



INTERNATIONAL

March 2019

WE INSULATE THE GLOBE



Manufacturing excellence to fulfill all your insulation demand

Eskişehir
Production Facility



Çorlu
Production Facility



Our vision is to become a global brand by continuing to grow and expand...
The global economic environment is experiencing a slowdown due to many factors – ranging from production to consumption, natural resources to natural disasters. At present, it is impossible for the nations of the world to avoid the impact of these challenging conditions. The long, ongoing war in our neighboring region affects our country's economy more than it does the world economy. Despite these circumstances, the Turkish business world has strong reflexes when it comes to managing crises.

On the one hand, industrial enterprises push the limits in markets that are closed to them; on the other, they have become skilled in discovering new markets. At ODE, we made the strategic decision to set our sights on foreign markets five years earlier. Today, those who say the way out of this current economic bottleneck is through exports speak even more loudly. Yes, exporting is a solution, but only if you meet all the necessary requirements.

As I have shared with you earlier, ODE has recorded double digit growth over the last three years. During these times of reduced domestic consumption, ODE continues to expand via exports. Our export growth was over 30 percent. We are targeting similar growth for 2019. I take great pride in saying that, thanks to these efforts, ODE is Turkey's biggest exporter of insulation.

One critical point in exports is meeting varying expectations in different geographies. Industrial companies that set their sights on global markets must understand and fulfill local expectations, regardless of their sector. This is a production and management approach. ODE develops its new investments by addressing the demands of its customers unconditionally. ODE customizes, implements, and delivers its products for tough weather conditions within two weeks, demonstrating ODE's prowess in R&D.

A sharp focus on the customer during production, effective time management, and success in process management differentiate ODE from the competition. At the heart of this approach is our lean management and our flexible, successful decision-making. We have powerful stakeholders in our export markets. Our stakeholders say that our model of production, distribution, and application serves as a guide to them. With these strong ties, we learn together and nurture our common achievements. I would like to say once again, with conviction: ODE's stakeholders play a major role in ODE's success.

Aiming for excellence is a mission that has no end. That said, we do see strong results, which are a reward for our committed efforts. ODE is frequently selected as a solution partner for high profile projects in MENA, CIS, and Europe. These opportunities have already transformed us into a regional power. One of our strategic objectives is to be closer to our customers by investing in local markets. Our vision is for ODE to be a global brand in the insulation sector. With this ambitious goal in mind, we closely monitor market opportunities around the world.



Orhan Turan
ODE Chairman of the
Board of Directors

“
I would like to say
once again, with
conviction: ODE's
stakeholders play a
major role in ODE's
SUCCESS.
”

INTERNATIONAL

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Ceylin Akdemir
Marketing Director
ODE Insulation

Dear Readers,

As ODE gears up its operations and investments toward the vision of becoming a global brand in insulation, we greet you with the latest issue of International Magazine.

This issue features commentary by Erhan Özdemir, our Deputy General Director of Sales and Marketing, and Ozan Turan, our International Business Development Executive evaluating 2018 and the future; news of our overseas projects, and our products selected for use around the world; the visit made by the Kuwaiti project group to our production facility in Çorlu, Turkey; our seminar in Pakistan for architects, engineers, consultants, and contractors; international fairs where we participated; our dealers' meeting where we hosted our local and foreign dealers; and our Eskişehir manufacturing plant which won us the "Investment of the Year" award for our sector in Turkey.

I hope you enjoy our new issue of International Magazine, where you will find news about our company's investments, and the work we do as we move forward with our R&D capabilities, highly skilled human resources, foreign market success, and our lean corporate structure.

*Until we meet again in our next issue,
Sincerely yours,*

CONTENTS OF MARCH 2019

5

6 ODE NEWS

Insulation Seminar In Kuwait
Kuwaiti Project Group Visits ODE's Çorlu Production Facility
ODE Joins UK-Based Thermal Insulation Contractors Association
ODE Seminar In Pakistan Generates Great Interest
ODE Insulation Differentiates With Its High Quality Products At International Exhibitions
ODE Insulation Meets With Local And Foreign Dealers In Antalya
"Investment Of The Year" Award Goes To
ODE Insulation's Eskişehir Manufacturing Facility



17 OUR NEW PRODUCTS

Maximum Protection For Installations: R-FLEX ALU PIPE

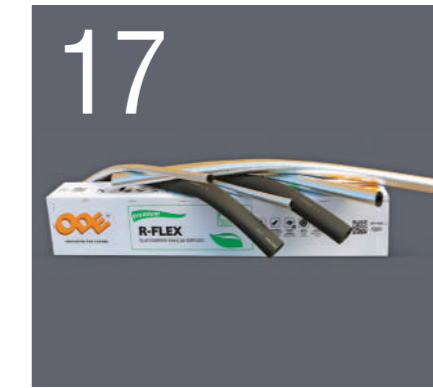
18 OUR PROJECTS

ODE Products Used For Lebanon's Largest Shopping Center
Chebab Marine Chooses ODE
ODE Selected By Two High Profile Projects In Italy
ODE Products Used To Construct Qatar Place Vendôme
ODE Products Used At Cristiano Ronaldo Museum in Portugal



22 ODE File

ODE Insulation International Business Development Executive, Ozan Turan: "In 2018, We Increased Our Exports more than 30 Percent On A US Dollar Basis."
ODE Deputy General Manager / Sales and Marketing Erhan Özdemir: A Breath Of Fresh Air For ODE
Britain Has Made Its Decision: 'BREXIT'



32 Technical Insulation

ODE Starflex Eco Acoustic Board "Environmentally Friendly Glass Wool Partition Board"
ODE Insulation Product Manager Of Membrane Group İler Kahraman: "We Are The Pioneering Leader In The Insulation Sector Thanks To Our Product Diversity And Innovations"
R&D ODE's Major Strength On Its Global Journey



38 Travel

Every Place In Istanbul Has An Amazing Story To Tell
Jewel Of The East: KARS...

INSULATION SEMINAR IN KUWAIT



ODE INSULATION CONVENED REPRESENTATIVES AND PROFESSIONALS FROM THE KUWAITI INSULATION SECTOR AT AN INSULATION SEMINAR.

ODE Insulation held an Insulation Seminar at the Holiday Inn Salmiyah Hotel in Kuwait. The seminar was met with great interest by representatives and professionals from the Kuwaiti insulation sector, and included 155 attendees. A brief history of ODE and information about its operations were also provided during the seminar.



KUWAITI PROJECT GROUP VISITS ODE'S ÇORLU PRODUCTION FACILITY

AFTER VISITING THE ÇORLU PRODUCTION FACILITY AND RECEIVING INFORMATION, THE KUWAITI PROJECT GROUP WAS HOSTED BY ODE ON A BRIEF TOUR OF ISTANBUL.

ODE hosted the Kuwaiti project group on September 12-15. Upon their arrival, ODE welcomed the group to Istanbul and arranged a tour of the city's historic Grand Bazaar. Later in the day, the Kuwaiti project group embarked on a Bosphorus yacht tour. During their visit to ODE's Çorlu production facility the following day, the Kuwaiti group was introduced to ODE's products and given Technical Training. The training included information and technical details on ODE's insulation products that were developed for the global market. Reserving the third day for touring Istanbul's historic wonders, the Kuwaiti group visited Hagia Sophia Museum and the Blue Mosque. The group then took a guided tour of Topkapı Palace and the Basilica Cistern. The Kuwaiti project group, who came to Turkey as ODE's guests, received first-hand information about ODE's work while also enjoying a short holiday in Istanbul.



ODE JOINS UK-BASED THERMAL INSULATION CONTRACTORS ASSOCIATION



Ceylin Akdemir

ODE INSULATION, WHICH AIMS TO BECOME A GLOBAL BRAND IN THE INSULATION SECTOR, BECAME A MEMBER OF UK-BASED TICA (THERMAL INSULATION CONTRACTORS ASSOCIATION), IN ADDITION TO THEIR MEMBERSHIP IN NIA (NATIONAL INSULATION ASSOCIATION), EIIF (EUROPEAN INDUSTRIAL INSULATION FOUNDATION), AND EWA (EUROPEAN WATERPROOFING ASSOCIATION).

Founded in 1957, TICA is a Britain-based association that represents members from the industrial and commercial insulation sector. Representing the biggest players in the insulation sector globally, TICA works to ensure a “fully-equipped industry” by conducting quality training, encouraging best practices, training a skilled work force, and boosting energy efficiency. Members of TICA, which op-



erates a National Training Center in the UK, can obtain advice on commercial issues, human resources, and legal matters. Members are informed of their strengths and weaknesses pertaining to the issue at hand, and can avail themselves of the solutions provided by TICA.

Ms. Ceylin Akdemir, Marketing Director for ODE Insulation, stressed the importance of TICA membership for the company,

which is carefully planning to become a global brand. She said, “ODE, which is the largest company of the Turkish insulation sector with 100 percent domestic capital, continues to move forward by making strong connections that will bolster its international network and deliver new markets. In addition to helping establish many NGOs in our country, ODE closely follows the developments in world and European markets with memberships in leading overseas organizations. ODE acts as a bridge, conveying foreign know-how into Turkey.”

ODE SEMINAR IN PAKISTAN GENERATES GREAT INTEREST

TWO-HUNDRED ATTENDEES, INCLUDING ARCHITECTS, ENGINEERS, CONSULTANTS, AND CONTRACTORS, JOINED THE SEMINAR HELD BY ODE IN LAHORE, PAKISTAN. AT THE SEMINAR, COMPANY REPRESENTATIVES INTRODUCED ODE INSULATION PRODUCTS, AND PROVIDED INFORMATION ABOUT ODE'S STRATEGIC OBJECTIVES.

ODE Insulation held a seminar on July 20 in Lahore, Pakistan. ODE gave three presentations at the seminar which was attended by 200 persons comprising architects, engineers, consultants, and contractors.

Ozan Turan, International Business Development Executive, delivered a presentation titled “ODE Insulation – A Look at the Future.” Meanwhile, Bengül Böke Diz, Technical Marketing Executive, gave two presentations: “Building Insulation and ODE Products” and “Installation Insulation and ODE Products.”

During the seminar, products manufactured by ODE Insulation were promoted, and ODE's stance and objectives in the insulation sector were shared with the audience. The benefits of building and HVAC insulation for energy efficiency were emphasized as was the necessity of insulation to ensure longevity of buildings and HVAC. ODE Insulation's products and recommended solutions for technical details were presented at the event.



ODE INSULATION DIFFERENTIATES WITH ITS HIGH QUALITY PRODUCTS AT INTERNATIONAL EXHIBITIONS

ODE, WHICH EXPORTS TO MORE THAN 70 COUNTRIES ON FIVE CONTINENTS, CONTINUES TO EXHIBIT ITS PRODUCTS AND DEVELOP NEW COOPERATIONS BY PARTICIPATING IN INTERNATIONAL FAIRS.



