrier heating, cooling, and water pressurization products in the Ortaca district of Muğla. During the opening ceremony, which was attended by residents, contractors, officials, and investors, Yüksel Pınar, the Dealership Sales Director at Alarko Carrier, extended his best wishes for success to the newly authorized dealer, Tolga Yıldırım Engineering.





AIK Members Attend Networking Training

The Alarko Future's Club (AIK) organized a Networking Training session led by Erdal Uzunoğlu on 27 November to support the professional development of its members. During the training, participants learned about the importance of building successful and sustainable relationships in the business world. The session emphasized the critical role of networking in professional life and provided techniques for creating strong connections through examples and workshops.



High-Level Visit to the M6 Metro **Project**

Romanian Prime Minister Marcel Ciolacu and Minister of Transport and Infrastructure Sorin Grindeanu conducted an official visit to assess the progress of the M6 metro project, which is being implemented by the Alarko Contracting Group in Bucharest. The visit took place at the construction site of Gara Băneasa Train Station, where Project Director Ertuğrul Aydın, Project Manager Mihai Andronie, and Assistant Project

Manager Orhan Bayram provided a detailed presentation on the current status of the M6 Metro Line works.



Alarko Holding's Headquarters in Ortaköy Moves Toward Carbon **Neutrality**

Alarko Holding has taken its sustainability commitment one step further and added another exemplary initiative to its efforts. Alarko has begun offsetting the direct and indirect carbon footprint of its headquarters in Ortaköy—one of Istanbul's iconic landmarks—with the International Renewable Energy Certificate (I-REC) and by purchasing wind energy-based Gold Carbon Credits. In line with its goal of achieving net-zero emissions by 2050, Alarko is taking decisive steps toward a low-carbon economy by implementing concurrent projects across all Group Companies, prioritizing energy and resource efficiency, and the adoption of renewable energy in all facilities. Alarko Holding will continue to support this initiative at its Ortaköy headquarters through Green Energy I-REC and Gold Carbon certifications annually, reinforcing its contribution to the global fight against climate change.





IsDB Delegation Visits BAKAD Project

H.E. Dr. Muhammed Al Jasser, President of the Islamic Development Bank (IsDB), along with his team, visited the Bakad Greater Almaty Ring Road Project. This visit, alongside representatives from the European Bank for Reconstruction and Development (EBRD) and the Eurasian Development Bank (EDB), highlighted the strategic importance of the project on both regional and international levels, as these institutions have contributed to its financing.



Atlas of Trends:

Charting the Course for the Future with a Regional Focus

The world is changing and transforming rapidly. New trends in every area, from the global economy to social dynamics, from technological innovation to sustainability, are reshaping the map of the future. So, what does the future hold for us with these trends emerging in different regions?



Economic transformations, tech innovations, sustainability - which has become even more important in an era of crises- and cultural transformation - especially shaped by technology - are just a few of the many trends that differ in different parts of the world. These trends interact in unique ways, creating brand new dynamics. We are now shedding light on the present day with the atlas of trends we have developed on a regional basis.

Asia: At the Dawn of the Digital Economy

In Asia, the region where the digital economy is growing fastest, China and India are particularly noteworthy due to their large and youthful populations. While China is setting an example for the world with its e-commerce applications, such as Alibaba and Tencent, these giant structures are transforming not only economies but also cultures. In contrast, India is poised to reach a market value of 50 billion dollars in 2024, driven by the rapid

growth of its fintech sector. Examples include Paytm from India, which has transformed digital payment systems, and ID.com from China, which has significantly impacted logistics technology. These two platforms have made supply chains much more efficient. Furthermore, China's leadership in artificial intelligence and 5G and India's "Digital India" campaign to modernize its technological infrastructure are driving significant developments across all sectors

Digital transformation in the Asian region is not limited to these two countries. South Korea and lapan, which are also among the pioneers in artificial intelligence and leaders in robotics, play an important role in the world's trajectory. South Korea is developing artificial intelligence-supported devices in collaboration with major technology companies, including Samsung and LG. Meanwhile, Japan is spearheading advancements in humanoid robot technologies, creating new opportunities in both production and social life. Japan's "Society 5.0" vision exemplifies this approach, aiming to leverage technology for the benefit of society.

Furthermore, apps such as Grab and WeChat have elevated the user experience to an unprecedented level. Grab is transforming the transportation and food delivery sectors in the Far East, while WeChat integrates social media, payment systems, and e-commerce in a single app. These trends are expected to have a significant impact on digital platform investments in growing markets such as Türkiye.



Europe: Green Deal Hot on the Agenda

European countries are setting the standard for sustainability and are leading the way with the Green Deal. The European Union is reinforcing its ambition to become carbon-neutral by 2050 with this deal, which aims to reduce carbon emissions and promote the circular economy, particularly in the face of the climate crisis and the innovative technologies and companies supported by it. Germany is putting more and more money into renewable energy sources in the energy sector. They are using modern solutions to deal with problems, like solar panels and charging infrastructure. Furthermore, projects such as "Copenhill," a zero-waste initiative in Denmark,

demonstrate the viability of converting urban waste into energy.

The circular economy concept is pushing companies in Europe to look for new solutions in material sourcing and waste management. While large companies have begun producing with recycled and upcycled materials, France's "Anti-Waste for a Circular Economy" law, adopted in 2020, is noteworthy for its effectiveness in compelling companies to adopt environmentally friendly strategies, including plastic use and waste reduction, as well as the circular economy. Major companies are allocating substantial resources to ESG standards in Europe, leading to significant changes in their operations.



The U.S.: The Center of Innovation and **Transformation**

The United States has historically been a leader in technology, a position it continues to maintain, particularly due to the significant growth in venture capital funding and innovative projects in Silicon Valley. The United States, like Asia, has a strong presence in both artificial intelligence and big data, contributing to enhanced decision-making processes in companies that use these technologies. The logistics operations of Amazon, a global leader in e-commerce, and Tesla's advancements in autonomous technology, a field in which the company is a frontrunner, are prime examples of the transformative trend that is currently taking shape in the United States.

Another fact that we should not ignore when talking about the U.S. is the Metaverse. Microsoft, NVIDIA, Meta, and many other major companies are investing heavily in the Metaverse, another important trend in the U.S., creating a whole new universe both culturally and economically. Walmart has established virtual stores within the Metaverse, and Nike's digital shoe collection showcases the commercial viability of this trend.

Middle East and Africa: Emerging **Fconomies**

The Middle East, a region with a long-standing presence in the fossil fuel industry, is now garnering interest with its renewable energy investments and digital transformation initiatives. As many countries prioritize renewable energy projects to diversify their economies, the ambitious developments in the United Arab Emirates and Saudi Arabia, including the "Masdar City" project and the "NEOM" initiative, are indicative of the region's future direction.

