25 November 2019

Agenda for Dinner Deliberations and Who’s Who

in partnership with PwC

www.bosphorusenergyclub.org
The Bosphorus Energy Club (BEC), in existence since 2011 as a powerful and non-partisan voice, is an exclusive membership-only gathering of the key shakers and movers in the energy, finance and geopolitical world of Eurasia, Middle East, North Africa, Gulf and Southeast Europe. Thanks to its proven track-record, the BEC has become a role model emulated for The London Energy Club and The Shanghai Energy Club, also created and chaired by Mehmet Ogutcu.
Transforming, De-risking the Energy Sector and Securing Its Funding:
What Government Policy and Business Decisions?

18:00 - Drinks and networking
19:00 - Beginning the deliberations

In a world that seems irreversibly addicted to hydrocarbons, new game-changing developments are underway on both the demand and supply sides of the energy value chain. Assets such as shale and non-hydrocarbon sources like solar, wind, and nuclear are increasingly eating into fossil fuel’s traditional share of the energy mix. Whilst the plummeting cost of clean energy technologies and the rapid progress in energy storage and grid innovations mean the renewables revolution will rapidly progress, the transition will clearly not be without its tough choices and challenges. Policymakers, scholars, businessmen and journalists tend to look at future energy trends, challenges and opportunities conservatively. They assume that the present will continue into the future. Yet, things are happening at a breathtaking speed - much earlier than anticipated and causing disruptions. To succeed in such a world, the energy industry and government policy-making will need to be both agile and adaptable, connected and collaborative so as not to lag behind in responding these dynamics.

In a discreet, but powerful Bosphorus Energy Club fashion, our dinner deliberations will attempt to capture the gist of the new energy realities that government and business leaders face today and in the not too distant future. We will then flag some early warning signals and put forth key recommendations of relevance to our stakeholders.

Discussions will be held strictly under the Chatham House rule to allow frank exchange of views and interventions should not exceed five minutes for an interactive, fruitful but equally enjoyable evening together.

Mehmet Öğütçü, Chairman, The Bosphorus Energy Club, will kick off the deliberations by some scene-setting remarks, followed by interventions from:

- **Alparslan Bayraktar**, Deputy Minister, Ministry of Energy and Natural Resources, Turkey, “Turkish Government’s Energy Roadmap for the Next Five Years”
- **Jeroen Van Hoof**, Global Power and Utilities Leader, PwC, “Global Energy Trends and Dynamics: How Will They Affect Turkey and the Region?”
- **Aslı Esen**, Spokesperson, South Stream Transport B.V., and **Mithat Rende**, Board Member, TSKB, “Update on natural gas projects from TurkStream, TANAP, LNG and Storage Projects soon to be operational”
What Makes CEOs Stay Awake At Night?

Batu Aksoy, CEO and Board Member, Turcas
Birol Ergüven, CEO, Limak Energy Group
Hakan Yıldırım, CEO, Kalyon Energy and Chairman, TUREB & DEIK Energy Business Council
Olcayto Yiğit, CEO, VestasTurkey

Constraints and Opportunities for Better Regional Energy Integration

Massimo Gaiani, Ambassador, Italy
Nadezhda Nikolova Neynisky, Ambassador, Bulgaria
Cristian Badescu, Ambassador for Energy Security, Ministry of Foreign Affairs, Romania
Yesar Al-Maleki, Managing Director, Iraq Energy Institute
Defne Sadiklar Arslan, Director, Atlantic Council
Harry Tzimitras, Director, PRIO Cyprus Centre, Norway
André Brice Boumbendje, Director-General, Ministry of Oil, Gabon

Where Will Finance Come From? Prerequisites for Improved Investment Environment?

Murat Çolakoğlu, Energy Utilities and Resources Industry Leader, PwC, Deputy Chairman, The Bosphorus Energy Club
Şule Topçu Kılıç, Deputy Head, EBRD; Turkey
Hakan Ates, CEO, Deniz Bank
Emre Hatem, Senior Vice-President, Garanti BBVA
Gianluca Lufino, Vice-President, Business Development, Europe and Central Asia, Worley Parsons
Umut Kolcuoğlu, Managing Partner, Kolcuoğlu-Demircan-Koçakli Law Firm

Changing the Skills and Mindset for The New Energy Era?

Gulsum Azeri, Member of the Economic Policy Board, Turkey’s Presidential Office
Marcel Kramer, President, Energy Delta Institute, The Netherlands
Bahadir Kaleagasi, CEO, Turkish Industrialists and Businessmen Association

Wrap-up and Key Messages

Mehmet Öğütçü, Chairman, The Bosphorus Energy Club
Some Questions for Discussion

- What are the burning energy, investment, climate change, and technology issues which our governments and business decision-makers should be tackling today and in the next decade?
- How is the world’s energy mix changing? Would a radical change in energy mix in favour of “green” energy and unconventional and at the expense of fossil fuels be expected, contrary to what the long-term IEA, EIA and BP outlook projections indicate?
- How would the geopolitics of renewables differ from the geopolitics of oil and natural gas? What new security challenges should we be prepared for?
- How will the natural gas industry fare in the next decade? Are the gas infrastructure projects in progress going to be completed as scheduled, particularly in TurkStream, Southern Gas Corridor, FSRI and storage projects? Any setback or risks expected?
- Unlocking the next phase of the clean energy revolution: What are constraints and new approaches? Is it realistic to expect a subsidy-free future for clean energy? What new innovative measures and financing could help the current difficulties?
- Is the dramatic investment shift towards renewables and away from hydrocarbons something that is likely to stay, or a temporary phenomenon? What is your perspective on the investment trends between now and 2030?
- Is there sufficient money in the international market for energy investments, greenfield, expansion and maintenance alike? Where specifically would you put your investment dollars?
- What are the biggest risks that we should worry about in the next three years?
- Government and business actions: Who should do what?
Mehmet Öğütçü,
Chairman, The Bosphorus Energy Club

An internationally recognized authority on geopolitics, energy diplomacy, and investment, Mehmet has built significant knowledge and experience in the fields of energy, natural resources, investment and geopolitical risks with particular geographic focus on Europe, Turkey, Central Asia, Russia, Africa, the Middle East and China. Based in London, Paris, and Istanbul, his professional career over the past 30 years has included high-level government, business, and public diplomacy engagements.