ODE Insulation, gearing up its operations and investments toward becoming a global brand in insulation, took the spotlight at the most recent international exhibitions of the building and HVAC sectors. Once again, ODE earned rave reviews from visitors with its top quality exhibited products. Ceylin Akdemir, Marketing Director, reminded visitors that the company had declared 2018 its breakthrough year for exports. To this end, ODE Insulation reached this objective by boosting exports by over 30 percent on a US dollar basis. She continued: "Exports drive growth at ODE, a brand that currently exports to over 70 countries on five continents. International exhibitions are key for us in finding new markets as well as becoming more deeply entrenched in our current ones."

Akdemir reported that ODE's objective is to raise the share of exports in turnover to 40 percent in 2019. The company plans to continue participating in international exhibitions and ramping up its export-oriented R&D efforts in the coming year. Akdemir observed: "Overseas exhibitions present ideal opportunities to forge new collaborations. The majority of these exhibitions attracts indus-



try professionals, which enables companies to gain access to real buyers. During these highly competitive times, ODE differentiates with its new high quality products at these exhibitions. Our new products that we manufacture thanks to our relentless R&D efforts are shaped to meet the demands and needs of our markets. ODE's innovative product portfolio significantly strengthens our hand in exports, and receives full marks from exhibition visitors."

"We will give ODE a stronger voice"

Akdemir also represented information about the exhibitions ODE had attended in 2018, stating: "We participated in the ISK-SO-

DEX exhibition held at TÜYAP Exhibition and Congress Center February 7-10. Later, we took part in the ASHRAE Convention held in Egypt on March 3-5; MCE Mostra Convegno Expocomfort held in Milan, Italy on March 13-16; and IEX Cologne Exhibition held on May 1-17. We also met with visitors at Iran HVAC R Exhibition on October 23-26, and The Big 5 Dubai Exhibition held at Dubai World Trade Center on November 26-29, 2018. At all these major exhibitions, we forged new ties and developed new collaborations. We will continue to have a presence at leading exhibitions around the world with our widely popular booths and new products this year, too. We will give ODE an even stronger voice in the days to come."

ODE INSULATION CONVENES LOCAL AND FOREIGN DEALERS MEETING IN ANTALYA



ODE INSULATION MET WITH OVER 200 LOCAL AND OVERSEAS DEALERS AT ITS INTERNATIONAL DEALERS MEETING

ODE Insulation, committed to becoming a global insulation brand, brought together its local and foreign dealers at an international dealers convention in Antalya.

The meeting was held by ODE at the Antalya Calista Hotel, with the attendance of ODE's local and overseas dealers, and generated great interest. Mr. Orhan Turhan, Chairman of the Board of Directors of ODE Insulation, delivered the keynote address at the event. The convention lasted four days and was attended by over 250 participants from 24 countries. Remarking that 2017 had been a successful year for ODE, and filled with new capital investments, Turhan said: "We are moving very quickly on this path of becoming a global brand. ODE Insulation ranks among the biggest players in Turkey's insulation sector. Our most significant step forward, which will further our ambitions a great deal both in Turkey and overseas, is our investment in the Eskisehir Production Facility. This investment made us Turkey's biggest insulation company in terms of capacity and turnover."

ODE will boost its exports by 30 percent

In his speech, ODE's General Director stated that the company had declared 2018 "The Year of Exports" for ODE which is expanding with targeted investments. He said, "We aim to in-



crease our company's exports. Toward achieving this goal, we derive the most strength from our brand, and our dealers of course."

Ms. Ceylin Akdemir provided information about ODE's objectives for 2018: "This year, we aim to achieve aggressive growth in the market, with new investments in our Membran, Starflex, and R-flex product groups. We are working particularly hard to be the waterproofing leader with Membran. Another high priority objective is to boost ODE's brand recognition both in new markets and our target markets under the TURQUALITY initiative."

Awards ceremony held after the meeting

At the conclusion of the convention, ODE held an awards ceremony at the gala dinner. During the ceremony, ODE Insulation Executives presented awards to the top three local dealers with the highest turnover across Turkey. The top three foreign dealers with the highest turnover overseas also received awards from ODE.





“INVESTMENT OF THE YEAR” AWARD GOES TO ODE INSULATION’S ESKİSEHIR MANUFACTURING FACILITY

READERS OF INSULATION MAGAZINE VOTED ON “INVESTMENT OF THE YEAR” IN THE INSULATION INDUSTRY ACHIEVEMENT AWARDS, WHICH WAS ORGANIZED FOR THE 15TH TIME THIS YEAR BY THE MAGAZINE. READERS VOTED UNTIL APRIL 20TH, AND ELECTED ODE’S ESKİSEHIR MANUFACTURING FACILITY “INVESTMENT OF THE YEAR.”

Candidates for the 15th edition of the Insulation Industry Achievement Awards (YSBÖ) organized by Insulation Magazine were determined and voting by readers continued until April 20th. Products on the market in 2017 and in the past year were offered for consideration by the public in the Insulation Industry Success Awards. The awards competition this year was in three categories: “Investment of the Year,” “Thermal Insulation Product of the Year” and “Fire Insulation Product of the Year.”

Each reader cast one vote by completing the Voting Form provided in the magazine and at www.yalitim.net. After the voting was completed, the Selection Committee for the Insulation Industry Success Awards, comprised of leading representatives from the sector and academia, reviewed the voting results, and cast their own votes. Votes by the Selection Committee were weighted 70 percent, while votes from the magazine’s

readership had a 30 percent weighting on the final decision.

ODE Eskişehir Manufacturing Facility garnered 59.61 percent of the Selection Committee’s votes

Award winners were announced on April 26th. ODE Insulation won the “Investment of the Year” award with its Eskişehir Manufacturing Facility. ODE Insulation earned 43 percent of readers’ votes, and 59.61 percent of the Selection Committee’s votes.

Awards were presented

Winners of the Insulation Industry Achievement Awards received their awards at a ceremony held on May 9th, 2018 at TÜYAP Convention and Congress Center. Consultant Tuncay Ayhan and Eskişehir Production Director Onur Yıldırım jointly received the award on behalf of ODE Insulation.



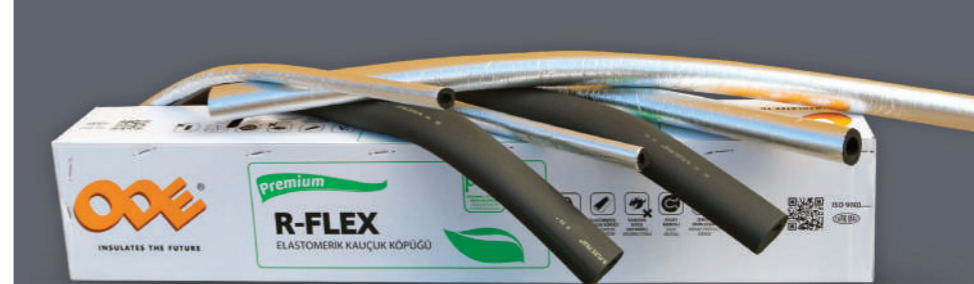
Technical Specifications:

Thickness: 6-9-13-19-25-32 mm
 Thermal Conductivity: 0,030 W/(m.K)
 Water Vapor Diffusion Resistance Factor: min.7000
 Thickness of Aluminum (in microns): 58 microns

MAXIMUM PROTECTION FOR INSTALLATIONS: R-FLEX ALU PIPE

THE FOIL FACED R-FLEX ALU PIPE PROVIDES HIGH THERMAL INSULATION PERFORMANCE, HIGH WATER VAPOR DIFFUSION RESISTANCE FACTOR, IN ADDITION TO ENERGY EFFICIENCY AND PIPING INSTALLATION PROTECTION.

The Aluminum Foil faced R-Flex ALU Pipe Provides high thermal insulation performance, high water vapor diffusion resistance factor, in addition to energy efficiency and piping installation protection.



ODE’s Foil Faced R-Flex ALU pipe, manufactured in pipe form from elastomeric rubber foam material, is used in piping installations on cold and warm lines. The Foil Faced R-Flex ALU Pipe provides high thermal insulation performance, high water vapor diffusion resistance factor, in addition to energy efficiency and piping installation protection. The R-Flex ALU Pipe visually complements areas in internal surfaces that cannot be coated with a protective layer and strengthens the product’s water vapor diffusion resistance. The innovative product also features enhanced shock resistance.

Foil faced products prevent possible errors in workmanship while saving time and labor costs. Foil faced products also offer UV protection if the AL CLAD facing type is selected.

ODE PRODUCTS USED IN LEBANON'S LARGEST SHOPPING CENTER

LOCATED IN TAANAYEL BEKAA, CASCADE MALL IS A TWO-STORY STRUCTURE WIDELY KNOWN AS ONE OF LEBANON'S LARGEST SHOPPING CENTERS. ODE STARFLEX BLANKET AND ODE STARFLEX PIPE PRODUCTS WERE USED IN CASCADE MALL, THE SHOPPING AND RECREATION CENTER THAT CHANGED THE ECONOMIC AND SOCIAL LANDSCAPE IN BEKAA.



Sprawling over a 200 thousand square meter area, Cascade Mall is located in the heart of Bekaa, Lebanon. Cascade Mall, one of the country's largest shopping centers, combines facilities for recreation, shopping, dining, leisure, and socializing. In addition to the 150 thousand square meter retail center, the complex features a food court that seats 5 thousand, located near a 9 thousand square

meter artificial lake; a wedding hall that can accommodate 2 thousand guests; an amphitheater with a capacity of 4 thousand; and an outdoor recreation center. Cascade Mall offers top quality services for guests seeking to enjoy shopping, games, food, recreation, and socializing. The complex also has indoor and outdoor parking facilities for 4 thousand vehicles. ODE products selected for Cascade

Mall Shopping and Recreational Center

Cascade Mall has significantly altered the economic and social landscape in Bekaa, offering a luxury shopping and entertainment experience while employing some 3 thousand staff. ODE Starflex Blanket and ODE Starflex Pipe products were used throughout Lebanon's high profile shopping and recreation center, Cascade Mall.

CHEBAB MARINE CHOOSES ODE!

CHEBAB MARINE SERVES CLIENTS SEEKING TO OWN A YACHT, OR TO RECEIVE MAINTENANCE AND REPAIR SERVICE FOR THEIR YACHTS WITH THEIR WIDE PRODUCT PORTFOLIO AND PROFESSIONAL STAFF. CHEBAB MARINE IS A 30 YEAR OLD COMPANY. ODE STARFLEX BLANKET AND ODE STARFLEX PIPE PRODUCTS WERE USED IN CHEBAB MARINE'S NEW SHOWROOM LOCATED IN DORA, BEIRUT.