Africa, with its young population and advancements in technology, has a significant potential for collaboration with companies, particularly in the banking sector and agricultural Another fact that we should not ignore when talking about the U.S. is the Metaverse, Microsoft, NVIDIA, Meta, and many other major companies are investing heavily in the Metaverse, another important trend in the U.S.. creating a whole new universe both culturally and economically.



technology. The M-Pesa system in Kenya, which demonstrates the potential for global impact in digital financial services, and the Fintech sector in Nigeria, which offers innovative solutions while supporting the local economy, are just two examples.

On the far side of the world. Australia stands out with its investments in renewable energy and sustainable agriculture. Developments in solar and wind energy have put the region at the forefront of green energy, whereas Pacific countries stand out with their innovative solutions for maritime and sustainable use of water resources.



Türkiye: A Future Brimming with Opportunities

Türkiye, a pivotal actor in the regional and global arenas, is garnering attention with its strategic investments in renewable energy resources, leveraging its advantageous geographical location, and offering significant opportunities due to its strategic position between Europe and the Middle East. The tourism sector, a robust industry in the country, is experiencing growth due to new trends that prioritize both digitalization and cultural experiences. Virtual reality tours in Cappadocia and sustainable tourism projects on the Aegean coast are just two striking examples of these trends.

Another area that stands out in Türkiye is the Start-Up ecosystem. Since the early 21st century, this ecosystem has been emerging, with startups like Getir and Insider displaying Türkiye's innovative potential to the world.

Another area that stands out in Türkiye is the Start-Up ecosystem. Since the early 21st century, this ecosystem has been emerging, with startups like Getir and Insider displaying Türkiye's innovative potential to the world.

Furthermore, regional collaborations are always a prominent trend in Türkiye. Türkiye, strategically positioned at the intersection of the Middle East, Africa, and Europe, capitalizes on its advantageous geographical location, boasting energy pipelines and well-developed logistics hubs.

Cultural Transformation

In addition, there are significant changes in social dynamics. Sociological trends, including equality, diversity, and inclusion, are driving the need to build a more inclusive and just future, from business to social life. This mindset impacts a wide range of areas, including human resources policies, cultural diversity in the workplace, education systems, public administration, and the content policies of digital platforms.

Organizations and individuals are increasingly recognizing that fostering a diverse environment with a variety of identities, backgrounds, and perspectives can yield social and economic benefits. Reducing social inequalities, ensuring equality of opportunity and making communities more inclusive are key to sustainable development, particularly in a globalizing world. These trends are reflected in equal pay policies, addressing gender-based discrimination, inclusive solutions for people with disabilities, and promoting cultural diversity. Consequently, approaches centered on equality and inclusion are evolving into not just ethical imperatives but also pivotal components that drive competitive advantage for businesses and enhance social welfare.

Clear Outcome: The Future Will Be **Defined by Opportunities**

A brief analysis of emerging trends across all regions indicates a global shift toward a future defined by significant technological innovation and sustainability-oriented initiatives. The increasing global trend of nationalism has led to initiatives promoting self-sufficiency among countries, whereas future projections indicate an escalation in regional cooperation, further propelling global integration across technology, energy, and digital domains.

A brief analysis of emerging trends across all regions indicates a global shift toward a future defined by significant technological innovation and sustainability-oriented initiatives



News from the Group

Alarko Holding Publishes Sustainability Report 2023

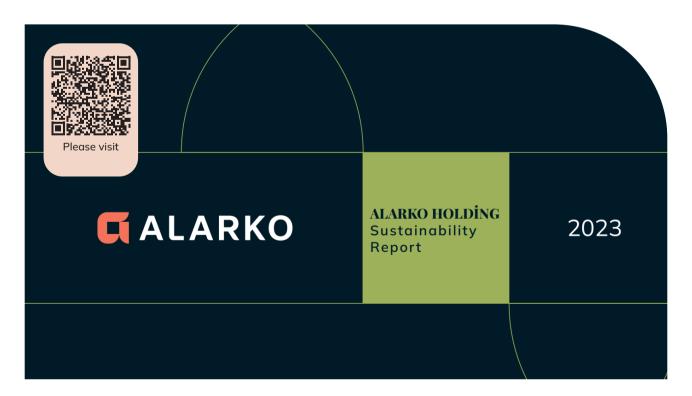
Alarko Holding has published its Sustainability Report 2023 which includes its sustainability targets.

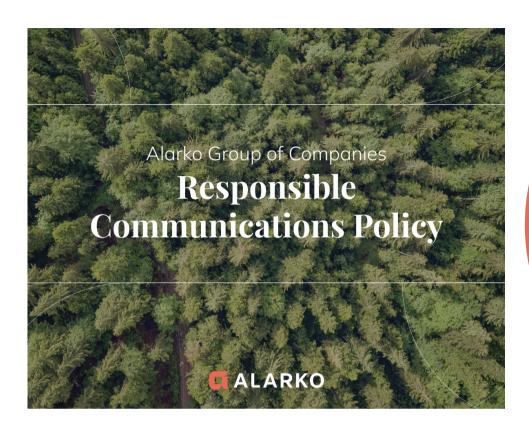
Alarko Holding, embracing the mission of being people-and purpose-oriented for a sustainable world with the motto "Value, Redefined" has transparently shared its commitments, performance, and progress in sustainability with all its stakeholders through its sustainability report.

Alarko Holding, celebrating 70 years of its journey toward a stronger Türkiye since 1954, remains committed to addressing global priorities, including combating climate change and promoting social justice and prosperity. In line with its goal to become net zero by 2050, it is investing more in renewable

energy, making technology transfers for energy storage systems, and contributing to sustainable food security through modern agricultural practices. It is also taking innovative steps with projects to convert large passenger aircraft into cargo aircraft and bring them into the economy.

Alarko Holding has embraced a sustainable business model, striving to create a positive ecosystem for its stakeholders and the planet beyond financial growth. It is redefining its current operations through a transformation focused on "sustainability", "digitalization", and "people".







Companies

Alarko Becomes the First Holding in Türkiye to Publish a Responsible Communication Policy

Alarko Group of Companies has achieved another significant milestone by becoming the first holding in Türkiye to publish a Responsible Communication Policy.

Developed in alignment with globally recognized sustainability principles, this policy highlights the influential role of multi-company organizations in combating greenwashing by integrating sustainability into brand and marketing communications. In line with its Responsible Communication Policy, Alarko adopts an inclusive communication approach across all sectors in which it operates and acts in a non-discriminatory, respectful, and socially sensitive manner. While its brand initiatives are designed to minimize environmental impact, collaborations with

suppliers are developed in compliance with sustainability criteria. Recognizing that every decision it makes directly or indirectly impacts a broader ecosystem, Alarko prioritizes not only environmental responsibility but also gender equality, equal opportunities, ethical governance, and inclusive communication through its Responsible Communication Policy.

