

turizm aktüel



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Magnificent Türkiye

JOLLY WINS TWO INTERNATIONAL STEVIE AWARDS

ODEON TOURISM
CONTINUES ITS RISE ON
FORTUNE 500 TÜRKİYE

FETTAH TAMİNCE:
TÜRKİYE CAN'T COMPETE ON CHEAP TOURISM ANYMORE

FOUR STRATEGIES FOR
ISTANBUL'S CONGRESS TOURISM

FUN&SUN TARGETS 1.2 MILLION TOURISTS TO
TÜRKİYE IN 2026

26 HOTELS FROM
TÜRKİYE FEATURED IN
**THE MICHELIN
GUIDE**

AVIATION ROOTS,
**TOURISM
WINGS**

**ISTANBUL
TOURISM FAIR:**
RECORD-BREAKING
COLLABORATION AT
THE MEGA 2026 FORUM



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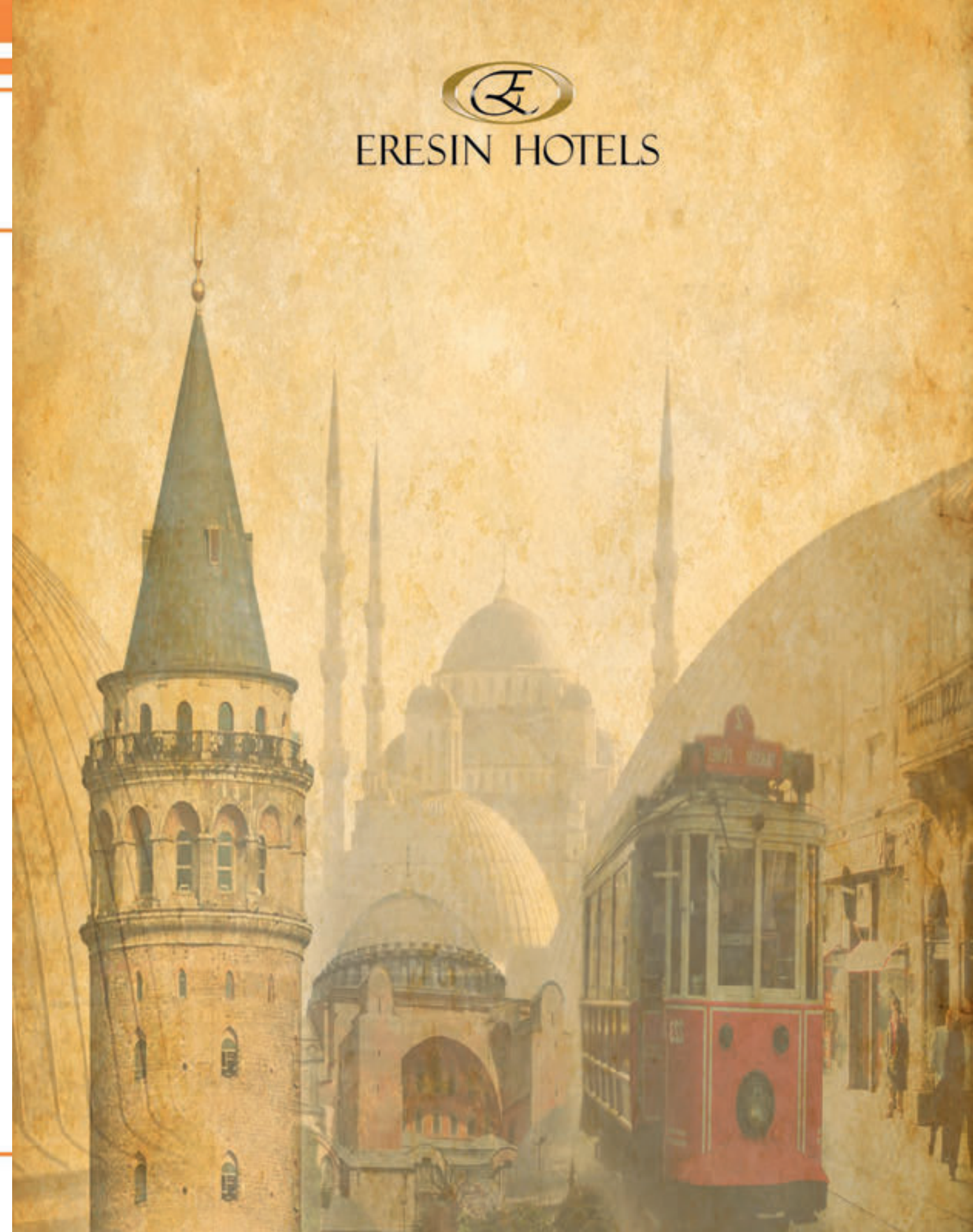
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The Fair Marathon Kicks Off with WTM London

Greetings from Turizm Aktüel magazine's special WTM London issue... After a challenging season, the fair marathon begins once again. The first stop: WTM London.

This fair has a unique distinction—it marks both an ending and a new beginning. The 2025 tourism season has come to a close. It was a difficult year, and we are all exhausted. Working hard feels easier when everything goes smoothly, but this year was not one of those times. We saw declines in many markets. The sector was forced to lower its targets. Expectations were revised. Everyone looked for ways to get through the season with minimal damage. The final end-of-season figures have yet to be announced.

As the tourism industry prepares to leave these difficulties behind, it is reaching the end of the season. Now it's time for reflection, learning from experience, and preparing for the new season.

That's why WTM London stands out—it's the fair where one season concludes and another begins with renewed hope.

Now that the season is over, the accommodation sector must evaluate its performance and take action to plan for the upcoming year.

WTM London Tourism Fair is of great importance because it's where the pulse of global tourism beats, the course of the new season takes shape, new travel trends emerge, and business connections are forged and agreements signed.

The fair also offers tourism professionals an environment to assess the season internally and exchange views. Immediately after, preparations for the 2026 season will begin.

As in every year, Turizm Aktüel is once again publishing a special issue for WTM London and will be present in the UK, representing the tourism press and supporting the industry.

Remaining the steadfast voice of tourism professionals in all

circumstances, Turizm Aktüel continues to keep its pages open to everyone in the sector.

Our new issue once again draws attention with its rich content. We reaffirm our commitment to keeping the pulse of the industry and invite all our readers to enjoy a pleasant journey through the pages of our magazine.

See you in our next issue – farewell for now.

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ODEON TOURISM CONTINUES ITS RISE ON FORTUNE 500 TÜRKİYE

ODEON TOURISM, the ground services brand of Coral Travel Group, climbed 49 places to 70th position on the Fortune 500 Türkiye 2024 list with a net sales revenue of 42.1 billion TL. The company also ranked 12th among the firms that achieved the highest increase in both sales and exports.

The results of the 2024 Fortune 500 Türkiye, which identifies the country's largest companies, were recently announced. ODEON TOURISM made a remarkable impact on the list, moving up 49 places to secure the 70th spot. Demonstrating its strong financial growth with 42.1 billion TL in net sales, the company also attracted attention by ranking 12th among the top companies increasing their sales and exports the most.

In addition, ODEON TOURISM stands out as the 4th largest company in Türkiye in the Travel and Transportation Services category, and with an export performance of 40.3 billion TL, it ranks as Türkiye's 19th largest exporting company.

ADVANCING OUR FINANCIAL AND OPERATIONAL STRENGTH EVERY DAY

Commenting on this achievement, Ayhan Bektaş, Chairman of Coral Travel Group, said: "We are extremely proud to rise to the 70th position on the Fortune 500 Türkiye list this year. Our over 132% increase in sales and strong export performance reflect the results of our group's 33-year history and stable growth strategy. By continuously enhancing our financial and operational strength, we maintain our position as a leader in tourism exports and continue creating value for our country.

In 2024, we served 1.6 million tourists in Türkiye, and we aim to close 2025 with nearly 1.8 million visitors. With our expanding service network across 23 countries, we will steadfastly continue sustainable growth. I sincerely thank all our team members and business partners who contributed to this success."



Ayhan Bektaş, Chairman of Coral Travel Group

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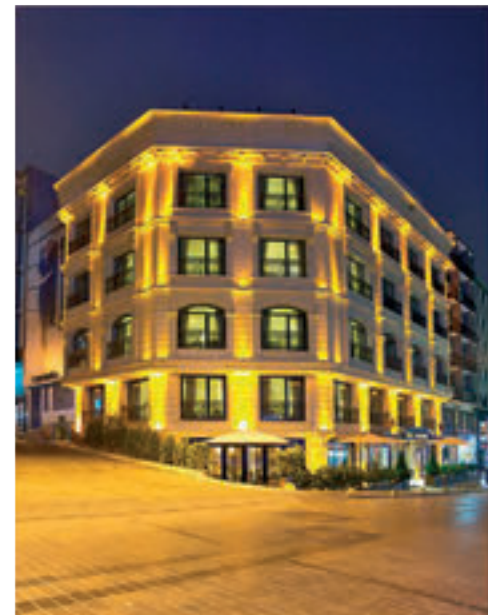
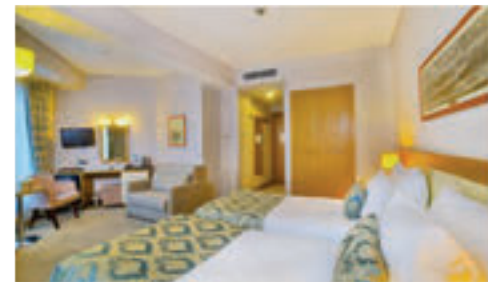


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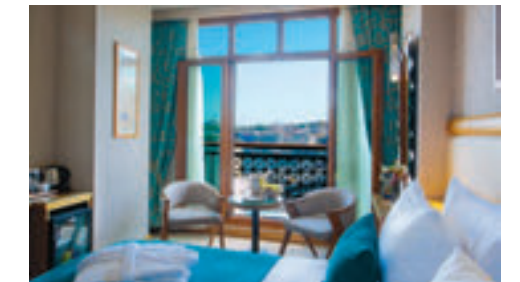
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Türkiye wants to broaden its tourism offering

Sun and beaches, as well as high-quality hotels, are the main reasons for holidaying in Türkiye. The country is diversifying its offering, aiming to target specific groups of holidaymakers and promote regions away from the coast, reported cultural attaché Ahmet Alemdar at the fvw|TravelTalk Kongress.

For German tour operators and travel agencies, Türkiye is a real heavyweight as a travel destination and ranks second after Spain in terms of turnover. In terms of the summer season, the two destinations are neck and neck. Dertour reports that Türkiye is even the most important destination for its own tour operator brands this summer, accounting for 23% of guests. The country also plays in the top league of tourism worldwide. "With 60 million visitors, 6.6 million of whom came from Germany, we were one of the top four destinations worldwide in 2024, according to UN Tourism," said Ahmet Alemdar, cultural attaché at the Turkish Embassy in Berlin.

Business was slightly weaker in this year's summer season compared to the record year of 2024. However, when hotel and flight prices fell in the last-minute business, numerous families still booked at short notice, reported Martin Zier (Check24) and Lars Ludwig (LMX Touristik) during a panel discussion at the congress.

There is even strong demand for the autumn, which is also very pleasant in terms of climate, with leading carrier Sun Express adding extra flights for the October holidays, said sales director Helmut Wölfel. This is also confirmed

by TUI Germany. According to a recent evaluation by the tour operator, Antalya tops the list of the most popular destinations, followed by Mallorca and Crete. Holiday destinations around the Mediterranean with reliable weather are particularly in demand. Beach holidays on the Riviera and the Aegean remain the most important pillar of the business. However, the Ministry of Culture and Tourism and the marketing company TGA, which is run in conjunction with the private travel industry, want to differentiate the product and image. Alemdar outlined a few areas:

Cruise tourism is growing in Istanbul, Kusadasi and Bodrum and is set to expand further. Since the new Galataport harbour terminal opened in Istanbul at the end of October 2021, 35 million passengers have already been counted there, according to Alemdar. In addition, more and more shipping companies are stationing ships in the Bosphorus metropolis and using the base port for voyages through the eastern Mediterranean.

SPORT AND WELLNESS CULTURAL TOURISM

This sector 'is one of the strongest drivers of tourism development,' said

Alemdar. The country has 22 UNESCO World Heritage Sites, some of which are still true discoveries. The cultural attaché cited Göbekli Tepe in Sanliurfa in Anatolia as an example, where German archaeologists are helping to excavate what are currently the oldest known large-scale structures built by humankind.

Sustainability is of great importance, according to Alemdar. Türkiye was the first country to launch a national programme for tourism in cooperation with the recognised Global Sustainable Tourism Council (GSTC). There are certifications and initiatives for many individual areas, from 577 Blue Flag beaches and labels for cultural heritage sites to 19,460 accommodation providers that have joined the Türkiye Sustainable Tourism Programme.

"We are entering an era of tourism characterised by sustainability, digital innovation and experiential travel," said Alemdar. This will support good collaboration and trustworthy cooperation with partners from the German industry. In future, the business will continue to be supported with co-marketing campaigns for tour operators and fam trips for travel agencies.



“The Centennial Taste Pride of Türkiye for 161 Years.”

Hafız Mustafa 1864 is a dessert and flavour brand with deep roots, stretching from the Ottoman Empire to the Republic of Türkiye and from Türkiye to the world. It was founded in 1864 during the Ottoman era by İsmail Hakkı from Çankırı, in Istanbul's Eminönü district. Over the years, under the visionary leadership of his son Hafız Mustafa, the brand flourished and became one of Istanbul's most iconic names.

Hafız Mustafa has drawn attention not only within the domestic market but also internationally. Between 1926 and 1938, it earned a total of 12 medals in pastry, confectionery, and dessert categories at various fairs and competitions held across Europe proudly showcasing Turkish desserts on the global stage.

In its production philosophy, Hafız Mustafa 1864 is founded upon the core principles of quality, integrity, craftsmanship, and consistency. While preserving the essence of traditional Turkish desserts, the brand has successfully incorporated modern production techniques and innovative flavours, skilfully bridging the past and the future.

Today, Hafız Mustafa is far more than a dessert brand. It stands as a pioneering heritage symbol representing Türkiye's rich cultural legacy. With branches in iconic locations across Istanbul, Dubai, and London, the brand continues to grow, with the goal of expanding its national reputation and bringing its renowned standards into international markets.

Most recently, Hafız Mustafa 1864 opened its 24th branch in Tersane Istanbul, a district celebrated for its historical texture. This new opening marks a fresh chapter that honours its deep-rooted heritage. Throughout this growth phase, the brand remains steadfast in upholding its traditions and uncompromising quality.

Its mission, to introduce authentic Turkish desserts to diverse parts of the world, continues to be its guiding principle.

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Türkiye's 'Island Cyprus' campaign to boost tourism in Turkish Cyprus

A new tourism campaign 'Island Cyprus' will help strengthen the tourism sector of the Turkish Republic of Northern Cyprus (TRNC), Türkiye's Vice President Cevdet Yılmaz said.



Speaking at the Istanbul launch of the new "Island Cyprus" brand, created to promote TRNC tourism, Yılmaz said it was highly valuable and encouraging to have a master plan for tourism. Stressing that Ankara wants TRNC to reach a much stronger position in tourism, he said: "Last year, Türkiye had a tourism income exceeding \$61 billion. We hosted more than 62 million guests in our country. The TRNC Tourism Master Plan and Island Cyprus Campaign, which were introduced today, are concrete indicators of our common vision in this direction." He highlighted the TRNC's natural beauty, rich history, cultural heritage, and cuisine, noting that the Island Cyprus campaign aims to promote these assets to a wider audience and reposition the country with its unique island identity. He pointed out that millions in Türkiye have yet to visit the TRNC, adding that the Island Cyprus campaign will ignite interest and encourage more to explore the island's beauty.