Located in Beirut, the capital of Lebanon, Chebab Marine serves clients seeking to own a yacht, or to receive maintenance and repair service for their yachts with their professional staff. Chebab Marine also offers management services for all yachts, including the hiring of sailors and captains, and salary payment.

Cheban Marine, a 30 year old company, offers yacht options to



suit all budgets, from 6 to 60 meters while helping clients to select a yacht safely with the assistance of its trained team of technicians. Chebab Marine's newly opened showroom offers new and previously owned vessels as well as a wide range of accessories. ODE Starflex Blanket and ODE Starflex Pipe

products were used in Chebab Marine's new showroom located in Dora, Beirut.

ODE WAS SELECTED BY TWO PROMINENT PROJECTS IN ITALY

ODE PRODUCTS WERE SELECTED FOR THE MAXIMO SHOPPING CENTER IN ROME, WHICH WILL BECOME OPERATIONAL IN SUMMER 2019, AS WELL AS IL CENTRO SHOPPING CENTER LOCATED IN THE ARESE DISTRICT, NEAR MILAN.



Located in Rome's Laurentino district, Maximo Shopping Center offers a variety of entertainment opportunities, including a cinema, gym, and play areas for children. Designed as Laurentino's new public square, and featuring an outdoor meeting venue to host various events, Maximo Shopping Center boasts a total indoor area of 60,595 square meters. Maximo Shopping Center has 165 stores, 30 restaurants, and a 3 thousand vehicle parking capacity. ODE's R-Flex PRM board and pipe products were selected for the 5 thousand square meter ventilation ductwork of Maximo Shopping Center, which is scheduled to open in summer 2019.

ODE was also preferred by Il Centro Shopping Center



parking capacity, and an indoor area of 93 thousand square meters.



ODE PRODUCTS WERE USED AT FNB HEADQUARTERS, HOME TO LEBANON'S FIRST NATIONAL BANK

The general headquarters of Lebanon's first national bank, FNB, is rising in Al Mathaf, in Beirut, the capital of Lebanon. The project for the headquarters was developed by WTA MEP Engineers. ODE products were selected for the project commissioned by FNB. ODE Starflex Blanket and ODE Starflex Pipe products were used in this major project.

ODE PRODUCTS WERE USED IN CONSTRUCTION OF QATAR PLACE VENDÔME

IN THE CITY OF LUSAIL IN QATAR, HOME OF THE 2022 WORLD CUP, CONSTRUCTION IS PROGRESSING ON PLACE VENDÔME, WHOSE DESIGN WAS INSPIRED BY TRADITIONAL PARISIAN ARCHITECTURE. ODE STARFLEX GLASS WOOL PRODUCTS WERE SELECTED FOR THE CONSTRUCTION OF THE USD 1.25 BILLION PLACE VENDÔME PROJECT, WHICH IS SCHEDULED FOR COMPLETION IN 2019.

Construction of the USD 1.25 billion Place Vendôme project continues apace in the heart of Lusail, the home of the 2022 World Cup in Qatar. The design for Place Vendôme was inspired by icon-

ic Parisian architecture. Construction of Place Vendôme began in 2014 and is scheduled for completion in 2019.

A retail and recreation center sprawling across 1,000,000 square meters, Place

Vendôme includes parking facilities for 6,500 vehicles. Place Vendôme will be easily accessible from seven street entrances and will house about 600 retail stores. The project also includes two 650 room five-star hotels as well as a complex of serviced apartments. Starwood Hotels & New Marriott, Luxury Collection will operate a five-star hotel property while Le Meridien Lusail will operate a five-star hotel and serviced apartments.

ODE products were selected for the construction of Place Vendôme

ODE products were chosen for the ongoing construction of Place Vendôme in Qatar. ODE Starflex glass wool products filling six 40' high cube containers were delivered for use in the large scale project. At least twice this quantity of product has yet to be delivered. The products used for the project were supplied by ODE's distributors, Desert Diamond Trading Company and Al Feroz International Trading Company.



ODE PRODUCTS WERE USED AT CRISTIANO RONALDO MUSEUM IN PORTUGAL

THE CR7 MUSEUM HAS OPENED ON PORTUGAL'S MADEIRA ISLAND, THE BIRTHPLACE OF CRISTIANO RONALDO, THE HIGHLY CELEBRATED PORTUGUESE FOOTBALL PLAYER. ODE'S STARFLEX (GLASS WOOL) PRODUCTS WERE USED AT THE MUSEUM WHERE YOU CAN SEE A COLLECTION OF THE WORLD RENOWNED FOOTBALLER'S PHOTOGRAPHS, AND HIS PERSONAL TROPHIES.



The CR7 Museum has opened on Madeira Island in Portugal, the birthplace of Cristiano Ronaldo, the world renowned Portuguese football player. ODE's Starflex (Glass wool) products were used at the museum where you can see the famous football player's photographs, and his personal trophies.

The CR7 Museum, located on Madeira Island in Portugal, the birthplace of Cristiano Ronaldo, the highly celebrated Portuguese footballer, has opened its doors to visitors. Museum visitors will be welcomed at the entry gate by a wax figure of the star player. The museum collection includes 26 footballs from games where Ronaldo performed a hat-trick, photos of

the player, and his personal trophies. Cristiano Ronaldo's 2013 Ballon d'Or award is displayed in a room that serves as the museum's seat of honor. After starting his football career with Andorinha, the local football team of Madeira Island where his father was stationed at the time, Ronaldo moved to Lisbon with his family at the age of 12, transferring to Sporting Lisbon and quickly making a name for himself in the world of international football.

ODE products were used at the CR7 Museum

ODE's Starflex (Glass wool) products were used at the CR7 Museum, located on Portugal's Madeira Island.



ODE PRODUCTS WERE USED IN BEIRUT'S TOWER 44 PROJECT

Tower 44 combines luxury with design and is noteworthy as the second tallest tower in Lebanon. The prestigious mixed-use project includes 43 retail space units and 201 prime office units on the first 12 floors, in sizes ranging from 50 to 166 square meters. While natural lighting is maximized in the two and three bedroom apartments on the 15th to 44th floors, the living space offers elegantly designed interiors and floor to ceiling windows. The high profile project is remarkable for its panoramic views, while offering all manner of amenities around the clock: from gardens to swim-

ming pools, retail stores to restaurants.

ODE products were selected for the massive project rising in Beirut

With over 8 thousand square meters of restaurants, cafés, boutiques, banks, and consumables, and mezzanine levels house the tower's main gardens. Tower 44 is located in Beirut's emerging commercial center, Dekwaneh. ODE Starflex Blanket and ODE Starflex Pipe products were used in the luxurious residential, commercial, and retail center, which is scheduled for completion in January 2020.



ODE INSULATION INTERNATIONAL BUSINESS DEVELOPMENT EXECUTIVE, OZAN TURAN:

“ODE HAS INCREASED EXPORTS MORE THAN 30 PERCENT ON A US DOLLAR BASIS”

MR. OZAN TURAN, INTERNATIONAL BUSINESS DEVELOPMENT EXECUTIVE FOR ODE INSULATION, STATES THAT COMPANIES IN THE INSULATION SECTOR GRAVITATED TOWARD EXPORTS IN 2018. HE ESTIMATES THAT THE SECTOR WILL CLOSE THE YEAR WITH 10-12 PERCENT GROWTH. MR. TURAN REVEALED THAT ODE HAS IDENTIFIED 12 TARGET MARKETS UNDER THE TURQUALITY NATIONAL BRAND BUILDING PROGRAM AS THE COMPANY'S MAIN FOCUS. WITH THIS EFFORT, ODE GAINED SIGNIFICANT MOMENTUM IN 2018, INCREASING ITS EXPORTS MORE THAN 30 PERCENT ON A US DOLLAR BASIS.

What is the direction of growth indicators in 2018 for the insulation sector? How did the year go for your sector?

As you know, the insulation sector demonstrates parallel growth with the construction industry. According to the June 2018 report of the Association of Turkish Construction Material Producers (IMSAD), the construction sector slowed at the beginning in the second quarter of 2018. This slowdown occurred after the decision to hold early elections, which was a factor, as was the effect of the month of Ramadan. Rising foreign exchange rates also contributed to the construction slowdown, which increase the costs of financing, accompanied by receding demand. So, we see that the construction sector had a busy first quarter and then slowed in the second quarter. Taking a closer look at the insulation sector, companies are leaning more toward exports. We think that the sector's export-driven growth will continue.

“We've manufactured over 20 million square meters of membrane in the first phase of our production facility.”

As we know, the construction industry

generally outperforms the economy. What is ODE's growth objective this year? Could you also evaluate the sector in terms of expected growth?

Our company ended 2017 with a growth rate approaching 30 percent. Our Eskişehir manufacturing facility, which we commissioned last year with an investment of 35 million USD, winning us the “Investment of the Year” award in the insulation sector, played a major role in this rapid growth. With this plant, sprawling across a 75 thousand square meter area, we have manufactured 20 million square meters of membrane per year in the initial phase that we commissioned. Adding the production at our Eskişehir facility to that of our Çorlu campus, our strategic priority was leadership in waterproofing. For this year, we aim to expand by focusing on R&D to develop new products and ramping up our export capability to enter new markets. We have had a successful year. Currently, we are focused on developing new products at our R&D center in Eskişehir, with our in-house technical staff and know-how. As part of these efforts, we have recently developed many new products.

In exports, we are committed to the vision of

making our company, already a regional power, a global brand that emerged from Turkey. Our main focus for exports is the 12 target markets that we identified under the TURQUALITY National Brand Building Program. In 2018, we gained pace speed in this arena, boosting our export volume more than 30 percent on a USD basis. While Europe is the most influential region in our foreign market performance, we are targeting new markets in Africa, particularly Sub-Saharan countries, and in South America. Some 55 percent of our exports were to 12 target markets that we identified under TURQUALITY, which ODE has been a part of since 2010. As a company that currently exports its products to five continents, we are moving forward toward our goal of boosting the share of exports in our total turnover to 40 percent.

“Branding must be the first priority”

What should be done to take the sector, economy, and exports to the next level? What do you, ODE Insulation, expect from the government, industry representatives, and from NGOs?

The construction industry has become one of the powerhouses of the economy. The sector



Ozan Turan

An alumnus of Yeditepe University, Electric and Electronic Engineering Program, Ozan Turan also attended Stanford University's Family Business and Entrepreneurship Program. He earned his MBA in Marketing and Management at Bentley University. Beginning his career at ODE as TURQUALITY Project Assistant in 2009, Mr. Turan was promoted to Export Sales Representative during his senior year at university. Subsequently, Mr. Turan worked as Sales Engineer at Viessman Dubai. He return to ODE Insulation as Sales and Marketing Director for Russia, and Business Development Executive for Asia. Mr. Turan is working as International Business Development Executive since 2017. He has also been the Turkey ambassador of EY-Next Gen since July 2013. Ozan Turan represents ODE on the IMSAD Foreign Trade Committee and is a member of TAIDER (Association of Family-Owned Businesses).

features substantial business volume in foreign trade and high added value. Construction activity continuously expands at a rate higher than overall economic growth. The insulation sector follows a similar course to the construction industry. However, there is a significant requirement: becoming a successful brand. Branding must be the top priority when formulating long-term strategies for foreign trade. Becoming a brand will directly impact the average export price of insulation materials, which are already high added value products. Branding will reflect positively on export revenue in a big way, benefiting the sector and the economy.