With this pioneering initiative, Alarko remains committed to shaping a sustainable future alongside its stakeholders while fostering greater sustainability awareness across the entire industry.



Major Investment by MEDAŞ

MEDAS has invested 40 billion TL for the renewal and expansion of the electricity distribution network since privatization.

MERAM EDAŞ provides service in the largest geographical area among 21 electricity distribution companies, with approximately 76,500 km². It continues to invest in order to supply its users with uninterrupted and high-quality energy.

MEDAŞ General Manager Erol Uçmazbaş provided an overview of the investments made in Konya, Karaman, Aksaray, Niğde, Nevşehir and Kırşehir, mentioning that they invested approximately 36 billion TL (1.1 Billion USD) from the first day of privatization as MERAM EDAŞ, which was privatized in 2009, until the end of 2023. Uçmazbaş underscored the significant contributions of these investments to the regional economy, employment, and social welfare, noting that they ensure an uninterrupted and sustainable energy supply. He further emphasized their standing as top investors among distribution companies, stating, "We invested approximately 23 percent more than what is required for 2023. We planned to invest 5 billion TL in 2024, and we have already completed 70 percent of these investments. Thus, we have invested 40 billion TL since privatization. We will continue our investments without slowing down in the coming years."

Uçmazbaş noted that while new lines were being built, the existing network was also being maintained, and said, "We spent a total of 1.9 billion TL in maintenance expenditures in the 2021-23 period, as part of planned maintenance activities. We will spend 700 million TL on planned maintenance in 2024. The average service interruption duration per customer has been reduced by 54% since 2014 through strategic investments and proactive maintenance planning. This helped us ensure that our users are affected as little as possible by power outages. We are committed to working diligently to enhance the energy quality of our cities and villages, as well as the energy quality of industrial and agricultural regions, which are the driving force of our regional economy."

Uçmazbaş also noted that investments in information technologies and network infrastructure have continued unabated. He added, "We have increased the speed and quality of the service we offer to our citizens and sector stakeholders by carrying out all energy requests, project approval, and facility acceptance procedures through digital channels. We are happy to hear positive feedback from our industry partners on this issue. In addition, we have initiated the implementation of our 'Enterprise Resource Planning (ERP)' and 'Customer Information System (CIS)' projects with domestic and national software, with the support of EMRA."



Alarko on the Stage of the İstanbul Marketing **Summit 2024**

The Corporate Communications and Sustainability Director of Alarko Group of Companies, Canan Egüz Coşkun, talked about the transformation of Alarko Holding at Istanbul Marketing Summit 2024.

The Istanbul Marketing Summit, an event that brings together leading communication and marketing professionals to discuss current trends, strategies, and notable case studies, was held at Zorlu PSM from December 17-19 of this year. The Corporate Communications and Sustainability Director of Alarko Group of Companies, Canan Egüz Coşkun spoke at the summit which Alarko is among the sponsors, a major gathering for professionals.

Coşkun discussed Alarko's evolution as a well-established brand of 70 years and its transformation journey. She outlined how value has been redefined through the company's transformation in sustainability, organization, and digitalization across all areas of activity. Canan Egüz Coşkun also highlighted the brand identity



and logo change as part of this transformation and gave information about Alarko's investments focused on sustainability and generating social value and noted. "Alarko will continue to add value to society by focusing on social responsibility projects in 2025."

In addition, the Alarko stand, located in the experience area where various brands exhibited interactive workshops, attracted significant interest from visitors. The Alarko Agriculture Group showcased its zero pesticide tomatoes, cultivated in high-tech greenhouses through geothermal agricultural practices.

Global Awards for Hillside

Hillside Beach Club has once again been recognized as one of Europe's leading tourism resorts, having received three awards from two prestigious organizations.

Hillside Beach Club, recognized as the preferred destination for the sophisticated clientele in the industry, has achieved notable recognition at the globally prestigious Haute Grandeur Awards. The resort's innovative practices and high service standards have earned it the "Best Family Resort on a Global Level" award as well as the "Best Eco-Friendly Resort in Europe" accolade, placing it at the top of its category in Europe.

These awards, recognized as a symbol of auglity and excellence, are determined by Haute Grandeur through a rigorous year-long evaluation process. The objective scoring system is based on criteria such as service, hotel amenities. location, atmosphere, wellness, efficiency, social

responsibility, public voting, and quest feedback. Hillside Beach Club was awarded the "Best Luxury Sustainable Resort in Türkiye" at the World Luxury Awards, one of the most prestigious accolades in the industry, gaining global recognition for its environmentally conscious and sustainability-focused initiatives. Hillside has once again demonstrated its outstanding service and leadership in sustainability in winning this award.

Hillside Beach Club is committed to providing quests with a high-quality vacation experience while promoting an environmentally conscious lifestyle. The resort continues to deliver environmental and social benefits through its innovative practices.







Natural Beauty and Sustainability with

Toshiba DAISEIKAI 10

Standing out with its quiet, modern, and customized design, DAISEIKAI 10 brings natural beauty and sustainability to your home.

Toshiba's DAISEIKAI™ 10 is now available in Türkiye, bringing unparalleled sustainability, sleek design, and top-tier performance to home comfort. With the slogan "Back to the Earth," the DAISEIKAI 10 features a natural wood grill sourced from PEFCcertified sustainable forests, distinguishing it in the air conditioner and heat pump market. Each natural wood grille boasts its own distinct lines, texture, and color tone, ensuring that every DAISEIKAI 10 is as unique as the home it is installed in. The product includes a timeless white panel, making it an ideal solution for homeowners replacing existing air conditioners. Additionally, recycled materials make up 43 percent of DAISEIKAI 10's plastic components.

DAISEIKAI 10 boasts an A+++ energy rating for cooling and heating, making it a top performer in its class. Its advanced indoor unit operates with exceptional quietness, enhancing the comfort of the occupants. The unit offers a suite of features designed to improve the lifestyle of homeowners.



These include a luxury remote control, Wi-Fi/ app and smart speaker volume control, a motion tracking function, and a plasma ionizer equipped with an ultra-pure filter PM 2.5 coated coil.





The Keywords of Sustainability **Communication Discussed at Brandweek**

Canan Egüz Coşkun met with young communication professionals at Brandweek and discussed the latest trends in sustainability communication.

The Corporate Communications and Sustainability Director of Alarko Group of Companies, Canan Equz Coskun was a speaker at the "Corporate Communications and Sustainability: How is the Future of Brands Being Shaped?" session at KİD CommsCamp, organized as part of Brandweek, where the world's leading brand, marketing, advertising, communication, technology and thought leaders come together.