He noted that Türkiye has allocated 122 million Turkish liras for tourism and culture since 2024, with total financial cooperation reaching \$21 billion. He stressed Türkiye's continued support for the TRNC in various sectors, including transportation, health, education, and infrastructure, and reaffirmed commitment to both peace and prosperity through tangible projects. Yılmaz stated that the "Century of Türkiye" would also be the "Century of the TRNC," highlighting the 2025 Economic and Financial Cooperation Agreement as a foundation for enhanced cooperation and solidarity between Türkiye and the TRNC. He also reiterated Türkiye's full support for a two-state solution, stating it as the most realistic approach for the island. He noted that past efforts at unity had failed and highlighted ongoing initiatives to make travel to the TRNC more affordable and accessible. TRNC President Ersin Tatar, speaking at

the event, highlighted tourism as key to the island's future, noting growth from five to six weekly flights in the past to 600 monthly flights now, bringing about 500,000 Turkish passengers each month. Despite isolation and restrictions, he emphasized that the tourism capacity has surpassed 35,000 with high visitor satisfaction. Tatar also drew attention to the global exposure generated through TEKNOFEST -- Türkiye's first aerospace and technology festival. "Thanks to TEKNOFEST, I saw that we managed to introduce the TRNC not only to Türkiye, but to the entire world," he said. On the Cyprus issue, Tatar stressed the TRNC's commitment to a two-state policy. "Only with this policy can the Turkish Cypriots maintain their independence and freedom. Ultimately, if there is to be a solution, in order for it to be fair and sustainable, the state of the Turkish Cypriots must absolutely be part of that agreement," he said.



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JOLLY WINS TWO INTERNATIONAL STEVIE AWARDS



One of Türkiye's leading tour operators, Jolly, has been honored with two international awards at the globally prestigious Stevie Awards. At the International Business Awards (Stevie Awards) ceremony held in Lisbon, Jolly received Bronze Stevie Awards in the categories of "Customer Service Department of the Year" and "Best Crisis Management in Customer Service." These accolades reaffirm Jolly's strong commitment to guest satisfaction and service excellence on an international level. Jolly's Deputy General Manager of Sales and

Marketing, Ahmet Burçin Baysak, and Customer Service Group Manager, Zeynep Gül Çakır, accepted the awards during the event at the Corinthia Hotel Lisbon. Commenting on the achievement, Ahmet Burçin Baysak said, "At Jolly, we have always known that our services meet international standards, and we work with that vision in mind. Winning these awards is a proud confirmation of our quality on a global scale. Our goal is to keep raising the bar and to lead the industry with customer satisfaction-focused initiatives." Through its ongoing digital transformation investments and

effective crisis management strategies, Jolly continues to set a benchmark in customer experience within Türkiye's tourism industry. Founded in 2002, the Stevie Awards are among the world's most respected business honors, recognizing organizational and professional excellence in fields such as customer service, marketing, innovation, and corporate achievement. The International Business Awards evaluate companies worldwide, offering one of the most comprehensive cross-industry benchmarks for business performance.

Royan Hotel Hagia Sophia Istanbul Wins Awards in Four Categories

The hotel proudly announced that it was recognized in these categories by the Haute Grandeur Global Awards 2025, which celebrate businesses demonstrating exceptional success in customer service, quality standards, and unique guest experiences, setting a new benchmark in hospitality. As a member of Radisson Individuals, Royan Hotel Hagia Sophia Istanbul was awarded: Europe's Best Hidden Escape Europe's Best New Hotel (under 3 years) Europe's Most Romantic Hotel The Haute Grandeur Global Awards are regarded as the pinnacle of achievement in global hospitality. Firat Gedikli, General

Manager of the hotel, said: "We are extremely proud and delighted to be recognized in four different European categories. These prestigious awards reflect the dedication of our team and the unique experiences we provide to our guests.

By blending cultural heritage with modern comfort, our hotel continues to create unforgettable memories in the heart of Istanbul's historic atmosphere." Thousands of hotels worldwide undergo meticulous evaluation for the Haute Grandeur Global Awards, which announce official global, continental, and national winners. Marinique de Wet, President and Founder of Haute Grandeur, commented: "The hotels, spas, and restaurants awarded in 2025 represent the highest standards in the industry. Their extraordinary commitment to excellence sets them apart and makes them the top choice for travelers seeking quality experiences."

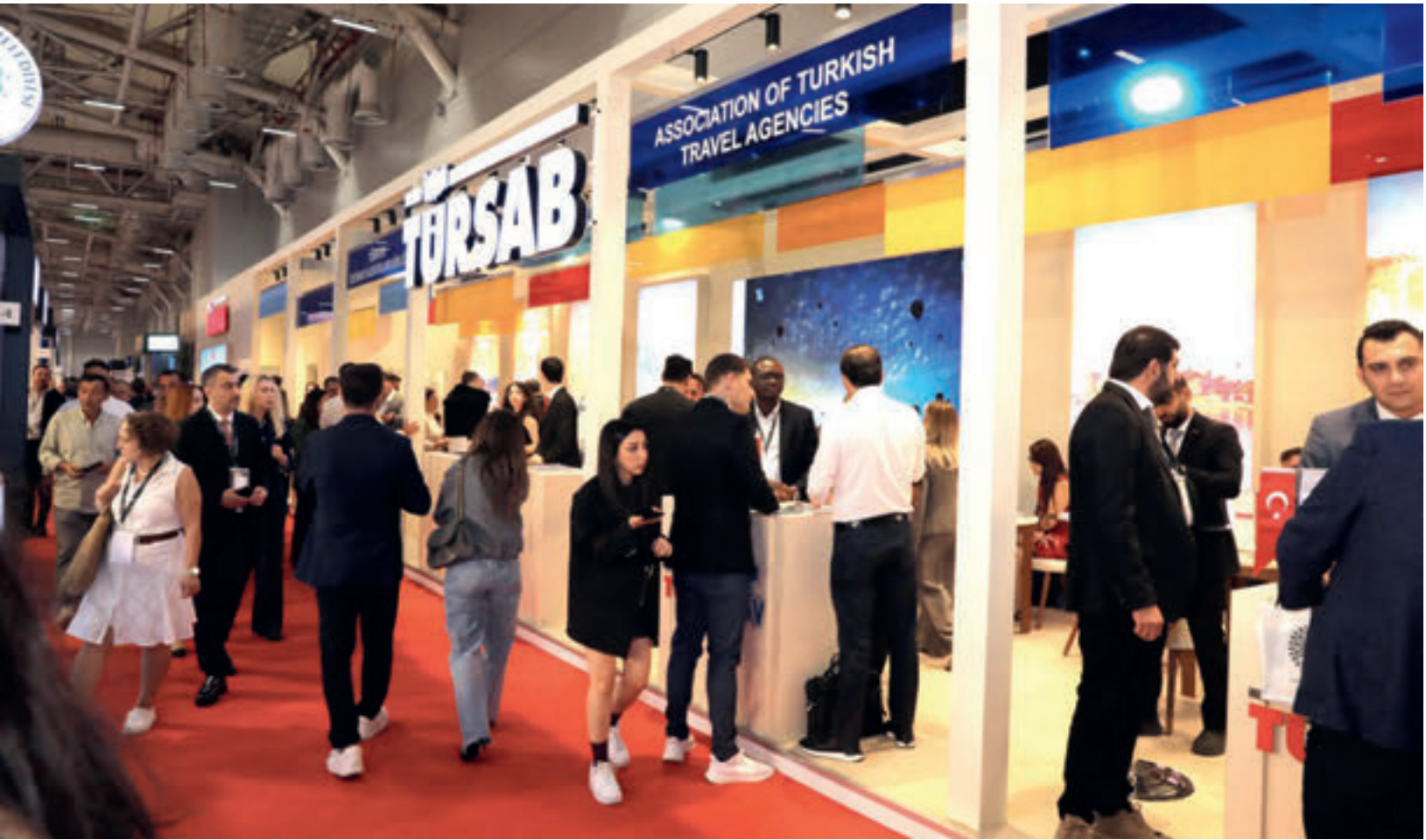


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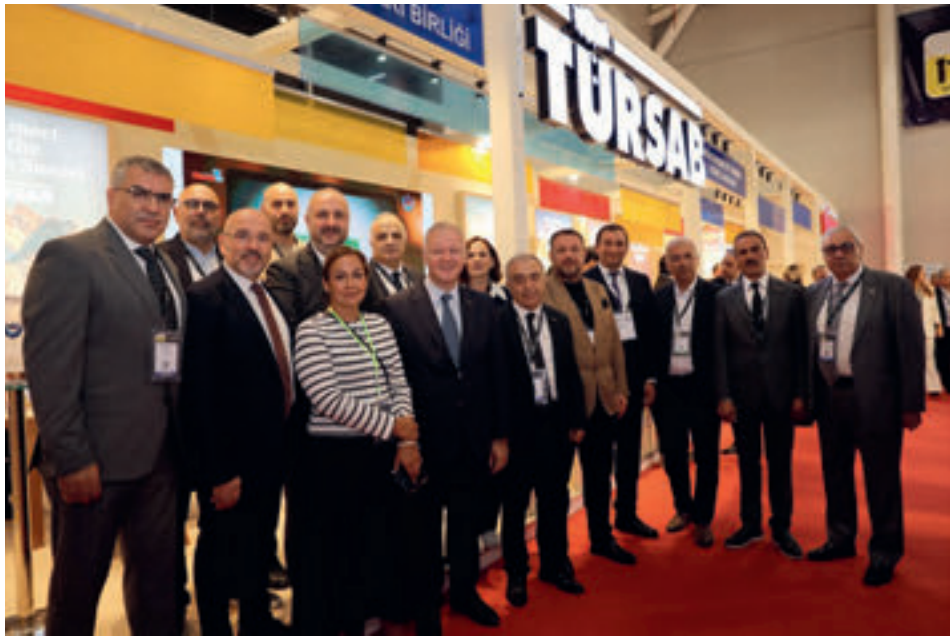


ISTANBUL TOURISM FAIR: RECORD-BREAKING COLLABORATION AT THE MEGA 2026 FORUM

The Istanbul Tourism Fair (ITF), held on September 25–26, brought together 450 buyers from 50 countries and 314 participating companies. Attracting 16,500 professional visitors, the fair facilitated 7,500 B2B meetings and set the roadmap for 2026 tourism.

From America to Japan, Africa to the Middle East, Europe to Asia, the Baltics to Eurasia, and the CIS countries, 450 international buyers engaged in 7,500 B2B meetings. Comprised of agencies and operators sending the highest number of tourists and groups to Türkiye, the buyers had the opportunity to explore new products and services from participants, helping shape the tourism sector's strategy for 2026.

A MAGNIFICENT GATHERING
Participants unanimously described ITF as the most spectacular tourism sector meeting in recent years. Many highlighted that the fair attracted unprecedented interest, with the number of meetings and business volume exceeding expectations. Industry representatives praised ITF as the most effective collaboration platform they had witnessed in years, hailing the event as the most magnificent organization of recent times.





Hotel Komana Binbirdirek: A Heritage Reborn in the Heart of Istanbul

Rising above the mystical chambers of the Binbirdirek Cistern, Hotel Komana Binbirdirek redefines heritage hospitality in Istanbul's Historical Peninsula. More than a hotel, Hotel Komana Binbirdirek is a cultural landmark — a place where history, art, and emotion coexist in perfect harmony.

As the first property in Açık Holding's Heritage Hotels collection, Hotel Komana Binbirdirek stands as a symbol of cultural preservation and contemporary hospitality. Future destinations will continue this vision — honoring the past while crafting the experiences of tomorrow. As part of the Small Luxury Hotels of the World collection, Hotel Komana Binbirdirek proudly represents Istanbul on the global stage of independent luxury hospitality. With 13 uniquely designed rooms and suites, every stay at Hotel Komana Binbirdirek feels like stepping into a different chapter of Istanbul's cultural story. Each room is adorned with bespoke furniture, curated artworks, and handcrafted details that celebrate both heritage and contemporary craft. The iconic "Taş Oda" event space, set within the ancient cistern structure, stands as a living tribute to Istanbul's layered history. Every corner of Komana reflects a collector's sensibility. Unique objects, textures, and artworks — including pieces by Ekrem Yalçındağ, Derya Geylani Vuruşan, and Gözde Can Köroğlu — transform the hotel into a living gallery. Under Ayşe Torfilli's direction, AA Architecture has infused the interiors with contemporary elegance, while collaborations with



artisans like Ebru Erke and Esma Dereboy add authentic cultural depth. In the common spaces, guests encounter carefully curated book selections by Assouline, locally crafted ceramics, and a sense of narrative continuity that runs through every hallway. Hotel Komana Binbirdirek's dining spaces are destinations in themselves. L'entrée blends café, bar, and brasserie concepts within the mystique of the cistern, while Sentez Rooftop Restaurant celebrates the fusion of Anatolian and Mediterranean flavors.

With breathtaking views of the Bosphorus, Hagia Sophia, and the Blue Mosque, Sentez offers a sensory journey where every dish tells a story. The menus, designed by Executive Chef Fatih Demirci, reinterpret traditional ingredients with modern techniques — creating an experience that is both rooted and innovative. Guests can enjoy a curated wine list, afternoon tea rituals, or private tasting dinners inspired by Istanbul's diverse culinary heritage.

BEYOND ACCOMMODATION

At Hotel Komana Binbirdirek, every moment is an experience — the 24/7 concierge team ensures that each guest's stay becomes a personal journey of discovery. "Hotel Komana Binbirdirek is not just a hotel — it's a living bridge between history and modern curiosity," says Hotel Manager Mert Üzmez. "Every object, every flavor, and every encounter is chosen to make our guests feel part of something timeless. We want them to sense the layers of Istanbul — its craftsmanship, its flavors, its emotions — in every corner of the experience." Through this lens, Hotel Komana Binbirdirek becomes more than a place to stay; it's a story to inhabit — a gentle celebration of Istanbul's ever-evolving spirit.



*Where history unfolds,
your story begins...*



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Tariria: Where Culture, Art and Gastronomy Meet in Van

Tariria, the flagship project of Homage Hospitality, is more than a cultural and gastronomic center—it is a vision that redefines Van as a hub of creativity, sustainability, and international dialogue.

Designed as a meeting point where culture, art, and gastronomy converge, Tariria revives the region's rich heritage with a contemporary outlook, positioning Van as a new destination on the global tourism map.

The Inspiring Journey of Bekir Kaya Behind Tariria stands Bekir Kaya, Co-Founder and Chairman of Homage Hospitality, whose inspiring journey bridges London and Van. After years of experience in the hospitality and gastronomy industries in the UK—and extensive travel and professional

engagements across Southeast Asia, Japan, China, and Taiwan—Kaya made the bold decision to invest in his homeland.

For him, Tariria is not just a business project—it is a personal mission, a cultural statement, and a shared dream that connects people, traditions, and ideas. His story reflects a belief that true progress emerges when local roots and global perspectives meet.

A CULTURAL BEACON FOR VAN AND BEYOND

Tariria is envisioned as a cultural

beacon that showcases Van's history, artistry, and culinary richness to the world. By blending local values with modern interpretations, it becomes a platform where artists, chefs, and thinkers collaborate, exchange ideas, and inspire one another.

