

The background features a dark, almost black, gradient. On the right side, there is a bright, glowing light source that creates a fan of fine, white, radiating lines extending across the frame. Overlaid on this are several large, thin, white, curved lines that form a complex, abstract pattern. Some of these lines intersect, creating bright white points of light. The overall effect is one of dynamic energy and modern design.

GIFGRF

2011
Annual Report

CONTENTS

GRF in Brief	2
Message from the Founding Chairman	5
President's Message	7
Governance	8
Objectives	12
Task Forces	14
Distinguished Guest Speakers	24
Roundtable Meetings	26
Council of Ideas	27
International Dialogue	28
Publications	30
Activities in High Schools and Universities	31
GRF Young Scholars Seminars	33
GRF Young Scholars Abroad Seminars	36
Membership	38



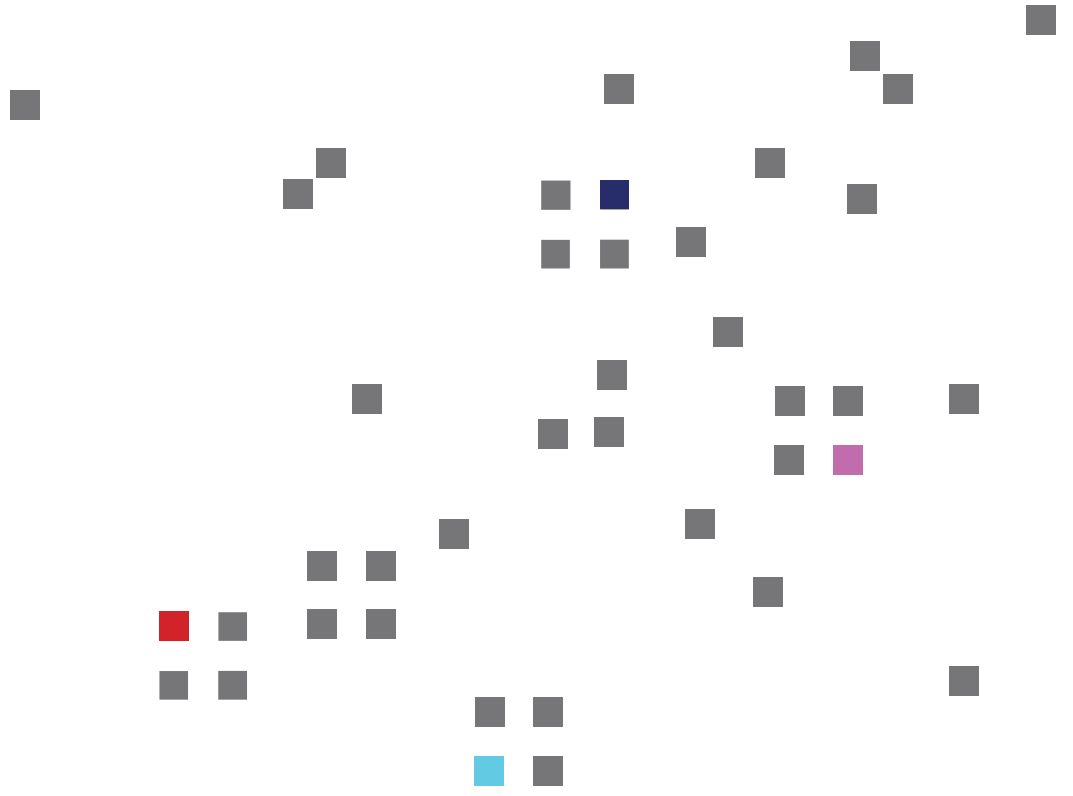
GRF IN BRIEF

Global Relations Forum was the brainchild, first proposed in May 2008, of a group of business people, scholars, and diplomats, all leaders in their respective fields. Their original aim was to support and reinforce Turkey's intellectual contribution to the global agenda, and to forge a sustained collaboration with respected global counterparts.

Consequently, on January 23, 2009, GRF assembled a broader group of leaders to discuss and debate the institution's

objectives, the instruments at its disposal, and its core values. These leaders sought to position GRF as an advocate for a more diverse global order, aiming to increase broader public awareness of the global agenda. The meeting concluded with the unanimous adoption of the 20-article bylaws of the association.

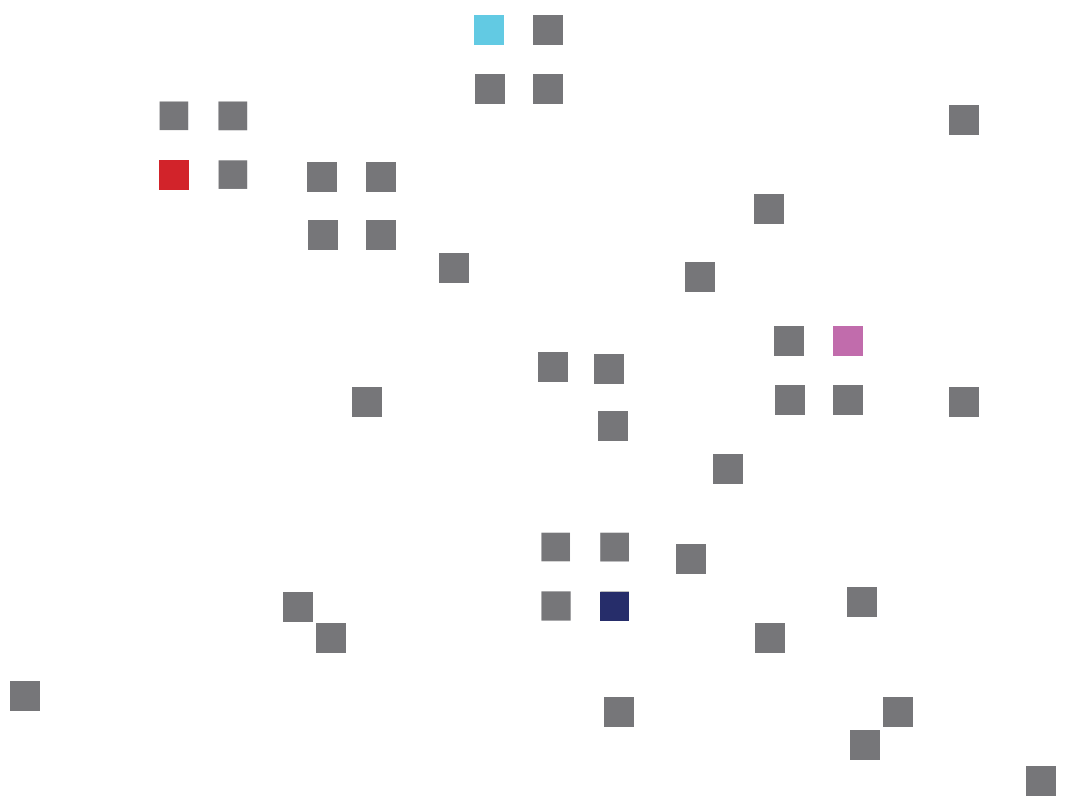
GRF was officially founded on May 11, 2009 by 40 accomplished Turkish men and women with prominent roles in international



fora, who have received international recognition for their efforts throughout their careers. GRF commenced its activities after moving to its current premises in September of that year. H.E. Abdullah Gül, the President of the Republic of Turkey, delivered the association's inaugural address on November 18, 2009.

“Intellectual curiosity, resolve in the pursuit of truth, disciplined inquiry, rational debate, respect for diverse viewpoints, constructive demeanor, consistency and integrity, and above all a firm belief in human agency will always lead the way for GRF.”

Memduh Karakullukçu





MESSAGE FROM THE FOUNDING CHAIRMAN

Global Relations Forum is now 3 years old.

We are already a part of the global debate and have been invited to join CFR's newly formed Council of Councils comprised of a selected group of prominent organizations from various parts of the world.

So far, we have had numerous high-ranking politicians, business leaders and visiting dignitaries attending our working luncheons and dinners.