At this point, I would like to stress that ODE has benefitted greatly from the TURQUALITY Program, in moving toward our vision of becoming a global player under our own brand. This support program facilitates acquiring executive know-how and accelerates corporate development for companies with international branding potential, while covering nearly all business processes, from production and marketing, to sales and after sales services.

Toward our vision of becoming a global brand, ODE Insulation is a member of key trade organizations, including NIA (National Insulation Association), EIFF (European Industrial Insulation Foundation), EWA (European Waterproofing Association), and TICA (Thermal Insulation Contractors Association). In addition we keep apprised of developments in global and European markets with our memberships in overseas organizations. Combining the market information and intelligence we gain abroad with our in-depth local experience, we are building an extensive knowledge base about the sector.

We expect the government and NGOs to undertake efforts in implementation and inspection of the Water and Sound Insulation Regulations which took effect in June.

“One of ODE’s strategic priorities is to take a leap forward in exports”

Can you specify country markets or geographic areas that are particular targets for the insulation sector? What does ODE Insulation do to reach these target markets and boost exports to them?

One of ODE’s strategic priorities is to take a leap forward in exports. We have identified our 12 target foreign markets and prepared our country-based marketing, sales, and manufac-

ODE have begun selling palletized glass wool to UK and Ireland

ODE INSULATION WHICH HAS APPLICATIONS IN BUILDING INSULATION AS WELL AS IN HVAC INSULATION, HAVE BEGUN SELLING PALLETIZED GLASS WOOL TO UK AND IRELAND. ODE INSULATION CONTINUES TO INCREASE ITS IMPORTS IN THE EUROPEAN MARKET.

ODE STARFLEX glass wool products are used for thermal insulation, sound insulation, acoustic design, and for the purposes of fire safety since 2008. ODE Starflex which has a manufacturing capacity of 30 thousand tons a year also offers our consumers an extensive product range in glass wool. Our glass wool products are manufactured with a thermal conductivity range of 0.031-0.044 W/(m.K) and up to a thickness of 24cm. technical requirements in the UK and in Ireland.



turing plans. Using fairs that we will participate in, executing marketing activities and holding seminars toward this end, we will continue publicizing and promoting our Turkey-manufactured products to the world and expanding our sales overseas.

We have taken major steps in this direction since last year. Overseas fairs have opened important doors for us. Last year, we participated in many fairs around the world, from the Middle East and Europe to the USA. In fact, we were the only Turkish company to represent the insulation sector at the IEX USA fair. The great interest enjoyed by our booths and products at the world’s leading fairs has made us proactive when it comes to trade show and fairs. In the coming year, we plan to participate in fair events in varied world regions as we did last year. We are now market leaders in technical insulation in some countries. Our priority target markets for exports include the Commonwealth of Independent States, Middle East, Africa, and Europe. In the period ahead, we aim to boost our exports with new products that we will develop in accordance with the needs of overseas markets. We also plan to

make Turkey’s name heard with much greater confidence around the globe.

Could you tell us about some of the projects that ODE Insulation is involved in and your operational success?

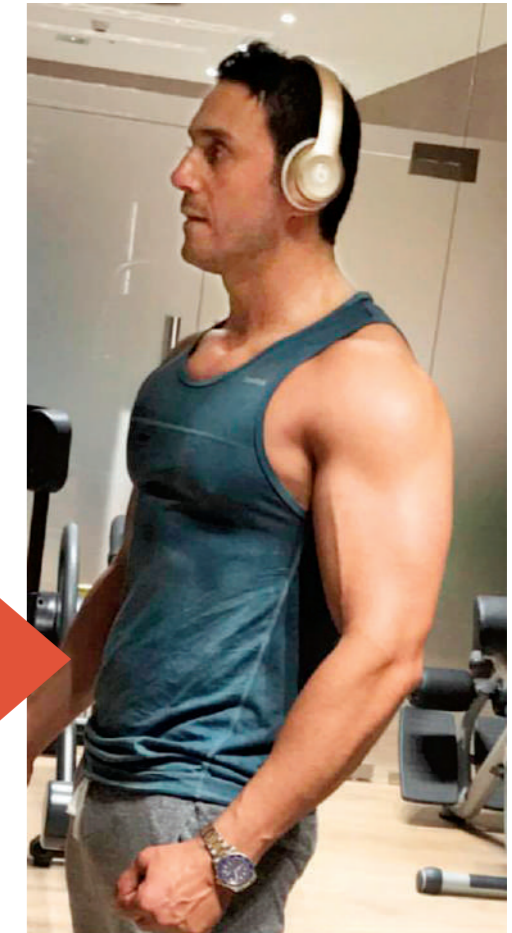
Our company is one of the largest players in the industry. We manufacture over 4 thousand products in Turkey. Thanks to our commitment to high quality, ODE continues to be the brand of choice for prestigious projects worldwide. ODE’s goal is to increase from year to year the number of countries that we record over USD 1 million in exports. In the coming days and months, we will direct our focus to overseas markets, with a priority on Sub-Saharan Africa and Europe. We are moving forward with a global perspective in everything we do. Today, 13 languages are spoken at ODE. Last year, we broke our own record by making visits to 30 countries around the globe. Over a 420-day period, we engaged in overseas activities for visits, fairs, and seminars. This coming year, we will likely exceed even this figure. We will continue taking each step forward to make ODE much stronger in the global arena.

ODE’S ALGERIAN DEALER IS A REMARKABLE ATHLETE

HOCINE HOUES OWNS ISOCLIM, A COMPANY THAT HAS SERVED AS ODE’S ALGERIAN DEALER SINCE 2006. BESIDES HIS BUSINESS SUCCESS, HOUES IS A STANDOUT FOR HIS ATHLETIC PROWESS AND HEALTHY EATING HABITS. HOCINE AQUACYCLES AND LIFTS WEIGHTS REGULARLY, WORKING OUT ALMOST EVERY DAY OF THE WEEK.



Hocine Houes
The owner of Isoclim



ODE Insulation has overseas as well as local dealers, with which it collaborates around the world. One foreign dealer is Isoclim, an Algerian company ODE has collaborated with since 2006. Besides his business success, Hocine Houes, the owner of Isoclim, is a standout for his athletic prowess as well as his healthy eating habits.

Hocine aquacycles and lifts weights regularly, working out at least five days a week. When he wants to achieve fast results, Hocine works out every day of the week. Hocine

Houes prefers tougher sports, saying that the adrenaline from these extreme sporting activities keeps him fit and healthy.

Asked about his diet while doing such intense workouts, Hocine Houes explains: “I think eating healthy and adhering to a nutritious diet are key to athletic success. No matter how strict your sports program, even if you work out three hours a day, it is very hard to make progress unless you pay attention to what you eat. Fat, salt, and sugar are the body’s three major enemies. I make sure to consume vitamins and amino acids. I get

these mostly from eating foods such as meat, chicken, or fish. The vitamins in fruits are also very important to a healthy diet. and I make sure to eat fresh fruit regularly.”

Noting that going to bed early is essential to staying fit, Hocine Houes admits that his sleep schedule suffers during overseas trips. Hocine also confesses that he sometimes finds it difficult to set aside time for himself due to his busy work schedule. But Hocine says that he works out whenever he has free time. Sports and a healthy diet are definitely a way of life for Hocine Houes.

A BREATH OF FRESH AIR AT ODE

ERHAN ÖZDEMİR WAS APPOINTED DEPUTY GENERAL MANAGER OF SALES AND MARKETING AT ODE.

Erhan Özdemir was born in 1968 and is married. He graduated from Middle East Technical University, Faculty of Mechanical Engineering and earned his postgraduate degree in Sales and Marketing at PDJ Business School. Özdemir subsequently served as Sales Specialist at Petrol Ofisi, Country Manager at Grunfos Pompa, and Deputy President at Merkez Yayın Holding. Özdemir, who worked as Commercial Director for Tata Steel Europe in the UK, later served as Founding Partner/Management Consultant with Zeon Consulting, and Sales and Marketing Director at Mas-Daf.

“We’ve improved our business processes through reorganization.”

2018 was a period of restructuring at ODE. What do you see for ODE in 2019?

2018 saw a significant reorganization in



Erhan Özdemir

the sales-marketing departments, my areas of responsibility. This restructuring was designed to improve business processes and help the company be closer to our customers. In brief, our objective was to better understand the rapidly changing market dynamics and take proactive measures to keep pace. In domestic sales management, our current Sales Director started work at the beginning of the year. Subsequently, I took office to lead the Sales and Marketing Departments. Our Export Department was also restructured on a regional basis. As a result, the Export Department divided ODE’s export markets into three regions: MENA, Europe, and CIS. We are currently managing our export markets in this way. In the coming year, we will also address markets that fall outside these regions and that demonstrate potential. With this regional restructuring, ODE

aims to better understand these markets with diverse cultures, offer better solutions to meet their needs, and extend our brand recognition even further.

What are the most important changes that you directed in 2018?

While not directly related to my area of responsibility, I would like to mention ODE’s R&D organization, because it is central to our operations. ODE reorganized the R&D Department in 2018. As a result, our R&D department took a quantum leap forward and greatly expedited their development processes. We are now capable of developing a new product within a week and exporting it. This is an issue of great importance to me.

Another key concern is our export scores. ODE was already a company with exports to over 70 countries. We asked ourselves a

series of questions: How can we become more deeply entrenched in our target export markets? How can we make our brand better known? How can we become closer to our customers in these markets in 2018? This approach yielded positive results in our export volumes. We ended 2018 with more than 30 percent growth on a US dollar basis in exports. While I see this as a significant achievement, I think we can do even more. We aim to boost the share of exports in total turnover to an even higher percentage in 2019.

The biggest change in terms of sales was the creation of a Project Sales Department. Previously, all our colleagues in sales were trying to focus on various projects, but this was not an efficient approach in the busy day-to-day work flow. To address this issue, we set up a Project Sales Department in 2018. We assigned a separate sales team to the department who would be responsible for projects alone. Over time, this team will grow stronger and be even more effective in 2019.

“Our goal is to develop new products with high added value.”

Is there an idea, a project, a new product in your area of responsibility that you are planning for the next year? What do you plan to implement in 2019?