Through art exhibitions, performances, and gastronomic experiences, Tariria transforms Van into a vibrant cultural destination that appeals not only to local audiences but also to international visitors seeking authenticity and innovation.

SUSTAINABILITY AT THE CORE

Every aspect of Tariria is guided by sustainability. The project protects the region's natural, cultural, and historical assets while embracing an ecological approach.

From zero-waste living models to clean agriculture in Tariria's own gardens and orchards, the center sets a new benchmark for responsible tourism. It also creates employment opportunities and supports local producers, contributing to the sustainable development of the region.

ARCHITECTURAL MASTERPIECE BY KAY NGE TAN: A PAVILION IN THE GARDEN

The architecture of Tariria tells a story of harmony between nature and design. Conceived as "a pavilion in the garden," the structure was built in the heart of nature without cutting down a single tree.

With its elegant interplay of glass and steel, it stands as a transparent extension of its surroundings. World-renowned architect Kay Ngee Tan drew inspiration from the leaf of the walnut tree, mirroring its natural veins and texture to create a delicate balance between light, shadow, and transparency.

Designed by Kay Ngee Tan Architects, winners of the 2023 Design of the Year Award for the Gallop Extension at the Singapore Botanic Gardens, Tariria brings international architectural prestige to Van. Its identity as a "pavilion in the garden" symbolizes transparency, dialogue, and openness—values that define both its aesthetic and its philosophy.

GASTRONOMY AS AN ENGINE OF GROWTH

Tariria's gastronomic vision builds bridges between Michelin-level chefs and local culinary masters, creating a unique dialogue between tradition and innovation.

Workshops, pop-up dinners, and culinary research programs enrich the

visitor experience while training the next generation of chefs. By fostering education, creativity, and professional development, Tariria positions gastronomy as a powerful engine for growth and cultural exchange.

A LIVING PLATFORM FOR ART, CULTURE, AND COMMUNITY

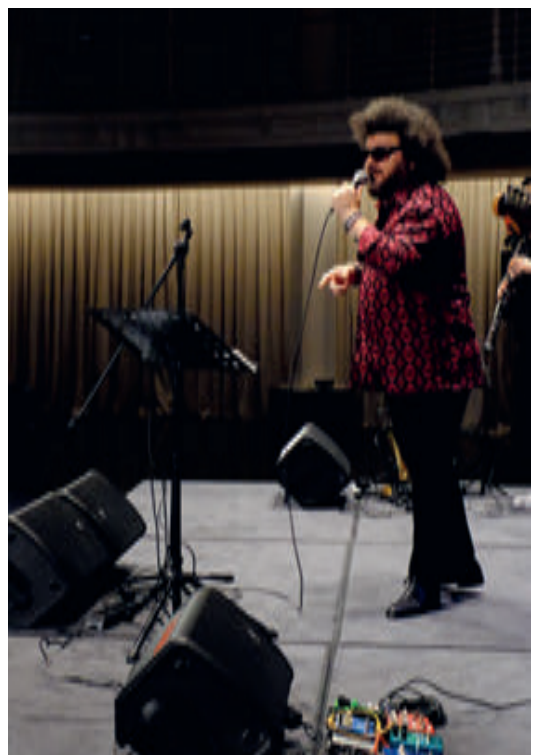
More than an architectural landmark or a culinary hub, Tariria is a living, breathing ecosystem. It is where local farmers meet international artists, where Van's ancient history encounters modern design, and where visitors experience a holistic journey that stimulates all senses. Tariria embodies the belief that culture and creativity

are essential drivers of social and economic progress.

CONCLUSION: A GLOBAL VISION ROOTED IN VAN

Tariria is not simply a project; it is a bold statement about how art, culture, and gastronomy can shape the future of a region. With its sustainable approach, visionary architecture, and deep commitment to local identity, it strengthens Van's presence on the global stage.

As Homage Hospitality's most ambitious initiative, Tariria invites the world to discover Van through a new lens—one that celebrates heritage while embracing the future.



TOLGA KİLİT: BUDGET, REVENUE AND PROFIT TARGETS FELL SHORT IN 2025

Kilit Group Board Member Tolga Kilit stated that hotels failed to meet their revenue and profitability targets in 2025.

Istanbul Tourism Fair speaking at the panel "2025 Season Review and 2026 Expectations (Domestic Market)" during the Istanbul Tourism Fair, Tolga Kilit emphasized that the perception of Türkiye being "too expensive" in European markets was misleading and had negatively affected early booking performance.

EARLY BOOKING FELL SHORT AMID "TÜRKİYE IS EXPENSIVE" PERCEPTION

Kilit described 2025 as a challenging year that did not fully meet expectations. "The early booking period did not perform well for most operators. Inflation-driven pricing created a perception in Europe and the UK that Türkiye was expensive. This perception led to weaker results in the early season," he explained.

DOMESTIC MARKET BECAME MORE COMPETITIVE

As a result, the season was heavily dependent on last-minute sales, which led to significant fluctuations in pricing. "The sector was unable to apply the usual method of securing a share of capacity early on. This had negative effects on some markets, while benefiting others. Many companies, including us, adopted an unusually aggressive strategy in the domestic market," Kilit said.

REVENUE AND PROFITABILITY GOALS NOT MET

While the group managed to surpass last year's figures, it still fell short of its own financial expectations. "We



Kilit Group Board Member Tolga Kilit

years, hotels needed to find the right balance in pricing to ensure sustainable service quality. We now see that pricing has settled at a certain level. Next year, we expect to start the season at a more optimal point and build on that," he said.

EMPLOYMENT AND THE ROLE OF ALL-INCLUSIVE TOURISM

Highlighting Antalya's importance, Kilit noted that the city hosts 850 four- and five-star hotels and resorts. With a population of 2.5 million, Antalya's workforce swells to 4 million during the summer months. "We employ around 11,500 people. Had we not entered the hotel business in 2004 and expanded to our current capacity, how would we have created this level of employment and contributed to Antalya, Türkiye, and Turkish tourism? Without the all-inclusive model, we could not have hosted such large numbers of guests," he stated. Kilit suggested that future strategies should focus on diversifying tourism offerings and segmenting the all-inclusive model.

OPTIMISM FOR 2026

Looking ahead, Kilit expressed cautious optimism. "Early booking will be critical, and we expect a highly competitive campaign. It is essential to focus on Europe and the UK and to correct the operators' perception that Türkiye is expensive. We believe our pricing is fair for the level of service provided. If we can maintain this, growth will follow. I can say with confidence that 2026 will not be worse than this year," he concluded.

matched and slightly exceeded last year's results, but our targets were higher. The misrepresented perception that Türkiye was expensive forced us in some markets to reduce prices below the levels we had set the previous year," Kilit noted.

LESSONS FOR PRICING STRATEGY

According to Tolga Kilit, 2025 provided valuable lessons on pricing and early booking policies in an inflationary environment. "Over the past two



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AKTÜRK HOTELS UNITES UNDER THE AHC HOTELS BRAND

Aktürk Hotels has brought together its four hotels under one roof, creating the "AHC Hotels" brand. As part of this new structure, Zurich Hotel İstanbul, Grand Beyazıt Hotel, Pierre Loti Hotel, and Villa Zurich Hotel will now operate under the name AHC Hotels.

The brand transformation, led by Yaşar Aktürk, Founder and President of Aktürk Hotels, and Aslı Aktürk Pehlivanlar, Chairwoman of the Board, was introduced at a special launch event. The event, attended by prominent figures from the business, arts, and tourism worlds, showcased AHC Hotels' new brand identity and shared its plans for the 2025–2026 period. Highlighting their aim to bring a fresh perspective to İstanbul's tourism scene with a modern vision and guest-

centered approach, Chairwoman Aslı Aktürk Pehlivanlar stated: "With our new brand identity, we aim to offer our guests a more personal, warmer, and higher-quality accommodation experience. By combining İstanbul's cultural richness with modern comfort, we want every guest to both feel the spirit of the city and feel at home." Pehlivanlar also noted that in 2026, the group will focus on new investments in the Aegean and Mediterranean regions:

"Following our feasibility studies, we plan to develop projects focused on wellness and retreat tourism. With concepts such as yoga, meditation, and healthy living camps, we aim to establish facilities that appeal both to domestic tourism and the international market. These investments will not only enhance accommodation options but also create value in terms of regional development, sustainable tourism, and local employment," she said.



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“a golden start to the day”



ALL SEASONS
HOTEL ISTANBUL



All Seasons Hotel Istanbul is located in the historical Fatih district, close to the touristic and cultural richness of Istanbul, 40 km from the newly opened Istanbul Airport. Findikzade tramway station is 1 minute and 50 m away from the hotel, and you can reach the popular places such as historical peninsula, Grand Bazaar, Spice Bazaar, Blue Mosque, Hagia Sophia, Topkapı Palace, Taksim Square and Istanbul shopping / entertainment centers with a fast and comfortable journey.



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All Seasons Suites is located on historical peninsula which is done the honours to rich cultural heritage of Istanbul that is the capital of ancient civilizations. All Seasons Suites offers to our valued guests the opportunity to experience both luxury and comfort. All Seasons Suites offers to you modern and comfortable accommodation in the historic center of the city. All Seasons Suites is adjacent to Fenari İsa Mosque (Konstantin Lias Convent) which is one of the oldest buildings of Istanbul. All Seasons Suites provides services with 9 apartment which includes 2 room and 1 saloon which combines traditional Istanbul texture with modern interior architecture.



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ALL SEASONS
HOTEL ISTANBUL

“a golden start to the day”



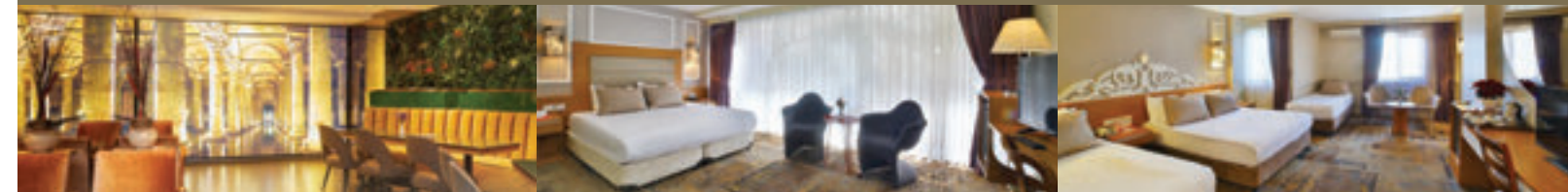
All Seasons Hotel Istanbul is located in the historical Fatih district, close to the touristic and cultural richness of Istanbul, 40 km from the newly opened Istanbul Airport. Findikzade tramway station is 1 minute and 50 m away from the hotel, and you can reach the popular places such as historical peninsula, Grand Bazaar, Spice Bazaar, Blue Mosque, Hagia Sophia, Topkapı Palace, Taksim Square and Istanbul shopping / entertainment centers with a fast and comfortable journey.

Our hotel providing the services to its guests to meet with Turkey's rich history and cultural heritage and to live an unforgettable holiday experience serving with the mission.

While presenting the unique and fascinating beauties of Istanbul to our guests with famous Turkish hospitality, you will find the comfort and comfort you need beyond your expectations.

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REVENUE CONSULTING ADDS VALUE TO TOURISM



REVENUE

Revenue Consulting is rapidly growing as a reliable and innovative consultancy firm that creates added value for its clients, driven by Şenel Aybek's passion for the Tourism industry, deep knowledge, and solution-oriented approach.

Innovative Training, Strong Partnerships, Strategic Solutions Under the leadership of founder Şenel Aybek, the company offers tailored solutions to tourism investors across Türkiye, primarily focusing on large, medium, and small-scale hotel operations. Revenue Consulting operates with an expert team in training, auditing, operational setup, and consultancy services. With the belief that "Sustainable quality begins with education," the company has established a strong presence in the sector.

It also provides consultancy for both domestic and international tourism investments. Our consulting firm offers



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a wide range of services in the tourism and hospitality industry. With our expert team, the main areas we serve include:

OUR FIELDS OF ACTIVITY

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MEŞHUR FİLİBE KÖFTECİSİ



19th century is an era when intense migrations from the Balkans to Anatolia took place. The founder of the restaurant, Mehmet Saltuk had also migrated to Istanbul from Plovdiv which is a Balkan city. In 1893, he had opened his first meatball restaurant at Cağaloğlu ramp known in the olden days as the center of press community with its old name Babiali and laid the foundations of an establishment that has reached to these days. After him Ali Saltuk took over the business. In 1958, this time Ali Saltuk's nephew Turgut Saltuk who had been working in the restaurant since he was eleven years old takes over the business. After Turgut Saltuk passes away in 1990, his daughter Münevver Erpak continues to keep the family heirloom alive. Today, 5th generation, Duygu and Cem Umut Erpak siblings are carrying the restaurant to the future at the Tarihi Hocaapaşa Street they moved to. Meşhur Filibe Köfteci's has been one of the front sight stores of Babiali for tens of years. This place has hosted unforgettable memories for many authors, illustrators, journalists, literature writers. So many people have tasted Meşhur Filibe Köfteci's flavor for more than one century and continue to taste it today as well. Thanks to this flavor, our establishment has gained many regulars, there are people who have not been able to give up this flavor for seventy years and still continue to come to our establishment. We hope you will also join our regulars, accompany us on this flavor journey. Bon appétit.



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AKRA DIDIM HOTEL INTRODUCED WITH AN EXCLUSIVE EVENT

Akra Hotels hosted an elegant gathering at Esmâ Sultan Mansion, one of the most refined venues on the Bosphorus.

During this special evening, Akra Didim—a new chapter in the long-standing story of Akra Hotels, brought to life with the Akra vision—was introduced to the distinguished guests. The event was attended by prominent figures from the business and art communities. Throughout the evening, Akra Hotels' 50-year journey and its guiding vision of "responsibility towards people, nature, history, and art" were highlighted. The presentation emphasized how the brand reaches into different areas of life—not only through its hotels stretching from Antalya to Fethiye, Kemer to Sorgun, but also through its signature events such as the Akra Jazz Festival, Meze Festival, and Akra Gran Fondo.

A PLEASANT JOURNEY TO AKRA DIDIM

Designed around the themes of simplicity and freedom, Akra Didim introduces a new way of living in the



Aegean with its modern architecture, nature-integrated design, and holistic lifestyle concept. Before officially opening its doors in April 2026, the project was presented at this special night at Esmâ Sultan. The event also featured a detailed introduction to Akra Didim's Ethical Tourism program, which combines environmentally, socially, and culturally conscious practices with a strong focus on sustainability.

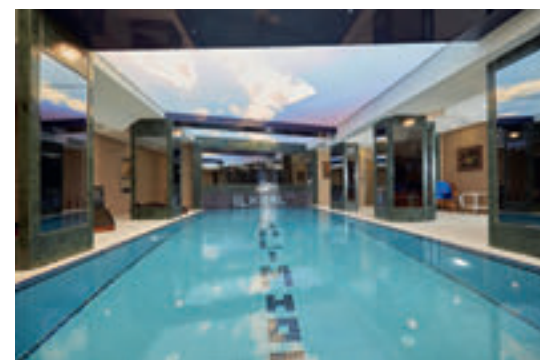
THE AKRA WORLD BROUGHT TO İSTANBUL

The event venue was transformed to allow guests to experience the "Akra

world" in one night. Different sections of the mansion were designed to reflect the essence of Akra Hotels—its properties, festivals, Akrapshire loyalty program, Ethical Tourism sustainability initiative, and the soon-to-open Akra Didim. Guests had the opportunity to explore the Akra experience—from gastronomy to sports, from wellness to art—right in the heart of Istanbul. The night, enriched by performances from the Akra Jazz Band and Eylül Ergül, created a musical atmosphere that perfectly reflected Akra's distinctive understanding of tourism, marking a significant and memorable event for the brand.