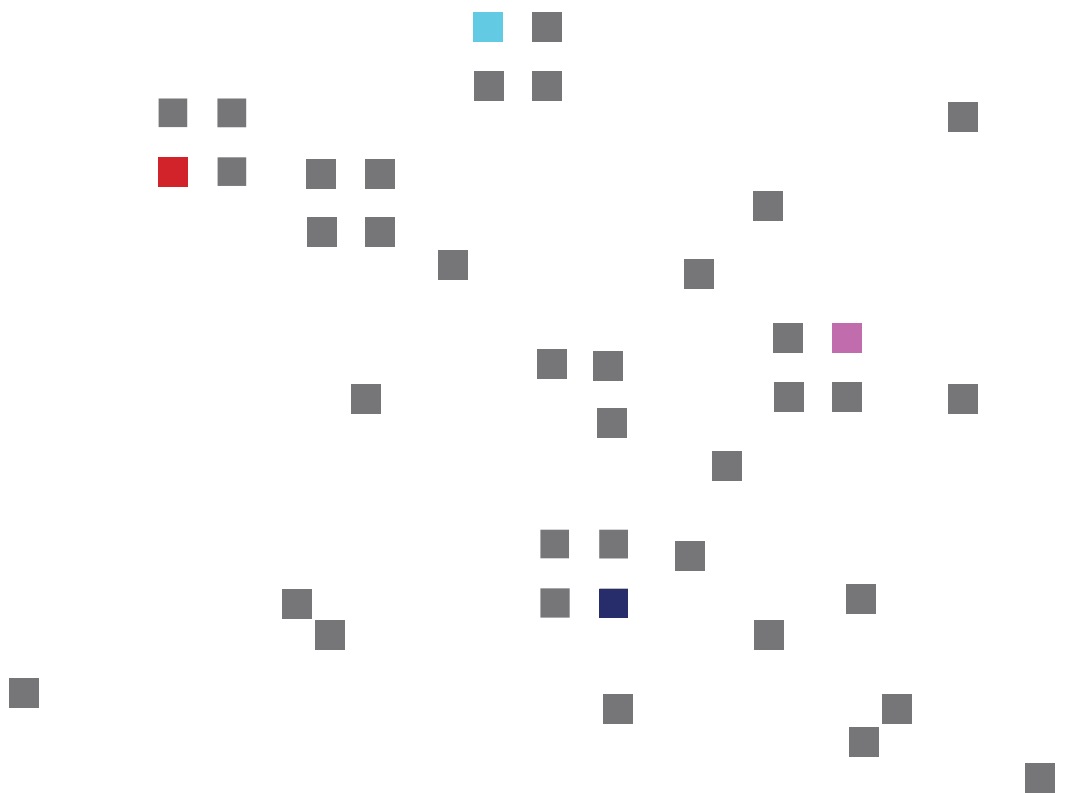
Our first Task Force report on Turkish-American Relations has been published and two more, focusing on Energy and National Security, are in the pipeline.

Since our founding, the world has seen dramatic changes. Especially in the last 2 years, the Middle East has been subject to great transformations in terms of politics, economics and culture.

Last year, Europe went through an unexpected and unforeseen financial bottleneck. Turkey's geographic importance has been magnified, as it is at the intersection of Europe and the Middle East. This situation puts great emphasis on the country's foreign policy and we are ready to play a major role in this context, so there is much more to do.

I would like to thank all our Board members, President and staff for their generous support and dedication and wish GRF continuing success.

Rahmi M. Koç





PRESIDENT'S MESSAGE

Sudden change and amplified instability have ruled the global agenda in the past few years. Many hitherto steady political, economic, financial structures have been shaken, humbled or wiped out. Intellectual and institutional capacity around the world is tested to its limits in making sense of the change, let alone in shaping it. Our intellectual apparatus for comprehending the abrupt shifts appears to be still descriptive and exploratory, not explanatory.

It is in this global intellectual climate that Global Relations Forum has evolved and grown in its second year of institutional history. The current milieu of instability inevitably provokes the desire to shape a fair and steady international order that can preempt or transcend episodic and unsettling discontinuities. The focus of GRF's policy deliberations, the nature of its international collaborations and the vision of its youth programs are molded by this aspiration.

The Task Forces are becoming the key fora for GRF's internal policy deliberations. The discussions in these meetings seek to demarcate the relatively stable long-term trends and structural certainties from the unruly dynamics of complexity and uncertainty. Disentangling the knowable from the unknowable or the permanent from the transient is a difficult task in global affairs, but that wisdom is the sine qua non of creating fair and lasting structures. The vast experience and the tested insights of GRF's members have proved to be critical in searching for that steady wisdom in an exceptionally unsteady part of the world.

Collaboration with global counterparts has been an explicit institutional objective since GRF's inception. As the second year unfolded, it has become easier to articulate the nature of the collaboration that GRF seeks. Foreign policy cultures vary significantly across countries. National policy reflexes are frequently conditioned by national history and limited by national risk-appetites or political cultures. GRF has been building relations with counterparts who are willing to bridge this structural gap among nations. Joint work among leading policy practitioners and experts across countries is a crucial step for initiating the much-needed convergence of national foreign policy cultures and reflexes. GRF's international collaborations are being shaped around this objective.

GRF's youth programs have become an integral part of the new institution's budding culture. Participants in these programs are encouraged to identify and question the fundamental premises of international and global dynamics. A culture of intellectual audacity and collective scholarly experimentation is cultivated. Given the long time-horizon of their careers, GRF's Young Scholars can take on the structural flaws of the global order that generate episodic instability. GRF, with the vast experience of its members, provides the ideal setting for audacious ideas of the participants to be tested and refined as they contemplate their contribution to national and global policy-making.

GRF is a young organization that has joined the ranks of institutions around the world seeking to address the global challenges that we face. Like any young aspiring institution, its institutional culture is being uniquely shaped by the distinctiveness of its position in time and geography. Partaking in its evolution is an unrivaled privilege and a source of profound intellectual satisfaction.

I thank our Board, our members, our team, our Young Scholars as well as our friends in Turkey and around the world for their generosity in inspiring and guiding our young institution.

Memduh Karakullukçu

GOVERNANCE

ANNUAL GENERAL ASSEMBLY

GRF's third Annual General Assembly was held at the Sakıp Sabancı Museum on March 25, 2011. A dinner, with the Minister of Foreign Affairs of the Republic of Turkey H.E. Ahmet Davutoğlu as the guest of honor, followed the assembly.



BOARD OF DIRECTORS

GRF Board of Directors comprises fifteen members. Board members are elected to serve three-year terms, which are staggered so as to require annual elections for one-third of the board.



BOARD MEMBERS

Rahmi M. Koç
Chairman

Memduh Karakullukçu
Vice-Chairman, President

Hanzade Doğan Boyner
Vice-Chairwoman

Metin Fadilloğlu
Secretary General

Gülsün Sağlamer
Auditor

Lucien Arkas

Aslı Başgöz

Hasan T. Çolakoğlu

Salim Dervişoğlu

Ali Dođramacı

Sönmez Köksal

Özdem Sanberk

Suzan Sabancı Dinçer

Ferit Şahenk

İlter Türkmen

AUDIT COMMITTEE MEMBERS

Eşref Cerrahoğlu

Hayati Kamhi

Zekeriya Yıldırım

COMMISSIONS

Global Relations Forum convenes commissions to support the efficacy of the Board of Directors and the executive processes.