Currently, Mehmet chairs Global Resources Partnership, UK, serves as Special Envoy of The Energy Charter for MENA Region, and as Executive Chair of The Bosphorus Energy Club, The London Energy Club and The Shanghai Energy Club, which are exclusive gatherings of the senior executives and leaders in finance, energy and politics across the world. An effective convener and doer, he often provides strategic advice to large international groups on political risk mitigation, fund-raising, business growth and M&A deals in emerging markets.

A former diplomat, having served in Ankara, Beijing, Brussels, and Paris, Mehmet worked as an advisor to the late Turkish Prime Minister, Turgut Özal, as a senior staffer at the International Energy Agency, executing the Asia-Pacific and Latin America operations, and at the OECD in Paris managing investment programmes for MENA and Emerging Asia, Africa, and Central Asia (1994-2005). Until 2011, Mehmet was Director for BG Group (now part of Shell), one of the world’s largest natural gas and petroleum multinationals, managing high-level government engagements in support of the company’s global assets and new business development. He was an independent board member of Genel Energy plc, Sisecam Group, Yasar Holding Group (major food and beverage conglomerate), and chairman of International Advisory Board for Invensys plc, a FTSE 100 technology company.

Mehmet is a graduate of Turkey’s “Mulkiye”, London School of Economics (MSc) and College d’Europe (MA), Bruges. He is an occasional lecturer at London School of Economics’ Enterprise Executive Programme, Harvard University, Dundee University, University of Reading and Peking University’s School of Government since 2005. He writes and lectures extensively around the world on political dispute settlement, energy investment and geopolitical matters. Mehmet is fluent in Turkish, English, French and Chinese mandarin.
Alparslan Bayraktar,
Deputy Minister, Ministry of Energy and Natural Resources (MENR), Turkey

Prior to assuming this post, he was the Deputy Undersecretary of MENR following service as the General Director of International Affairs and the European Union. Between 2010 and 2016, Mr. Bayraktar served as a Commissioner of the Energy Market Regulatory Authority of Turkey. Before his public service, he worked for the private sector in Turkey and abroad. Mr. Bayraktar also holds positions in various international organizations involved in issues relating to energy governance. He served as the Chairman of the International Confederation of Energy Regulators and the Chairman of the Energy Regulators Regional Association. Currently, he is the Chairman of the World Energy Council Turkey. Mr. Bayraktar received his BS in Mechanical Engineering from Istanbul Technical University, an LLM in Law and Economics from Bilkent University and an MA in International Relations from the Fletcher School of Law and Diplomacy at Tufts University.
Ahmet Türkoğlu,
Director-General, Energy Exchange Istanbul (EPİAŞ)

He graduated from the International Relations Department of Boğaziçi University in 1996. In 2010, Türkoğlu was appointed to Turkish Petroleum Distribution Company (TPPD) as Deputy Director-General. He worked as a CEO in Öztürk Group including in companies like Opet, Regnum Hotels, 2013-2015. Türkoğlu worked as a Member of the Board and General Manager of Turkish Energy Company (TEC) in 2016. In February 2017, he was appointed as CEO and Chairman of the Board, Turkish Petroleum International Company (TPIC). He has become the CEO for Turkish Energy Exchange (EXIST) as from 20 June 2018 but still serves as a board member of TEC. He speaks English and is married with four children.

André-Brice Boumbendje
Director-General, Ministry of Oil, Gabon

André has played a prominent role in Gabon’s oil industry’s global outreach including investment attraction and relations with international organisations including OPEC. Gabon’s oil industry started gaining attention in 1931 when several oil deposits were discovered in neighbouring regions of Libreville. Overlooking the Gulf of Guinea and the Atlantic Ocean Gabon possesses abundant primary materials in addition to being an oil producer and net oil exporter. The country became a full member of OPEC in 1975 but terminated its membership in 1995. It re-joined the Organization on 1 July 2016.
Aslı Esen,
Spokesperson, South Stream Transport B.V.

Born in İzmir, Aslı holds a BSc in Economics from Middle East Technical University and an MA in International Political Economy from University of Warwick. Putting on hold her PhD programme in International Relations at McMaster University at the dissertation stage, she started her career as a deputy correspondent at Reuters, worked as a policy analyst at TEPAV and provided consultancy services in the field of media relations to Gazprom Export before joining the TurkStream team in Amsterdam. Aslı has been serving as the spokesperson for TurkStream since December 2016 and the Deputy Head of Communications since December 2018.

Bahadır Kaleağası,
Secretary-General, Turkish Industry & Business Association (TÜSİAD)

He also serves as President of the Paris Bosphorus Institute, Honorary Chairman of the Brussels Energy Club, member of BusinessEurope’s Executive Bureau (The Confederation of European Business) in Brussels, board member in several institutions and scientific member of the Brussels University’s Institute of European Studies. Graduate of Brussels and Istanbul Universities, he was a researcher and lecturer in the Center for International & Strategic Studies and the Institute for European Studies of the University of Brussels, rapporteur for projects of the European Commission’s Forward Studies Unit and the intergovernmental conferences, which prepared the Maastricht Treaty and was visiting researcher to Harvard, Georgetown and Jerusalem Universities. His academic work covered the areas of the EU’s decision-making system, EU-US relations and the international economic relations. He also served as counsellor for various public and private institutions before joining TÜSİAD in 1995 as EU Representative in Brussels and International Coordinator. He regularly contributes as speaker to international conferences, executive and academic seminars, television and radio programmes and is a regular commentator for the Bloomberg HT and Anadolu Ajansı-Finans. Bahadır Kaleağası is the author of several articles and books on the international relations and European affairs. His latest books are “Turkish Star in the European Galaxy”, “Youth’s Questions on Europe”, “The Planet G20” and “Changing World and Turkey”.
Balázs Hendrich,
CEO, Hungarian Export Promotion Agency (HEPA)

Balázs has a BA degree in economics from Oxford Brookes University. Prior to becoming the CEO at the Hungarian Export Promotion Agency, he served as the Consul-General of Hungary in Istanbul, and prior to that, he was the founder and CEO of GRID CEE Consulting Ltd..