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ODEON TOURISM COMPLETED THE CERTIFICATION PROCESS OF ITS 22 GLOBAL OFFICES

ODEON Tourism, one of the leading brands in Turkish tourism, announced that it has completed an extensive certification process covering a total of 22 offices in Egypt, Tunisia, the United Arab Emirates, Greece, Spain, Thailand, and Vietnam, following its operations in Türkiye.

As a result of comprehensive audits, Coral TraveVeritas' destination services company was certified with ISO 9001:2015 Quality Management System and ISO 10002:2018 Customer Satisfaction Management System certificates by Bureau Veritas, the world's leading independent certification body.

Ozan Somaklar, Vice President (COO) responsible for ODEON Tours Destinations, received the certificates from Orhan Yılmaz, General Manager of Bureau Veritas Türkiye, at a ceremony held at ODEON Tourism's headquarters in Antalya. In his speech at the ceremony, Ozan Somaklar said, "As ODEON Tourism, we are proud to crown our mission of pioneering Turkish tourism with over 33 years of experience, by registering our quality and customer satisfaction at international standards. This extensive certification process, starting from Türkiye and extending from Egypt to Vietnam, covering a total of 22 of our offices, is not only an operational success but also a global commitment to our philosophy of continuous improvement and unconditional customer focus. The ISO 9001 and ISO 10002 certificates we have received are now the most concrete proof that our service quality and customer



experience management are at world standards. We will further elevate the value we create for our customers and business partners with these international certificates."

THE JOURNEY OF CONTINUOUS IMPROVEMENT IS GOING GLOBAL

Over the years, guided by the principle of continuous improvement, the company has adopted and implemented various standards such as ISO 14001 Environmental Management System, ISO 45001 Occupational Health and Safety Management System, and ISO 39001 Road Traffic Safety Management System in Coral Seyahat A.Ş. and its other subsidiaries, proceeding with certification in some of them. Odeon Tourism aims to spread the culture of continuous improvement across all its operations by implementing these systems throughout its group companies.

QUALITY AND CUSTOMER EXPERIENCE ARE NOW AT WORLD STANDARDS

With these newly acquired certificates, ODEON Tourism has taken its commitment to maintaining the highest level of quality and customer focus in all its business processes to an international dimension. While the ISO 9001 certificate demonstrates that the company conducts all its operations with a focus on quality and embraces a culture of continuous improvement; the ISO 10002 certificate certifies that customer complaints are managed in accordance with international standards, with a transparent and solution-oriented approach. In the comprehensive audits carried out by Bureau Veritas, ODEON Tourism's practices in quality management, customer focus, transparency, and risk management were found to be highly successful.



Bekdas Hotel Deluxe Istanbul a waits you in the heart of the old city with its 97 recently renovated luxury room sand an experience of over 19 years.

Be sides being the most well known hotel of the area Bekdas Hotel Deluxe Istanbul has also elegantly renovated both interior and exterior by 2013 SPA & Wellness Center has been re-created by September 2013 for your utmost comfort...

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Museum Hotel; A unique cave hotel with a unique living-museum concept

Situated in a very special geographic region in Cappadocia, Museum Hotel has been designed and created from a distinctive combination of the land and historical features and ruins, some intact and some beautifully restored to their original glory. The hotel features 34 rooms & suites—each of them

exceptional in their own inimitable way. No room can be alike, with each bringing its own special ambiance, contributing to Museum Hotel's evident character and charm. Steeped in thousands of years of history, there is a magical feel to the hotel. Our unusual 'living museum' concept means our cave rooms and specially restored

traditional rooms are all decorated with priceless antiques and feature stunning views of Cappadocia—just some of the elements that go to make Museum Hotel... well, unique! As evidence of this, Museum Hotel is the only hotel in Türkiye invited into the family of luxury hotels and special dining establishments that comprise Relais & Châteaux.





KEMPINSKI HOTEL THE DOME BELEK WINS FOUR PRESTIGIOUS AWARDS

Kempinski Hotel The Dome Belek achieved remarkable success at the 2025 Haute Grandeur Global Excellence Awards, one of the most respected accolades in hospitality, securing four prestigious European awards.

The hotel was honored with: Best Pool Villa Resort in Europe, Best Golf Resort in Europe, Best Honeymoon Hideaway Resort in Europe, Best Culinary Experience in Europe. These awards underscore the hotel's unwavering commitment to offering extraordinary luxury and unforgettable guest experiences along the Mediterranean coast.

Amit Sharma, General Manager of Kempinski Hotel The Dome Belek, said: "Receiving these four prestigious awards from Haute Grandeur is a great honor. This achievement reflects the dedication, passion, and professionalism of our team, who strive every day to create unforgettable and lasting experiences for our guests." Celebrating 20 Years of Excellence

"This year marks our 20th anniversary, making these awards even more meaningful. For two decades, Kempinski Hotel The Dome has been recognized as a refined symbol of European luxury blended with warm Turkish hospitality. These accolades reaffirm our commitment to creating memorable moments that touch the hearts of our guests."



The Orient Mintur Hotel is located in Yenikapı which is the ancient port of the historical peninsula of İstanbul. Our 50 rooms aswell the lobby and the breakfast hall are clasic decorated. We are happy to welcome our guests, make them feeling like at home...





Dedeman Hospitality to open 10 new hotels in two months

Dedeman Hospitality accelerates expansion with plans to open 10 new hotels across Türkiye within just two months.

Dedeman Hospitality, one of Türkiye's longest-established hotel chains, is entering the final quarter of 2025 with a major expansion push. Recently rebranded under the Dedeman Hospitality name, the group announced that it will open 10 new hotels across Türkiye within two months, marking one of the fastest growth periods in its history.

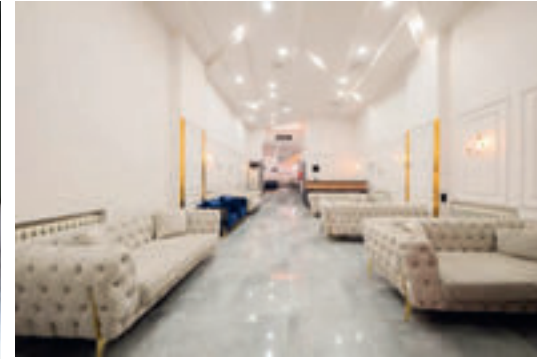
ACCORDING TO THE STATEMENT, THE NEW OPENINGS WILL INCLUDE:

Park Dedeman Van, Park Dedeman Şişli, Park Dedeman Midyat, Remida Managed by Dedeman Çanakkale, Park Dedeman Konya, Park Dedeman İzmir, Rest & More by Dedeman Sky Tower Bursa, Park Dedeman Bursa, Şeref Han Konağı Managed by Dedeman Kütahya, and Rest by Dedeman Sapanca. Each property aims to address diverse guest needs and travel expectations. Dedeman Hospitality Chairman Ergün



Demiray shared insights into the group's strategy: "At Dedeman, we have always trusted in Türkiye's tourism potential and its tradition of hospitality. Every step we take combines the strength of our heritage with the demands of the modern era. Growth for us is not a speed race, but a journey that requires taking the right steps at the right time." Demiray added that Dedeman's goal is to offer experiences catering to every age and expectation while maintaining

consistent quality and sustainable expansion. "Our mission under Dedeman Hospitality is to carry Turkish hospitality into the future with a modern approach and represent it proudly both at home and abroad," he said. With nearly 60 years of history, Dedeman Hospitality remains one of the key pillars of Türkiye's hospitality industry and continues to expand rapidly with new investments and partnerships.





Which Tourism Routes Will Be Popular in 2026?

Eda Özsoy Onaran, Marketing Director at Prontotour, shared insights on the travel routes expected to attract attention in the 2026 season. Packages to Italy, Central Europe, the Balkans, Spain, and Egypt are anticipated to remain popular.

Onaran noted: "As every year, packages to Italy, Central Europe, the Balkans, Spain, and Egypt continue to draw interest. Visa-free overseas beach holidays, Sharm el Sheikh in Egypt, and Budva in the Balkans remain favorites. Next year, Hurghada is expected to gain more attention. In the Middle East, Dubai and the rising star Qatar will continue to be in demand. Dubai, with its shopping, entertainment, and beaches, as well as attractions like Legoland, roller coasters, and water parks, will reach its peak for families with children in 2026. "We are developing Saudi Arabia not just for Hajj and Umrah travel but also for its sea and cultural tourism, focusing on the Red Sea and Al'Ula. In 2025, Maldives and Zanzibar packages were highly popular. In 2026, interest will continue, and destinations like Mauritius, Seychelles, and Sri Lanka will be among the preferred choices. Long-haul destinations, Asia and America tours, will still be on the radar for domestic travelers. Japan, which gained popularity in 2025, will continue to be in demand in 2026. Other options include Thailand, Vietnam, and South Korea. Another



Eda Özsoy Onaran, Marketing Director at Prontotour

rising star in 2026 will be Moldova, added to the list of must-visit countries."

INTRODUCING THE "PRONTO BLU" CONCEPT

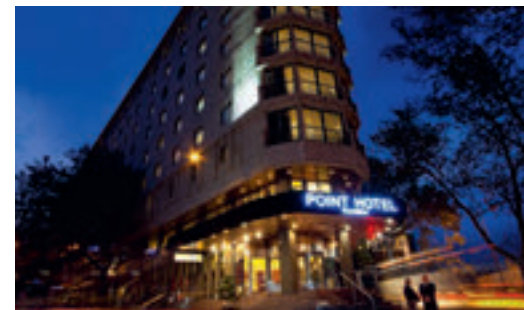
Onaran also announced the launch of Pronto Blu, a new umbrella for Prontotour's tours:

"For 32 years, we have operated with a strong team and expert guides. With Pronto Blu, we aim to showcase tours that carry the Prontotour signature, maintaining our quality in mass tourism

while offering a wide range of options. Joint tours involving guests from different channels are also part of our sales network, and we are selective in this regard. Guests requested a way to distinguish Prontotour's own tours, so we created this separate category under the blue-themed Pronto Blu logo, emphasizing trust. Essentially, we have now unified our past efforts under a clear concept. In 2026, travel packages carrying the Prontotour signature will be seen under the Pronto Blu umbrella."



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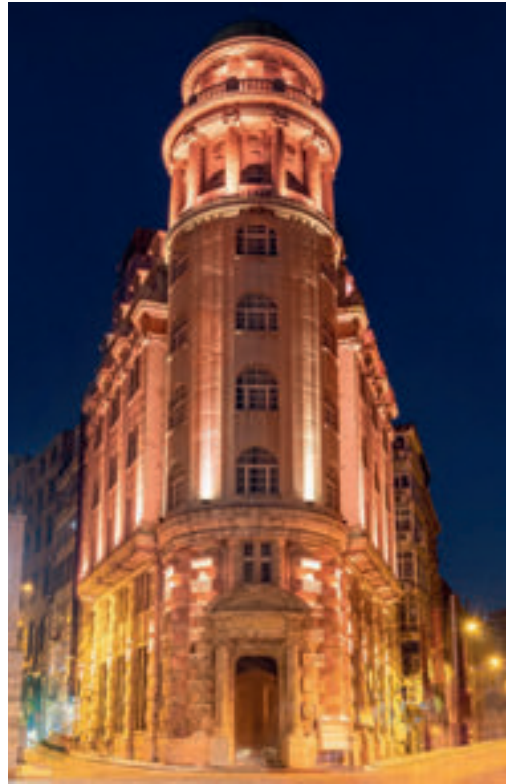
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AUTOGRAPH COLLECTION HOTELS RAISE ACCOMMODATION STANDARDS IN SIRKECI

Orientbank İstanbul Autograph Collection and Orient Occident Autograph Collection hotels operate with Roof Mezzopotamia for dining and Gregor Jazz Club for entertainment. Managed by AYS Academia, these hotels bring a new dimension to luxury accommodation, elevating the standard of stays in the Sirkeci district.



Executives from AYS Academia shared insights about the company's operations, goals, and vision, highlighting the hotels' contribution to Istanbul's hospitality scene.

ENGİN ERYILMAZ: CHAIN BRANDS NOW REQUIRE OPERATOR LICENSES FOR FRANCHISES

Speaking at a meeting attended by AYS Academia Board Members Barış Çolak and Fırat Yıldırım along with General Manager Engin Eryılmaz, Eryılmaz noted that AYS officially holds an operator license from Marriott. He explained that international hotel chains now require an operator license to grant franchise rights. AYS Academia has the right to operate Marriott-branded hotels in Türkiye and Turkic republics. Eryılmaz emphasized: "The era of simply saying 'I will use this brand in my hotel' is over. For example, to obtain a franchise from Marriott, you must work with an operator approved by them."

BARIŞ ÇOLAK: OUR GOAL IS MAXIMUM GUEST SATISFACTION

AYS Academia Board Member Barış Çolak stated: "Our

goal is to maximize guest satisfaction. We have combined Turkish hospitality with Marriott's international standards. Most of our guests come from North America, followed by the UK, and we are now also present in the Chinese market."

FIRAT YILDIRAN: WE BROUGHT TWO SPECIAL HOTELS TO LIFE

Board Member Fırat Yıldırım shared that AYS Academia purchased two historic buildings to create the Orientbank Hotel İstanbul Autograph Collection and Orient Occident Hotel İstanbul Autograph Collection.

"Transforming an existing building into a hotel gives us great satisfaction. For Orientbank and Orient Occident to be preserved, they either needed to become museums or hotels. The process from acquisition to hotel conversion took 10 years. While investing in a different building might have yielded higher commercial returns, we chose this path with different priorities. These are iconic buildings that preserve the spirit of old Istanbul."



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FUN&SUN TARGETS 1.2 MILLION TOURISTS TO TÜRKİYE IN 2026

Russian tour operator FUN&SUN plans to bring 1.2 million visitors to Türkiye in 2026, according to the company's Türkiye General Manager, Oğuz Ergül.

"2025 Review and 2026 Expectations (Tour Operators)" during the Istanbul Tourism Fair, Oğuz Ergül, general Manager of FUN&SUN Türkiye, emphasized the importance of early bookings, market analysis, and close cooperation between hoteliers and tour operators. Ergül highlighted that Türkiye's tourism sector must learn from 2024 and 2025 in order to secure a stronger early booking season for 2026. Stressing the strategic value of the Russian market, he noted that hoteliers need to closely monitor market dynamics, customer preferences, and purchasing power. "Despite the challenges we face every year, Turkish tourism professionals deliver the best tourism service in the world," Ergül said, pointing out that while European destinations struggled during the pandemic, Türkiye's industry has built resilience through decades of adapting to crises.

2025: A CHALLENGING YEAR, BUT 1 MILLION VISITORS REACHED

FUN&SUN, which operates primarily in Antalya, will close 2025 with around one million visitors, Ergül confirmed. However, he described 2025 as "a year that fell short of overall expectations for Turkish tourism." The company mitigated difficulties in the Russian market — strained by war and limited airline operations — by preparing for strong early bookings. "We secured nearly 40% more early reservations than expected. By anticipating a weak summer until July,



we acted early with promotions and discounts, which helped us ease the pressure," he explained. Ergül also addressed the economic challenges facing Türkiye's hospitality industry. "In the past two years, foreign exchange rose by 20%, while hotel operating costs surged by 55%. This has seriously disrupted budget and revenue balance for hoteliers," he said. He urged stakeholders to analyze not only local competition but also pricing trends in rival destinations.