EXECUTIVE BOARD MEMBERS

Canan Edibođlu

Memduh Karakullukçu

Gülsün Sağlamer

Özdem Sanberk

Zekeriya Yıldırım - Auditor

MEMBERSHIP COMMITTEE MEMBERS

Piraye Antika

Hanzade Doğan Boyner

Ali Dođramacı

Tarhan Erdem

Sönmez Köksal

Muhsin Mengütürk

STUDIES COMMISSION MEMBERS

Aslı Başgöz

Salim Dervişoğlu

Suzan Sabancı Dinçer

Ali Dođramacı

Metin Fadilloğlu

Memduh Karakullukçu

Sönmez Köksal

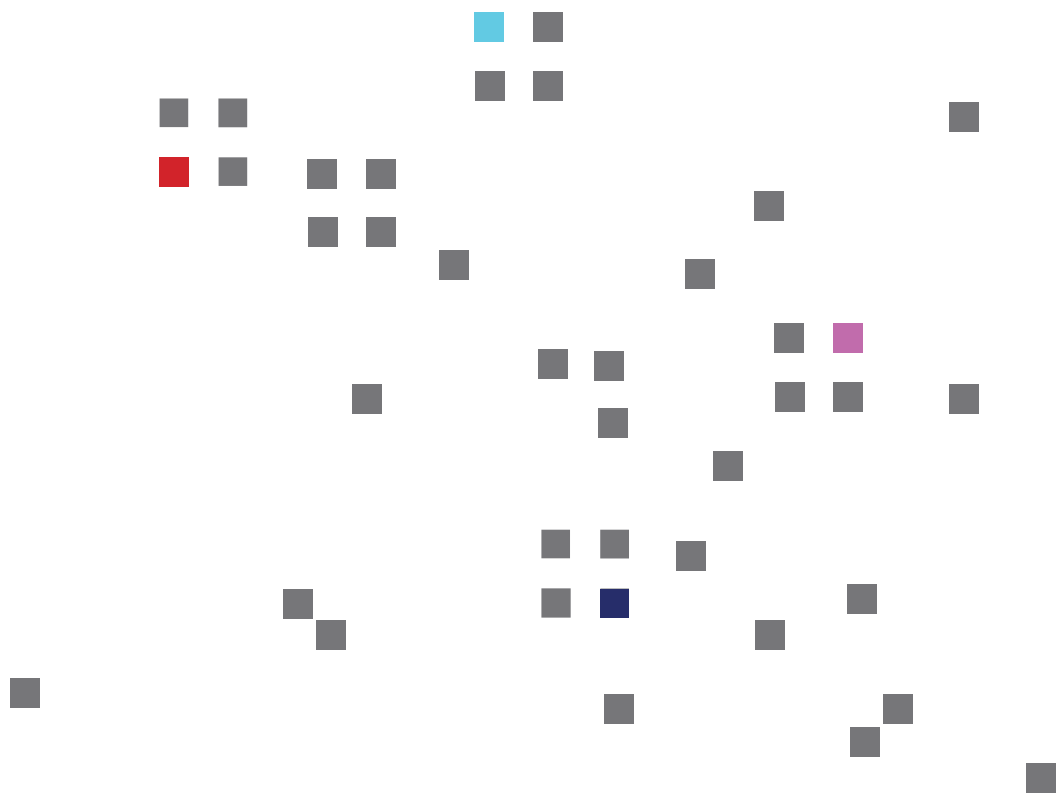
Muhsin Mengütürk

Gülsün Sağlamer

Özdem Sanberk

İlter Türkmen

GRF EXECUTIVE STAFF





Maxine İmer
Administrative Coordinator



Nigar Ağaoğulları
Program Director



Gözde Küçük
Program Director



Ali Serkan Türkmenoğlu
Associate



OBJECTIVES



Platform for Consultation

A culture of deliberation that crosses professional, political, and ideological faultlines

Policy reports that synthesize diverse viewpoints in global issues

Global Counterpart

Measured, steady, deliberative institutional interface between global concerns and Turkey's priorities

An informed and engaged counterpart that focuses on and contributes to the global agenda



Forum for Dissemination of Ideas

A reliable source for high-caliber policy analysis in Turkey and abroad

A forum for informing interested individuals on pressing issues and encouraging them to take part in shaping the global agenda



Magnet for Aspiring Young Leaders

An institution that attracts accomplished, motivated and committed young individuals dedicated to addressing global challenges

A platform that brings together young leaders and members to debate global challenges and viable policy alternatives



TASK FORCES





Global Relations Forum launched two Task Forces in the 2009-2010 period: **“Turkey-USA Relations”** and **“Energy and Climate Change”**. During 2011, these Task Forces focused on the drafting of consensus papers. The report entitled “Turkey-USA Partnership at the Dawn of a New Century” prepared by the Turkey-USA Relations Task Force was released to the Press on December. 16, 2011. GRF has also initiated a new Task Force in 2011 to assess **“Turkey’s Approach to Security in the 21st Century”**.

A major part of GRF activities, Task Forces strive to make balanced judgments on matters that involve medium to long-term uncertainty, and to generate roadmaps for Turkish foreign policy in light of these judgments.

GRF Task Forces bring together accomplished individuals from a diversity of professional backgrounds, experience and opinion who unite around the principles of consultation and search for common ground.

The Task Forces are independent commissions that make clear recommendations on strategy and policies in light of findings made on the monthly half-day meetings. Each Task Force member may add her additional concurring or dissenting view to the findings and recommendations of the commission.

The number of Task Force members varies between ten and fifteen to balance diversity with substantive exchange of ideas. Two Co-Chairs, the Project Director and the Rapporteur are responsible for managing the Task Force process as well as for crafting the synthesis of individual ideas. As members participate in the Task Force in their individual capacities, their views do not necessarily represent those of their institutions.

COMPLETED TASK FORCE: TURKEY-USA RELATIONS TASK FORCE

The Turkey-USA Relations Task Force, the inaugural GRF Task Force, was launched to assess the dynamics that shape the two countries' foreign policies and their bilateral relations, as well as offering foresight and policy recommendations based on these dynamics. A group of 12 distinguished members, all authorities in their respective fields of business, academia, media, politics and diplomacy was led by the Co-Chairs, *Dr. Füsün Türkmen* of the Galatasaray University and *Yavuz Canevi*, Chairman of Türk Ekonomi Bankası, and co-ordinated by GRF Program Director *Gözde Küçük*.

The Turkey-USA Relations Task Force held ten meetings beginning on December 10, 2009; editorial meetings followed during the drafting process authored by Dr. Füsün Türkmen, the Co-Chair of the Task Force, and the consensus policy paper was finalized in September 2011 following a lengthy and comprehensive deliberation process.



“We have found chairing the Turkey-USA Task Force to have been a highly enriching and challenging experience, not only in terms of intellectual analysis, but also as an exercise in the art of reaching consensus.”

Füsün Türkmen – Yavuz Canevi (Co-Chairs)

TASK FORCE

Co-Chairs:

Yavuz CANEVI

Chairman, Türk Ekonomi Bankası

Füsün TÜRKMEN

*Associate Professor of International Relations,
Galatasaray University*

Members:

Edip BAŞER

*Lecturer at Yeditepe University; Former Deputy
Chief of General Staff*

Aslı BAŞGÖZ

*Global Executive Committee Member of White
and Case, LLP*

Hanzade DOĞAN BOYNER

*Chairwoman, Doğan Online and Doğan
Gazetecilik*

Gökhan ÇETİNSAYA

President, The Council of Higher Education

Umran İNAN

Rector, Koç University

Memduh KARAKULLUKÇU

GRF Vice-Chairman and President

Sami KOHEN

Journalist, Milliyet Newspaper

Sönmez KÖKSAL

*Ambassador (Ret.); Former Undersecretary of
Turkish National Intelligence Organization*

Özdem SANBERK

*Ambassador (Ret.); Former Undersecretary of
Ministry of Foreign Affairs*

Project Director:

Gözde KÜÇÜK

GRF Program Director



The report entitled “**Turkey – USA Partnership at the Dawn of a New Century**” opens with a description of the framework at the foundation of the bilateral relations between the two countries. It then continues with the substance of Turkish-American relations in both the historical perspective and in light of current challenges. The points of convergence and divergence follow. The third section of the report focuses on mutual perceptions, emphasizing the continued entrenched anti-Americanism in Turkey and the ideological polarization in Washington in all issues related to Turkey. The report concludes with recommendations for Turkey, recommendations for the USA and recommendations for both parties.