Canan Equz Coşkun shared insights on the latest trends in sustainability communication with young professionals in the field and noted, "Today, sustainability communication is a topic that largely belongs to the B2B world. Because businesses are at the center of the solution

The most essential success factor for all of us is collaboration. It is crucial that the business community adopts responsible communication principles and shifts to business strategies that take sustainability beyond advertising material."

Coşkun also gave examples of Alarko's sustainability efforts and added, "We focus on sustainability in our new investments. We grow zero pesticide products with soilless agriculture in our greenhouses. We invest in renewable energy and transfer technology to our country for energy storage. We are working on turning our Hillside brand, which is setting an example in sustainable tourism, into a chain of hotels. And we base everything we communicate on the actual business results we deliver"





Alarko Agriculture Receives Innovation Award in Food

Alarko Tarım, which fights pests with natural methods, won the Innovation Award in Food with its IPM system.

Alsera, which operates as Türkiye's largest modern greenhouse company within the Alarko Agriculture Group, won the Innovation Award for its Integrated Plant Pest Management (IPM) system at the Sustainable Food Awards organized by the Sustainability Academy for the second time this year.

Alsera utilizes geothermal energy in its modern soilless greenhouse farming to produce zeropesticide tomatoes and peppers, all without the use of chemical pesticides, in line with its commitment to sustainable agriculture...

Pest Control With Lavender And Thyme

IPM, an integrated pest management approach to eliminate the negative effects of diseases, pests, and weeds that reduce production productivity, controls these populations naturally rather than using chemical pesticides that reestablish the pest population. For instance, a green wall is created around the greenhouse with lavender, thyme, and other herbs to protect the plants while providing a host for beneficial creatures that repel pests. Pest populations are kept under control with sticky traps and pheromones that minimize the spread of pests.

New Era in **Electricity** Lines

MEDAŞ plans to use nanocomposite materials to prevent interruptions and energy losses, particularly in the winter months.





The "Deflection and Leakage Preventing Nano-Composite Material for MV Lines" project, developed under the leadership of MEDAŞ in collaboration with Dicle Elektrik Dağıtım A.Ş. and Ketronik A.S., seeks to provide innovative solutions to the challenges faced in electricity distribution lines. This project offers an effective solution to problems such as conductor breaks and pole collapses caused by icing and severe weather conditions, particularly in winter.



The aim is to prevent icing-induced damage to power lines and power outages with the development of nano-composite material. This new material represents a significant advancement in enhancing line safety while reducing maintenance costs.

The icing tests and field trials conducted as part of the project demonstrated the superior performance of the nano-composite material. Furthermore, the autonomous system that was tested at the training site at MEDAŞ General Directorate demonstrated that the material can also be used effectively in practice. This innovative initiative is an important step forward in preventing ice load problems on MV lines.

The project provides an innovative solution for electricity distribution and aims to improve energy security and reduce costs while setting an example for other applications in the sector.



Alarko Agriculture Group **Builds Europe's Largest** Microgranular Fertilizer Plant

Türkiye's first hybrid micro granular fertilizer plant has been opened by Palmira Agro, operating under Alarko Agriculture Group. The plant, which was commissioned with a total investment of \$20 million. will be Europe's largest new-generation microgranular fertilizer production facility. The new-generation, 8,300-square-meter microgranular plant, equipped with the world's first hybrid production technology, has an annual production capacity of 12,000 metric tons.

With hybrid CE-certified environmental technologies, 65 percent less energy and 70 percent less water are used in production. A 1,200 kWp solar power plant provides 35 percent of the energy consumed. It makes a significant contribution to the Alarko Group's 2050 net-zero emissions goal by reducing carbon dioxide emissions by 65 percent.

As a starter fertilizer, microgranules ensure that seeds, seedlings, and young plants start life stronger. Micro granular fertilizers reduce the use of conventional fertilizers by up to 10 times per decare and reduce production costs by up to 10 times through savings in transportation, storage, labor, fuel, and time.

Economic Ways to Heat Your Home in Winter With A Combi **Boiler**

You can use your boilers more economically. especially during the winter months, by implementing practical solutions at home. Basak Dere, Alarko Carrier Heating Product Manager, gave important tips on how to use combi boilers, the source of comfort in homes, much more efficiently during the winters. Emphasizing that the combi boiler should be kept at the ideal temperature to conserve energy and that the size and quality of the radiators are also important, Dere summarized measures to conserve natural gas as follows:

- The right combi boiler must be chosen.
- The combi boiler should be serviced once a year.
- Regulation setting of panel radiators should be controlled
- Panel radiators should be cleaned and maintained regularly.
- Radiators in unused rooms should be turned off.
- No furniture should be placed in front of the panel radiators.
- The combi boiler should not be turned off at night.
- Hot water should be adjusted from the combi boiler, not the faucet.
- A room thermostat should be used.





Alarko Supports Women Entrepreneurs!

The "Pioneers of Entrepreneurship" project, a collaborative initiative by Alarko Holding and the Habitat Association, providing grants to women entrepreneurs to help them scale their creative business ideas, grow their startups, enhance operational processes, and strengthen their brands, has been completed successfully.

The project, conducted for the second time this year aims to reinforce women's presence in the business world, offering participants comprehensive training and mentorship in key areas such as digital marketing, branding, and financial literacy.

The application process, which began in October 2024, attracted hundreds of women entrepreneurs from diverse sectors, all ready to expand their expertise and experience and develop their skills in entrepreneurship. Following a rigorous evaluation by a jury consisting of business and NGO professionals, 12 entrepreneurs operating in fields such as climate, technology, and healthcare were awarded grants.

On 17 January 2025, successful women entrepreneurs were honored at an award ceremony at Alarko Holding's headquarters in Ortaköy. Emphasizing that entrepreneurship is the foundation of successful businesses, Alarko Holding Chairman of Board of Directors izzet Garih highlighted the critical role of business governance, financial management, and a skilled team in ensuring a company's longevity.

Alarko Holding Board Member Leyla Alaton shared insights from her entrepreneurial journey, underscoring the importance of perseverance in the face of challenges. Ümit Nuri Yıldız, CEO of Alarko Group of Companies, spoke about the vital role of women in the business world, adding that their participation in economic, social, and cultural life holds immense potential for national economic growth. Meanwhile, Bora Caldu, Executive Board President of the Habitat Association, outlined the support provided by the Pioneers of Entrepreneurship Program and its achievements in empowering women entrepreneurs.

During the ceremony's experience-sharing circle, the 12 grant recipients inspired attendees by sharing their success stories, the challenges they overcame, and their future aspirations.