It would be appropriate for me to disclose a new effort before implementing it. But in brief, we are planning a series of new initiatives for 2019. Without giving any details away, we are working to further bolster our already strong product portfolio with new products and services with more added value, creating more value for our stakeholders. We will launch these new offerings when the time is right, in keeping with our internal plans.

Finally, regarding your own area of responsibility, how can ODE improve further?

It is not possible for a company to remain viable without creating value for its stakeholders. ODE’s commitment to create value for our stakeholders will continue in the next year, and in the years that follow. Creating value cannot be achieved by words alone. To create value, one must embrace innovation, design a way of doing business and conduct work processes accordingly, and main-

“We aim to prioritize services delivered on a digital platform.”

What would do to generate business with more added value?

We conduct our sales over our distribution channels, that is with our business partners. We need to develop a process in 2019 about how to execute risk management together. We are currently conducting risk management for our company. When it comes to the soundness of the distribution channel, our business partners perform risk management within their capabilities, but we could execute better and more comprehensive risk management together. ODE and its distribution channels need to work more on this together. The newly established Project Sales team needs to become much stronger in coming year in order to more effectively sell products with higher added value. If the Project Sales Department is involved in the life cycle of the project beginning at the design stage, this inevitably paves the way for the sale of higher added value products required over the course of the project. On the marketing side, we aim to prioritize services offered on a digital platform. An initiative is underway to move our Stakeholder Sharing Platform, where we organize training courses and seminars, online. We will launch this soon. ODE wants to share information with its stakeholders on a digital platform. We also want to share training content, campaign information, company news, and product information in the same way.



tain a robust financial structure. These factors are present in abundance at ODE. There is a need to work in a more integrated way, more in sync with our distribution channels, that is our business partners. In 2019, we expect to move forward at a faster pace toward our vision of becoming more aggressive and better recognized in our target markets. This will help us on our journey to becoming global brand. We are shaping our plans with this goal: becoming a global brand in insulation.

ODE SIGNIFICANTLY REORGANIZED THE R&D DEPARTMENT IN 2018. AS A RESULT, OUR R&D DEPARTMENT TOOK A QUANTUM LEAP FORWARD AND GREATLY EXPEDITED THEIR DEVELOPMENT PROCESSES.

BRITAIN HAS MADE ITS DECISION: 'BREXIT'

THE WORD 'BREXIT,' WHICH IS THE COMBINATION OF THE WORDS 'BRITAIN' AND 'EXIT,' SYMBOLIZES THE COUNTRY'S SEPARATION FROM THE EUROPEAN UNION. THE REFERENDUM REGARDING GREAT BRITAIN'S FUTURE WITH THE EU WAS ONE OF THE CONSERVATIVE PARTY'S ELECTORAL PROMISES FOR THE GENERAL ELECTIONS OF 2015. ON 23 JUNE 2016, THE UNITED KINGDOM HELD A REFERENDUM TO VOTE WHETHER IT WOULD REMAIN IN THE EUROPEAN UNION. IN A RESULT THAT SHOCKED THE WORLD - MOST OF ALL, THE BRITS - THE PUBLIC VOTED TO LEAVE THE EUROPEAN UNION BY A MARGIN OF 52-48%.



In the background of the referendum of 23 June 2016 was the promise made in 2013 by the Prime Minister at the time, David Cameron, to hold a referendum on an exit from the EU, should he win the general elections of 2015. Cameron had made this promise to guarantee the support of the Tory Party base, who are the EU-skeptics. Some political commentators implied that this was, in fact, a manipulation of the elections, and that Cameron had not expected such a result in the least. In addition, the resulting situation was an unexpected result born of mistakes or misunderstandings. However, these claims mean little now that the die is cast. These sorts of claims also imply that the British government had run this proposal without any planning, preparation, or any foresight of the future, which would be unfair to the country's administration.

In his article published in the 5 July 2016 issue of Forbes magazine, George Friedman suggests that Brits had voted 'no' in Brexit for three reasons: the economy, the issue of sovereignty, and the attitude of the elites. According to Friedman, the European Union has been unable to establish economic equality among its member states. For example, while unemployment in South European countries is around 20 percent, it is as low as 4.2 percent in Germany. Another important issue addressed by Friedman is the EU's having failed to create a new financial reality, while the United Kingdom has been at the heart of European finance for 200 years. Currently, London is the financial center of Europe. As long as this fact remains, London will likely have the upper hand in financial sector relationships with the EU. If the European finance industry exhibits a tendency toward shifting to Germany in the aftermath of Brexit, this will naturally weaken the UK's hand on a global scale.

How will the Brexit process continue?

Article 50 of the Lisbon Treaty will be invoked, and a negotiation process will begin for separation between the European Union and Great Britain. The negotiation process



may take a maximum of two years, unless Britain and the EU reach a common decision to extend. Since no country has requested to leave the European Union in the past, the course the negotiations will take remains ambiguous. The most critical issue in the negotiations will be the UK's new status against the 'single market,' where EU member countries can trade with each other without customs or legal restrictions.

Although the Brexit process will likely have negative effects on the EU and the UK in the short run, the country has the means and tools to bring itself to a more advantageous position over the medium and long term. The

SINCE NO COUNTRY HAS REQUESTED TO LEAVE THE EUROPEAN UNION IN THE PAST, THE COURSE THAT BREXIT NEGOTIATIONS WILL TAKE REMAINS AMBIGUOUS.

European Union may seem to be on the losing side of the process in the first stage. However, post-Brexit, the EU will be better able to focus on the European continent. As the most privileged and powerful EU member, Britain has always remained distant from the European Union since the very beginning. By further simplifying an economic-political balance mechanism formulated on the main axis of France, Germany, and the United Kingdom, the EU will be capable of evolving into a superstructure that can exert more influence on the continent.

Separatists want to leave the EU

The admission of the United Kingdom to the European Union has not been easy. The UK's preferences - including its staunch refusal to eventually transition to the common currency Euro, and to be part of the European Common Visa (Schengen) system - are two key reasons for this uneasy relationship. Separatists claimed that the EU is an economic and political hindrance to Great Britain.

Brexiters argued that commerce needed to be directed to growing economies in non-EU regions, such as China and India, due to

the failure of EU region to demonstrate robust growth since 2008; and that EU members needed to abide by foreign trade agreements signed on behalf of the EU instead of individually. Separatists suggested that this left them with no solution but to leave the EU. The pro-Brexit contingent also claimed that additional costs created for companies by regulations imposed by the EU amount to more than the advantages of being an EU member.

The loss of value that would occur in the British pound in the event of the UK's exit from the EU was also viewed as a positive by Brexiters. A declining pound would raise exports by rendering Britain's export products cheaper and thus more competitive in the international market, which would reduce the country's high trade deficit. Proponents of leaving the EU cited that the share of Britain's exports to the EU within total exports had not increased after entering the single market. As a result, separatists reasoned, the single market of the EU was not beneficial to the UK. They also argued that Britain, which received heavy in-migration particularly from Eastern Europe, could solve this problem only in a scenario where it was not a member of EU.

Will Brexit affect economic relations?

According to year-end 2015 figures, Great Britain's commercial relationships with its largest trade partner, the EU, accounts for



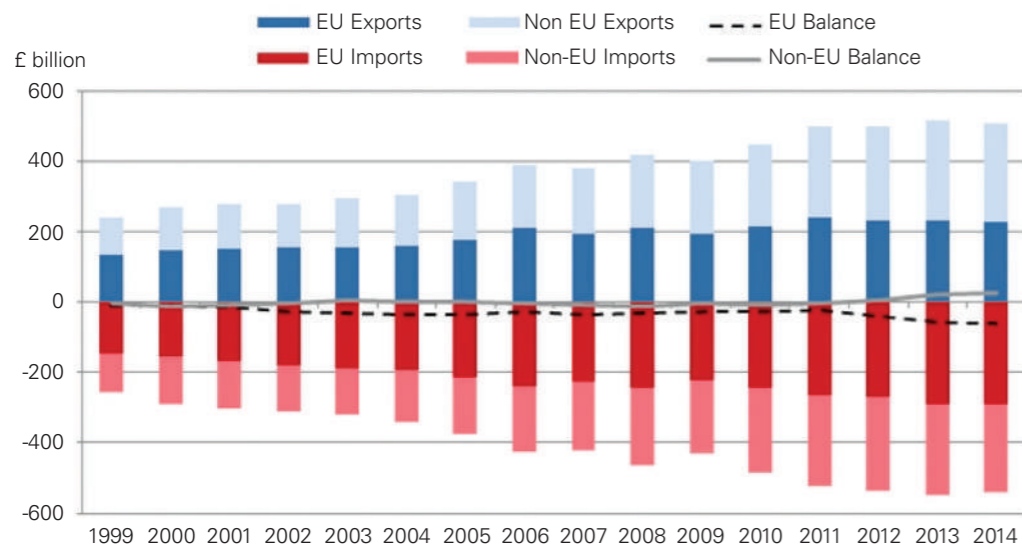
43.7 percent (GBP 223 billion) of its exports, and 53 percent (GBP 291 billion) of its imports. Supporters of the EU warn that a breakdown of the current structure of the relationship will damage the UK economy. However Britain's foreign trade balance with its biggest trade partner, the EU, shows a deficit, i.e. imports

exceed exports in trade with the EU. In addition, a failure on the part of service industries, which have the largest contribution to the UK economy, to make up for this deficit causes the gap to grow ever bigger. In 2015, the UK's trade deficit reached 5.2 percent of the gross domestic product at GBP 96.2 billion.

The Bank of England are among those parties that believe breaking from the EU would have negative effects on the economy. BoE Governor Mark Carney stated that an exit from the EU was the largest internal risk to financial stability. The bank, in its latest inflation report, cautioned that Brexit would trigger inflation, increase unemployment, and could carry the country to a recession.

The financial sector is expected to suffer the most negative effects from the Brexit referendum results. Financial institutions operating in London had gained access to the entire EU market after joining the EU single market without requiring any additional regulations. These financial organizations, from both within and outside of the EU, gravitated to London en masse, transforming the city into a financial center that provided easy access to the international finance market. Whether London will be able to maintain this situation

UK exports and imports to EU and Non-EU



Source: Office for National Statistics

How will the Brexit deal affect Turkey?

A section of the 585-page document approved by the British cabinet and setting forth the details of separation from the European Union (Brexit) was allocated to financial aid that will be given to Turkey due to the immigration deal. Article 155 of Section 6 of the Draft stated that the United Kingdom would fulfill its commitments pertaining to financial aid within the framework of the agreement reached with Turkey with regard to immigrants, before the date on which the agreement is to take effect.

The same article also granted the UK the right to participate in EU divisions that will be established with regard to the EU's immigration deal with Turkey. After an increase occurred in the inflow of refugees to Europe via Turkey, the parties reached an agreement to limit these movements. This agreement stipulates the establishment of joint refugee centers in Europe and the restriction of the movement of immigrants within the European Union.