...one of the key points emphasized by the report is that “a new Middle East challenge confronts the relationship”. “Aspirations in North Africa and the Middle East towards a new democratic and social order present fresh opportunities for cooperation between Turkey and the US.” According to GRF, this “is the cement long-needed to underpin the Turkey-US relationship.”

December 17, 2011, Sedat Ergin, Hürriyet

PROMOTIONAL ACTIVITIES

The report was shared with GRF members on December 14, 2011, and released to the press on December 16, 2011. The full text of the report is available at www.gif.org.tr.

The report was presented to GRF members, stakeholders in politics, academia, the press and business, as well as global counterparts.

Following the completion of the report, members of the GRF Turkey-USA Relations Task Force shared their experience and opinions with the delegation headed by Madeleine Albright, the former US Secretary of State, and the Co-Chair of the Independent Turkey Task Force launched by the Council on Foreign Relations.



ONGOING TASK FORCES: ENERGY AND CLIMATE CHANGE TASK FORCE

GRF Task Force on “Energy and Climate Change” was launched with the purpose of making inclusive, systematic and dynamic assessments and offering recommendations on energy, which has strategic importance for Turkey in terms of politics, economics and national security. Eleven meetings were held during the year.

The Task Force continued its work towards forming a consensus policy paper and editorial meetings throughout 2011. The first draft of the consensus report was written by Memduh Karakullukçu, GRF Vice-Chairman, and presented to the Task Force for comments after incorporating the suggestions made by the Co-Chairs and the Editorial Commission.

The aim of the Task Force consensus paper is to identify lasting trends and propose dynamic policy processes with long-term relevance in the highly variable, multi-

dimensional, and complicated domain of energy. A further underlying objective of the paper is to propose a conceptual framework that may be of relevance to policy debates beyond Turkey.

The report entitled “Turkish Energy Strategy in the 21st Century” places the objective of uninterrupted, low-cost and sustainable energy supply at the center, and reviews the uncertainty and discontinuities that might obstruct national strategies and policies developed to achieve this objective. The study treats the energy supply issue under three broad areas: fossil fuels, new energy technologies and nuclear energy. The Task Force report encourages institutions to provide flexibility in the face of uncertainty.



TASK FORCE

Co-Chairs:

Fatih BİROL

Chief Economist, The International Energy Agency (IEA)

Gülsün SAĞLAMER

Professor of Architecture; Former Rector of Istanbul Technical University (İTÜ)

Members:

Salim DERVİŞOĞLU

Admiral (Ret.), Former Commander of the Turkish Naval Forces

Canan EDİBOĞLU

Economist; Former General Manager of Shell Turkey

Memduh KARAKULLUKÇU

GRF Vice-Chairman and President

Sönmez KÖKSAL

Ambassador (Ret.), Former Undersecretary of the Turkish National Intelligence Organization

C. Tanıl KÜÇÜK

Chairman, Istanbul Chamber of Industry

Erol MEMİOĞLU

President of the Energy Group, Koç Holding, A.Ş.

Muhsin MENGÜTÜRK

Board Member, Doğuş Holding, A.Ş.

İlhan OR

Professor of Industrial Engineering, Boğaziçi University

Ayşe Yasemin ÖRÜCÜ

Energy and Climate Change Specialist, Ministry of Energy and Natural Resources

Mustafa TIRIS

Director of the Energy Institute at Marmara Research Center of the Scientific and Technological Research Council of Turkey (TUBITAK MAM)

Volkan VURAL

Ambassador (Ret.); Advisor to Chairman, Doğan Holding, A.Ş.

Project Director:

Nigar AĞAOĞULLARI

GRF Program Director

“TURKEY’S APPROACH TO SECURITY IN THE 21ST CENTURY” TASK FORCE



GRF Task Force on “Turkey’s Approach to Security in the 21st Century” was launched with the purpose of debating and determining the newly emerging, interrelated global security risks and threats in the face of the uncertainty that shapes today’s international relationships. The group intends to offer policy recommendations to refine Turkey’s conceptual and institutional security structure.

Task Force member Dr. Gülnur Aybet of the University of Kent presented her views on the “Evolution of the Concept of Security in the 21st Century” at the first meeting held on September 21, 2011.

Following is the list of members who were invited to join the Task Force:





TASK FORCE

Co-Chairs:

Salim DERVIŞOĞLU

Admiral (Ret.); Former Commander of the Turkish Naval Forces

Sönmez KÖKSAL

Ambassador (Ret.); Former Undersecretary of the Turkish National Intelligence Organization

Members

Oktar ATAMAN

General (Ret.)

Gülnur AYBET

Senior Lecturer, Politics and International Relations, University of Kent

Şadi ERGÜVENÇ

Lieutenant General (Ret.)

Memduh KARAKULLUKÇU

GRF Vice-Chairman and President

Hüsamettin KAVİ

Industrialist; Former President of Istanbul Chamber of Industry Project Director

Kemal KİRİŞÇİ

Professor of Political Science and International Relations, Boğaziçi University

Ergun MENĞİ

Brigadier (Ret.)

Mustafa ÖZBEY

Senior Rear Admiral (Ret.)

Ümit PAMİR

Ambassador (Ret.)

İlter TÜRKMEN

Ambassador (Ret.); Former Minister of Foreign Affairs

Erkut YÜCAOĞLU

President, TÜSİAD High Advisory Council Chairman, Map-Turkuaz Group of Companies

Rapporteur:

Münevver CEBECİ

Lecturer, European Union Institute at Marmara University

Project Director:

Nigar AĞAOĞULLARI

GRF Program Director

Following is the list of guest speakers who shared their views with the Task Force in 2011, and the titles of their respective presentations:

- **Dr. George Friedman, CEO, STRATFOR and Political Scientist, October 7, 2011**

“Global Security Risks and Threats that Shape Today’s International Relationships”

- **Dr. Claire Spencer, Director, Middle East and North Africa Programme, Chatham House, December 21, 2011**

“Global Threats, Risks, and Challenges that Emerge in Light of the Arab Spring: Role of International and Regional Institutions”



TASK FORCES IN PLANNING STAGES:

GRF has, throughout 2011, planned and deliberated on the legal aspects of Turkey's relations with the EU, and the future of Turkey's human resources in global competitiveness.

“THE LEGAL FOUNDATIONS OF TURKEY – EU RELATIONS: MUTUAL OBLIGATIONS AND PRACTICES” TASK FORCE PLANNING COMMITTEE

GRF members **Cem Duna**, **Memduh Karakullukçu**, **Sönmez Köksal**, **Özdem Sanberk** took part in the Planning Committee, co-chaired by **Pekin Baran** and **Rıza Türmen**. **Gözde Küçük** served as the Director and **Esra Ünal** as the Rapporteur.

Prof. Ercan Tezer, Secretary General of Automotive Manufacturers Association, and **Can Baydarol**, European

Union Expert, participated in some of the meetings to share their expertise. The Planning Committee also invited guest speakers: **Prof. Marc Maresceau**, former legal advisor to the full accession negotiations carried out by countries such as Romania and Hungary, and **Ambassador Haluk Ilıcak**, Undersecretary for the Ministry of EU Affairs, shared their expert opinions with the Committee.



“TOWARDS 2030: TURKEY’S HUMAN RESOURCES AND GLOBAL COMPETITIVENESS” TASK FORCE PLANNING COMMITTEE

GRF members **Metin Fadillođlu**, **Emre Gönensay**, **Memduh Karakullukçu**, **Sönmez Köksal** and **Gülsün Sağlamer**, took part in the Planning Committee, co-chaired by **Ali Dođramacı** and **Muhsin Mengütürk**. **Nigar Ađaođulları** served as the Director. Meetings were held throughout 2011 to discuss the framework, objectives, and methods of the study. To this end, the committee decided to initiate Roundtable Meeting Series

to address different approaches to human resources. The first Roundtable Meeting hosted GRF member Orhan Güvenen, Professor of Econometrics at Bilkent University, and Former Undersecretary to the State Planning Organization.

During this meeting, Orhan Güvenen shared his expertise on social capital and the present state of human resources in Turkey.