Batu Aksoy,
CEO and Board Member, Turcas

Batu Aksoy is the CEO and Vice Chairman of Aksoy Holding as well as Turcas Petrol and its controlled subsidiaries. He is also an executive board member of the Conrad Istanbul Bosphorus Hotel, Aksoy Real Estate Investment Companies and Aksoy International Trading. He serves as the Vice-Chairman of the RWE & Turcas Power JV Company; and is a board member of the Shell & Turcas Petrol JV Company.

Batu is the Honorary Consul of Chile in Istanbul, a board member of TUSIAD and leader of its Regional Development Roundtable, Vice-President of TURKONFED (Turkish Enterprise and Business Confederation), a board member of the Turkish-US Business Council and the Turkish-Chile Business Council of DEIK (Foreign Economic Relations Board of Turkey), a member of ETDA (Energy Traders Association) which he chaired from 2013 to 2014, a member of PETFORM (Petroleum Platform Association) which he chaired from 2006 to 2008 and has been a member of the Dean’s Advisory Council at The Johns Hopkins University Carey Business School since 2014.

Batu was born in 1977 and is married with a son and daughter. He is a fluent speaker of English and graduated from The Johns Hopkins University Electrical & Computer Engineering Faculty (Baltimore, USA) in 1998.
**Birol Ergüven,**
CEO, Limak Energy Group

Birol was born in Ankara. He completed his bachelor’s degree in 1993 and his master’s degree in 1996 at Middle East Technical University’s mechanical engineering department. Since 2011 he has been the CEO of Limak Energy Group. In addition to his position with Limak Energy Group he is a member of the board of directors of Limak Investment A.S., Hamitabat Elektrik Üretim A.Ş., Yeniköy Kemerköy Elektrik Üretim A.Ş., Limak Uludağ Elektrik Parekende Satış A.Ş., Limak Enerji Europe (Bulgaria) and LC Energy Supply Trading (Serbia). He is also a member of the board of directors of the Energy Traders Association and the Solar Energy Investors Association, and is Vice President and a member of the board of directors of the Foreign Economic Relations Board.

**Cristian Bădescu,**
Ambassador for Energy Security Ministry of Foreign Affairs, Romania

Cristian Bădescu started his professional career as a Romanian diplomat in 1999. He is presently Special Representative for Energy Security within the Ministry of Foreign Affairs of Romania, after serving from March 2017 to September 2019 as the Special Representative for the Romania’s EU Council Presidency. Between February 2016 and March 2017, he was Secretary of State for European Affairs and responsible for chairing the Committee for National Coordination on EU Affairs.

Between 2010 and 2016, he acted as Deputy Permanent Representative of Romania to the European Union.

From 2005 to 2009, he was Director of EU Policies Department and between 2001 and 2005, he worked with the Permanent Mission of Romania to the United Nations Office at Geneva and to the International Organisations based in Switzerland, being in charge with migration and refugees issues.

Cristian graduated in 1993 from the Politehnica University in Bucharest. He holds a Master’s Degree in Administrative Studies from the National School for Political Studies and Public Administration, Bucharest (1996) and a Master’s Degree in International Relations from the European Institute of High International Studies, Nice (France)/Berlin (Germany) of the Centre International de Formation Européenne (1998).
Defne Sadıklar Arslan,
Turkey Director, Atlantic Council

Defne is the managing director of the Atlantic Council Istanbul Summit and the Atlantic Council Turkey office. She also serves as the Council’s regional representative with a specific focus on Turkey.

Defne, a prominent economist, joined the US government in the US Embassy Ankara in 1997 as a senior economist responsible for monitoring the International Monetary Fund/World Bank programs during Turkey’s years of economic crisis. Later, she was promoted to become the chief Turkey economist and senior adviser on Turkey.

After adding the energy sector and energy policy to her responsibilities, as a member of the US government's energy team she worked with key interlocutors on local and regional energy policies.

Defne started her career as a banker in Istanbul, where she successfully launched the early operations of Koc- American Bank, then a joint venture of American Express and Koc Bank. Educated in Tokyo in her early years, she holds an MBA and an MA in banking and finance. Her BSc degree in economics came from METU. She has been awarded several grants and awards throughout her career and education.

Arslan speaks fluent English, Turkish, Italian, and some French and Japanese.

Dan Blanculescu,
Chairman, Blanc Alliance

A former Minister of Control and Minister of Health, 2000-2004, for the government of Romania, Dan also served as Secretary of State and Chairman of the State Assets Recovery Authority (State Romanian Bad Bank), Head of the Analysis Department in the Ministry of Defense, Secretary General of the Business Advisory Council under the Romanian Prime Minister, and Honorary Advisor to the Romanian Prime Minister on Investment and Business Environment.

He was a senior executive at the Romanian Bank for Foreign Trade and founded the Coalition for Romania’s Development, the last Business Advisory Council which advises up to the level of prime minister, and he takes an active part in public debates on global economic issues through all media channels, as well as speaking at international events.

Between October and December 2011 Dan was involved in efforts to solve the financial sovereign debt crisis in the Eurozone, establishing a direct connection with the President of the European Commission and the President of France, who were instrumental in finding a sustainable solution to the problem.

