

U.S. Department of Justice

Washington, DC 20530

Exhibit A to Registration Statement**Pursuant to the Foreign Agents Registration Act of 1938, as amended**

INSTRUCTIONS. Furnish this exhibit for EACH foreign principal listed in an initial statement and for EACH additional foreign principal acquired subsequently. The filing of this document requires the payment of a filing fee as set forth in Rule (d)(1), 28 C.F.R. § 5.5(d)(1). Compliance is accomplished by filing an electronic Exhibit A form at <https://www.fara.gov>.

Privacy Act Statement. The filing of this document is required by the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide this information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the FARA Unit in Washington, DC. Statements are also available online at the FARA Unit's webpage: <https://www.fara.gov>. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public online at: <https://www.fara.gov>.

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .22 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, FARA Unit, Counterintelligence and Export Control Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name of Registrant Teneo Strategy LLC	2. Registration Number 6698
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3. Primary Address of Registrant
280 Park Avenue, 4th Floor, New York, NY 10017

4. Name of Foreign Principal The Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye through Emlak Planlama Insaat Proje Yönetimi Ve Ticaret A.Ş.	5. Address of Foreign Principal Finanskent Mahallesi Finans Caddesi, Sarphan Finanspark Plaza No:5/A Kat: 5 34760 Ümraniye/Istanbul TURKEY
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6. Country/Region Represented
TURKEY

7. Indicate whether the foreign principal is one of the following:

- ☒ Government of a foreign country¹
- ☐ Foreign political party
- ☐ Foreign or domestic organization: If either, check one of the following:
- | | |
|--------------------------------------|---|
| ☐ Partnership | ☐ Committee |
| ☐ Corporation | ☐ Voluntary group |
| ☐ Association | ☐ Other (<i>specify</i>) _____ |
- ☐ Individual-State nationality _____

8. If the foreign principal is a foreign government, state:

- a) Branch or agency represented by the registrant
The Ministry of Environment, Urbanization and Climate Change
- b) Name and title of official(s) with whom registrant engages
Mr. Mehmet Ali Kahraman, Director of the COP31 Presidency Office

¹ "Government of a foreign country," as defined in Section 1(e) of the Act, includes any person or group of persons exercising sovereign de facto or de jure political jurisdiction over any country, other than the United States, or over any part of such country, and includes any subdivision of any such group and any group or agency to which such sovereign de facto or de jure authority or functions are directly or indirectly delegated. Such term shall include any faction or body of insurgents within a country assuming to exercise governmental authority whether such faction or body of insurgents has or has not been recognized by the United States.

9. If the foreign principal is a foreign political party, state:

a) Name and title of official(s) with whom registrant engages

b) Aim, mission or objective of foreign political party

10. If the foreign principal is not a foreign government or a foreign political party:

a) State the nature of the business or activity of this foreign principal.

b) Is this foreign principal:

Supervised by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

Owned by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

Directed by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

Controlled by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

Financed by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

Subsidized in part by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

11. Explain fully all items answered "Yes" in Item 10(b).

12. If the foreign principal is an organization and is not owned or controlled by a foreign government, foreign political party or other foreign principal, state who owns and controls it.

EXECUTION

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Signature

/s/Lawrence F. Carnevale

Sign

Sign

EXECUTION

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

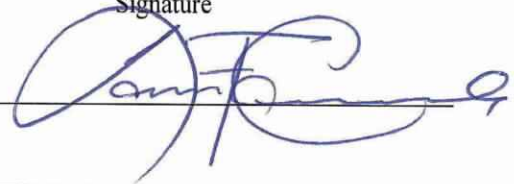
Date

Printed Name

Signature

7/15/26

LAWRENCE F. CARNEVALE



U.S. Department of Justice

Washington, DC 20530

Exhibit B to Registration Statement**Pursuant to the Foreign Agents Registration Act of 1938, as amended**

INSTRUCTIONS. A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements, or, where no contract exists, a full statement of all the circumstances by reason of which the registrant is acting as an agent of a foreign principal. Compliance is accomplished by filing an electronic Exhibit B form at <https://www.fara.gov>.