DISTINGUISHED GUEST SPEAKERS





Former US Secretary of State
Madeleine Albright
December 2010



Prime Minister of Turkey
Recep Tayyip Erdoğan
January 2011



Minister of Foreign Affairs and Former Prime
Minister of Australia
Kevin Rudd
January 2011



Leader of the Republican
People's Party (CHP)
Kemal Kılıçdaroğlu
February 2011



Minister of Foreign Affairs of Turkey
Ahmet Davutoğlu
March 2011



Honorary Chairman of the International
Chamber of Commerce
Victor K. Fung
June 2011



Former UK Foreign Secretary and Labour MP
David W. Miliband
October 2011



Deputy Prime Minister of Turkey
Ali Babacan
December 2011

GRF invites prominent global leaders to its “Distinguished Guest Speakers” program. Distinguished Speakers present their ideas followed by discussion with the members. In the period between December 2010 and December 2011, eight prominent leaders, from Turkey and abroad, were invited as part of this program.

GRF members used this opportunity to debate a number of diverse topics with guest speakers including the position of Turkish economy in the world, Turkish-Australian and Turkish-British bilateral relations, trends in global governance, and China’s evolving economic model.

The Hon. Madeleine Albright, Former US Secretary of State

“Turkey - USA Relations”
December 2010, Yapı Kredi Korusu

The Hon. Recep Tayyip Erdoğan, Prime Minister of Turkey

“Turkey’s Internal and External Challenges”
January 16, 2011, Yapı Kredi Korusu

The Hon. Kevin M. Rudd, Minister of Foreign Affairs and Former Prime Minister of Australia

“Turkey and Australia: Opportunities for Co-operation in Global Issues”
January 31, 2011, Rahmi M. Koç Museum

Mr. Kemal Kılıçdaroğlu, Leader of the Republican People’s Party (CHP)

“Turkey’s International Standing “
February 16, 2011, Yapı Kredi Korusu

H.E. Ahmet Davutoğlu, Minister of Foreign Affairs of Turkey

“Turkey’s Foreign Policy Decisions and Regional Role”
March 25, 2011, Sakıp Sabancı Museum, The Seed

Mr. Victor K. Fung, Honorary Chairman of the International Chamber of Commerce

“China’s Economic Position and Targets”
June 24, 2011, Yapı Kredi Korusu

The Right Hon. David W. Miliband, Former UK Foreign Secretary and Labour MP

“Global Governance: Analysis and Recommendations”
October 14, 2011, Yapı Kredi Korusu

H.E. Ali Babacan, Deputy Prime Minister of Turkey

“Turkey’s Strategy for Becoming a Regional and Global Economic Power and the Structural Reforms Planned for the Economy”
December 23, 2011, Hilton Hotel

ROUNDTABLE MEETINGS

Roundtable meetings provide a platform for GRF members to engage in discussions led by experts in specific fields regarding international relations or global issues.

“Science, Technology, and Foreign Policy”

Prof. Kenneth H. Keller, Director of the Johns Hopkins University School of Advanced International Studies (SAIS) Bologna Center and Professor of Science and Technology Policy, January 17, 2011

“Ongoing Crises in the US and Europe, and the Path Forward”

Prof. Lawrence H. Summers, Former US Secretary of the Treasury; Former President of Harvard University and Former Director of US National Economic Council, September 15, 2011

“Current State of Global Relations and the Ongoing Economic and Political Crisis in the US”

Chuck Hagel, Former USA Senator (R-NE), Chairman of the Atlantic Council and Co-Chairman of the US President’s Intelligence Advisory Board, November 17, 2011





COUNCIL OF IDEAS

The Council of Ideas that convened on February 24, 2011, focused on “**Liberal Democracy Norms**” with the participation of Rıza Türmen (GRF member, Ambassador (Ret.), Former Judge of the ECHR, and *Milliyet* columnist) and Taha Akyol, *Milliyet* columnist.

The process of democratization throughout the world and the core values that constitute the concept of democracy were the two main topics of the discussion.

The Council of Ideas is a platform where a thought-provoking thesis put forth by a leading GRF member is thoroughly discussed.



INTERNATIONAL DIALOGUE

GRF has, in its second year, continued to lay the foundations of long-term cooperation with distinguished individuals and institutional counterparts. To this end, GRF held meetings with institutions across the US, Europe, Middle East and participated in international platforms for policy debate.





Francis Ricciardone



Thomas R. Pickering



Ad Melkert

- Heinrich Von Pierer, former Siemens CEO and Koç Holding Board Member, met with GRF on **February 21, 2011** and shared his opinions on political and economic links between Germany and Turkey.
- H.E. Francis J. Ricciardone, US Ambassador, and Scott Kilner, US Consul General in Istanbul met with GRF members on **March 28, 2011**. Mr. Ricciardone addressed the current state of US-Turkey relations and opportunities for regional cooperation.
- Thomas R. Pickering, Ambassador (Ret.) and Co-Chair of the International Crisis Group, attended a dinner hosted by GRF to discuss developments in the Middle East on **March 30, 2011**. At this meeting, GRF members had the opportunity to assess the converging interests between Turkey and the US.
- Gianluca Alberini, Italian Consul General in Istanbul, visited the Global Relations Forum on **April 21, 2011**. During this visit, GRF members had the opportunity to exchange views on the political and economic relations between Turkey and Italy, potential areas for future cooperation and initiatives to enhance dialogue.
- Ad Melkert, Special Representative of the Secretary-General for Iraq and Head of the UN Assistance Mission for Iraq, informed GRF members about the structure and activities of the Mission on **May 9, 2011**. Melkert shared his insights about the transformation and the future of the country in light of the developments in the Middle East.
- The six-member UK Parliament Foreign Affairs Committee delegation, comprising Mr. Richard Ottaway, MP (Croydon South); Mr. Mike Gapes, MP (Ilford South); Mr. Andrew Rosindell, MP (Romford); Mr. Frank Roy, MP (Motherwell-Wishaw); Mr. Rory Stewart, MP (Penrith-The Border) and Mr. David Watts, MP (St. Helens North) paid a visit on **November 3, 2011**. The delegation exchanged views on Turkey-UK bilateral relations with our members.
- Memduh Karakullukçu, GRF Vice-Chairman and President, attended the Summit of the Global Agenda –a World Economic Forum initiative- held in Abu Dhabi **between October 9 and 11, 2011**, as a member of the EU Global Agenda Committee. During the course of the meetings held at the summit, Karakullukçu shared his assessment of the growth strategies of the European Union.

PUBLICATIONS



TURKEY – USA PARTNERSHIP AT THE DAWN OF A NEW CENTURY

The Turkey-USA Relations Task Force, the first Task Force launched by GRF published its report entitled “Turkey – USA Partnership at the Dawn of a New Century” in December 2011. The report is available on the GRF website in both Turkish and English.

gif.org.tr

GRF collaborates with distinguished institutions including the Council on Foreign Relations (CFR) and the Brookings Institution. Translation of articles published by these institutions in periodicals and on their websites are made available to the Turkish public on the GRF website, www.gif.org.tr.

The articles published on the GRF website in 2011 with their Turkish translations:

- CFR - GDP and Economic Policy - Roya Wolverson
- CFR - How to Save the Euro and the EU: Reading Keynes in Brussels - Henry Farrell and John Quiggin
- CFR - Demystifying the Arab Spring: Parsing the Differences Between Tunisia, Egypt and Libya - Lisa Anderson
- CFR - NATO After Libya: The Atlantic Alliance in Austere Times - Anders Fogh Rasmussen
- FOREIGN AFFAIRS - The Digital Disruption: Connectivity and the Diffusion of Power - Eric Schmidt, Jared Cohen

- FOREIGN AFFAIRS - A G-Zero World: The New Economic Club Will Produce Conflict, Not Cooperation - Ian Bremmer and Nouriel Roubini
- FOREIGN AFFAIRS - The Post-Washington Consensus: Development After the Crisis - Nancy Birdsall and Francis Fukuyama
- FOREIGN AFFAIRS - The True Costs of Humanitarian Intervention: The Hard Truth About a Noble Notion - Benjamin A. Valentino
- FOREIGN AFFAIRS - Is Indonesia Bound for the BRICS? : How Stalling Reform Could Hold Jakarta Back - Karen Brooks
- BROOKINGS - Getting Energy Regulation Right - John P. Banks
- BROOKINGS - US Aid to Pakistan: Time for a New Approach - Homi Kharas

ARTICLES WRITTEN BY OUR MEMBERS

Cognizant that the language barrier is a two-way obstacle in accessing reliable sources of information on global issues, GRF publishes articles and commentaries by its members together with their translations on its website.