He is a graduate of the Academy of Advanced Military Studies, foreign languages and of the Academy of Economic Studies in Bucharest (Romania), the Doctoral School of Banks and Finance of the Academy of Economic Studies in Bucharest (Romania), and is also trained in banking security, computer security, combating financial crime and especially combating and preventing money laundering. He also joined the Global Resources Partnership, UK, as a senior advisor in April 2016.
**Emre Hatem,**  
Senior Vice-President, Garanti BBVA

Emre works at Garanti BBVA as Director of the Investment Banking and Finance Department. He has more than 19 years of hands-on experience in project and structured finance, investment banking and restructuring.

He also leads the Sustainability Team of the bank and is the board member representing Garanti Bank at LYY Telekom. He is also a member of the Supervisory Board of the Turkish Wind Energy Association (TÜREB).

He holds a bachelor’s degree in civil engineering from Boğaziçi University, along with a master’s degree in management from Marmara University, and completed the Columbia Business School Emerging Leader Development and Maine University Business Administration programs.

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**Gabor Grencze,**  
Energy Advisor, Hungary


Currently, Gabor Grenczer works as First Secretary of the Consulate General of Hungary in Istanbul in charge of energy matters.
**Gianluca Lufino,**
Vice-President, Hydrocarbons Business Development, Worley Parsons, UK

Gianluca is WorleyParsons’ Vice-President for Europe, Russia and Central Asia. He holds an MSc in electronic engineering from La Sapienza University in Rome. His experience spans from fine chemicals, to midstream projects and up to upstream offshore developments, both in EPC and PMC environments. Though Gianluca started his career as an Instrument Engineer, he has now gained over 20 years of experience in Business Development. Gianluca has worked in Europe, Southeast Asia, Oceania. Gianluca believes in the value created by linking the various elements of project delivery, both in services and equipment. His company delivers projects, provides expertise in engineering, procurement and construction and offers a wide range of consulting and advisory services. It covers the full lifecycle, from creating new assets to sustaining and enhancing operating assets, in the hydrocarbons, mineral, metals, chemicals and infrastructure sectors. Gianluca previously worked at Sofregaz Paris as Chief Representative and SEA, Tecnimont Singapore.

**Gülsüm Azeri,**
Member of the President’s Economic Policy Board

Gülsüm Azeri is a businessperson who has been at the helm of seven different companies. She held the position of Director & Director-Foreign Economic Relations at Türkiye Odalar ve Borsalar Birliği, Chairman at OMV Petrol Ofisi Holding AS, Chief Executive Officer & Director at OMV Gaz ve Enerji Holding AS and Chief Executive Officer & Executive Director at OMV Petrol Ofisi AS. She previously held the position of Chairman of Fédération Européenne du Verre D’Emballage, President of Central Anatolian Cement & Soil Products Exporters Union, Member-Executive Board at Turkish Exporters Assembly, Chairman of Trakya Cam Sanayii AS, Group President at Sisecam Dis Ticaret AS and President-Duzcam at Türkiye Sise ve Cam Fabrikalari AS. She received an undergraduate degree and a graduate degree from Bogazici University.
Hakan Ates,  
CEO, Deniz Bank

Hakan Ates founded Denizbank AS and has been the head of 12 different companies. He holds the position of Chairman for Intertech Bilgi Islem ve Pazarlama Ticaret AS, Assistant General Manager-Operations at Interbank AS, Chairman for DenizYatirim Securities, Chairman-Supervisory Board at DenizBank (Wien) AG, Zweigniederlassung Frankfurt, Chairman of Deniz Investment & Securities, Inc., Chairman of EkspresInvest Securities, Chairman of Denizbank Moscow CJSC, Chairman for Denizbank AG and President, Chief Executive Officer & Director at Denizbank AS. Hakan Ates is also on the board of Deniz Pension, Turkish Tourism Investors Association and TED University. Hakan previously occupied the position of Chairman of Destek Varlik Yönetim A.S., Chairman at Deniz Gayrimenkul Yatirim Ortakligi AS, Member-Management Board at Dexia SA, Internal Auditor of Türkiye Is Bankasi AS, Chairman at Deniz Finansal Kiralama AS, General Manager for Garanti Bank and Assistant General Manager-Finance & Operations at Bank Ekspres AS. He received an undergraduate degree from METU Faculty of Economics & Administrative.

Hakan Yıldırım,  

Hakan is currently the CEO of Kalyon Energy Investments, in charge of executing a 1GW wind power project, 1GW solar power project and 1GW coal power plant project. He is also the President of the Turkish Wind Energy Association, known as the voice of wind energy in Turkey. At the same time, he acts as chairman of the energy business council of the Foreign Economic Relations Board (DEIK). He started his career at Aselsan in 1998, and worked at Gama Holding local EPC and Siemens.

He was Chairman and CEO of Siemens Gamesa Turkey before joining Kalyon Energy in October 2018. He developed the wind business in Turkey and completed the installation of approximately 1GW of wind power projects in the 10 years before he joined Kalyon Group. He is an engineering graduate of Middle East Technical University, with an MBA from Bogazici University. He is married with two daughters.
Halûk Yalçın, Territory Senior Partner, PwC Turkey

Halûk Yalçın joined the PwC Turkey Istanbul office after graduating from the Economics Department at Istanbul’s Bosphorus University in 1988. He was admitted to PwC partnership in 1998. In 2012, he was appointed the Territory Senior Partner of PwC Turkey. He has been a member of the PwC Europe Leadership Team since July 2016.

Halûk is specialized in the financial services, communications and technology industries. Before taking on his role as Country Leader, in addition to the services he provided to his clients he also served in different intervals as PwC Turkey’s Financial Services and Communications Industries Leader, Human Resources Leader, Territory Risk and Quality Leader as well as PwC Azerbaijan’s Assurance and Business Advisory Services Leader.