Looking ahead to 2025, the Pioneers of Entrepreneurship Program aims to further expand its impact by introducing additional training topics and enhancing experience-sharing platforms, reinforcing its mission to unlock women's potential and strengthen their role in the entrepreneurial ecosystem.



Alarko Holding Sets Out To Be 70 Children's Fairy Tale Hero for Its 70th Anniversary

The 25th Anniversary of Make-A-Wish Türkiye was celebrated with a memorable gala evening hosted by The Peninsula Istanbul, under the main sponsorship of Alarko Holding. The association, which is a beacon of hope for children between the ages of 3 and 18 battling high-risk diseases by making their dreams come true, crowned its 25-year success story with this special event.

Alarko Holding has celebrated the 70th anniversary of its foundation with a meaningful contribution and has made the wishes of 70 children come true. Auctions and donations at the gala, accompanied by presentations from Burcu Esmersoy and Kaan Sekban, supported projects full of hope, and all proceeds from the gala went to Make-A-Wish Türkive to help more children make their dreams come true.

AIK Runs for Education at the 46th Istanbul Marathon

The Alarko Future's Club (AIK) members, who took part in this year's Istanbul Marathon to contribute to society, organized a meaningful event by combining TEGV's motto, "Enlighten with Education", with their own vision. The young leaders of AIK were happy to contribute to children's education by conducting a donation campaign on behalf of TEGV. This collaboration, which began with a company run on the day of the marathon, brought the entire AIK family together. The runners not only achieved physical success but also reinforced their awareness of social responsibility with this event filled with solidarity and motivation.



Alarko Carrier Brings Fresh Air to Balabanlı Primary School

Alarko Carrier continues to turn their air conditioning expertise into a goodwill project and create comfortable classrooms for students with the motto 'Bringing Fresh Air to Schools'. The project, which started last year at Midyat Caldere Primary School, was moved to Balabanlı Primary School in the Ödemis district of İzmir this year. A high-tech system consisting of a heat pump, heat recovery device, fancoil, air purifier, circulation pump and photovoltaic panel was installed in the primary school of Balabanlı Village, which has been heated by coal stoves until today. The school will use heat pump technology to provide heating and cooling for the classrooms and will also generate its own electricity through a renewable system. The school will have no coal, wood, kindling, and electricity costs, and its cleaning costs will be reduced. It is estimated that an annual saving of TL 400,000 will be achieved for the benefit of the public.









Employee Health Awareness Seminars Held

Alarko Holding organized two seminars focused on employee health awareness in collaboration with Liv Hospital. The first seminar took place in October, coinciding with Breast Cancer Awareness Month, and addressed breast cancer. The second seminar was held in November and focused on prostate cancer.

Breast Cancer Awareness at MEDAŞ

MEDAŞ demonstrated its commitment to employee health by partnering with Konya Kızılay Hospital to host a seminar for female employees during Breast Cancer Awareness Month. During the event, Surgery Specialist Dr. Numan Varol and Corporate Communications and Marketing Specialist Şenay Kurutçu provided comprehensive information on the symptoms, risk factors, and prevention methods of breast cancer. They emphasized the importance of early detection in effectively treating breast cancer and encouraged women to establish regular screening habits.



MEDAS's "Recycle with Your Energy" Competition Concludes

MEDAS successfully held the "Recycle with Your Energy" contest for the second time this year as part of the June 5-11 Environment Week. Children between the ages of 10 and 12 participated in the event, which was organized to raise awareness among the younger generation about sustainability and the protection of natural resources. The children demonstrated their sensitivity to the environment by developing creative projects using recycled materials. Erhan Elma, Aybüke Aşık, and Kadir Mert Can ranked as the top three students in the competition, which honored the most creative ideas.

MEDAŞ General Manager Erol Uçmazbaş stated that such activities play an important role in raising environmental awareness among children and added: "Our top priority is to raise awareness in order to leave a cleaner and more livable world for future generations. We organized this competition to raise awareness on sustainability and to showcase children's original ideas. I would like to thank all the participants for their efforts and congratulate the children who won the first three places. MEDAŞ will continue to support projects that emphasize sustainability and environmental awareness".







Meaningful Visit on Teacher's Day

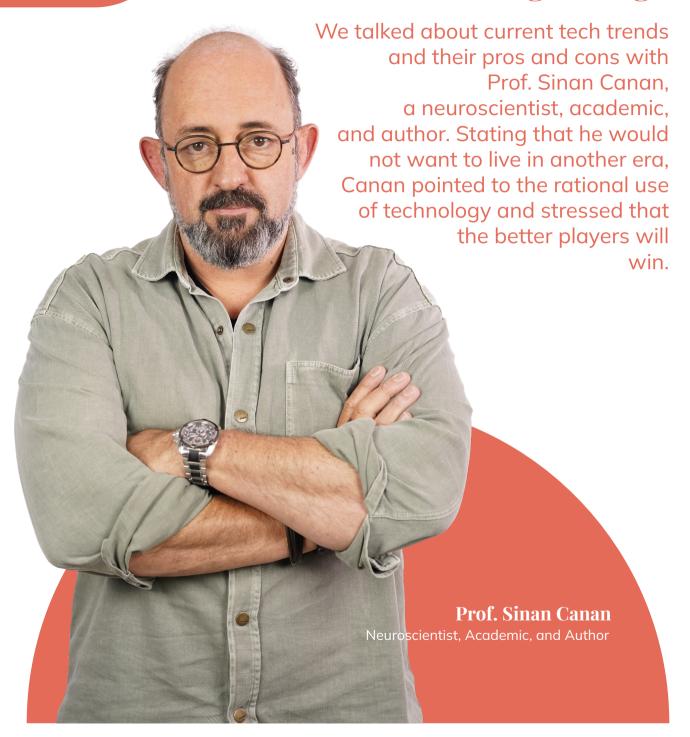
MEPAS visited Karatay Special Education Vocational School on November 24. Teachers' Day, and highlighted the dedicated work of special education teachers. On this meaningful day, the MEPAS team joined special education students who, under the guidance of their teachers, had the opportunity to develop both their manual skills and emotional expressions. The team witnessed firsthand the power of teachers' love and patience in education.

During this visit, MEPAŞ congratulated all teachers on the occasion of Teachers' Day and emphasized that education is not only about the transfer of knowledge and academic success but also about how important it is for students to grow up in an environment where they can express themselves and continue their personal development.



Interview

The Better Players Will Win in the Technological Age



AI has become a part of our lives strongly and quickly. It appears to be one of the most significant factors influencing the future. As AI and automation processes become more prevalent in business operations, human cognitive competencies such as decision-making, creativity, and problem-solving skills are becoming increasingly essential. In your opinion, how do you think these human competencies will shape in the future?