ANTALYA'S DEPENDENCE ON CHARTER FLIGHTS

Calling Antalya the world's largest charter destination, Ergül underscored its reliance on tour operators. "Unlike Spain or Italy, where airlines operate scheduled flights from major European markets every 15 minutes, Antalya's growth depends heavily on tour operators who take financial risks with charter flights," he noted. He added that while European tour operators often shift capacity to more profitable markets, Russian tour operators remain strongly committed to Türkiye, particularly Antalya and the Aegean. "Even during the pandemic, Russia remained Türkiye's most reliable

market, withdrawing only after the 2015 plane crisis," Ergül reminded.

GROWTH PLANS FOR 2026

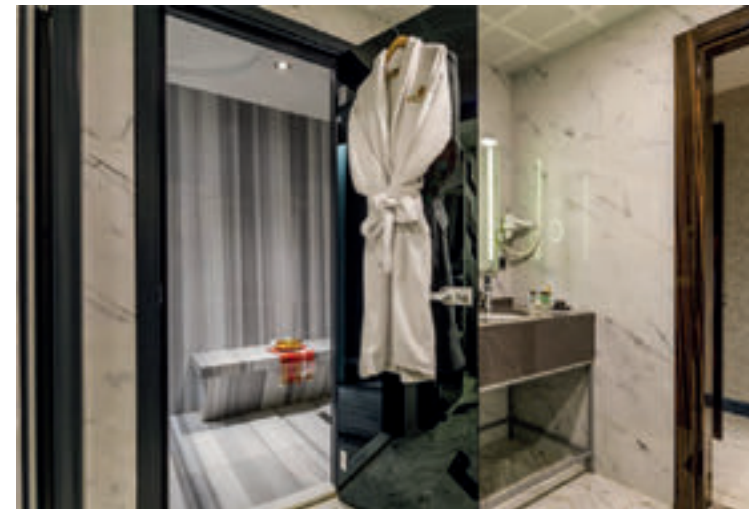
Looking ahead, FUN&SUN is optimistic. The company launched its 2026 early booking campaign in July 2025 and saw record interest. As a result, it has set a growth target of 25–30%, aiming to bring between 1.2 and 1.25 million tourists to Türkiye. While maintaining a strong focus on coastal destinations, the company also plans to expand in Istanbul. "Istanbul is a global capital for culture, art, and gastronomy. We have opened an office there and are working to grow the city's presence in the Russian market," Ergül said.

COLLABORATION BETWEEN HOTELIERS AND TOUR OPERATORS

Ergül concluded by stressing the shared responsibility between tour operators and hoteliers. "The burden falls more on hoteliers than on operators. If they analyze the season carefully, maintain close contact with us, and work together, we can overcome challenges — just as we managed this difficult summer," he said.



TIME TO DISCOVER





26 HOTELS FROM TÜRKİYE FEATURED IN THE MICHELIN GUIDE

On the Global Michelin Key List, which assessed over 7,000 hotels worldwide, 26 hotels from Türkiye were included.

Long recognized as an international benchmark in gastronomy, Michelin now aims to establish a similar authority in accommodation. The first Global Michelin Key List, created through inspections of more than 7,000 hotels worldwide, features 26 Turkish hotels. The list evaluates hotels not only by luxury category but also by the unique experiences, exceptional service, and distinctive character they provide to guests. Turkish Hotels on the Global Michelin

3 Michelin Key

• Four Seasons Hotel Istanbul / Sultanahmet, İstanbul

2 Michelin Key

• Museum Hotel, Nevşehir
• Argos in Cappadocia, Nevşehir
• The Peninsula Istanbul, İstanbul

1 Michelin Key

• Hezen Cave Hotel, Nevşehir
• Amanruya, Bodrum-Muğla
• AJWA Sultanahmet, İstanbul



- Allium Bodrum Resort & Spa, Bodrum-Muğla
- Ariana Sustainable Luxury Lodge, Nevşehir
- Ahâma, Fethiye-Muğla
- Alavya, Alaçatı-İzmir
- The Bank Hotel Istanbul, İstanbul
- Six Senses Kaplankaya, Akbük-Aydın
- Warehouse By The Stay, Alaçatı-İzmir
- Ecole St. Pierre Hotel, İstanbul
- D Maris Bay, Marmaris-Muğla
- Vakko Hotel Sumahan Bosphorus, İstanbul
- Four Seasons Hotel Istanbul at the Bosphorus, İstanbul
- The St. Regis Istanbul, İstanbul
- Casa Lavanda Boutique Hotel, İstanbul
- Six Senses Kocatas Mansions, İstanbul
- Mandarin Oriental Bodrum, Bodrum-Muğla
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Özkaymak Marina Hotel Welcomes Guests with a Fresh Look

Located in one of Kemer's most popular holiday destinations and right by the sea, Özkaymak Marina Hotel, a long-standing brand in Türkiye's tourism sector, completed a comprehensive renovation in 2024 and started the 2025 season with a modern, stylish, and comfortable new look.

Metin Peltek, Sales Coordinator at Özkaymak Hotels, stated: "With this comprehensive transformation, both our facilities and service approach have been updated, embracing a new-generation vacation concept. We trust in the dynamics of Kemer tourism. Through our renovations and the support of our guests, we have seen how successful this initiative has been for Turkish tourism."

OFFERING A QUALITY VACATION

Bilgay Boran, General Manager of Özkaymak Marina Hotel, added: "The renovation of our hotel, located in one of Kemer's most beautiful spots, is not just a physical update—it also reflects an evolution in our service approach. Architectural design has been modernized, while spa and fitness areas were made more functional and serene. Outdoor spaces,



Metin Peltek,
Sales Coordinator at
Özkaymak Hotels

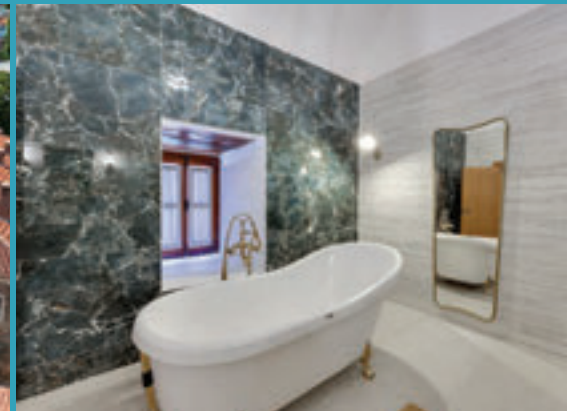
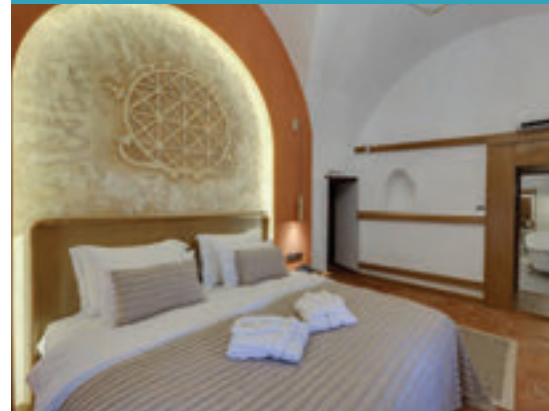
landscaping, and seating areas have been redesigned for better guest experience. Our goal in this new era is simple: to provide only a high-quality vacation." Özkaymak Marina Hotel is centrally



Bilgay Boran,
General Manager
of Özkaymak
Marina Hotel

located in Kemer, within walking distance to the marina and neighboring Ay Işığ Park. Its private beach offers guests a calm and exclusive seaside experience in the clear waters of the Mediterranean.

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B2B NETWORKING EVENT 2026

10-11 September Rixos Tersane İstanbul



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 **Cruise Line Companies**

 **National and Regional Tourism Offices**

 **International Hotel Chains**

 **Insurance Companies**

 **B2B Platforms Marketplace Partners**

 **Travel Technology and Software Solutions**

 **Car Rental & Transportation Companies**

 **Shopping Retailer Brands (Department Store & Outlet)**

 **Airport Ground Handling Services**

 **General Sales Agents & Representatives (GSA)**

GLOBEMEETS B2B NETWORKING EVENT 2026

10-11 September Rixos Tersane İstanbul



AVIATION ROOTS, TOURISM WINGS



Can an aviation-minded company land as smoothly in the competitive world of tourism as it does on a runway? Corendon Tourism Group thinks that in the garden of one of their hotels, a full-size Boeing 747 parked among the trees makes the case that it can!

ORKUN BULUT

The story begins in 1997, when two longtime friends — Atılay Uslu, who had built a reputation in aviation operations, and Yıldıray Karaer, whose expertise was steeped in travel agencies and guest hospitality — founded Corendon Tourism Group in Amsterdam. What started as a tour operator expanded into aviation in the early 2000s, with the company's first Eindhoven-Istanbul flight marking Corendon Airlines' debut roughly two decades ago. That dual DNA, airline precision mixed with hospitality clever, would later spark one of Europe's most eye-catching hotel concepts, a retired jumbo jet transformed into an open-air landmark.

FROM SCHIPHOL'S RUNWAYS TO A HOTEL LAWN

When Dutch flag carrier KLM prepared to retire one of its iconic Boeing 747-400 jumbos, Corendon seized the opportunity. The aircraft, measuring 71 meters (233 feet) in length and 19 meters (62 feet) in width, was acquired intact, no easy feat for a structure that usually must be dismantled for transport. In early 2019, the plane made a 12-kilometer (7-mile) overland journey from Amsterdam's Schiphol Airport to the Corendon Plaza Hotel in nearby Badhoevedorp. Moving the 160-ton jet required months of planning with local authorities and three consecutive nights of carefully choreographed logistics. Each night, the convoy inched forward for about five hours at walking speed, crossing highways, bridges and even temporarily lifted power lines. Two hundred engineers and rigging specialists coordinated the move, which Dutch television covered live. Corendon officials said the operation alone cost more than 500,000 euros. Today, the aircraft rests in the hotel's garden as if poised for take-off.

Beyond being a photogenic icon, it serves as a marketing beacon linking Corendon's two worlds: aviation and hospitality. Guests can walk beneath the wings, attend guided tours, or book special events inside the fuselage. To celebrate the project, Dutch tattoo-artist-turned-painter Lieuwe van Gogh was commissioned to design an exterior mural. The artwork in bold



lines and cobalt blues depicts themes of travel and freedom, making the Corendon 747 arguably the first retired jetliner in the world to wear a full-scale tattoo-style illustration. The jumbo's success reshaped Corendon's view of what hotel amenities could be. Sensing visitors' fascination with aviation nostalgia, the company later introduced a "737 Suite"

at its Corendon City Hotel Amsterdam New West property, a guest room whose interior replicates a narrow-body aircraft cabin complete with cockpit-style controls. The novelty proved so popular that the suite is often booked months in advance.

HH AVIATION MEETS HOSPITALITY

For industry analysts, the Corendon case shows that an airline's operational know-how can cross-pollinate with tourism branding. By turning an engineering challenge into a public spectacle and by offering immersive aviation-themed stays, the group has crafted a narrative that differentiates it from standard city hotels. As Uslu has noted in past interviews, "A plane in the garden tells our story better than any billboard." In an era when travelers increasingly seek "experiences" rather than just beds, the sight of a gleaming white jumbo jet parked amid a four-star property may be Corendon's ultimate calling card — a reminder that sometimes the most memorable check-in begins on the tarmac.



GLOBEMEETS BECOMES THE MEETING POINT OF GLOBAL TOURISM

The third edition of GlobeMeets B2B Networking Event, one of the most prestigious B2B gatherings in Türkiye and the region, concluded with high participation and strong interest at Rixos Tersane İstanbul.

As one of the world's leading B2B tourism events, GlobeMeets brought together 200 DMCs representing 60 countries with travel agencies from over 40 cities in Türkiye and 20 other countries over the course of two days. The opening of this year's third GlobeMeets B2B Networking Event was attended by Adil Karaismailoğlu, Chairman of the Public Works, Zoning, Transport, and Tourism Commission of the Grand National Assembly of Türkiye, Firuz Bağlıkaya, President of TÜRSAB, and numerous consuls general from various countries.

Hüseyin Kurt, Founder of GlobeMeets, said: "What began as a dream three years ago has now become a global meeting center for tourism, travel, and business trips. This achievement is not mine alone—it belongs to everyone who believed in me, walked alongside me, and supported me. This year, our organization grew by 20% compared to last year. But we know very well that this event could easily have grown 100%. The 200-table setup was fully booked by the end of March, and from April onwards, we had to turn away 3 to 7 tables each week. This shows that GlobeMeets is no longer just an event; it has become one

of the largest B2B networking gatherings in the world. This success belongs to all of us—it is the success of a big family."

OUR GOAL IS NOT MORE GROWTH, BUT MORE VALUE

Kurt emphasized: "GlobeMeets will never turn into a trade fair; it will continue to grow as a global B2B networking event. For us, the issue is not more growth—it is creating more value! GlobeMeets will remain boutique, intimate, and special. And I am announcing here for the first time: next year, on the same dates, it will take place here again, in this very hall."