Halûk is a Certified Public Accountant (SMMM) and is also licensed as a Capital Markets Board Independent Auditor. He is one of the Istanbul delegates for TURMOB, The Union of Chambers of Certified Public Accountants of Turkey, and is the vice chairman of BDD, The Independent Auditors Association. He is a member of TUSIAD, the Turkish Industry and Business Association, and the Risk Managers Association of Turkey. He is also a Board Member of AmCham Turkey and Vice President and member of the Board of Directors of YASED, the International Investors Association.

Harry Tzimitras, Director, Prio Cyprus Centre

Harry is a professor of international law and international relations. Before joining PRIO he was with Istanbul Bilgi University, where he was the Director of the M.A. in International Relations Program and the Director of the Turkish-Greek Studies Division. In Istanbul he was also Adjunct Professor of International Law at Koc University. Educated at the London School of Economics and the Panteion University of Athens, he has held positions at the University of Cambridge and the Institute of International Relations, Athens. His teaching, research and policy interests lie primarily in the fields of public international law, the law of the sea, foreign policy, energy geopolitics, the Eastern Mediterranean, Greece, Cyprus and Turkey, and he has published extensively in these areas. His research interests include public international law; the law of the sea; foreign policy analysis; international organizations; energy geopolitics; Eastern Mediterranean; Cyprus; Greece; Turkey.
Haydar Çolakoğlu,
Chairman, Ege Gaz

Haydar has a BA in Economics from Princeton University and he is also Vice-Chairman of Çolakoğlu Metalurji and a board member at Türk Ekonomi Bankası (TEB).

Hüsnü Dinçsoy,
Advisory Services Leader, PwC Turkey

Hüsnü graduated from the Istanbul University Faculty of Administration’s Business Administration Department. He was appointed as an Advisory Partner at PwC Turkey in 2000. He has led the Advisory line of services since that time. Hüsnü also spent time working in the PwC Frankfurt office.

He has professional experience in market assessment/investment advice, valuation and feasibility studies, strategic acquisition, merger and divestment advice, debt and corporate restructuring, negotiation support and bid and tender support, execution of M&A transactions, cross-border deals and corporate restructuring, and he has industry and market insight in various sectors.

Hüsnü also has exceptional client experience. Some of his client experience includes: the privatisation of Sümer Holding State Enterprises; working with foreign and local private equity houses (investments and investment strategies, Yıldırım Group investments in CMA/CGM and in various ports and mines outside of Turkey); working in the NPL segment (buy-side lead advisory to an international group regarding its entrance to the debt collection market in Turkey and sell side advisory to the Savings & Deposit Insurance Fund [SDIF], debt restructuring of an energy group in Turkey).
James Charlton, Economic and Energy Officer at the British Embassy, Turkey

James Charlton has been Economic and Energy Officer at the British Embassy in Ankara since May 2018. Prior to joining the Embassy, James worked at the Foreign and Commonwealth Office in London covering first Eastern European and Central Asian economies for two years. James then followed developments on the UK economy for the FCO’s Economics Unit after the UK’s vote to leave the EU. His prior experience includes working at the UK’s Department for Work and Pensions.

Jeroen van Hoof, Global Power and Utilities Leader, PwC

As Global Power and Utilities Leader and Global Energy Utilities and Resources Assurance leader at PwC I am fully dedicated to this fascinating industry, our clients and broader stakeholders. I advise companies, regulators, policy makers and local governments on the ongoing energy transition. This brings many challenges around a.o. changing business models, required regulatory changes and customer interaction.

It is an honor to lead PwC’s global network of dedicated specialists for our industry. At age 51, with over 25 years of experience in the firm, I have served as audit partner on utilities, grid and global upstream companies, including most major players. These include both local and internationally listed companies. In addition, I coordinated various sector mergers and acquisitions, carve outs and large-scale, cross-competence projects.

On a personal level, the complex nature of the challenges facing the industry on all levels makes every day I work a pleasure. Being passionate about contributing to the ongoing energy transition I am proud to chair the Dutch membership committee of the World Energy Council and be a member of the board of CIEP Clingendael.
Marcel Kramer, President, Energy Delta Institute

Marcel Kramer holds a master’s degree in corporate law from the Netherlands and is President of the Energy Delta Institute (EDI), a leading international energy business school for young executives in the energy industry, academia and public institutions.

He is also an independent energy and infrastructure consultant and a member of several corporate non-executive boards. He has worked in executive positions in the oil and gas industry in many locations around the world, and in international organizations (NATO, International Energy Agency) since the mid-1970s. He is an IGU Regional Coordinator and a member of the IGU Council.

Massimo Gaiani, Ambassador, Italy

Massimo Gaiani has been the Ambassador of Italy to the Republic of Turkey since 8 January 2019, and presented his credential letters to H.E. President Recep Tayyip Erdoğan on 7 February 2019. He previously served as the Director General for Global Issues and Asia, Sub-Saharan Africa and Latin America at the Italian Ministry of Foreign Affairs and International Cooperation (October 2015-January 2019), and as Ambassador of Italy to Albania (from December 2011-October 2015). He joined the Italian diplomatic service in 1982. Since then, he has served in various capacities at the Ministry of Foreign Affairs in Rome, in the Prime Minister Office and at diplomatic missions in Montreal, Washington and Brussels (Permanent Representation to the EU). The ambassador has extensive experience in European Union affairs. He has been the diplomatic advisor to the Minister for European Affairs, the Director General of the EU Policies Department at the Prime Minister’s Office, the Head of the Secretariat of the Inter-Ministerial Committee for European Affairs and, earlier in his career, he was Head of the EU Neighbourhood and Enlargement Office. Previously, he served as counsellor in the Italian Embassy in Washington, covering strategic issues, NATO and military cooperation.