Privacy Act Statement. The filing of this document is required for the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide the information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the FARA Unit in Washington, DC. Statements are also available online at the FARA Unit's webpage: <https://www.fara.gov>. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public online at: <https://www.fara.gov>.

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .32 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, FARA Unit, Counterintelligence and Export Control Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name of Registrant

Teneo Strategy LLC

2. Registration Number

6698

3. Name of Foreign Principal

The Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye through Emlak Planlama Insaat Proje Yönetimi Ve Ticaret A.Ş.

Check Appropriate Box:

4. ☒ The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach a copy of the contract to this exhibit.
5. ☐ There is no formal written contract between the registrant and the foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach a copy of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.
6. ☐ The agreement or understanding between the registrant and the foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, and the fees and expenses, if any, to be received.
7. What is the date of the contract or agreement with the foreign principal? 06/30/2026
8. Describe fully the nature and method of performance of the above indicated agreement or understanding.

Through an agreement with Emlak Planlama Insaat Proje Yönetimi Ve Ticaret A.Ş., the registrant is providing The Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye with communication strategy consultancy services in relation to the COP31 process as described in the enclosed agreement. For the performance of these services, Emlak Planlama Insaat Proje Yönetimi Ve Ticaret A.Ş. will pay the registrant a total of \$3,900,000 (apportioned into six monthly payments as outlined in the enclosed agreement), plus certain expenses. Note that while the agreement has an effective date of 6/30/2026, the fully executed version was received by the registrant on 7/6/2026.

9. Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal.

Through an agreement with Emlak Planlama Insaat Proje Yönetimi Ve Ticaret A.S., the registrant is providing The Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye with communication strategy consultancy services related to the COP31 process. Specifically, the registrant is advising the foreign principal regarding communication structure and management; the preparation of media coverage and perception analyses; contribution to the development of the COP31 narrative and external messaging framework; the development of an agenda and issue management approach; the preparation and review of priority communication materials; campaign planning; the organization of communications personnel; and the provision of support for media relations programs as well as media and presentation training activities.

10. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act.¹

Yes ☒ No ☐

If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose. The response must include, but not be limited to, activities involving lobbying, promotion, perception management, public relations, economic development, and preparation and dissemination of informational materials.

In the course of providing the services described above, the registrant is providing counsel and assistance to the foreign principal on communications matters and may engage in communications with members of the U.S. media as well as other relevant stakeholders.

11. Prior to the date of registration² for this foreign principal has the registrant engaged in any registrable activities, including political activities, for this foreign principal?

Yes ☒ No ☐

If yes, describe in full detail all such activities. The response should include, among other things, the relations, interests, and policies sought to be influenced and the means employed to achieve this purpose. If the registrant arranged, sponsored, or delivered speeches, lectures, social media, internet postings, or media broadcasts, give details as to dates, places of delivery, names of speakers, and subject matter. The response must also include, but not be limited to, activities involving lobbying, promotion, perception management, public relations, economic development, and preparation and dissemination of informational materials.

Set forth below a general description of the registrant's activities, including political activities.

The registrant has provided counsel and assistance to the foreign principal on communications matters and has engaged in communications with members of the media as described in the log below.

Set forth below in the required detail the registrant's political activities.

Date	Contact	Method	Purpose
See Appendix for Response			

12. During the period beginning 60 days prior to the obligation to register³ to the date of registration for this foreign principal, has the registrant received from the foreign principal, or from any other source, for or in the interests of the foreign principal, any contributions, income, money, or thing of value either as compensation, or for disbursement, or otherwise?

Yes ☒ No ☐

If yes, set forth below in the required detail an account of such monies or things of value.

Date Received	From Whom	Purpose	Amount/Thing of Value
07/15/2026	Emlak Planlama Insaat Proje Yönetimi Ve Ticaret A.S.	Fees	\$ 780,000.00

\$ 780,000.00

Total

13. During the period beginning 60 days prior to the obligation to register⁴ to the date of registration for this foreign principal, has the registrant disbursed or expended monies, or disposed of anything of value other than money, in connection with activity on behalf of the foreign principal or transmitted monies to any such foreign principal?

