

DEAR READERS, ESTEEMED MÜSİAD FAMILY



■ **FATİH BİLAL YÜLEK**
MÜSİAD Ankara President

As we leave behind another busy period, we are delighted to meet you again through our MÜSİAD Ankara e-bulletin.

We are in a period where both political and economic developments worldwide are progressing at an extraordinary pace, virtually accelerating history. As representatives of the business world, we not only follow these developments but also closely evaluate them as responsible citizens and conscientious entrepreneurs.

Unfortunately, we are publishing this issue under the shadow of a human tragedy that has deeply wounded the world's conscience and is becoming increasingly systematic: the genocide in Gaza.

Israel's long-standing policy of occupation and violence against the Palestinian people has escalated to a new dimension in recent months; attacks targeting civilians, children, the sick, and women before the eyes of the

entire world have assumed the nature of genocide. Even educational institutions, places of worship, and healthcare infrastructure are being deliberately destroyed; Gaza is being transformed into an open-air prison, virtually isolated from the world.

In recent weeks, the "Gaza Solidarity March," intended to be held in Egypt and entirely of a civilian nature, was forcibly obstructed by the Egyptian government. The suppression of a peaceful march on security grounds also amounts to silencing the collective conscience of the people.

Immediately following this incident, the civilian aid boat "Madleen" was unlawfully intercepted by the Israeli army in international waters while setting out to deliver humanitarian aid to Gaza in May 2025. Operating as part of the "Mediterranean Freedom Flotilla," the boat carried activists, medical volunteers, and journalists. 12 people were involved. This intervention is a clear human



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rights violation against a civilian mission on the high seas. Israel's behavior is an attack not only on the Palestinian people, but also on the principles of humanitarian aid, civil solidarity, and the collective conscience of humanity.

Furthermore, similar pressures are increasing even in Western countries that champion democratic values and freedom of expression. Peaceful Gaza protests organized by university students in major European and American cities were suppressed with police violence, with demonstrators being detained and some expelled from school. This situation calls into question the sincerity of the West's criticism of countries it has long labeled "anti-democratic." Unfortunately, the West does not hesitate to sacrifice even its own values as long as it serves its interests. This is a clear indication of the extent to which the rhetoric of democracy and human rights has been instrumentalized.

Global instability is manifested not only in Gaza but also along the Iran-Israel line. Regional tensions are escalating, and global actors are directly intervening in these tensions.

US President Donald Trump's stance during this process is particularly thought-provoking in terms of international relations. His repeated changes of mind, ultimately leading to the decision to bomb Iran, have become a threat not only to regional peace but also to global security. It is important to remember that sudden

and harsh decisions taken in such an environment can have a domino effect.

A development that has been overshadowed by this activity but deserves careful attention has also quietly occurred: Armenian Prime Minister Nikol Pashinyan's visit to Turkey. Although it did not receive widespread public attention, this visit holds strategic importance for Turkish-Armenian relations. The reestablishment of diplomatic relations should be considered a significant step toward alleviating the historical burdens between the two countries and paving the way for regional peace. If mutual trust is built, a productive partnership in many areas, especially trade and energy, is possible.

Dear friends,

While these dizzying developments in international relations may naturally seem to overshadow the domestic political and economic agenda, we are also going through turbulent times in Turkey's domestic politics and business world.

Structural reform debates, shifts in economic indicators, and especially new incentive policies are intensifying the agenda. In such a complex and uncertain environment, the risks in business life are increasing, and the responsibilities of decision-makers are becoming even greater.

At this point, as civilian representatives of the business

world, it is our duty to maintain a rational, calm, and strategic perspective. Acting with these perspectives means both minimizing risks and seizing opportunities. Accurately interpreting the investment climate, aiming for sustainable growth, and competing without compromising ethical values now require a greater skill set than ever before.

On this occasion, we congratulate Mr. Burhan Özdemir and his esteemed board members, who were elected President at the 28th Ordinary General Assembly of MÜSİAD held on May 9th, and wish them success in their new roles. We wholeheartedly believe that under Mr. Özdemir's leadership, MÜSİAD will continue its march into the future with even more confident strides, drawing on the strength it draws from its past.

Dear readers,

This issue is packed with content. We have strived to offer an insightful perspective with articles, interviews, and special content about our members, all written by experts in their fields. I would like to briefly mention the prominent topics of our magazine:

- In our "MÜSİAD Ankara activities" section, we summarized developments related to our activities as an association. The Judicial Package article analyzes the recent regulations in our legal system from a business perspective and presents them to our valued readers.
- Our article, "Managing Stress in a Busy Business Life," offers practical suggestions on how to manage the psychological pressures faced by the increasingly fast-paced business world.
- "The Art of Making the Right Decision in Business Life," explores methods for coping with the dilemmas faced by managers and entrepreneurs.
- In this issue, we also salute our association's institutional memory with a special video about our former president, Mr. Ziya Kahraman.

- The video about our member, Mr. Orhan Ünsal, reflects our consistent effort to make our success stories visible.
- Finally, our analysis, "The New Investment Incentive System and Its Benefits," provides up-to-date information on Türkiye's investment climate, highlighting new opportunities.

Our valued members and readers,

As MÜSİAD, we strive to offer you not only content but also thought, analysis, and vision in every issue. We operate with a magazine approach that strives to capture the spirit of the times and contributes to understanding and understanding the background of events. Because we believe that a strong society, a strong economy, and a strong Turkey can only be built with knowledge, solidarity, and visionary steps.

I hope our new issue will inspire you, inform you, and provide you with hope. I greet you all with love and respect, hoping to meet you in good endeavors.