The articles written by GRF members, and published in 2011 are listed below:

- “Turkey is Losing Hope of a Rapport with Israel” - Özdem Sanberk
- Turkey’s Report on the Gaza Incident on May 31, 2010

Beyond gif.org.tr

In order to raise awareness about the content of gif.org.tr and to pave the way for constructive discussion, GRF is present in social media via its facebook and twitter accounts.

<http://www.facebook.com/pages/Global-İlişkiler-ForumuGlobal-Relations-Forum/136162726407529>

<https://twitter.com/#!/GRFGRF/>





ACTIVITIES IN HIGH SCHOOLS AND UNIVERSITIES



ROBERT COLLEGE MODEL UNITED NATIONS RCIMUN, APRIL 5-9, 2011

GRF Vice-Chairman Memduh Karakullukçu delivered the speech at the annual 2011 Robert College Model United Nations conference entitled “The Influences of Autarky and Cartelization in Policy Making”.

TEA TALKS WITH CEOs, SABANCI UNIVERSITY; MAY 18, 2011

“Tea Talks with CEOs” held by the Economics and Management Club of Sabancı University brings together leaders from diverse backgrounds to share their experiences with the students. On May 18, 2011, Memduh Karakullukçu joined the group to reflect on alternative career paths.

GRF aims to raise awareness of global dynamics in Turkey, and inspire young people to become active players and thinkers in world matters.

THE NINTH NATIONAL ELECTION CONFERENCE OF THE EUROPEAN YOUTH PARLIAMENT: MAY 24-28, 2011

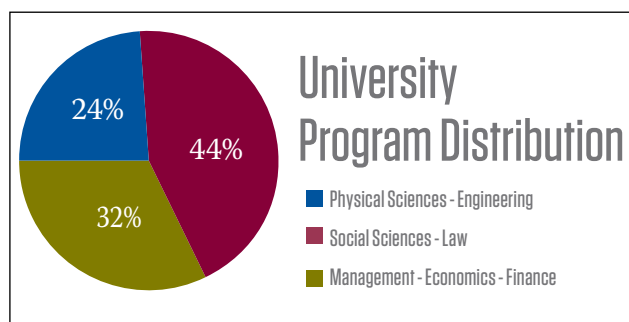
Memduh Karakullukçu spoke at the conference that took place at Galatasaray High School. The conference addressed issues related to EU’s foreign relations, human rights, economy, energy, culture, international trade, regional development, constitutional matters and civil liberties.

GRF YOUNG SCHOLARS





GRF YOUNG SCHOLARS SEMINARS



GRF Young Scholars Seminars is a program for a maximum of 20 undergraduate students to be selected annually from leading universities in Istanbul.

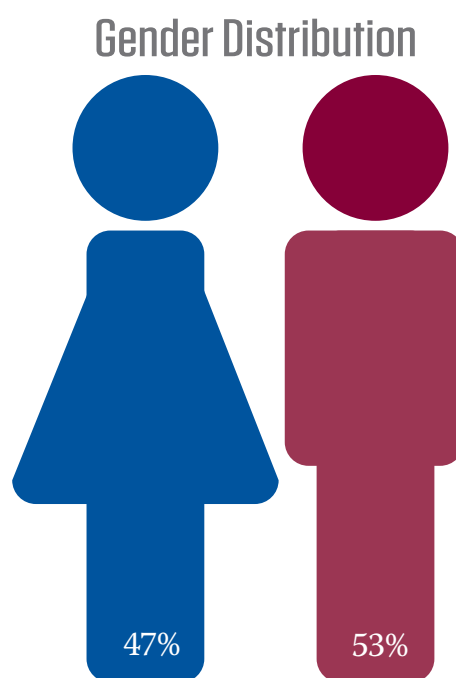
The program provides its participants with a platform where they can analyze and debate global issues freely, intelligently and constructively. Throughout the program, participants are encouraged to acquire in-depth knowledge about a particular issue, examine it from various perspectives, and develop an objective synthesis. The aim of the program is to instill and cultivate an understanding in its participants of how differing opinions can interact and blend constructively, a premise fundamental to GRF.

Seminars usually held at GRF premises assess complex and interrelated issues in the global agenda such as the financial system, economic imbalances, security systems, global governance, energy balances, human rights, demographics and education.

GRF members participate in some these seminars as guest speakers. These meetings allow students to debate topics of global significance with the leaders who have been instrumental in shaping the events in Turkey and the world.

The students are expected to present a 1.500-word Policy Analysis and Recommendation Memorandum on a global topic of their own choice to the group at the end of the seminars.

Students who successfully complete the program receive their certificates at a ceremony attended by GRF members and qualify for invitations to a variety of GRF activities that attract world leaders and internationally acclaimed experts. GRF interns are primarily selected from the Young Scholars.





GRF YOUNG SCHOLARS FALL 2010 TERM

GRF Young Scholars Fall 2010 seminars comprised ten seminars of three hours each and two presentation meetings of six hours each, held between October 2010 and March 2011.

Thirteen successful students currently studying at distinguished higher education institutions participated in the seminars; their policy notes covered topics relevant to Turkey and the world and as diverse as freedom of the media and expression, natural gas policies in the Caspian Region, Turkey's foreign policy with respect to Egypt's transition, and Turkey's technology policy.

GRF members attended the seminars as guest speakers, shared their experiences and insights on the following topics:

- Sönmez Köksal - **“Diplomacy”**
- Gülsün Sağlamer - **“Restructuring Higher Education”**
- Salim Dervişoğlu - **“A Professional Military Force”**
- Hanzade Doğan Boyner - **“The Media”**
- Muhsin Mengütürk - **“Human Resources in the 21st Century”**
- Özdem Sanberk - **“Phases of Turkish Foreign Policy”**

Following is the list of the thirteen GRF Young Scholars who participated in the Fall Term and successfully completed the program by presenting their Policy Analysis and Recommendation Memoranda.

Faruk Aktay	Koç University	<i>Law</i>
Ezgisu Biber	Sabancı University	<i>Social and Political Sciences</i>
Seran Çavdar	Boğaziçi University	<i>Economics and Mathematics</i>
Yılmaz Ergun Dinç	Koç University	<i>International Relations</i>
Adnan Koçak	Istanbul Bilgi University	<i>International Political Economy</i>
Melis Öner	Istanbul Technical University	<i>Electrical Engineering</i>
Hüseyin Özen	Sabancı University	<i>Social and Political Sciences</i>
Nur Banu Özkut	Boğaziçi University	<i>Political Science and International Relations</i>
Ezgi Sönmez	Boğaziçi University	<i>Management</i>
Sevgi Ceyda Şairoğlu	Sabancı University	<i>Economics</i>
Emre Tekişalp	Boğaziçi University	<i>Mechanical Engineering</i>
Ali Serkan Türkmenoğlu	Istanbul Technical University	<i>Electrical Engineering</i>
Ali Can Uzun	Galatasaray University	<i>International Relations</i>



GRF YOUNG SCHOLARS SPRING 2011 TERM

The second GRF Young Scholars group attended ten seminars and two presentation meetings, held between April and October 2011.

GRF members shared their views and experiences on the following topics:

- İlder Türkmen - “**Turkish Foreign Policy From the Beginning of the Republic to Today**”
- Hakan Altınay - “**Global Civics**”
- Leyla Alaton - “**Entrepreneurship**”
- Mehmet Arda - “**Fifty Years in Global Economic Governance**”

Following the summer break, the seminars continued through September and October, concluding with a final meeting held on October 15, 2011 at the Rahmi M. Koç Museum. Student presentations covered topics such as global food security, energy poverty in Africa, the restructuring of the UN Security Council and urban transformation.