In his capacity as Director General for Global Affairs (DGMO), Massimo Gaiani was responsible for all issues related to global governance and for bilateral relations with the countries of Asia, Sub-Saharan Africa and Latin America. Among the main duties of the directorate were the issues followed by the International Institutions for Economic and Multilateral Financial Cooperation, economic and multilateral financial subjects pertinent to the G7-G8-G20 processes and the energy and environment sectors. Massimo Gaiani also sat on the Council of the International Renewable Energies Agency (IRENA) and was a Governor of the International Energy Agency (IEA).
Mithat Rende,
Board Member, Industrial Development Bank of Turkey (TSKB)

Mithat is a graduate of the Faculty of Political Sciences, University of Ankara. He served as the Ambassador of Turkey to Qatar, Permanent Representative of Turkey to the OECD, the former Chairman of the Executive Committee of the OECD and Chief Climate Change Negotiator. He was also a member of the Governing Board of the International Energy Agency. Since April 2017 he has been a Member of the Board of Directors of TSKB.

Murat Çolakoğlu,
Energy Utilities and Resources Industry Leader, PwC Turkey, and Deputy Chairman, The Bosphorus Energy Club

Murat graduated from the Istanbul University Faculty of Economics Econometrics Department. He is currently lecturing at Bilgi University on energy policy for an Executive MBA level program.

Murat has been working for PwC since 1993, where he has been a partner since 2006, developing and delivering consultancy on the energy, utilities and mining industries, media and fiscal issues, various compliance requirements and strategic and operations leadership. Murat has acted as the team leader and coordinator of world-class tax audit teams that have served the clients in his portfolio, providing those clients with top-notch investment tax consultancy services.

His additional areas of expertise include strategy, vision and mission planning; business development and growth; services and products; contract negotiations; marketing; finance; budgeting and cost management; relations with media, both print and broadcast; and team building and performance improvement.

Currently a member of the EMEA Region Power & Utilities Leadership Team, Murat also acts as the firm’s Energy Utilities and Mining Industry Territory Leader for Turkey. Murat holds a CPA (SMMM) certificate and is a member of the TÜSİAD and YASED (International Investors Association) energy working groups. He also serves as the deputy chairman of The Bosphorus Energy Club.
Müjdat Güler, Chairman, Nova Group Holding

Müjdat Güler, founder of Nova Group Holding, graduated from the Istanbul University’s Business Management School in 1976. He has managed his businesses since 1976 including global real estate and construction as well as food and forestry operations. He served previously as a production manager, member of board and president in these businesses. Besides foreign trade consulting, he has invested in property development. Step by step starting from the lowest step on the way to the leadership in the fields of production, industry, commerce and foreign trade, he has achieved important achievements for the past 20 years and contributed substantially to civil society organisations related to industrial associations, city associations and employers’ union such as ITO and ISO, in a bid to promote the country’s industrialization and exports drive.

Nadezhda Neynsky, Ambassador of Bulgaria, Turkey, and former Minister of Foreign Affairs

She is the first woman leader of the largest right-wing Democratic Party in Bulgaria, the Union of Democratic Forces, leading them from 2002 to 2005. She was the first Bulgarian politician who openly declared a battle against shadowy circles in politics, and withdrew the UDF candidate for mayor of Sofia in the electoral campaign of 2003, Plamen Oresharski, due to his alleged unregulated relations with the oligarchy. She was elected in three consecutive mandates as an MP in the Bulgarian Parliament in the 1997-2008 period, where she defended democratic Euro-Atlantic values.

She was Vice President of the parliament, a member of the Bulgarian delegation to the Council of Europe and President of the Parliamentary and Public Relations Committee of the Parliamentary Assembly PACE. Currently, Nadzshda is the Ambassador of Bulgaria in Turkey. A philologist graduate of Sofia University, she is a translator of Spanish poetry and English literature and author of the first Bulgarian translation of the poetry of Roque Dalton. She is the first and only woman awarded the prestigious Bulgarian “Politician of the Year” award (1999), “Woman of the Year” in Bulgaria (2008), and received the Order of the Légion d’Honneur in France (2009).

She is married and has two daughters.
Nusret Cömert, CEO, Damnus

Nusret Comert is the Chairman, Damnus Energy & Investment Inc. He has been in the upstream, midstream and downstream energy industry since 1984. He supported Royal Dutch Shell’s activities in the Middle East, Africa, Caspian and European regions in the development of upstream oil and gas positions and additional gas supplies for Turkey and Europe. Comert has led the natural gas sector’s liberalization process in Turkey and was the founder and Chairman of the Board of Directors of Shell Energy A.S. He also led Shell’s entry to deep water exploration in the Mediterranean and West Black Sea, as well as shale oil and shale gas exploration in Southeast Turkey in partnership with TPAO. Previously, Comert worked at Shell’s Central Offices in London for several years where he was responsible for gas and power business development for Turkey and the East Mediterranean region. Prior roles spanned the areas of marketing and sales, planning and economics and supply and distribution of fuels and lubricants for the group’s oil products business. Comert led Shell Turkey’s transformation during the period of the deregulation of oil products in Turkey.

Comert holds a BS degree (mechanical engineering) and completed studies at the Istanbul University Business School. He is a Senior Advanced Leadership Fellow at Harvard University, an IMD Business School Alumni, and Vice President of the Harvard Club of Turkey. Comert has been an active member of TUSIAD for 15 years and the Deputy Chairman of the Energy Group. He is a frequent speaker at conferences and forums and is often interviewed by the press on the topics of energy and leadership.

Olcayto Yiğit, General Manager, Vestas Turkey

Olcayto has been
He joined Vestas as the Sales General Manager in July 2009, and was responsible for sales and marketing and business development for the Vestas Wind system in the Turkey and Middle East markets before becoming the General Manager in March 2012. Prior to joining Vestas, he held managerial positions at GE Energy, and his last post was Sales Director Power Generation for Turkey, Israel, Pakistan and Afghanistan.