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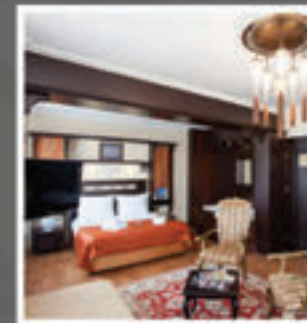


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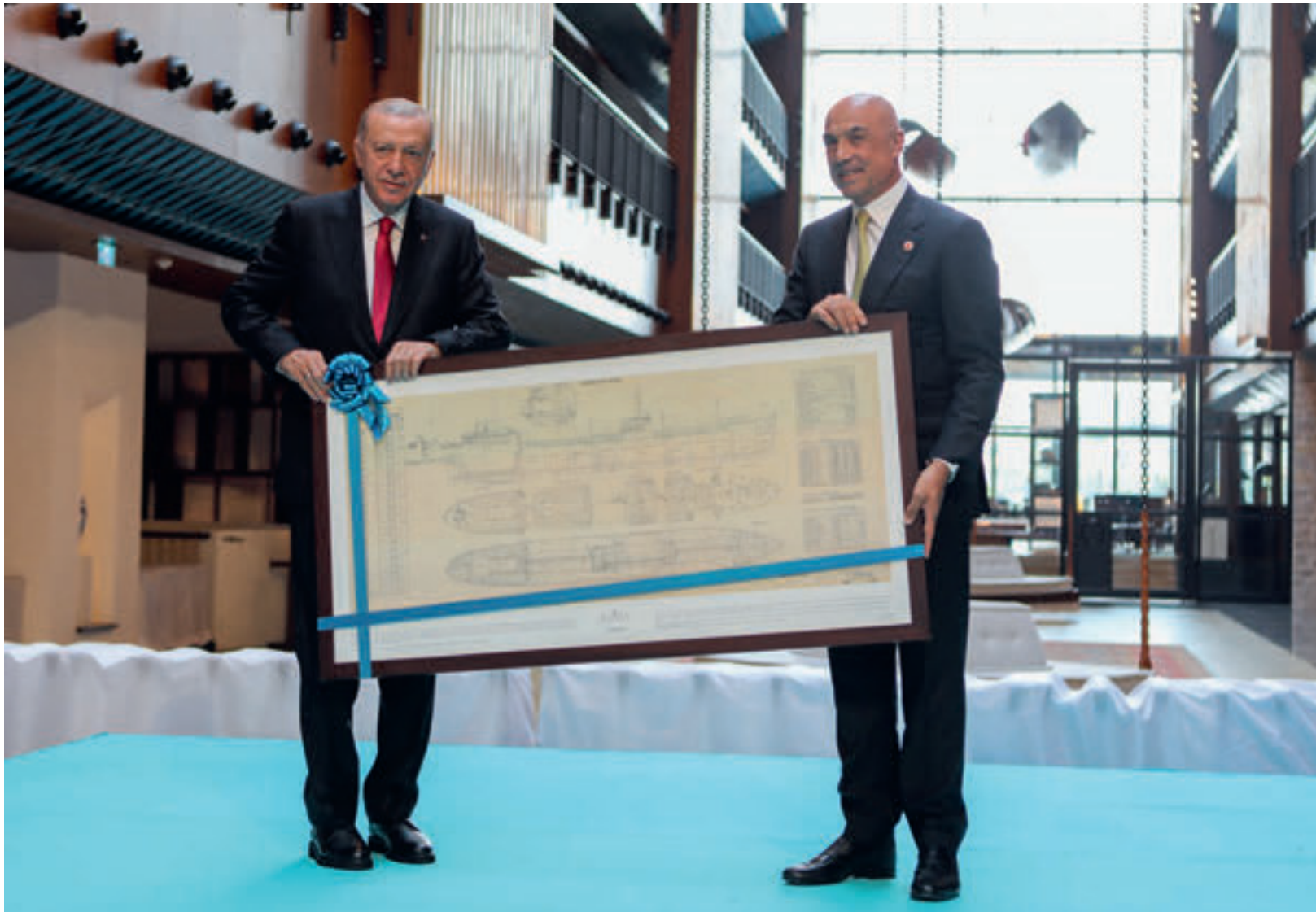


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FETTAH TAMİNCE: TÜRKİYE CAN'T COMPETE ON CHEAP TOURISM ANYMORE

Rixos Hotels Chairman Fettah Tamince said that Türkiye can no longer return to cheap prices in tourism. "Time to plan the future differently" Rixos Chief says.



2025 is proving to be a difficult year for the tourism sector, according to Rixos Hotels Chairman Fettah Tamince. Speaking to Güzem Yılmaz Ertem, Tamince said Türkiye has entered a "maturity phase" in tourism and is following a trajectory similar to other Mediterranean destinations.

IT'S NOT REALISTIC TO BE CHEAP AGAIN

Rixos Chief Tamince stressed that Türkiye should no longer focus solely

on maximizing visitor numbers. "Yes, inflation is high, costs have risen, and prices have gone up. But Türkiye is no longer a country that can simply aim for 60 or 70 million tourists. From now on, we need more qualified visitors — travelers who spend more, who return, who see Türkiye at the same level as southern France, Italy or parts of Greece. Because we can't keep discounting. It's not realistic to take things back and make them cheap again," he said. Tourism in Türkiye, Tamince argued, comes with serious economic and environmental costs. "As you increase visitor numbers, you also pay a price — whether it's for infrastructure, roads, water shortages, air and sea pollution, or labor. Tourism is not free. Each visitor requires services that carry real costs, and those must be reflected accordingly," he explained.

TIME TO PLAN THE FUTURE DIFFERENTLY

Rising input costs over the past 2–3 years have put hoteliers under severe pressure, Tamince noted. "We cannot immediately pass all cost increases onto prices. The future requires a different approach: stronger branding, reaching higher-income groups, diversifying source markets. Right now, visitors are concentrated from certain regions, but the world is much bigger. We need to tap into that," he said, pointing to Rixos' own efforts to reposition its brand.

WE WORKED AS SUBCONTRACTORS FOR TOO LONG

Tamince acknowledged profitability challenges in the sector. "Our costs are rising faster than official inflation, and although we sell in foreign currency, margins are under pressure. For years we worked as subcontractors for global brands. Those who built strong brands can now sell their products at higher prices. Türkiye must follow the same path — otherwise relying on low costs alone is not sustainable," he warned.

On hotel pricing, Tamince argued that Türkiye remains competitive in its segment. "At Rixos Premium Belek, a night costs around €1,000. It isn't cheap, but for the same standard of service in Spain, Italy, the U.S. or Dubai, you would pay two to three times more. In Egypt, we can offer a similar concept for \$400. Pricing depends on market, audience, and location. The key now is not just filling rooms, but attracting the right segment of tourists, especially from Europe and the Gulf," he said.

CONSTRUCTION COSTS HAVE RISEN 601%

Explaining why profitability remains low despite record arrivals at Antalya Airport, Tamince highlighted soaring investment costs. "Previously, building a hotel room in Antalya was one-third the cost of southern France or Dubai. Today costs are almost equal.

Construction costs have risen by as much as 601%. This pushes the return-on-investment period to 8–10 years, which reduces investor appetite," he noted.

LARGE-SCALE INVESTMENT APPETITE IS LIMITED

Türkiye's economic environment, Tamince said, also discourages major new investments. "Everyone is paying a price in the current economy. Monetary policy remains tight, which restricts access to financing. Even if interest rates fall, accessing affordable credit will not be easy. At current commercial loan costs of 40–45%, planning major investments is very difficult. I expect some easing in the second half of 2026, but until then, appetite for large-scale projects will remain limited," he commented.

10,000 JOBS TO BE CREATED AT TERSANE İSTANBUL

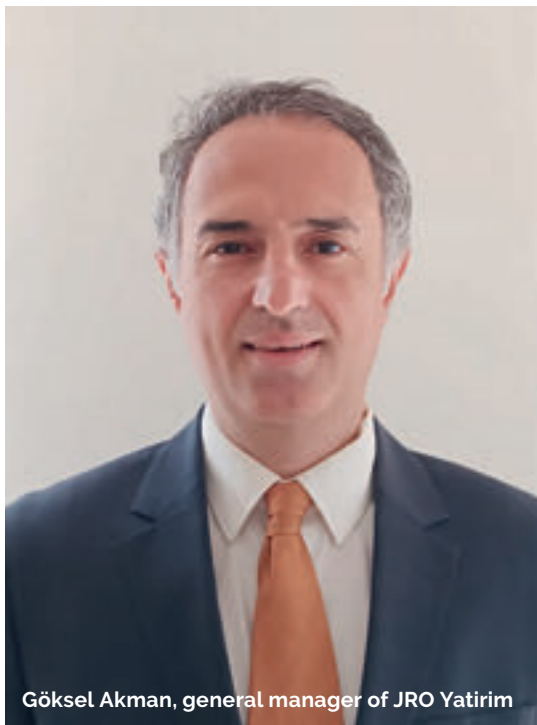
Tamince also discussed the group's landmark project, Tersane İstanbul. "The site will include a Rixos hotel, another under the famous American brand Delano, and our own new brand Aliee, which we expect to make a global impact. Alongside these hotels, there will be apartments, retail units, and museums. When completed, the project will employ nearly 10,000 people. It will be one of the largest real estate developments in the world," he said.



Murat Göktuğ Aksu, chairman of JRO Yatirim

‘Türkiye profitable destination for global hotel investors’

Türkiye has become one of the most accessible and profitable destinations for global hotel investors as the country’s tourism sector shifts toward a high-efficiency model focused on renovation, branding and resale, according to a leading investment firm.



Göksel Akman, general manager of JRO Yatirim

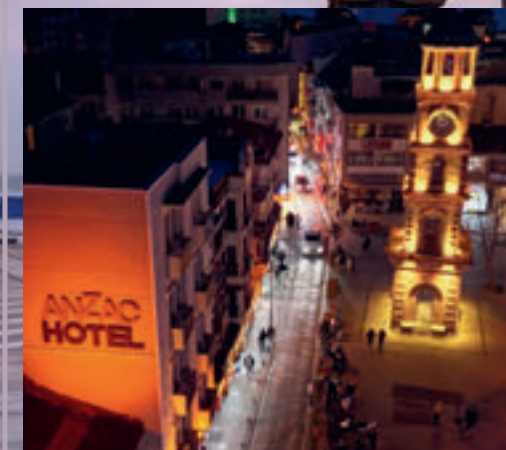
“Not only buying hotels, but also renovating, branding and then reselling them at a higher value is now a much more attractive and profitable model for investors,” said Murat Göktuğ Aksu, chairman of JRO Yatirim, the parent company of SellYourHotel.com and OteliniSat.com. Göksel Akman, general manager of JRO Yatirim, said Türkiye offers opportunities for investors at all scales, from boutique hotel concepts to rental-generating projects, catering to both large investment funds and individual buyers. Despite the negative impacts of global economic challenges and regional conflicts, including the Russia-Ukraine war and Israel-Iran tensions, Türkiye

has seen increased interest from global investors seeking to capitalize on tourism sector assets, Aksu noted. The company’s statement also highlighted that Türkiye has emerged as a top tourism destination amid the global recovery in travel, ranking fourth worldwide with more than 62.2 million visitors as of 2024. Investment demand remains strong along Türkiye’s Mediterranean and Aegean coasts, where an extended tourism season, robust infrastructure and government incentives continue to attract global interest. Opportunities range from five-star holiday resorts to city accommodation projects, as well as investments in health, sports and cultural tourism sectors.

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The L'Collection Model

The tourism industry is evolving faster than ever due to global economic fluctuations, changing guest profiles, and digital transformation. In this process, for investors, the priority is no longer just “opening a hotel,” but turning that facility into a sustainable, profitable business with high brand value.

At this point, L'Collection Hotel Management Consulting assumes the role of a “strategic solution partner” that goes beyond traditional operations, bringing a professional management model to the hospitality sector. From the earliest stages of investment—financial analysis and architectural planning to operational structuring and sales-marketing strategies—the company provides consultancy throughout all phases, ensuring that hotel projects are built on solid foundations. This system, customized according to the dynamics of each property, provides investors with both financial stability and long-term brand value.

THE FIRST STEP IN INVESTMENT: PROPER PLANNING BEGINS WITH THE RIGHT FINANCIAL STRUCTURE

At the core of L'Collection's management philosophy lies the principle that every investment must “begin with proper analysis.”



Muhammet Cüntay,
Chairman of the Board, L'Collection

The success of a hotel investment is not determined merely by its location or architectural appeal, but by the integrated planning of financial feasibility, target audience, regional demand potential, and marketing strategy.

For this reason, the consulting

process enables investors to use their resources efficiently and avoid misallocations that lead to wasted capital.

The L'Collection team conducts detailed analyses based on the location and scale of each project to determine how much of the

investment can be financed by the investor's own capital, what level of external funding is needed, and the expected return-on-investment period. This approach protects investors from short-term risks while ensuring long-term financial sustainability. The main reason many hotels fail is superficial analysis in feasibility reports. However, L'Collection supports every step of the investment with concrete data, providing significant advantages in both cost and time.

OPERATIONAL EXCELLENCE THROUGH PROFESSIONAL MANAGEMENT

For a hotel to succeed in the long run, being a good facility is not enough—it must also be managed well.

L'Collection implements professional management systems in every operational layer of the facilities it consults. These systems cover everything from departmental structures and staff selection to revenue management and supply chain planning.

Hotel management is not just about maintaining daily operations; it requires a management mindset that increases efficiency, balances costs, standardizes service quality, and maximizes guest satisfaction. L'Collection continuously monitors both operational and financial performance through customized control mechanisms for each property. In this way, hotels minimize unnecessary expenses while achieving growth through revenue-boosting strategies. Especially in the post-pandemic period, evolving guest expectations, contactless service applications, and digital operational tools have made professional consultancy indispensable in hotel management.

In this transformation, L'Collection has distinguished itself by embracing digitalization not merely as a technological upgrade, but as a management philosophy.

BRAND VALUE AND MARKETING: TELLING THE HOTEL'S STORY RIGHT

In today's hospitality industry, a brand is not merely a name or logo; it reflects the emotional connection with guests, the quality of service, and the perception of trust.

L'Collection builds branding processes in perfect harmony with the identity of each property it advises.

This includes target market analysis, price positioning, digital visibility, sales channel strategy, and social media management—all handled within an integrated structure.

Believing that every property has its own unique “story,” the L'Collection team aims to convey that story to target markets through the right strategy.



For instance, while city hotels focus on experience-oriented campaigns targeting business travelers, resort hotels emphasize guest loyalty and vacation experiences.

Thus, each property enters the branding process while maintaining its own character, securing a lasting position in the market.

SUSTAINABILITY, DIGITAL TRANSFORMATION, AND THE NEW GUEST PROFILE

Modern hospitality today is shaped not only by accommodation but also by environmental, social, and digital

sustainability principles. Guests increasingly prefer establishments that are eco-conscious, energy-efficient, and respectful of local values.

L'Collection establishes this understanding as a standard in the properties it manages—implementing energy management systems, waste reduction plans, and digital process optimizations that set them apart. Furthermore, the new generation of guests seeks personalized experiences, easy accessibility, and digital interaction.

Therefore, the L'Collection consulting model strengthens guest relations through data-driven decision-making systems and digital CRM tools. Creating a “valuable-feeling experience” at every touchpoint has become the strongest competitive advantage in modern hospitality.

THE IMPORTANCE OF THE CONSULTING MODEL IN THE FUTURE OF TURKISH TOURISM

Türkiye, with its accommodation capacity, natural resources, and geographical advantages, is one of the world's leading tourism destinations. However, sustainable growth now depends not only on investment volume but also on professional management and the right strategic vision.

L'Collection Hotel Management Consulting, operating with this awareness, aims both to guide investors correctly and to elevate the overall quality of service in the industry.

In a tourism sector where every crisis brings new opportunities, professional consultancy is no longer a choice but a necessity.

L'Collection stands at the center of this transformation, bringing an international standard of vision to Turkish hospitality—uniting investment with strategy, management with efficiency, and service with brand value.





FOUR STRATEGIES FOR ISTANBUL'S CONGRESS TOURISM

A meeting hosted by Şekib Avdagiç, President of the Istanbul Chamber of Commerce (İTO), focused on strengthening İstanbul's position in the global congress market. During the meeting, stakeholders agreed to collaborate on four key areas to enhance the city's competitiveness in congress tourism.

MICE (Meetings, Incentives, Conferences, and Exhibitions) tourism stakeholders gathered under the leadership of Şekib Avdagiç and Bahadır Yaşık, İTO Board Member and Vice President of ICVB, to discuss initiatives aimed at increasing İstanbul's influence in the global congress sector. The four priority goals identified for boosting İstanbul's congress tourism are:

1. Establishing effective communication and system infrastructure to ensure coordination between public institutions and the private sector.
2. Encouraging public institutions to provide more active support within their areas of responsibility related to the congress sector.
3. Addressing issues with congress incentives through the support of relevant public institutions.
4. Ensuring İstanbul-focused communication in all congress sector projects.