This group had the opportunity to contribute to the Global Civics project organized by the Brookings Institution-London School of Economics and led by Mr. Hakan Altınay. Global Civics project, whose contributors include distinguished educational institutions from around the world such as the Australian National University, FGV (Sao Paulo), Hong Kong University, Mercator Academy (Berlin), New Economics School (Moscow), University of Johannesburg and Yale University, published articles written by GRF Young Scholars on the Global Policy Journal website (<http://www.globalpolicyjournal.com>).

Following is the list of twelve GRF Young Scholars who participated in the Spring Period and successfully completed the program by presenting their Policy Analysis and Recommendation Memoranda.

Gizem Akçaylan	Koç University	<i>Management and Industrial Engineering</i>
Sinem Baykalöz	Koç University	<i>Industrial Engineering</i>
Meneviş Cılızoğlu	Sabancı University	<i>Social and Political Sciences</i>
Aycan Adrian Corum	Sabancı University	<i>Electronic Engineering</i>
Dilara Çelik	Koç University	<i>Law</i>
Zeynep Çetin	Koç University	<i>Economics</i>
Hayrettin Günc	Yıldız Technical University	<i>Architecture</i>
Çağlar Kaya	Sabancı University	<i>Economics</i>
Ozan Kublay	Boğaziçi University	<i>Political Science and International Relations</i>
Yıldız Okyay	Sabancı University	<i>Economics</i>
Ayşe Söğütlügil	Koç University	<i>International Relations</i>
Lale Tekişalp	Boğaziçi University	<i>Political Science and International Relations</i>



GRF YOUNG SCHOLARS GRADUATION DINNER, DECEMBER 28, 2011

The graduation dinner for the first two GRF Young Scholars Seminar groups was held at the Rahmi M. Koç Museum. Mr. Rahmi M. Koç, GRF Chairman and Mr. Memduh Karakullukçu, GRF Vice-Chairman and President shared their views on the Young Scholars program and welcomed the Scholars to the GRF community. Ali Serkan Türkmenoğlu and Sinem Baykalöz followed with speeches reflected on their experiences as Young Scholars. The Scholars who successfully completed the seminars received their certificates, acknowledging their accomplishment.

GRF YOUNG SCHOLARS 2012 TERM

Informed by the first two terms, GRF decided to restructure the seminars to cover a full year.

Consequently, the 2012 program was designed around fifteen seminars to take place between November 2011 and October 2012.

17 successful undergraduates, currently studying at *Boğaziçi University, Istanbul Technical University, Galatasaray University, Koç University and Sabancı University*, were selected after an intense process of applications and interviews. The group began its program with an inaugural meeting on November 23, 2011 at the Koç University İstinye Campus. In 2011, İlder Türkmen and Erkut Yücaoğlu participated in the seminars. They shared their insights on “Turkey’s Middle East Policy During the Arab Spring Process” and “Essential Strategies for the Development of Turkish Economy in the Medium and Long Term” respectively.

GRF YOUNG SCHOLARS ABROAD SEMINARS

GRF Young Scholars Abroad 2011 Seminars has been designed as a significant step in the GRF objective of providing young people with a platform where they can debate international relations and global issues. Undergraduates currently studying at such distinguished universities as *Brown, Columbia, Georgetown, Harvard, McGill, MIT, Princeton, University of Chicago* and *Yale* attended residential programs at the Koç University İstinye Campus in two separate sessions: June 9-11 and December 27-29, 2011. GRF members made the following presentations during the seminars led by Memduh Karakullukçu, GRF Vice Chairman and President:

“What made GRF unforgettable for me was the awareness it instilled in me about areas for self-improvement and the intellectual prejudices I had previously overlooked”

Erman Eruz, GRF Young Scholars Abroad 2011



- İlder Türkmen - **“Turkish Foreign Policy From the Beginning of the Republic to Today”**
- Sönmez Köksal - **“The Middle East” and “Protocol”**
- Güven Sak - **“Economic Policies”**
- C. Tanıl Küçük - **“Industrial Policies”**
- Umran İnan **“Technology-Universities-Defense”**
- Gülsün Sağlamer - **“Higher Education in Turkey”**
- Özdem Sanberk - **“Diplomacy”**
- Salim Dervişoğlu - **“Security”**
- Scott Kilner, US Consul General in Istanbul- **“Turkey-US Relations”**

The meetings concluded with participants presenting their policy notes on topics such as renewable energy, unplanned urbanization, climate change, nuclear disarmament and education policies. Following is the list of successful GRF Young Scholars Abroad 2011:

Sabire İpek Demir	Yale University	<i>Ethics, Politics and Economics</i>
Ece Erdagöz	Harvard University	<i>Economics and Ethics and Public Policy</i>
Begüm Ersan	Brown University	<i>Economics and International Relations</i>
Irmak Erman Eruz	Princeton University	<i>Architecture and Civil Engineering</i>
Berk Güler	Georgetown University	<i>Economics and Government</i>
Mine Kansu	Tufts University	<i>International Relations and Economics and Religion</i>
Ediz Karahasanoğlu	Brown University	<i>Applied Mathematics and Economics</i>
Okan Okutgen	Princeton University	<i>Mechanical and Aerospace Engineering</i>
Özgün Sak	University of Chicago	<i>History and Political Science</i>
Arman Uygur	Worcester Polytechnic Institute	<i>Aerospace Engineering</i>
İrem Yörüük	Wellesley College	<i>Economics</i>



GRF YOUNG SCHOLARS ABROAD 2012 TERM APPLICATIONS

The application period for the GRF Young Scholars Abroad 2012 Term is opened to Turkish undergraduates currently studying at leading US universities on December 26, 2011, following a briefing session.

MEMBERSHIP

GRF membership is open to individuals as well as to companies.

Founded in May 2009 by a group of 40 individuals, Global Relations Forum increased its individual member count to 110 by the end of 2011.