He holds a BSc from Bogazici University in electrical and electronics engineering, and an MSc in engineering management from Marmara University.
Ömer Faruk Özgül, Chairman, Özgül Holding

Ömer Faruk is a mechanical engineer specialising in energy machinery, with a double major in ship machinery. He has a doctorate degree in fluid dynamics. He started his career at STFA, a construction and shipbuilding company. In 1985, Ömer transitioned to the shipbuilding industry as a shipyard owner. He has also been acting as a special advisor to Borusan Holding and as a board member of the Turkish Wind Energy Association. He has also acted as a board member for several reputable energy companies.

Serkan Aslan, Advisory Services Partner, PwC Turkey

Serkan holds a BS degree in management engineering from Istanbul Technical University and an MBA degree from Marmara University.

Prior to joining PwC, Serkan worked for investment banks and for Petrol Ofisi as a corporate finance manager. He has gained experience in various areas including deal structuring, M&A projects, project finance, valuation and financial analysis.

Serkan leads the Valuation & Modelling Team in the Deals Department, which has extensive expertise in the fields of business valuation, financial modelling and feasibility studies.

Recent experience includes: advisor to CFS regarding the preparation of a detailed financial model to assess the financial feasibility of a potential polypropylene facility investment in Mersin, advisor to Petkim regarding the preparation of advanced financial models and business plans for the Petkim group companies, advisor to Tekfen Holding regarding the preparation of a detailed financial model for the Antalya Health Campus PPP project, advisor to Tekfen Holding regarding the preparation of a detailed financial model for the Aydın Health Campus PPP project and advisor to Tekfen Holding regarding the preparation of a detailed financial model for the Aydın-Denizli Motorway PPP project.
Sevra Rende,
Business Development Executive and Senior Economist at Capital Economics Consultancy Team

Sevra Rende worked as a business development executive and senior economist at Capital Economics, an independent economic research consultancy in London. Prior to this, she held a position at IHS Markit where she was responsible for developing the energy business in the EMEA region. Before that she worked as an economist at the Economist Intelligence Unit, writing regular reports covering the global energy markets and energy prices. She has extensive experience in the consulting, economics and energy sectors serving multilateral organizations, governmental agencies, large corporations and financial sector customers. Sevra holds an MSc in international business (economics) from the University of Lancaster and a B.A. in business administration in management from Anadolu University.

Şule Topçu Kılıç,
Deputy Head, European Bank for Reconstruction and Development (EBRD), Turkey

Sule Topçu Kılıç is the Deputy Head, Turkey at the EBRD. She has been with EBRD since 2014, and reports directly to the Managing Director, assisting him in delivering the country strategy, with a specific focus on the infrastructure, energy and natural resources sectors, deputized by him as responsible for the bank’s operations (administration and budgeting) and leading policy initiatives in Turkey regarding the infrastructure, energy and natural resources sectors.

During the last 14 years of her career she has taken an active, leading role in the development of BOT and PPP models in Turkish transportation and social infrastructure projects in Turkey, and has taken a leading role in the preparation of the legal framework and introduction of financing-related regulations as well as the structuring and negotiations of template project agreements with the relevant governmental authorities (including the Ministry of Transportation, the Ministry of Health and the Turkish Treasury). She also took an active role in the coordination of various stakeholders’ efforts to develop project financing models to successfully finalize the projects in the Turkish PPP Healthcare Programme as well as the Transportation BOT program.

Before joining the EBRD, Sule spent six and half years at Unicredit Group, most recently as Managing Director leading project finance activities for the Investment Banking Platform in Turkey.

Prior to Unicredit, Sule held an array of directorships and vice presidencies in project and structured finance and in private equity in organizations such as Bayerische Hypo und Vereinsbank (Istanbul), Garanti Bank (Istanbul), Emporiki Private Equity (Athens and Istanbul), CitiBank (Istanbul) and the Privatisation Administration (Ankara).

Sule is a Turkish national with a PhD in finance from Boğaziçi (Bosphorus) University, master’s degrees (MBA and MSc) from the Manchester School of Management (UMIST) (with distinction) and a BSc in industrial engineering from Istanbul Technical University (ITU).
Tuna Güven,
Deputy General Manager, Borusan

Born in 1977 in Çorlu / Tekirdağ, Tuna has been in Borusan Group for 17 years in various positions and sectors. He is currently the Deputy General Manager in charge of operations. He graduated from Istanbul Technical University Civil Engineering in 1999 and completed his Master’s degree in Accounting and Finance at Marmara University.

Ph.D in economics is in dissertation stage at Uludağ University. He is married and has two children.

Umut Kolcuoğlu,
Managing Partner, Kolcuoğlu Law Firm

Dr. Umut Kolcuoğlu is the managing partner of Kolcuoğlu Demirkan Attorneys at Law. He has been admitted to both the Istanbul and New York Bar Associations. He has significant experience in mergers and acquisitions, joint ventures, finance, secured transactions and capital markets. He has handled a wide range of transactions involving various sectors including energy, retail, telecoms, electronics, automotive, pharmaceuticals and financial services.

Dr. Kolcuoğlu has provided legal advice to leading institutions including Koç Holding, Talanx Group, TPI Composites, İs Private Equity, Turkven Private Equity, Hyundai Mobis, Hypo Real Estate Holding, X-Trade Brokers, Commerzbank and Deutsche Bank, in transactions involving mergers and acquisitions, financing and capital markets.
Yesar Al-Maleki,
Managing Director, Iraq Energy Institute

Yesar Al-Maleki is an energy economist and Middle East observer with an extensive knowledge of the intertwining subjects of energy, geopolitics, and economics in the region. He has worked for the International Energy Agency (IEA) and various international oil companies and is now Managing Director at the Iraq Energy Institute (IEI), where he also has special interest in matters related to Iraq’s and Iraqi Kurdistan’s oil and gas sector, water challenges, economy, and politics. He is currently studying prospects of joint economic diversification in the northern region of the Persian Gulf, and has written on the impact of Beijing’s Belt & Road Initiative on Middle Eastern port politics, oil rentierism in the GCC, OPEC’s oil market balancing measures, Venezuela’s economic woes, and the prospect of Russian energy exports diversification. Mr. Al-Maleki holds a master’s degree in Energy Economics & Management from Institut Francais Du Petrole and is a scholar at SciencesPo in Paris.