The EU also agreed to grant EUR 6 billion in financial assistance to Turkey in the form of two EUR 3 billion installments under this agreement. The draft Brexit agreement, which was recognized by the British cabinet, does not include any statement related to the outcome of the Ankara Agreement, which permits Turkish citizens to establish businesses in the United Kingdom. However, legal experts say that since this right had been granted as part of the Ankara Agreement, that agreement would also become null and void once Great Britain leaves the EU.

The UK is the sole EU member which implements the provision regarding the free movement of services of the Ankara Agreement, which had been signed between Turkey and the European Economic Community (EEC) in 1963. After the Brexit process is concluded, a separate agreement must be reached between Turkey and the UK if the business visa application allowed by the Ankara Agreement is to be continued.

Regardless of whether the draft agreement has been ratified, the UK is scheduled to leave EU membership on 29 March 2019. However, a period of transition is predicted until December 2021, where the status quo will continue. During this period, relationships with Great Britain are expected to proceed as if Britain were still a member of the EU. However, it is unclear whether the United Kingdom will continue to receive visa applications from Turkish citizens as per the Ankara Agreement as of 29 March 2019.

without UK membership in the EU is another unknown.

What does the world say about Brexit?

The first official comment on the Brexit issue by the USA had come from trade representative Michael Froman in October 2015. In his comments to Reuters, Froman said that Britain could have a stronger hand in negotiations only as member of a big economy, such as that of the EU. In the absence of a trade agreement, Froman stated that the customs tariffs imposed on China and Brazil would also apply to Britain.

US President Obama also stated in April 2016 that he did not support Brexit, claiming that it might take 10 years to strike a mutual trade agreement with the United Kingdom. German finance minister Wolfgang Schauble, in an interview with der Spiegel, stated that once the UK had exited the EU, Britain might lose its chance to enter the single market. President of China, Xi Jinping, when asked for his opinion on Brexit, pointed out that China would prefer a stronger and more unified EU. In May 2016, Director of the IMF, Christian Lagarde indicated that Brexit's economic consequences would be "very, very bad," and stated that he did not support the separatists.





ODE INSULATION STARTED PRODUCTION OF ITS NEW GENERATION STARFLEX ECO ACOUSTIC BOARD. IT IS ENVIRONMENTALLY-FRIENDLY, EASY TO APPLY, AND MANUFACTURED WITH SPECIAL PRODUCTION TECHNOLOGY.

ODE STARFLEX ECO ACOUSTIC BOARD “ENVIRONMENTALLY-FRIENDLY GLASS WOOL PARTITION BOARD”



Bengül Böke Diz
Technical Marketing Executive

ODE International 2019

Glass wool products are remarkably versatile insulating materials. They are distinguished for their thermal and sound insulation, acoustic performance and their utility for fire safety. ODE Insulation has recently started production of the new generation, easy to apply, and environmentally-friendly Starflex ECO Acoustic Board.

With its EPD Document, the Starflex ECO Acoustic Board brings additional points for

projects that seek to obtain LEED, BREEM, and other major certifications.

Benefits:

- Thanks to its flexibility and softness, it is easily applied and reduces labor time.
- This is a practitioner friendly product due to its natural content, dust-free structure, and because it can be cut easily.
- Due to its special production technology, it is environmentally-friendly and not harmful to human health.
- With its classification as a “Class A1 Non-Combustible” material, it provides fire safety.
- The product provides superior thermal and sound insulation thanks to its low thermal conductivity and ideal sound absorption coefficient.

The use of ODE Starflex ECO Acoustic Board has become a higher priority particularly due to the increased importance ascribed by new regulations to insulate the sound between two walls.

Technical Specifications:

- Thermal Conductivity 0.037 W / (m. K) (at 10 °C)
- Sound absorption coefficient $\alpha_0 = 0.79$ (500 Hz)
- Fire Response Classification is A1. (EN 13501-1)
- Maximum Service Temperature is 250 °C.
- Manufactured in 60*120 cm sizes.
- Manufactured in thicknesses of 30-50-75-100 mm.

Thanks to its high sound absorption and superior thermal insulation properties, ODE Insulation’s new product, Starflex ECO Acoustic Board, is used in high quality projects requiring comfort and prestige.



ode.com.tr

ODE INSULATION PRODUCT MANAGER OF THE MEMBRANE GROUP İLTER KAHRAMAN:

“WE ARE A PIONEER IN THE SECTOR WITH OUR PRODUCT DIVERSITY AND INNOVATIONS”

ODE INSULATION, WHICH BOASTS THE LARGEST CAPACITY FOR MEMBRANE PRODUCTION IN TURKEY, HAS ADDED TWO NEW PRODUCTS TO ITS PRODUCT PORTFOLIO. ODE INSULATION MEETS VARYING NEEDS IN WATERPROOFING WITH ITS VIADUCT MEMBRANE AND MEMBRANE WITH ALUMINUM FOIL PRODUCTS. ODE INSULATION PRODUCT MANAGER İLTER KAHRAMAN STATES THAT ODE IS A PIONEER IN THE SECTOR IN TERMS OF PRODUCT DIVERSITY AND INNOVATIONS. SHE ANNOUNCED THAT ODE WILL SOON LAUNCH NEW INNOVATIVE PRODUCTS WITH DIVERSIFIED FEATURES.



Membrane Product Manager
İlter Kahraman



As ODE Insulation's Membrane Group Product Manager, can you tell us about the new products recently included in your product portfolio?

ODE Insulation, boasting the largest capacity for membrane production in Turkey, pioneers the sector with our product diversity and innovations. We will meet various requirements in waterproofing with two new products we have added to our product range: Viaduct Membrane and Membrane with Aluminum Foil.

Viaduct Membrane, which is manufactured with high grammage polyester felt, and covered with sand on one side, has a formula allowing it to withstand hot asphalt that will be poured on top of it. The concrete surface on which the Viaduct membrane is to be applied will be primed with ODE Bitumen Emulsion, and the Viaduct Membrane is fused to the

surface as one layer with overlaps. The new products have proven their superior technical specifications with their Highway Test Report and TSE 11758-1 certification.

ODE Membrane with Aluminum Foil provides solutions for various roof details thanks to its sunlight reflection and easy application. The product also has TSE 11758-1 certification.

What are the areas of use for and principal benefit of Viaduct Membrane?

Viaduct Membrane is a high strength membrane designed specifically to ensure waterproofing and lasting protection for highway and railway construction, and for infrastructure such as bridges, viaducts, and tunnels. Since infrastructure is high cost, it is designed to serve for a very long time.

The purpose of waterproofing sections of road is to prevent the carbonization of cement

which is caused by water during its freeze-thaw cycles, and which causes structural disintegration of the concrete; and to prevent corrosion (rusting) of iron reinforcements within the concrete. In summary, waterproofing in this context aims to prevent contact with water.

Lack of waterproofing leads to formation of cracks in road cross-sections and early degeneration of the road surface. This increases maintenance and repair costs. It also reduces the comfort of people who travel on roads and railways.

“Membrane with Aluminum Foil is a long-lasting product with high tensile strength.”

What are the areas of use for and principal benefit of Membrane with Aluminum Foil?

Membrane with Aluminum Foil is an alter-

TWO NEW PRODUCTS FROM ODE

ODE Granat Membrane with Aluminum Foil

ODE Granat Membrane with Aluminum Foil is used as a secondary membrane layer for waterproofing of roofs, chimney flashings, and valley gutters. Coated on top with aluminum foil, the product's flexibility allows it to conform to all details while making roofs cooler by reflecting the sun's rays. ODE Membrane with Aluminum Foil is coated with a 40 micron layer of aluminum foil, has a thickness of 3 mm and features a cold bending temperature of -10°C.



ODE Granat Viaduct Membrane

ODE Granat Viaduct Membrane, the newest product of the ODE membrane family, is used for waterproofing under asphalt for viaducts, bridges, tunnels, and highways. The product is resistant to 140-150°C, the temperature of the asphalt that will be poured on top of it, and features high yield strength at high temperatures. ODE Granat Viaduct Membrane, which is coated with sand on top, is a long lasting polymer-modified bituminous waterproofing membrane. It features a thickness of 4 mm, length of 10 mm, with polyester felt, and a tensile strength of 100/800 (N/5 cm). ODE Viaduct Membrane is a product that is used solely for road projects.

native to slate covered waterproofing products in roof details. Thanks to a 40 micron thick aluminum foil coating, this product reflects sunlight, making roofs cooler.

The new member of the ODE Granat product range, Membrane with Aluminum Foil, is a long-lasting product with a cold bending temperature of -10°C and tensile strength of 600/400 N/50 mm.

Are there new products that will be added to the Membrane product range?

We are currently working on many new products. We are developing innovative products of various specifications, dimensions, and properties for both the domestic and overseas markets. For example, while high bending temperature has a high priority in MENA countries where we export, cold bending temperature is important in northern markets. Some markets demand self-adhesive membranes. We consider all of these market needs and requirements, and shape our products according to individual market needs. We will soon launch new products with highly diversified features.



R&D: ODE'S MAJOR STRENGTH ON ITS GLOBAL JOURNEY

ODE, shaping its operations toward the goal of becoming a global brand in insulation, derives its strength first and foremost from its export-oriented R&D efforts. Ms. Ceylin Akdemir, Marketing Director of ODE Insulation, elaborated, "R&D is the unsung hero of ODE's uninterrupted and stable growth. Today, competition is more intense for companies than it was in the past. In addition, speed is much more critical. Differentiating from your competitors in the right place and at the right time, demonstrating that you make a difference is now the only way to survive. Our advanced R&D capabilities allow us to demonstrate that ODE makes a difference."

As a brand catering to markets around the globe, ODE exports to over 70 countries on five continents. Ms. Akdemir emphasized that ODE operates one of the most advanced R&D units in the sector at their Eskişehir manufacturing facilities, set on a 75 thousand square meter tract.