Like with any other technology, how we use Al will define our relationship with it. For instance, I wouldn't want to live in another era because artificial intelligence and technology make my job much easier in the processes related to my work that I want to share with people. I can complete many tasks in a much shorter time. This leaves me only to come up with an original strategy and then follow it through efficiently. But there is a risk when you use it for things that do not have a clear goal or purpose. The real problem will be when people use AI for no good or misuse it. But I think people who use this tech for their own intellectual, philosophical, literary, or spiritual goals will make a lot of progress and be able to handle any negative outcomes.

How will humans be positioned in the confrontation between artificial intelligence and humans? In other words. how will this transformation affect human identity and social roles?

We are challenged by technology in general. The same thing happened with cars. We suffered a lot of damage that we could not have foreseen. We built the cars so that we could travel further in less time without getting tired. But people suffered from this innovation until we made traffic rules, safety equipment,

and more sophisticated vehicles. This is true for almost every technological innovation. Humanity is moving too fast when it comes to making innovations that will bring benefits, and we can only see the side effects as we experience them. Today, these side effects are increasing as the scale of technology grows. In other words, the more effective and powerful it is, the more side effects it has. Over the last 20-30 years, we have moved to digital technology, and the Internet, for instance, has been seen as a groundbreaking advancement. Now, it has become an issue that societies are strugaling to manage. We now have a problem called internet addiction. Social media was supposed to be a way to connect with everyone and grow the communication network, but now people are becoming more and more isolated because they can't seem to break free from the social media spiral. As a language model, AI is an asset that we can use to compile our texts and ideas very well and mechanically perform tasks in a much shorter period of time than we would otherwise spend a lot of time on. But as we introduced this innovation into our lives, we forgot that the human brain works with stories. with narratives. We are now conditioned to the narratives it generates. This technology is now disrupting many things, particularly our academic practices. At some point, this rapid development will negatively affect employment. Secondly, the narratives, contents, scenarios, images, and movies that will be produced through artificial intelligence will impact our entire aesthetic perception and our thinking, in other words, everything about human beings. In short. I believe we have seen and will continue to see major side effects. But still, when people use such technology rationally, and some are trying to do just that, they stand a chance of coming up with much more original ideas and solutions to issues that they haven't been able to find solutions to so far, such as making sense of big data. The better player will win.

Today, humans appear to be able to adapt to their rapidly changing environment with their intelligence, but since their evolutionary tools were shaped in nature over an extended time, they face the challenge of adapting to new conditions with the same set of tools.

How will our search for truth change in the post-truth era, where communication is growing rapidly and information flow is incessant? How should individuals and organizations strategize in this process?

The reality is already severely compromised. One of the major catalysts for the emergence of the post-truth era is digital technology. We are currently in a period where the authorities, the truth, and the arbiters of truth have nearly disappeared, and trust in the old institutions has been rapidly eroded. As such, we reached a point where anyone with a loud voice, many followers, or good looks or charisma is considered to be right. There is no going back from this point. This is going to be even harder to deal with because we cannot teach the most basic facts about new communication technologies in schools. No one is talking about the elephant in the room. The obvious issue is this: Humans have been around for hundreds of thousands of years and it is only in the last two decades that we have been exposed to such a technology. Humankind is designed, tuned, and chosen to live in a world that is completely different

from the technology we use today. We do not have the cerebral structure to handle so much information. Our nervous system is not equipped to make decisions that fast. Our structure does not allow us to exist in such big crowds, in such big connections. And unfortunately, this leads to a lot of vital and existential mistakes

I believe that side effects like the addictions we see today are just the tip of the iceberg. For example, there is a very serious loss of meaning around the world. Still, I want to say again that if you focus on a task, set a goal for yourself, and stay determined, today's technology can support your potential in every way.

So what can people or organizations do?

First, we need to find a balance between being afraid and rejecting, embracing, and ignoring. It is very difficult to remain realistic at this point. When I talk about technology, I either come across as a grumpy old man resisting innovation or an overly eager adolescent who glorifies every new advancement. But there's a vast middle around between the two. I believe it's essential to live a life where our eyes remain open to progress, yet our hearts stay true to our path.

For example, at Açık Beyin, this is essentially what we strive to navigate. In a world where simply providing information has lost its significance, we strive to offer context as an educational platform. We offer insights into the context in which that information can be applied. These suggestions enhance our functionality by allowing us to make the most of available technologies and resources within a meaningful context. In today's world of information overload, without a clear direction or context, we become vulnerable to the technology that surrounds us.

The constant flow of information and digital notifications makes it increasingly challenging for individuals to maintain their focus. What habits should we adopt to help the brain adjust to this new information age?

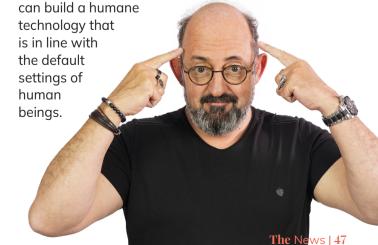
Our greatest need is what I define as a culture of using digital technologies. In a system that evolves like a roller coaster every six to eight months, we cannot remain in a fixed and stable state long enough to cultivate a culture. Humans need a stable period to cultivate cultural habits. Therefore, we do not have a culture of using digital technologies. For instance, when I ask many people what they do first thing in the morning upon waking up, more than half of them check their cell phone. This is not normal. In other words, if a person spends seven or ten hours a day with a digital device, it indicates that the device is using the person rather than the person using the device. This highlights the need to develop a rational culture for the use of digital devices or technology.

For the first time in our lives, we are facing technology that imposes demands on us. Even as we speak, my cell phone is demanding my attention. Notifications are popping up, and we are not used to this. Even if we don't respond to every demand, attempting to meet just one of the five can make it harder to fulfill what life truly demands of us. Therefore, the most fundamental step is to understand this difference and then cultivate a culture of using devices solely when we have a specific task to accomplish and disconnecting once we are done.

While this is crucial on an individual level, on a broader societal scale—be it in education, politics, or business—we must first acknowledge the challenges and limitations that this technology brings. The only thing we are dealing with right now is the navigating we are doing to bypass the obstacles we have overlooked. The way to reduce them is by creating this culture, but let me tell you, it is no easy task.

The fast-evolving digital ecosystem has a profound impact on individuals' mental flexibility and learning processes. How can individuals keep up with this transformation from a neuroscience perspective?