STATEMENTS FROM THE LEADERS

İTO President Şekib Avdagiç stated: "Through public-private collaboration,

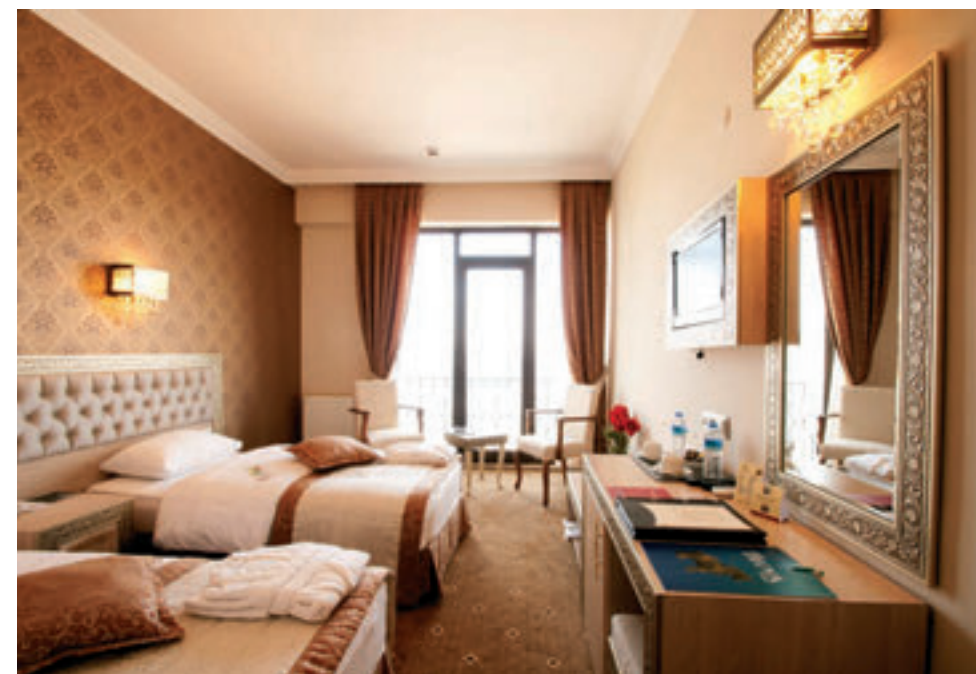
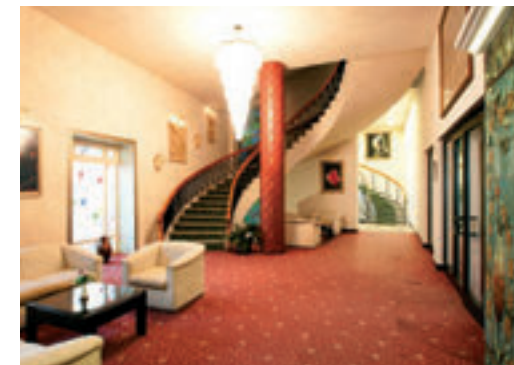


we shared ideas to increase the number of congresses in İstanbul, expand our share in the global market, and learn from strong examples in competitor destinations. This consultation, which included a broad participation from the Governorship to municipalities, sector associations, and tourism professionals, is a concrete demonstration of our determination to realize İstanbul's MICE potential. I thank all stakeholders for their contributions. Together, we will elevate İstanbul's

brand value." İTO Board Member and Vice President of TUGEV, Bahadır Yaşık, added: "We focused on increasing the number of large-scale international congresses coming to İstanbul and expanding our market share in global congress tourism. We also discussed how to address existing challenges through public collaboration. With the steps we will take, our goal is to strengthen the İstanbul brand and our congress sector together."



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We Shape Our Investments Based on Guest Feedback

Okan Küçükmustafa, General Manager of Nirvana Dolce Vita Hotel in Kemer Tekirova, stated:

"We have started collecting feedback for the 2026 tourism season. Our goal is to further improve services that our guests are satisfied with and to address areas they find lacking."

Küçükmustafa noted that the season started above expectations:

"Our hotels have been operating at 100% occupancy for about a month. We performed better than last year in both guest numbers and average rates. Demand is very high, particularly from Russia and Russian-speaking countries. In the domestic market, we also see a 5-10% increase compared to last year."

PRICES REACHING THEIR LIMIT

Addressing the impact of pricing on tourism, Küçükmustafa highlighted guest feedback: "Many guests say they love Türkiye, but now prices are stretching their budgets. Higher price

Okan Küçükmustafa, General Manager of Nirvana Dolce Vita Hotel in Kemer Tekirova



increases could challenge guests, leading to shorter stays. Guests who previously planned six-day vacations now prefer five days. Türkiye has reached its price limit."

CHANGING VACATION HABITS

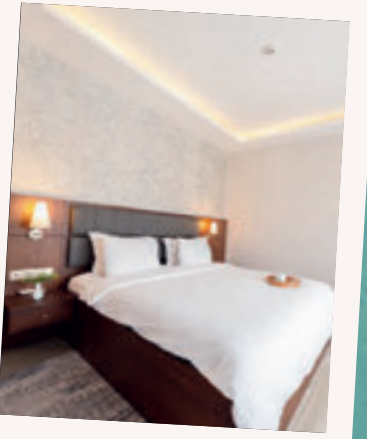
Küçükmustafa also noted a shift in holiday culture: "People in Türkiye now prefer spending vacations in hotels rather than at summer houses or visiting relatives. Inflation and price increases affect consumers, but guests are unwilling to compromise on quality. They continue to stay in hotels within the same segment, adjusting

their budgets by shortening their stay rather than lowering standards."

INVESTMENTS GUIDED BY GUEST FEEDBACK

Emphasizing the hotel's commitment to renewal and development, Küçükmustafa added: "At Nirvana Dolce Vita, we make annual investments based on guest feedback. This year, we renovated some rooms and improved service areas. We have now begun collecting feedback for 2026, focusing on enhancing services that delight our guests and improving any areas they find lacking."

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IN TOURISM, 'LUXURY' HAS GIVEN WAY TO 'ACCESSIBLE COMFORT'

Although Türkiye's tourism sector fell short of its targets during the high season, favorable weather has provided some optimism for hoteliers. M. Nihat Tümkaya, General Manager of Liberty Fabay in Fethiye, noted that the trend in tourism is shifting from luxury to "accessible comfort."

The tourism industry is the smokeless industry that brings foreign currency into Türkiye.

Following a rapid post-pandemic recovery, the sector is now facing a period in which suppressed exchange rates have reduced its price advantage compared to competitors. Regional conflicts have also negatively impacted tourism.

Regarding the claim that high prices of domestic facilities and international dining venues have kept local tourists away, leading to low occupancy rates, Tümkaya shared:

"Türkiye still offers services at approximately 15% lower prices compared to similar offerings in Europe. Our price-performance advantage remains strong. However, especially among fixed-income groups living in major cities, holiday planning is becoming more careful, and price-performance balance is increasingly important. The trend has shifted from luxury to 'accessible comfort.' At the same time, new comfort areas such as



M. Nihat Tümkaya, General Manager of Liberty Fabay in Fethiye

spaces suitable for work-life balance, digital work, and quiet environments are gaining attention from these guests. High-income guests are also targeted.

"At our hotel, we closely monitor this transformation. We offer flexible booking options, early reservation benefits, and special campaigns to meet guest expectations. Our aim is to provide both an economical and satisfying sustainable vacation experience."

SUGGESTIONS TO REVITALIZE FETHIYE TOURISM

Tümkaya emphasized that Fethiye, with its natural beauty, climate, and cultural richness, is one of Türkiye's most special regions. However, in terms of destination marketing, it still lacks sufficient promotion. He suggested that yacht tourism, nature walks, paragliding, gastronomy, and other experience-focused activities need to be organized and promoted internationally to attract more visitors.

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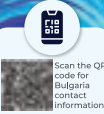
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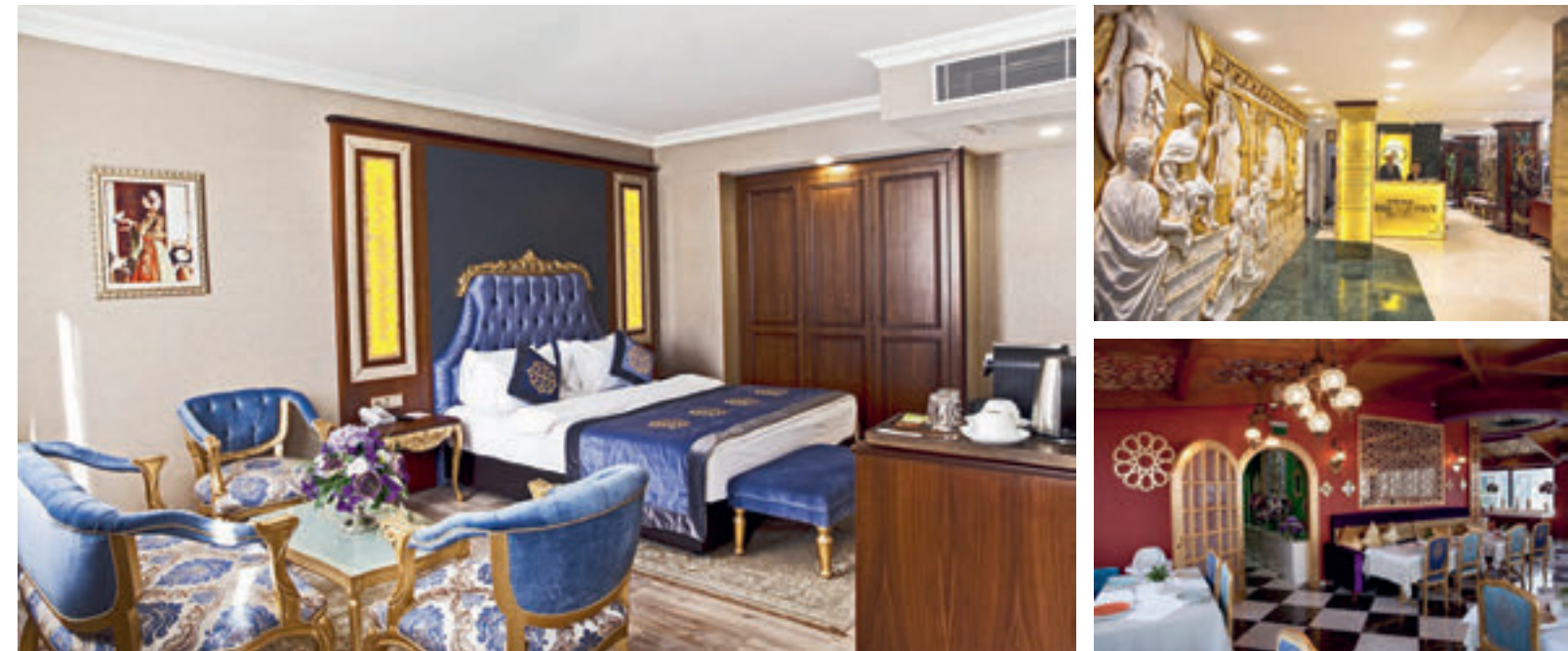
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ERCAN ÇEK: DESPITE ALL CRISES, TOURISM REMAINS STRONG

Ercan Çek, General Manager of Sirene Belek Hotel and Vice Chairman of POYD (Professional Hotel Managers Association), shared his assessment of the current developments in the tourism sector and the general course of the season.

Ercan Çek, General Manager of Sirene Belek Hotel and Vice Chairman of POYD



Çek emphasized that despite challenges, the 2025 season has been successful in many aspects, noting that the sector continues to add value to Türkiye's economy and employment.

HIGH EXPECTATIONS, YET ANOTHER SUCCESSFUL OUTCOME

Çek highlighted that the results achieved despite global crises are remarkable. He stated: "The season continues at full pace. Looking at the global context, I believe Antalya tourism, and therefore Türkiye tourism, is going through a very successful period. Why do I call it successful? The ongoing Russia-Ukraine war has persisted for years. Expectations were high that it might end this year, but it didn't. Additionally, global developments like

the Israel-Iran conflict occurred. Despite all these challenges, when we look at the numbers and occupancy rates today, the 2025 season shows a strong performance in both occupancy and revenue."

THE REAL ISSUE: EXCHANGE RATES AND COSTS

Çek noted that one of the sector's biggest challenges is the balance between foreign currency revenues and local costs: "Our revenues are in foreign currency, but our expenses are largely in Turkish Lira. This gap has widened significantly. There have been major increases in energy, water, and personnel costs, which affect profitability. Yet, despite all this, occupancy rates and demand remain strong. This demonstrates the resilience and strength of the sector."

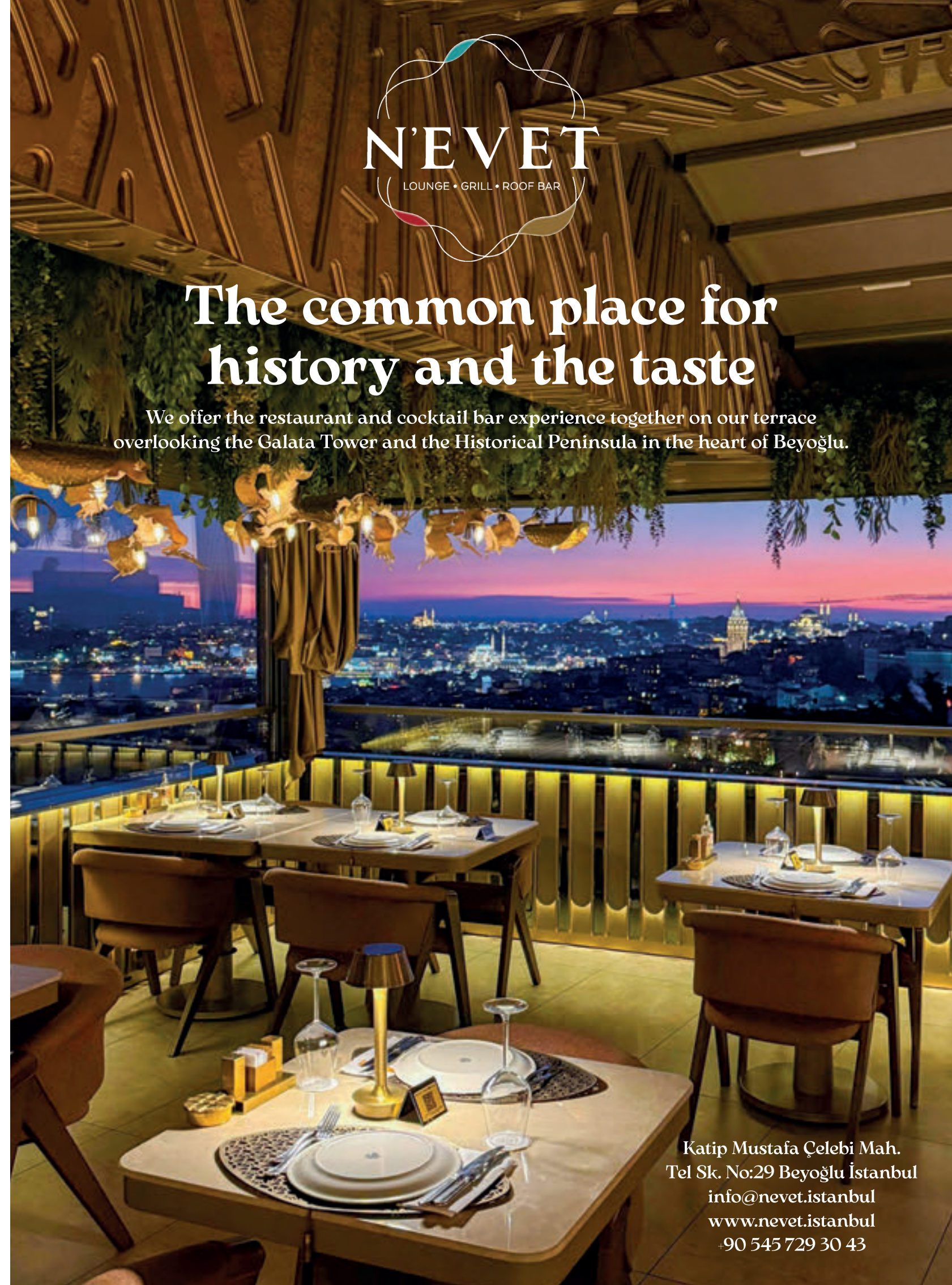
WE MUST NEVER LOSE CONFIDENCE IN TOURISM

Underlining the indispensable role of tourism in Türkiye's economy, Çek continued: "Tourism brings in hot money, contributes to employment, and is resilient against crises. That is why we should never give up on this sector. We have experienced a pandemic, wars, and global crises, yet we are still standing strong. As investors and professional managers, we must continue to invest in both facility quality and human resources. Enhancing service quality, strengthening infrastructure, and prioritizing education are essential. As these steps are taken, the tourism sector will always continue to contribute to our country and its workforce."