ODE closely monitors the markets where it operates. The company shapes its R&D efforts according to the demands and requirements of these mar-

R&D IS THE SECRET TO ODE'S UNINTERRUPTED AND STABLE GROWTH.

kets. She continued, "Our R&D capabilities and our close monitoring of markets have elevated us to a point of great success in exports. We worked on different products for 12 countries in fiscal year 2018. We were able to meet some demands which these regions had, e.g. for various jackets and which could not otherwise be met by our national market, in as short a period of time as one week. We can now quickly boost the cold performance of the membrane for cold climates. Or, we can increase the product's high temperature resistance for warm regions. We can develop products with grey or white colored slate, the choice of overseas clients, instead of the red and green slate used in roof coverings in our home country. We can manufacture products that are suited to meet market demands, and then export these products quickly. This production capability also reflects our ability to correctly and efficiently organize information flow among our sales, marketing, quality, manufacturing, and supply chain units." Akdemir noted the latest example of ODE's speed and ability in R&D is the white mineral membrane, espe-

cially developed for the hot climates. Akdemir continued: "Our newly developed membrane product with white minerals provides significant savings in energy costs by increasing the reflection rate of solar rays in hot geographies. On the other hand, we have two new products, developed for the UK market, that are designed for use in cold and wet regions. First, ODE Opal STD OC-2 has a fiberglass carrier and a sand-covered upper surface, featuring the same qualities as the bituminous membrane, most widely preferred in the British market due to its ease of application. Second, ODE Granat PRM 400 Min Grey has a thickness of 4 mm, is a high quality polymer-modified bituminous membrane with grey slate, polyester carrier, and high tensile strength (700/500 N/50 mm), in conformance with the EN 13707 standard. The grey slate used in this product is UV resistant and durable. The product was developed by our R&D team, particularly to provide users with aesthetically pleasing solutions on flat and pitched roofs."

Ms. Akdemir underscored that ODE boosted its export revenues in 2018 by over 30 percent on a US Dollar basis thanks to their competency in R&D. She elaborated, "We aim to achieve 40 percent export growth in 2019. Exporting is a prime focus at ODE. We also see exports as an integral part of R&D. We know that we cannot afford to be late to enter markets where we compete with global players. Our ability to respond to demands quickly sets us apart from our competitors and gives us an advantage in global competition."

JEWEL OF THE EAST: KARS...

Kars, a significant center of winter tourism and ever-popular holiday destination, is located on the Armenian border, adjacent to the Turkish provinces of Ardahan, Erzurum, and Ağrı. The name Kars is believed to be derived from the Karsaks, a clan of Bulgar Turks who resided in the region before the birth of Christ. Kars is considered a gateway to our Eastern border, which opens into Anatolia. The city has

been called Kars – which means “door” – from the time of the Urartu, Seljuks, Armenians, and Ottomans.

The city, which fell under the dominion of the Seljuks in the 11th century, is also one of the oldest Turkish settlements in Anatolia. Kars served as the eastern border of the empire for centuries during the Ottoman Empire, until it was invaded by the Tsardom of Russia in the wake of the Russo-Turkish War (1878). The city, which remained

KARS, THE JEWEL OF THE EAST, HOME TO DIVERSE CIVILIZATIONS, CULTURES, AND FAITHS FOR MILLENNIA, IS AN IMPORTANT TURKISH CITY FOR WINTER AND HISTORY TOURISM. THIS ENCHANTING CITY IS ACCESSIBLE, FOR THOSE WHO HAVE THE TIME DURING WINTER, VIA A DELIGHTFUL AND LONG JOURNEY ON THE EASTERN EXPRESS. THIS REMARKABLE RAIL TRIP IS ONE OF THE MOST POPULAR WINTER HOLIDAY ROUTES IN TURKEY. KARS ENTERTAINS LOCAL AND FOREIGN TOURISTS ALIKE WITH ITS WARM HOSPITALITY, CULTURE, UNIQUE HISTORICAL TEXTURE, AND DELICIOUS REGIONAL FOODS. DO NOT FORGET TO INCLUDE KARS IN YOUR HOLIDAY PLANS....



under Russian rule for 40 years, still has a large number of buildings reflecting the architectural style of that period.

First settled in the Paleolithic era, Kars is known for its wide plains and plateaus. The haunting ruins of Ani, located at the edge of Kars' Ocaklı village, is included on UNESCO's World Heritage List. Ani, built during the reign of the Pakraduni Dynasty during the 10th century A.D., was one of the most prominent Armenian cities of its time. Ani is a spectacular site that tourists never regret visiting.

The Citadel of Kars is another must-see site in Kars. The Citadel is thought to have been built in 8th century B.C., during the Urartu period. During the course of history, the Citadel has come under the control of Persians, Sassanids, Romans, Armenians, Seljuks, Mongols, Timurids, Aq Qoyunlu, Ot-

THE ANI RUINS, LOCATED AT THE EDGE OF KARS' OCAKLI VILLAGE, IS INCLUDED ON UNESCO'S WORLD HERITAGE LIST.

tomans, and Russians. The Citadel was damaged many times during its long, storied history. It was restored to its current state during the Republic period.

Taşköprü (Stone Bridge) is another historic structure of great architectural value in Kars. The bridge was built by Lala Mustafa Pasha in 1579 on orders of the Ottoman Sultan Murad III, and is made entirely of smooth cut basalt stone. The Stone Bridge is still in use today.

The Sarıkamış Martyr's Cemetery is another special place that should be seen in Kars.



Over 90 thousand soldiers were martyred during the Sarıkamış Campaign launched by the Ottoman State to prevent the invasion of Eastern Anatolia by Russia during World War I. The martyrs are commemorated with ceremonies held each year in the Sarıkamış district of Kars. Be sure to include this hallowed site on your list of must-see places in Kars.

The monument erected in Sarıkamış to commemorate the tragedy that occurred during World War I is also visited by tourists to the region.

You can ride horse-drawn sleighs on Çıldır Lake...

An area of striking natural beauty is Çıldır Lake located between Kars and Ardahan. Çıldır Lake is 70 km from Kars. During the winter you can hike, and ride horse-drawn



sleighs on the frozen surface of the lake. Having a diameter of 120 km, Çıldır Lake is also the only lake in Turkey that completely freezes in winter. Çıldır Lake Festival is held annually with local residents of Kars and Ardahan, as well as visitors from nearby countries, such as Georgia, Azerbaijan, Kyrgyzstan, and Turkmenistan. You can participate in horse-drawn carriage races and in the Bard's Festivities during this popular yearly event.

Kuyucak Bird Sanctuary, which is also located in the Çıldır-Ardahan direction, is home to some endangered bird species. The sanctuary, hosting tens of thousands of birds of some 207 different species, is a protected lake where migrations of water fowl and predatory birds can be watched during autumn. Kuyucak Bird Sanctuary is one of the hidden Edens one can discover in Kars.

Sarıkamış Ski Center entertains ski enthusiasts

You can enjoy all types of skiing at Sarıkamış Ski Center in Kars. Located 55 km from Kars, Sarıkamış has become a popular ski destination in recent years. The ski center is set at an elevation of 500 meters, in a forested area populated with Scotch fir trees, and features a high season from December to March each year. Sarıkamış Ski Center has a 12 km 5 stage track, and several hotels, two of which are state guest houses. The conditions at Sarıkamış and its environs are perfectly suited for alpine skiing, cross-country skiing, and touring ski activities. Another unique feature of Sarıkamış Ski Center is that it boasts crystal snow, which is otherwise found only in the Alps.



Kars food culture

The cuisine of Kars comprises unique dishes and foods based on flour, legumes, and animal products. These regional dishes include halva, hörbe, Kars beurek, hengal, kete, home-made fettuccine pilaf with potatoes or lentils, haşıl, sour meat, feselli, shish kebab cooked in a pot, pulled goose cooked on tandoori, kesme soup, home-made fettuccine soup, and mezik. Cheese making from milk produced from animals cultivated in the region is an important source of income for the local population. Bee-keeping is also a mainstay in the local economy.

When Visiting Kars, Make Sure To

- Visit the Citadel of Kars and gaze upon the city from its top,
- See the Kars Museum, the Beylerbeyi Palace, the Katerina Hunting Lodge, Ottoman baths, the Holy Apostles Church, the Burnt Church, the Tomb of Ebul Hasan Karakani, the Grand Cathedral (Fethiye Mosque), the Stone Bridge, Gazi Ahmet Muhtar Pasha Mansion, and the Sarıkamış Martyr's Cemetery,
- Ski during the winter and have a picnic during the summer in Sarıkamış,
- Listen to the bantering of the Bards of Kars,
- Purchase Kars Gruyere, chechil cheese, butter, natural homeycomb,
- Sample the local delicacies, such as Kars goose, hengal, evelik aşı soup, and piti.



EVERY PLACE ISTANBUL HAS AN AMAZING STORY TO TELL

THERE IS AN ABUNDANCE OF HISTORICAL SITES, LOCALES, SHOPS, NEIGHBORHOODS IN ISTANBUL THAT HAVE BECOME SYMBOLS IN THEIR OWN RIGHT. ONE CAN ENCOUNTER AMAZING STORIES AND UNRIVALED ARTEFACTS WHEREVER YOU TURN IN THIS MULTICULTURAL CITY, WHICH HAS THROUGH THE CENTURIES SERVED AS A CAPITAL OF THE ROMAN EMPIRE, LATIN EMPIRE, BYZANTINE EMPIRE, AND LASTLY, THE OTTOMAN EMPIRE.

Istanbul is a metropolitan city with a population of nearly 16 million, and home to people from all 81 provinces of our country. Each migrant who has come to the city has bequeathed something of themselves to this megalopolis. They have passed on their foods, cultures, languages, songs, customs, and traditions. This has brought about a complex multicultural city where many languages and many diverse groups cohabitate.

There are as many difficulties as there are good things about living in Istanbul. Although people dream of relocating to the western sun-soaked provinces after retirement, leaving the city is not so easy. Sometimes, having drunk the water, breathed the air, and mixed in the crowds of this city is enough to entice one to stay. We have taken a historical trip through Istanbul, full of winding streets and intricate neighborhoods, each capable of transporting you to different captivating stories.

Spice Bazaar: Famous for its plethora of spice shops

When you face the New Mosque, which is the symbol of Eminönü, and walk beside the Flower Market, you come to the Spice Bazaar, the oldest covered bazaar in Istanbul. In this bazaar, which is renowned for its many spice shops, are sold traditional goods such as various spices, flower seeds, rare plant roots and barks, as well as dried nuts and fruits, charcuterie, and other assorted food products.

One cannot help being intoxicated by the assorted spice aromas while touring the bazaar. You can find botanical panaceas and well-known herbal remedies in the spice shops that line both sides of the bazaar like





THE GRAND BAZAAR, FOUNDED IN 1461, RESEMBLES A COLOSSAL LABYRINTH. THE HISTORICAL SHOPPING SPACE, WITH ITS 60 STREETS AND OVER 3,600 SHOPS, COVERS A TOTAL AREA OF 30 THOUSAND 700 SQUARE METERS.

nature's pharmacies. The Spice Bazaar has been one of the busiest sites in Istanbul for centuries, by virtue of its diversity of products ranging in origin from the Balkans and Europe, to the Northern Mediterranean and the Arabian peninsula.

When the shops in the bazaar were first built, they were allocated to spice and cotton vendors. During this period, only four of the approximately 100 shops in the bazaar were used by spice vendors; the remainder were used by



cotton vendors and quilt makers. Later on, the bazaar began to be known as the 'Egyptian Bazaar' in the 18th century, since the principal trade goods sold at the shops at the time were goods and spices imported from Egypt. The bazaar has an 'L' shaped floor plan, with four large and two small gates, six gates in total. The sections used as shops are located on the ground floor of the bazaar. The basement level, accessed through stairs from the ground floor, is used mostly for storage purposes.