Yılmaz Argüden,
Chairman, Argüden Governance Academy, and Rothschild Investment Bank

Dr. Yılmaz Argüden is the Chairman of ARGE, a management consulting firm known for value creating strategies and institution building and the Chairman of Rothschild investment bank in Türkiye. His career spans the private sector, public sector, multinational institutions, NGOs, and academia. He is an author, columnist, public speaker, and has served on the boards of more than 50 institutions in different jurisdictions.

Yılmaz has held a variety of positions, including adjunct professor of strategy at the Bosphorus and Koç Universities, chair of Turkish-United States and Turkish-Canada Business Councils, vice chair of the governance committee of the Business and Industry Advisory Committee to the OECD, member of the Private Sector Advisory Group of IFC, and chief economic advisor to the Prime Minister of Türkiye. As the elected chair of the Local Networks Advisory Group he represented the National Networks on the board of the UN Global Compact, the world’s largest sustainability platform. He is an Eisenhower Fellow, a recipient of numerous leadership, distinguished citizenship and career awards, and was selected by the World Economic Forum, as a “Global Leader for Tomorrow” for his commitment to improving the state of the world (1999).

Dr. Argüden has a B.S. degree in Industrial Engineering from the Bosphorus University, where he received both the Top Graduating Engineer Award and the President’s Prize for Student Leadership. He received his PhD in policy analysis from the RAND Graduate Institute with General Distinction.

Throughout his education, he received scholarships from Fulbright, TÜBİTAK, and NATO.
Zeynep Uras,  
Financial Services Leader, PwC Turkey

Zeynep graduated from Bogazici University’s Business Administration Department. She joined the PwC office in 1986. She was admitted to PwC partnership in 1996, and worked in the financial services practice of PwC London in 1997. Zeynep was the Assurance Leader for PwC Turkey between 2001 and 2012. She has been the Financial Services Leader since 2013, and represents PwC Turkey as part of PwC Europe clients and markets leadership.

She has led many large-scale advisory projects for local and international banks and has experience in privatizations and IPOs. Zeynep’s experience includes leadership roles in due diligence and accounting advisory projects, and she is the leader of the regulation working groups of six major audit companies.

She has many professional qualifications including membership in the Expert Accountants Association of Turkey, membership in the Union of Certified Public Accountants and Sworn-in Certified Public Accountants of Turkey, membership in the Banking Working Group of Turkish Industrialists and the Businessmen’s Association, Technical Quality membership in the Turkey Independent Audit Association, and she is the Elected Istanbul Delegate of the Union of Chambers of Certified Public Accountants of Turkey.

She has impressive client experience including working with Türkiye Vakıflar Bankası T.A.O, HSBC Bank A.Ş. (Turkey), BNP Paribas (Turkey), Türk Ekonomi Bankası A.Ş., etc.

Zeyno Elbaşi,  
Commercial Development, BP

Zeyno has been working on Turkey, Europe and Caspian region gas and power markets for more than 15 years. Her experience includes various stages of business development and commercial operations. Her current focus is commercial development of gas value chains; i.e. monetisation of upstream assets through gas sales and transit agreements. She is also interested in market analysis and global gas pricing dynamics.

Zeyno holds a B.S. degree in Mechanical Engineering from Middle East Technical University and MBA from Bosphorus University.
RANKED: THE COUNTRIES WITH THE MOST SUSTAINABLE ENERGY POLICIES

The World Energy Council’s Energy Trilemma Index scores countries on their ability to provide sustainable energy through three dimensions:

- Equity
- Sustainability
- Security

LOWER SCORE | HIGHER SCORE
--- | ---
30 | 90

Country Spotlight

Energy Trilemma Index scores are calculated using three measures:

- **Equity**: Basic access to reliable, affordable, and abundant energy for domestic and commercial use.
- **Sustainability**: The transition of a country’s energy system towards mitigating potential environmental harm and climate change impacts.
- **Security**: Energy security measures a country’s capacity to meet demand reliably, withstand system shocks.

**United States**

- Ranked 15th Globally
- Score: 66

The resurgence of oil and gas production has dramatically shifted the energy landscape in the United States. Oil production has doubled between 2013 and 2018, and solar production more than tripled between 2014 and 2018.

**Saudi Arabia**

- Ranked 78th Globally
- Score: 35

Saudi Arabia’s equity score is consistently strong, with universal access and very affordable prices. However, its sustainability score is low, due to high GHG emissions, worsening air quality indicators, and high energy intensity.

**Canada**

- Ranked 13th Globally
- Score: 62

Canada’s sustainability score—the lowest of the three factors—is slowly improving. Emissions intensity per barrel of oil output have decreased by 29% since 2000. As well, securing its innovation capability in Canada has increased by 34% since 2016.

**United Kingdom**

- Ranked 4th Globally
- Score: 83

After becoming a net importer of energy in the mid-2000s, the U.K. saw a dip in its security score. In June 2019, the country became the first major economy to pass net zero emissions law.

**China**

- Ranked 72nd Globally
- Score: 49

As the world’s largest energy consumer and emitter of greenhouse gases, China faces the challenge of fortifying economic growth while reducing pollution from coal and containing its emissions.

**India**

- Ranked 100th Globally
- Score: 42

India’s security score has dipped almost every year since 2000 due to the reduction in energy storage, and diversity of primary energy supply as well as an increase in import dependency.