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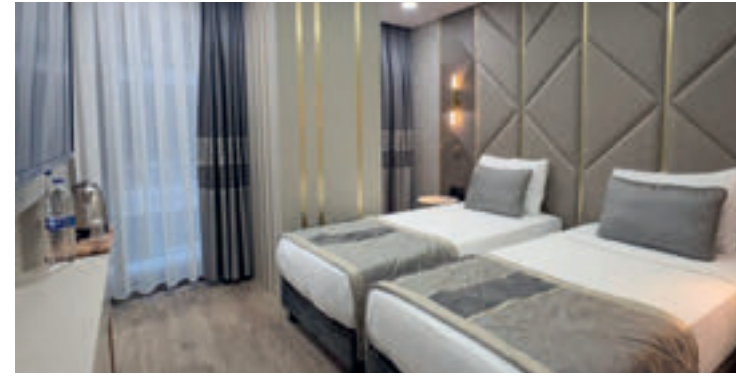
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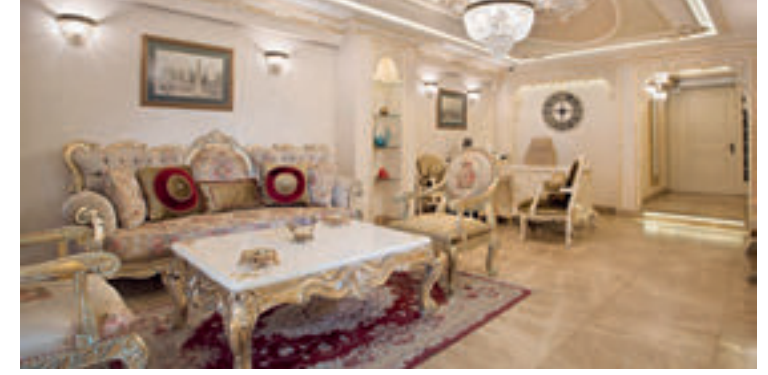
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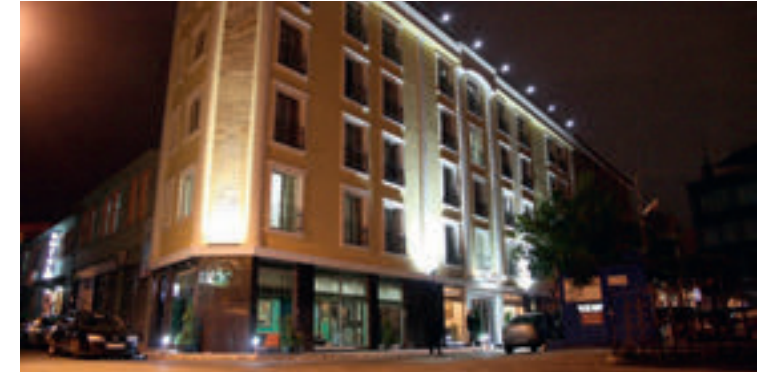
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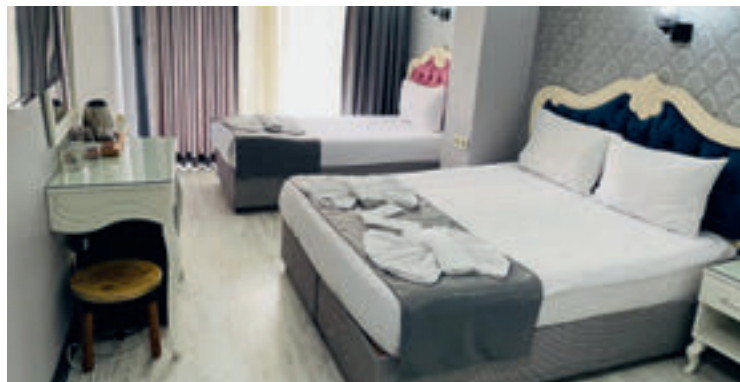
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CARIA LUXURY HOTEL SET TO MAKE A DIFFERENCE IN DALYAN

Always prioritizing trust and quality, Caria Turizm has added another successful accommodation investment to its portfolio by opening Caria Luxury Hotel in Dalyan, one of Muğla's most popular tourism destinations.

With its modern interpretation of luxury, this elegant property aims to offer guests an extraordinary holiday experience, standing out with its international-quality standards. Another Success from Caria Turizm Following the success of Nish Caria Hotel, one of the region's most notable venues, Ali Mürşit Yağmur, the founder of Caria Turizm, stated: "We are now bringing the high level of guest satisfaction we achieved at Nish Caria to Caria Luxury Hotel. We are excited to welcome our guests in our hotel, surrounded by nature and offering a calm, relaxing atmosphere, where everything has been prepared with great care and high standards."

HARMONY WITH DALYAN'S MAGNIFICENT BEAUTY

Surrounded by the unique natural landscapes of Dalyan, Caria Luxury



Ali Mürşit Yağmur

Hotel is located on the banks of the Dalyan River, facing the impressive view of the Kaunos Rock Tombs. Blending elegance with modern architecture, the hotel features a total of 46 rooms, ready to welcome its guests.

STANDING OUT WITH ITS STRATEGIC LOCATION

Beyond its fairy-tale scenery, Caria Luxury Hotel also distinguishes itself with its convenient accessibility. Guests can easily reach many popular nearby destinations: Dalaman Airport: 20 minutes, Göcek: 30 minutes, Fethiye: 70 km, Marmaris: 85 km, İztuzu Beach: only 10 minutes from the hotel

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Committed to providing uninterrupted service throughout the year, the hotel is designed to reflect Dalyan's stunning views, cultural richness, and deep-rooted history. Open in both summer and winter for those seeking a year-round getaway, Caria Luxury Hotel continues to offer its guests unique and memorable experiences in every season.



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GNC Hospitality's journey began in İstanbul. However, its vision quickly transcended borders. Today, its international portfolio spans Montenegro, Iraq, Azerbaijan, and North Macedonia, where globally branded hotels and residences reflect the company's rapid rise among leading global players.

Yet GNC Hospitality's role goes far beyond traditional consultancy. The firm develops market-driven hotel concepts, connects investors with the right international brands, and guarantees operational excellence through detailed feasibility studies and strategic planning.

BRAND INTEGRATION AND GLOBAL PARTNERSHIPS

In recent years, GNC Hospitality has forged valuable alliances with the world's most respected hotel chains including Hilton, Accor, Marriott, Radisson, Wyndham, IHG, and Hyatt. Acting not merely as an advisor but

as a strategic bridge between investors and global brands, GNC helps ensure that every project aligns with the most suitable brand and business model. This hands-on, results-oriented approach empowers hotels to achieve higher profitability, stronger brand equity, and long-term sustainability key ingredients for success in today's competitive hospitality landscape.

FROM YEŞİLÇAM TO MONTENEGRO: WHERE CULTURE MEETS CAPITAL

Among the company's most visionary projects stands the Yeşilçam Museum Hotel, rising from the nostalgic atmosphere of İstanbul's historic Erman Han. Designed as much more than a place to stay, this landmark project will immerse guests in the golden era of Turkish cinema, bringing a cultural icon to life under an international hotel brand.

In Montenegro, GNC Hospitality's

collaborations with major global brands such as Hilton, Radisson, and Marriott are breathing new energy into the region's tourism landscape. As the country moves closer to European Union membership, GNC's early, forward-looking initiatives demonstrate a deep understanding of emerging market potential and destination strategy.

FEASIBILITY AND OPERATIONAL EXCELLENCE

At the core of GNC Hospitality's success lies its analytical precision. The firm delivers comprehensive feasibility reports and 10-year P&L projections, ensuring that every development is backed by solid financial foundations and realistic growth expectations.

Through detailed cost analysis, operational reporting, and strategic brand alignment, GNC Hospitality

provides investors with a roadmap that extends well beyond construction and opening — guiding performance and profitability for years to come.

FOUNDER'S VISION NOTE

"Tourism and hospitality are no longer merely investments," summarises Orhan Genceli, Founder and Consultant of GNC Hospitality Management as his vision and follows as "They have evolved into cultural experiences, sustainable business models, and showcases of international collaboration. With this vision, we are preparing our investors for the future."

HE CONTINUES:

"For us, every hotel is not just a building — it's a story. When that story meets the right concept, the right brand, and the right investor, success naturally follows. Together, we are designing the future of tourism."





Hafız Mustafa 1864 Opens a New Branch at Tersane Istanbul

Hafız Mustafa 1864, one of Türkiye's most established brands with a 157-year history, has opened a new branch at Tersane Istanbul.

Founded in Istanbul in 1864 and known as one of Türkiye's first confectionery brands, Hafız Mustafa 1864 has opened its new store at Tersane Istanbul — a world-class project designed to bring together tourism, culture, and art. Offering over 200 different product varieties, the new

store becomes the 23rd branch of the iconic brand. The opening ceremony of Hafız Mustafa 1864's Tersane Istanbul branch was attended by former Manisa Governor Ahmet Deniz, Beyoğlu District Governor Abdullah Atakan Atasoy, Beykoz District Governor Fatih Ürkmezer, President of the Fatih Zoning

and Culture Association Naci Polat, Best Western Empire Palace Hotel Board Member Alihan Akkoç, and Hafız Mustafa 1864 Chairman of the Board Avni Ongurlar, together with board members Emre Ongurlar and Eren Ongurlar, who jointly cut the ribbon to officially inaugurate the store.



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Bodrum Golden Mausoleum Awards Celebrate Their First Edition

The Bodrum Golden Mausoleum Awards (BAM), organized for the first time this year by the Bodrum Promotion Foundation (BOTAV) to honor the artists, artisans, and value-creating figures of Bodrum, were presented at a spectacular ceremony.

Bringing together prominent names from the worlds of business, art, gastronomy, and tourism, the Bodrum Golden Mausoleum Awards celebrated individuals and institutions that preserve Bodrum's cultural heritage while placing sustainability and social impact at their core. The winners were selected by a distinguished jury of renowned experts from across Türkiye.

A VISION INSPIRED BY ONE OF THE SEVEN WONDERS OF THE ANCIENT WORLD

In his opening address, Tamer Mandalinci, Chairman of BOTAV and Mayor of Bodrum, remarked: "As BOTAV, we are proud to launch the Bodrum Golden Mausoleum Awards for the very first time. This ceremony will honor the many entrepreneurs, names, and distinguished individuals who have enriched Bodrum's life, culture, society, and economy over the years, celebrating them with a symbolic award that reflects the spirit of the Mausoleum. I truly believe that BOTAV's Board of Directors chose

the name "Golden Mausoleum" with a deeply meaningful intention. Perhaps one day, thanks to the people of Bodrum who continue to preserve and protect this land, this very ceremony will take place in front of the Mausoleum itself, and its rightful place and value will be restored to Bodrum. Indeed, this dream, this source of inspiration, and this starting point are what guide us. Benefit of Bodrum. In terms of sustainability, I am confident that the Bodrum Golden Mausoleum Awards will continue to exist for as long as Bodrum itself endures."

GOLDEN MAUSOLEUM AWARD WINNERS

Culture & Arts: Visual & Performing Arts / Events: Bodrum Municipality (Cultural and Historical Journey of Bodrum) Exhibition Spaces: İnspera Bodrum Art Center Hospitality. Concept / Thematic Hotel: Ruins Luxury Resort. Hotels with 60+ Rooms: Mandarin Oriental, Bodrum. Hotels with up to 60 Rooms: Churchill Gastronomy. Local Restaurants: Orfoz

Restaurant. International Restaurants: Roka. Chef-Driven Restaurants: Maça Kızı Maritime. Yacht Operators & Marine Services: Merhaba 1961. Marinas / Shipyard: Ağanlar Shipyard Marina. Yacht Manufacturer: Ege Yat. Outstanding Athlete Award: Aysu Türkoğlu.

NATURE & SUSTAINABILITY

Eco-Friendly & Sustainable Projects Preserving Bodrum's Natural Heritage: Yaveş Gari – Local Slow Food Movement.

ENTERTAINMENT

Nightclub: Marina Yacht Club Bodrum. Bar: Sips Barcelona. Cocktail Bar: Katip Cocktail Bar.

SOCIAL IMPACT

Community Benefit and Social Transformation Projects: Bodrum Yedigari – Value-Added Products from Geographically Indicated Bodrum Tangerines. Bodrum Life Foundation – Bodrum Life School. Bodrum Green – Pernod Ricard Türkiye.



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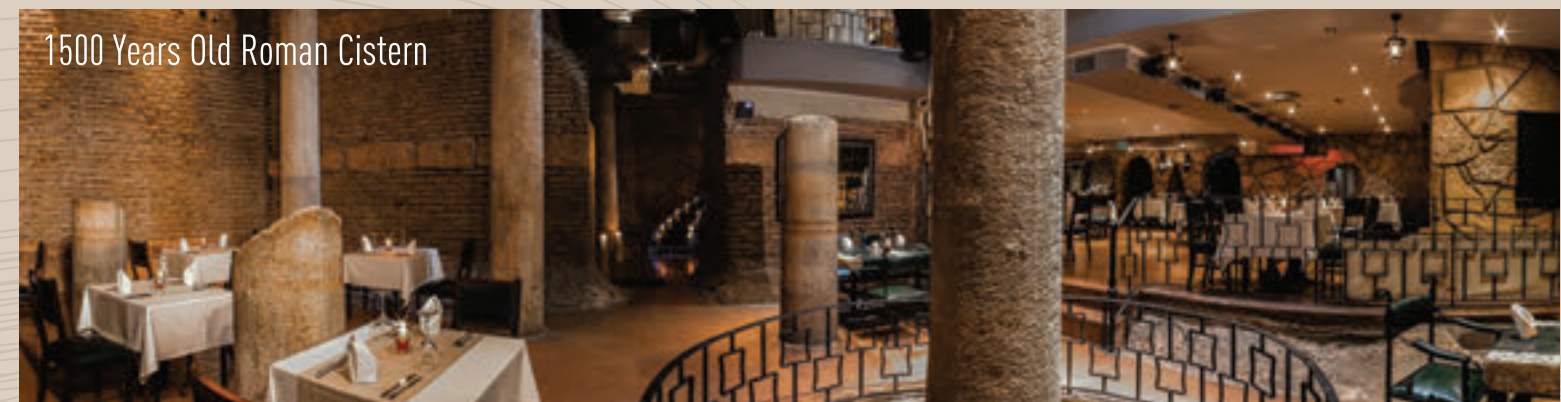


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