Today, humans appear to be able to adapt to their rapidly changing environment with their intelligence, but since their evolutionary tools were shaped in nature over an extended time, they face the challenge of adapting to new conditions with the same set of tools. Essentially, I compare the neuroscientific learning process to the fermentation of yogurt. When you add a spoonful of yeast to yogurt, you cannot eat it after just a minute. You need to set it aside, let it sit, and allow the milk to transform into yogurt through the fermentation process. But now, we assume that we can absorb hundreds, even thousands, of pieces of information in a single day. This information is continuously flowing toward us. And since most of this information cannot go through natural consolidation phases, we only get aware of it for a while, and then it is actively erased from our minds. This is because we need to make room for new information, so to speak. When this happens, our capacity to delete incoming data becomes highly developed. Increasing forgetfulness and the constant cry of people, "I should go and live in the mountains, in the countryside, escape from this city life," is related to the depression created by an overwhelming information flood. It is extremely difficult for us to address this issue without working and investing in how we



Technological developments impact not only our social lives but also our physiology. In your opinion, how do technological advances transform the way the human mind works?

In my opinion, the default settings of human beings consist of 5 items. Since these 5 items cover all our modern ailments, I have written and talked a great deal about them. First and foremost, digital technology makes us lazy and sedentary. Secondly, it leads us to overconsume and even overeat. Because we are constantly exposed to advertising, whether directly or indirectly. Thirdly, it results in the dissolution of our genuine social relationships, transforming them into virtual, often superficial connections. This puts a lot of strain on us physiologically. Because we need genuine human relationships. And fourthly, and perhaps most importantly, this information influx, speed and rhythm



causes us a lot of stress. We all know that stress and stress-related illnesses present a significant life risk for urban dwellers today. As a physiologist, I don't know any disease that is not stress-related. Even though technology is supposed to make our lives easier, we are still dealing with all kinds of stressors that our grandparents never had to deal with, like having a ton of things to get done every single day. Finally, when it comes to crossing boundaries, we don't have the opportunity to apply it in real life because we live in technological simulations. In computer games, websites, and various applications where we meticulously share our personal data in the quest for thousands—if not millions—of followers, we unwittingly fall into a trap: the exploitation of our innate drive for continuous self-improvement. When you look at these five items, we are faced with a very serious global health problem. If we stay a little more active, eat a little less, nurture real relationships, manage our stress, and incorporate challenges that foster selfimprovement into our daily rituals, no world we live in can work against us.

Global crises and technological innovations are also putting pressure on individuals' mental health. Which strategies do people need to improve their psychological resilience and cope with stress?

Health is a misunderstood concept. Since our approach to health is largely grounded in the pharmaceutical and pharmacology industry, we believe that having certain blood values and physiological parameters at a specific level signifies good health. We even have these values checked at check-ups. However, health is the holistic harmony of the human spirit, mind, body, and emotional system. Your body, your heart, and your blood vessels may be very healthy. But you may be mentally tired. You may have fears and anxieties. You may have past traumas that you have not resolved or regrets that you are

As of now, I can say the following from where I stand: If we can successfully guide people worldwide towards self-awareness, if everyone dedicates more effort to personal growth, and if we can teach people to raise expectations of themselves instead of expecting from the world, we can transform a human population of 8 billion or more into a species that will make this world truly beautiful.

living with. You may have a genetic advantage. but your lifestyle choices may be very bad. Or you may be very careful with everything but your environment may be bad. Many of the foods you think are beneficial may not be good for you.

Health is a product of complex factors such as these. And because we fundamentally misunderstand health today, we fail to truly grasp what we are doing in this world. For example, we equate being cheerful or seeking pleasure with being happy. We think that being pain-free is being well. This is the system we are now being marketed. However, being painfree often means that the alarm doesn't go off. Because pain is there for alarm. But we have almost every means at our disposal to numb the pain, to silence it. Whatever happens to you if you silence the alarm when a burglar breaks into your house is what happens to your health. If we choose to ignore our problems in the short term, we face bigger problems in the long term that we cannot ignore.

Fundamentally, humanity is experiencing not just a mental crisis but a holistic crisis. But the problem with mental disorders is that they don't give a direct signal like physical disorders do, and when everyone else is going crazy, we think it's normal. It began to seem normal to sit up until midnight, not be able to stay home alone, not be able to concentrate on anything for long. This abnormal normality comes at a price. We have to take care of our own psychology and our own bodies. Because it is nearly impossible to find an institute. organization, or consultant that can approach this issue as deeply as we can.

My last question is actually a summary of our entire conversation: What are the greatest risks and opportunities for humanity in the next decade?

As of now, I can say the following from where I stand: If we can successfully quide people worldwide towards self-awareness, if everyone dedicates more effort to personal growth, and if we can teach people to raise expectations of themselves instead of expecting from the world, we can transform a human population of 8 billion or more into a species that will make this world truly beautiful. This is an opportunity. However, what we know from history, spanning thousands and tens of thousands of years, is the mindless tendency of humans to live in comfortable abundance and prosperity while chasing self-destructive pursuits. This is a time that has the potential to open countless doors to these possibilities more than ever before. Actually, good ideas can reach people thanks to the advantages of communication and technology. But I wish more people and well-organized, intelligent groups would actively use these channels and that we would all support those who enhance these positive opportunities in our lives. If we can achieve that, this world still has the potential to be a paradise.



Transformation with Global Trends

Trends in various aspects of life are shifting everything to a completely different dimension, and culture is also evolving as part of this transformation.

In the 21st century, the pace of change has accelerated at an unprecedented rate. Therefore, global trends have also kept pace, and those driven by technology, nature-based concerns, and personal needs have reshaped the cornerstones of culture. Today, we see strong traces of these trends all around us. Moreover, the reality that emerges from this transformation paints a vastly different picture from the past.

Digital and Emotional Narrative

From the dawn of humanity to the present day, storytelling has been the most powerful force driving the evolution and dissemination of culture. Humanity, which has reached the present through generations of storytelling, now encounters an entirely new narrative shaped by the digital revolution. The narrative, once passed down through word of mouth and later through writing, now also exists on social media platforms, in digital artworks, and texts generated by artificial intelligence. The Reels culture, first pioneered by TikTok and later embraced by Instagram, has popularized short, punchy stories,

allowing anyone to share their narrative in interactive formats. Now, thanks to the creativity-enhancing tools of artificial intelligence, this narrative has become much more powerful.

In this new perspective, establishing an emotional connection with the messages conveyed through stories has become essential. For this reason, stories now aim to not only convey a message but also leave a deep impact on the recipient. Moreover, this does not only apply to personal posts. Even brands now focus on storytelling in their product promotions, aiming to build loyalty by creating an emotional connection with their target audience. As a result, new forms of narrative emerge that transcend the boundaries of traditional media, becoming one of the most powerful tools for cultural transformation.