MEMBERS*

Faik Açıkalin	CEO of Yapı Kredi Bank; President of the Banking and Insurance Group, Koç Holding, A.Ş.
Vural Akışık	Executive; Former Chairman of the Turkish State Banks
Leyla Alaton	Board Member, Alarko Group of Companies
Hakan Altınay	Board Member, The Open Society Foundation; Non-resident Senior Fellow, The Brookings Institution
Piraye Antika	Management Consultant; Former CEO of HSBC Bank Turkey
Emre Aracı	Musicologist; Composer
Mehmet Arda	Professor of International Relations, Galatasaray University
Esin Güral Argat	Board Member, Gural Aircraft
Lucien Arkas	Chairman, Arkas Holding, A.Ş.
Attila Aşkar	Professor of Applied Mathematics; Former Rector of Koç University
Elsie Vance Aşkar	Consultant
Ömer Pekin Baran	Chairman, Denizcilik A.Ş.
H. Edip Başer	Former Deputy Chief of General Staff; Lecturer at Yeditepe University
Aslı Başgöz	Global Executive Committee Member of White and Case, LLP
Tayfun Bayazıt	Former Chairman, Yapı Kredi Bank
Feyyaz Berker	Chairman, Tekfen Holding, A.Ş.
A. Gülsün Bilgehan	MP; Lecturer at Bilkent University
Fatih Birol	Chief Economist, IEA
Nakiye Boyacıgiller	Dean of Faculty of Management, Sabancı University
Hanzade Doğan Boyner	Chairwoman, Doğan Online and Doğan Gazetecilik A.Ş.
Osman Boyner	Chairman, BD Otomotiv, A.Ş.
Şule Bucak	Communications Consultant
Yılmaz Büyükerşen	Mayor of Eskişehir; Former Rector of Anadolu University
Yavuz Canevi	Chairman, Türk Ekonomi Bankası
Eşref Cerrahoğlu	Chairman, Cerrahgil, A.Ş.
Hikmet Çetin	Former Speaker of TBMM; Former Minister of Foreign Affairs
Gökhan Çetinsaya	President, The Council of Higher Education; Former Rector of Istanbul Şehir University
Hasan T. Çolakoğlu	Chairman, TEB Holding, A.Ş.; Chairman, Çolakoğlu Metalurji
Salim Dervişoğlu	Admiral (Ret.), Former Commander of the Turkish Naval Forces
Suzan Sabancı Dinçer	Chairwoman and Managing Director, Akbank Turkey A.Ş.
Ömer Dinçök	Board Member, Akkök Group
Ali Dođramacı	Chairman of the Board of Trustees; Former Rector of Bilkent University
Cem Duna	Ambassador (Ret.); Chairman, AB Consulting
O. Turgay Durak	CEO, Koç Holding, A.Ş.
F. Bülent Eczacıbaşı	Chairman, Eczacıbaşı Holding
Canan Edibođlu	Economist; Former General Manager of Shell Turkey
Tarhan Erdem	Chairman, Konda Research Consulting; Columnist
Üstün Ergüder	Director, Education Reform Initiative; Former Rector of Bođaziçi University
Selçuk Esenbel	Professor of History, Bođaziçi University
Metin Fadillođlu	Chairman, Group 29
Celal Göle	Dean of the Faculty of Political Sciences, Ankara University
Nilüfer Göle	Professor of Sociology at the École des Hautes Études in Paris
Emre Gönensay	Professor of Economics; Former Minister of Foreign Affairs
Bülent Gültekin	Associate Professor of Finance, University of Pennsylvania
Orhan Güvenen	Professor of Econometrics at Bilkent University; Former Undersecretary of the State Planning Organization
Talat S. Halman	Dean of the Faculty of Humanities at Bilkent University; Former Minister of Culture
Şükrü Hanioglu	Professor of Near Eastern Studies, Princeton University
Metin Heper	Provost, Bilkent University
Rifat Hisarcıklıođlu	President, Union of Chambers and Commodity Exchanges
Umran İnan	Rector, Koç University
M. Cemal Kafadar	Professor of History, Harvard University
Çiğdem Kađıtçıbaşı	Professor of Psychology, Koç University
Hayati Kamhi	Founder, Proteksan Turquoise
Kerim Kamhi	Chairman, Profilo Telekom

* 31 December 2011

Memduh Karakullukçu	Founding Partner of Kanunum.com; Founding MD of İTÜ-ARI Science Park
Hüsamettin Kavi	Industrialist; Former Chairman of Istanbul Chamber of Industry
Muharrem Kayhan	Chairman, Söktaş A.Ş.; Board Member, Koç Holding, A.Ş.
Muhtar Kent	Chairman and CEO, Coca Cola
Üner Kırdar	Ambassador (Ret.)
Rahmi M. Koç	Honorary Chairman, Koç Holding, A.Ş.
Sami Kohen	Journalist, Writer
Sezer Komsuoğlu	Prof. Rector, Kocaeli University
Osman Korutürk	Ambassador (Ret.), MP
Cem Kozlu	Management Consultant; Former Chairman of Turkish Airlines
Sönmez Köksal	Former undersecretary of Ambassador (Ret.); Former Undersecretary of Turkish National Intelligence Organization
Ayşe Kulin	Writer
C. Tanıl Küçük	Chairman, Istanbul Chamber of Industry
Tuğrul Kudatgobilik	President, Turkish Confederation of Employer Associations Organization
Livio Manzini	Chairman, Bell Holding
Erol Memioğlu	President of the Energy Group, Koç Holding, A.Ş.
Muhsin Mengütürk	Board Member, Doğu Holding, A.Ş.
Emine Gürsoy Naskali	Professor of Turkish Language and Literature, Marmara University
A. Gülru Necipoğlu	Professor of Islamic Art and Architecture, Harvard University
Osman Okyay	Group Head Technical Division, Kale Group of Companies
Zeynep Bodur Okyay	CEO- President, Kale Group of Companies
İlhan Or	Professor of Industrial Engineering, Boğaziçi University
İlber Ortaylı	Professor of History, Galatasaray University; Director of Topkapı Palace Museum
Altan Öymen	Journalist and Writer
Mustafa Özbey	Senior Rear Admiral (Ret.)
Ersin Özince	Former CEO, İş Bank
Murat Özyeğin	Board Member, Fiba Group
Necmettin Pamir	Professor of Neurology; Former Rector, Acıbadem University
Ümit Pamir	Ambassador (Ret.)
Süher Pekinel	Concert Pianist
Gülsün Sağlamer	Professor of Architecture; Former Rector, Istanbul Technical University (İTÜ)
Güven Sak	Director of Economic Policy Research Foundation of Turkey (TEPAV)
S. Özdem Sanberk	Ambassador (Ret.); Former Undersecretary of Ministry of Foreign Affairs
Rüşdü Saraçoğlu	Former Minister of State; Former Governor of the Central Bank of Turkey
Ferit Şahenk	Chairman, Doğu Holding, A.Ş.
İpek Nur Cem Taha	Journalist and Businesswoman
Ali Tigrel	Former Undersecretary of the State Planning Organization
Canan Çelebioğlu Tokgöz	Vice Chairwoman, Çelebi Holding, A.Ş.
Binnaz Toprak	MP; Professor of Political Science and International Relations, Bahçeşehir University
Fusun Türkmen	Associate Professor of International Relations, Galatasaray University
İlter Türkmen	Ambassador (Ret.); Former Minister of Foreign Affairs
Rıza M. Türmen	MP; Ambassador (Ret.); Former ECHR Judge,
Tomris Türmen	Professor of Neonatology, Ankara University
Akın Umur	Chairman, Türk Tütün, A.Ş.
Derin Ural	Vice-Rector, Istanbul Technical University (İTÜ)
Emine Uşaklıgil	Journalist and Writer
Murat Ülker	Chairman, Yıldız Holding
Volkan Vural	Ambassador (Ret.); Advisor to Chairman, Doğan Holding
Yaşar Yakış	Ambassador (Ret.); Former Minister of Foreign Affairs
Nur Yalman	Professor of Social Anthropology and Middle Eastern Studies, Harvard University
Zekeriya Yıldırım	Chairman, Yıldırım Consulting; Board Member, Sabancı Holding A.Ş.
Rona Yırcalı	Chairman, Yırcalı Group of Companies
İdil Yiğitbaşı	Chairman, Yaşar Holding
Erkut Yücaoğlu	President, TÜSİAD High Advisory Council and Chairman, Map-Turkuaz Group of Companies

IN MEMORIAM

In fond memory of Mr. Murad Megalli, a profoundly respected member, whom we lost in a tragic air crash in February 2011. We would like to extend our sincere condolences to his family and friends and the greater GRF family.

CORPORATE MEMBERSHIP

GRF introduced Corporate Membership in April 2011 as part its ongoing institutional commitment to diversity of perspectives. Globally engaged companies committed to understanding, discussing and advancing a constructive global agenda, provide expertise that can contribute significantly to GRF's work.

The membership offers companies and executives a platform for deliberations with GRF members and GRF's distinguished speakers throughout the year.

Corporate membership offers a range of benefits to companies including, but not limited to:

- invitation to Distinguished Guest Speakers Series
- invitation to Roundtables with prominent experts

- invitation to participate in Task Force meetings either as members or speakers on topics relevant to the company's area of expertise
- invitation to the Annual Corporate Event which will bring together our Corporate Members and Board Members to discuss matters of shared interest
- subscription to the GRF Newsletter

CORPORATE MEMBERS

Citibank A.Ş., Coca Cola İçecek Sanayi A.Ş., ING Bank A.Ş. and Microsoft Bilgisayar Yazılım Hizmetleri Ltd. joined the GRF as corporate members in 2011.



GIFGRF

GLOBAL RELATIONS FORUM

Yapı Kredi Plaza D Blok Levent 34330 İstanbul - Turkey

T: +90 212 339 71 51 F: +90 212 339 61 04

www.gif.org.tr