Grand Bazaar: Crowded at all hours of the day

Our next stop after the Spice Bazaar, i.e. Eminönü, is Beyazıt. The Grand Bazaar is visited by a large number of local residents and foreign visitors every year, its historical texture figuring among its many charms.

The Grand Bazaar, which was commissioned to be built by Sultan Mehmet the Conqueror, is a shopping center lined with shops and covered with roofs and domes. The large area historically named "Çarşı-yı Kebir (The Grand Bazaar)" consists of two bedestens (covered markets). The first bedesten, built around 1460, is given the name Cevahir; revenue generated from this bedesten was bequeathed to Sultan Mehmet the Conqueror to be used for Hagia Sophia. The Sultan subsequently developed various shops and shopping stalls in this area, making it a vibrant center of commercial life.

The Grand Bazaar, founded in 1461, resembles a colossal labyrinth. The historical shopping space, with its 60 streets and over 3,600 shops, covers a total area of 30 thousand 700 square meters. The first area that catches the eye in the Grand Bazaar is the Cevahir Bedesten, which has the appearance of an architectural monument, and comprises 15 sections. Each section is covered by its own dome. Small niches strike the eye in the internal sections of walls. The Sandal Bedesten, meanwhile, is surrounded by 50 domes and is one of the leading examples of dome design in Turkish architecture. These two major bedestens qualify as the citadels of the bazaar. The Grand Bazaar, which is crowded at all hours of the day, houses shops trading in valuable jewelry, guns, antiques, textiles, foods, beverages, and more.

Despite its convoluted outward appear-



ance, the Grand Bazaar has a perfectly functional organizational structure. Visitors are met with colorful sights of money changers and goldsmiths in the section flanked by Ağa and Aynaclar Streets. As you stroll along Kuyumcular Street, you are met by Zincirli Han, housing workshops where jewelry is hand crafted. The Cevahir Bedesten amazes visitors with its magnitude. Here one can find small shops belonging to artisans engaged in handcrafts and decorative arts. As you exit Zenneciler Street, you reach the section where calligraphers and antique shops take residence. Following the path all the way to the end, you come upon Cebeci Han. Coppermiths are located immediately beside the historic Han.

Çiçek Pasajı: The first stop for a night out in Beyoğlu...

If you are a visitor to Istanbul, you cannot help but make a detour to Beyoğlu. You can embark on a historical journey and enjoy a fun night out in the Beyoğlu quarter of Istanbul, one of the city's entertainment, food-drink, and shopping centers.

The first stop on a night out in Beyoğlu is Çiçek Pasajı (Cité de Péra). Indeed, Çiçek Pasa-

ji is the first place that comes to mind when Beyoğlu is mentioned. The arcade is remarkable for its rich history as well as the delicious and varied appetizers served therein. During the period of Tanzimat reforms, Sultans Abdülhamit and Abdülaziz came to the famous Naum Theatre located in Beyoğlu, at the intersection of İstiklal Street and Sahne Street, to see a play. Naum Theatre is counted among the top cultural centers in Istanbul, and in all of Europe, by virtue of the many Italian operas staged there. Tragically, the great Beyoğlu fire of 1870 burned down Naum Theatre, among many other buildings in the area. The Greek banker Hristaki Zografos Efendi, of the renowned Galata Bankers, purchased the site of the burned Naum Theatre in 1876. He commissioned Italian architect Cleanthy Zanno to design a building housing an arcade and apartment building, which was subsequently built on the former site of Naum Theatre.

Construction on the building was completed in 1876. On the ground floor of the grand structure were 24 stores in the Parisian style, after the fashion of the day, and above these were 18 luxury apartments. The arcade constituted by the shops is named the "Hristaki

CONSTRUCTION ON THE BUILDING WAS COMPLETED ON 1876. ON THE GROUND FLOOR OF THE GRAND STRUCTURE WERE 24 STORES IN THE PARISIAN STYLE, AFTER THE FASHION OF THE DAY, AND ABOVE THESE WERE 18 LUXURY APARTMENTS.

Arcade" while the building is named "Cité de Péra." When ownership of the building transferred to Sadrazam Sait Pasha in 1908, the arcade was renamed "Sait Pasha Thoroughfare." During the armistice years in 1940, florists began taking residence in the small shops of the arcade. Belorussian women escaping the October Revolution, baronesses, and duchesses sold flowers here. When the Cité de Péra began to be used as an auction house for flowers, the florists in Beyoğlu were collected in the arcade, and the name of the arcade becomes "Çiçekçiler Pasajı (Florists' Arcade)."

Beer houses and taverns opened beginning in the 1940s, causing residents of the apartments and the florists to gradually move elsewhere, and all that was left of the flowers is the grand building's name. Yorgo Efendi opened the first tavern in the arcade. Later on, Çiçek Pasajı was restored to its original grandeur with the efforts of the Association for Beautification and Conservation of Çiçek Pasajı. Following the restoration in 1988, the arcade was opened for use once again as a home to taverns. The restoration of the roof and all other visual elements creates a well-lit, spacious, and elegant environment.



ISTANBUL'S STREET FOODS...

EACH COUNTRY HAS ITS OWN CHARACTERISTIC STREET FOODS. TRAVELERS ALWAYS WANT TO SAMPLE THESE UNIQUE CULINARY DELIGHTS IN THE COUNTRIES THEY VISIT. SHOULD YOUR PATH TAKE YOU TO ISTANBUL, YOU CAN FIND GRILLED FISH SANDWICH SELLERS AND PICKLE VENDORS LINING THE SHORE, AS WELL AS BAGEL PURVEYORS ON EVERY CORNER AND ROASTED CHESTNUT AND CORN SELLERS IN THEIR RESPECTIVE SEASONS. BE SURE TO SAMPLE THESE MUST-HAVE DELICACIES OF ISTANBUL.

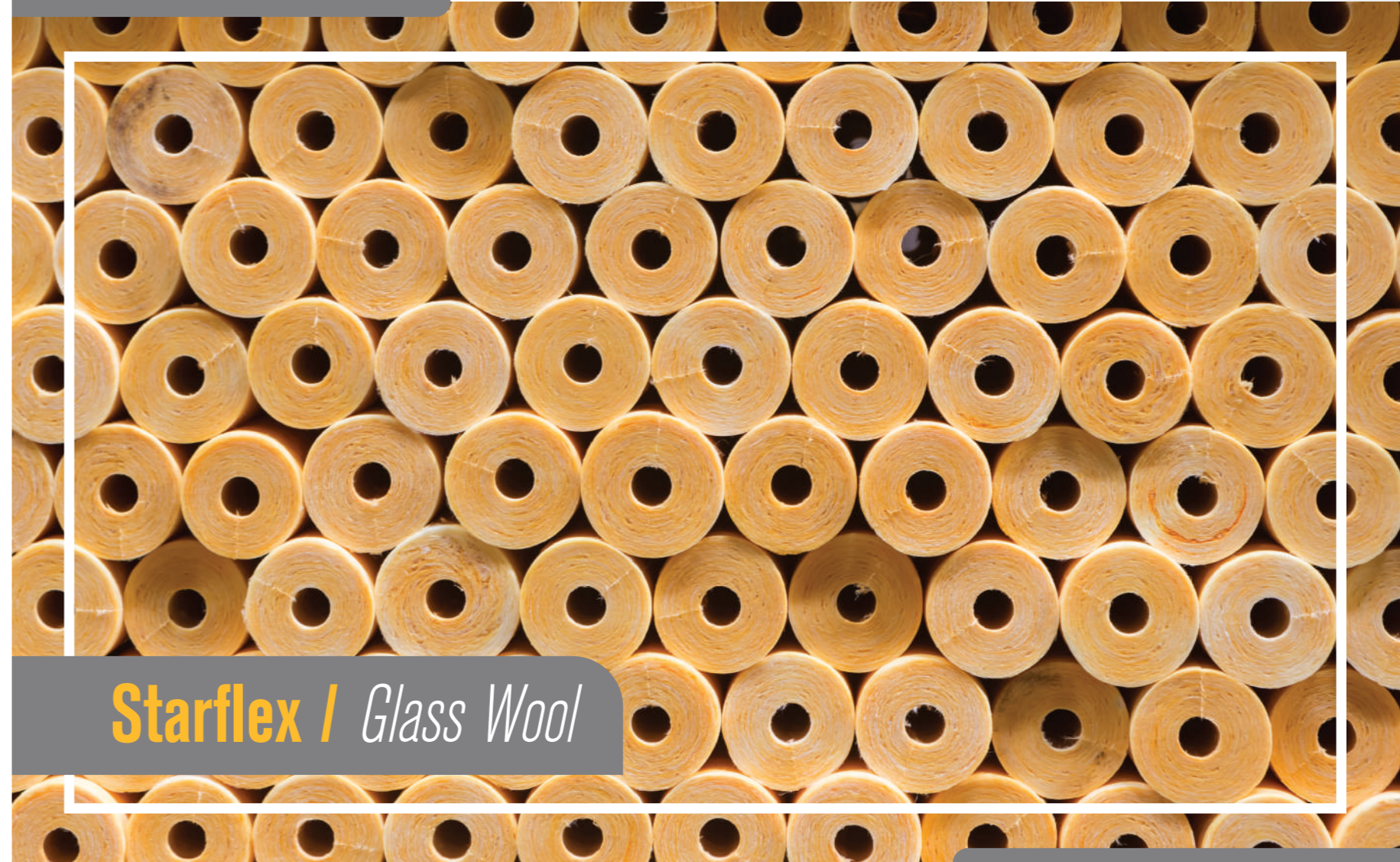
In Eminönü, one of the most significant locales on the historic peninsula, you can follow up your tour of the Grand Bazaar and the Spice Bazaar with a brief respite by the shore. Here one can find a veritable mélange of aromas, freshly grilled fish sandwiches sold from boats or quaint fish shops under Galata Bridge, pickle vendors, chestnut roasters, bagel purveyors and carts selling corn on the cob, grilled or boiled... A riot of color and taste that appeals to any palate!

Grilled fish sandwiches are the one street food visitors to the historical peninsula make a point to sample. You can buy a freshly grilled

fish sandwich from small boats moored between the ferry ports or from fish restaurants lining the shore. If you are so inclined, you can purchase many varieties of pickles from specialty vendors to accompany your fish. Then, you can settle yourself on your little wooden stool to enjoy your fish as well as a view of the sea. You can also encounter chestnut, bagel, or corn sellers with their colorful carts in all quarters of Istanbul. Istanbul's must-have delicacy, chestnuts, populate these colorful carts with their delicious aroma. You should never visit Istanbul without sampling the city's famed chestnut kebab.



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