Sustainability: Beyond a Trend

As the world grapples with a triple crisis, the priorities of both producers and consumers are changing. This shift in priorities is particularly evident in fashion and architecture. Fast fashion is under

criticism, while long-lasting products made from environmentally friendly or recycled materials take center stage. The minimalist approach, which can be interpreted as "just enough" or "less is more," is evolving not only as a lifestyle but also as a moral stance across various areas.

Minimalist and sustainable designs, a rapidly growing trend in architecture, are evolving to mitigate the impact of urbanization on crises while putting nature first. Vertical gardens, rooftop gardens, and zero-carbon buildings are making cities more livable. In addition, the growing recycling (reuse) and upcycling (transform) movements in the design world are not merely trends but a global imperative.

The Less is More Narrative

Minimalism is not only in design. It is gaining more and more value in all areas of life, especially in the field of philosophy. Consuming less and creating more meaning has an impact on both individuals and societies. This understanding replaces luxury and puts experiencing ahead of material possessions. Consumers are questioning not just what they have but how they feel about the experience.

This rise of minimalism brings personal freedom and spiritual fulfillment to the forefront while concepts like digital detox are trending. As technology invades all aspects of life, the search for silence and simplicity becomes increasingly important.

New Boundaries

Artificial intelligence, which has rapidly developed in recent years, is viewed as both an opportunity for new lifestyles and a controversial tool with potential dangers. Artificial intelligence, whose effects are felt across all areas of life—from art to education and from medicine to industry—raises new questions that challenge human creativity. However, these developments are highlighting the value of the human touch and creativity more than ever.

It accelerates cultural transformation by streamlining individuals' daily lives and enhancing personalized experiences. A major topic of debate. however, remains the moral aspects of Al. How humanity will engage with this new technology and maintain a balance will be one of the most crucial factors in shaping the cultural codes of the future.

Global Transformation with an Expanding Scope

Naturally, cultural change is evident in all areas. For instance. digitalization and distance learning models in education are enhancing personalized learning, while the culture of lifelong learning is becoming more widely embraced. In healthcare, as diaanosis times and accuracy rates improve rapidly, human life expectancy is being recalculated. In gastronomy, sustainabilityfocused approaches are pushing plantbased culinary trends to the forefront, while in entertainment and the arts. technologies like virtual and augmented reality are providing audiences with multidimensional experiences. While this multifaceted transformation deeply impacts individuals' lives in various ways, it also plays a crucial role in shaping new cultural narratives.

As a result, it appears that the global trends of our time signal not a temporary shift, but a profound cultural transformation. And the story of the new era continues to unfold in how individuals embrace and shape this transformation.



Technology, culture, and the economy are changing our lives at an accelerating pace, and the dynamics created by certain trends appear to be shaping our future more powerfully than ever before.



Given the rapidly evolving trends, particularly in the technological sector, it has become more difficult to make accurate future projections. Still, a glimpse into our future by looking at global trends can help build a picture in our minds.

Artificial Intelligence and Automation

Artificial intelligence has evolved from being just a technology to an influential force reshaping economic, cultural, scientific, and even artistic landscapes. It is pretty clear that production processes are going to get a lot faster in the future when we add automation to the mix. On top of that, business models that tap into people's creative potential will spread, and the world will become more sustainable and people-oriented.

Artificial intelligence has evolved from being just a technology to an influential force reshaping economic, cultural, scientific, and even artistic landscapes.

Sustainable Technologies and Circular **Economy**

Sustainable production and consumption are huge trends today, and they are going to have a big impact on the future. As the world moves towards a more minimalist lifestyle, businesses will start to use more resources efficiently through circular economy.

Digitalization

Digitalization has led to some pretty significant changes, especially in culture and the arts, with the Metaverse being a prime example. This change is expected to increase in the future, with artistic activities and creations in particular moving to the Metaverse universe. Given that relationships are increasingly based on social media, the time spent in the virtual world is expected to grow significantly.

Health Technologies

Advances in biotechnology and personalized medicine have led to a revolution in medicine. It will come as no surprise that with earlier diagnosis, higher rates of successful treatment, and improved health standards, life expectancy will be much longer. In addition, healthy lifestyle trends will improve both mental and physical quality of life.

Smart Cities

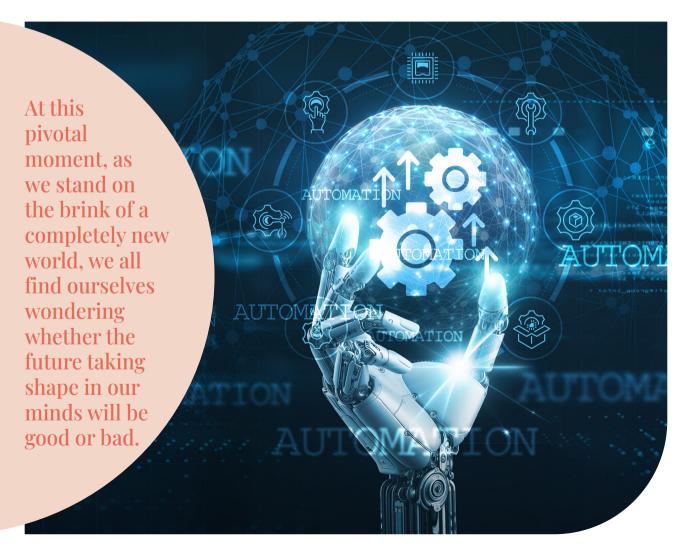
Smart cities, driven by the Internet of Things and sustainability, are transforming all aspects of urban life, from energy usage to transportation. Given the increasing prevalence and strength of smart cities in the future, it is easy to predict that urban life will become more comfortable than ever before.

Microlearning and Digital Education

The concept of short, focused learning on digital platforms, which is becoming a key factor in shaping the future of education, is gaining momentum. As technologies like augmented reality continue to evolve, we can anticipate that in the future, learning experiences will be fully personalized, and the focus will shift from simply acquiring knowledge to enhancing the speed and effectiveness of learning.

From Wearable Technologies to Space Tourism

Of course, these are not the only trends that will have a significant impact on our future. Not surprisingly, the future will be shaped by trends such as remote working models, personal data security, wearable technologies, sustainable food systems, and space tourism. At this pivotal moment, as we stand on the brink of a completely new world, we all find ourselves wondering whether the future taking shape in our minds will be good or bad. These trends are changing our lives and will have many effects, both positive and negative. While the infinite adaptive capacity we possess as humanity offers us a great advantage, our guide in this new future will be our collective wisdom and intelligence, shaped by thousands of years of human history.



CONTACT ADDRESS info@alarko.com.tr

MANAGEMENT OFFICE Alarko Holding Muallim Naci Caddesi No:69 34347 Ortaköy Beşiktaş/İSTANBUL



 \mathbb{X}

alarkoholding





alarko