Yes ☒ No ☐

If yes, set forth below in the required detail an account of such monies or things of value.

Date	Recipient	Purpose	Amount/Thing of Value
See Appendix for Response			

\$ 90,382.17

Total

¹ "Political activity," as defined in Section 1(o) of the Act, means any activity which the person engaging in believes will, or that the person intends to, in any way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

^{2,3,4} Pursuant to Section 2(a) of the Act, an agent must register within ten days of becoming an agent, and before acting as such.

EXECUTION

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date

Printed Name

Signature

7/15/26

LAWRENCE F. CARNEVALE

A handwritten signature in blue ink, appearing to read "Lawrence F. Carnevale", written over a horizontal line. The signature is stylized with a large initial "L" and "C".

Appendix

Response to Item 11-List

Item 11-List: Prior to the date of registration for this foreign principal has the registrant engaged in any registrable activities, such as political activities, for this foreign principal? If yes, describe in full detail all such activities. The response should include, among other things, the relations, interests, and policies sought to be influenced and the means employed to achieve this purpose. If the registrant arranged, sponsored, or delivered speeches, lectures, social media, internet postings, or media broadcasts, give details as to dates, places of delivery, names of speakers, and subject matter. The response must also include, but not be limited to, activities involving lobbying, promotion, perception management, public relations, economic development, and preparation and dissemination of informational materials. Set forth below in the required detail the registrant's political activities.

Date	Contact	Method	Purpose
04/02/2026	Tala Issa, Arabian Business	Meeting	Introductory background on COP31 Presidency
04/07/2026	Kenza Bryan, Financial Times	WhatsApp	Introductory background on COP31 Presidency
04/07/2026	Seth Borenstein, AP	Email	Introductory background on COP31 Presidency
04/07/2026	Benjamin Legendre, AFP	Email	Introductory background on COP31 Presidency
04/07/2026	John Ainger, Bloomberg	WhatsApp	Introductory background on COP31 Presidency
04/07/2026	Kate Abnett, Reuters	WhatsApp	Introductory background on COP31 Presidency
04/07/2026	Fiona Harvey, Guardian	Email	Introductory background on COP31 Presidency
04/07/2026	Esme Stallard, BBC	Email	Introductory background on COP31 Presidency
04/07/2026	Justin Rowlatt, BBC	Email	Introductory background on COP31 Presidency
04/07/2026	Matt McGrath, BBC	Email	Introductory background on COP31 Presidency
04/07/2026	Simon Jessop, Reuters	WhatsApp	Introductory background on COP31 Presidency
04/07/2026	Daren Butler, Reuters	WhatsApp	Introductory background on COP31 Presidency
04/07/2026	Zia Wiese, Politico	Email	Introductory background on COP31 Presidency
04/07/2026	Attracta Mooney, Financial Times	Email	Introductory background on COP31 Presidency
04/07/2026	Kenza Bryan, Financial Times	Email	Introductory background on COP31 Presidency
04/07/2026	Emiliya Mychasuk, Financial Times	Email	Introductory background on COP31 Presidency
04/07/2026	Urmi Goswami, Economic Times	Email	Introductory background on COP31 Presidency
04/07/2026	Jayashree Nandi, Hindustan Times	Email	Introductory background on COP31 Presidency
04/07/2026	Julien Mivielle, AFP	Email	Introductory background on COP31 Presidency
04/07/2026	Nick Perry, AFP	Email	Introductory background on COP31 Presidency
04/08/2026	Ana Tunas Matilla, EFE	Email	Introductory background on COP31 Presidency
04/09/2026	Victoria Seabrook, Sky	WhatsApp	Introductory background on COP31 Presidency
04/09/2026	Megan Rowling, Climate Home News	WhatsApp	Introductory background on COP31 Presidency
04/10/2026	Ben Geman, Energy Reporter, Axios	Email	COP President Designate (CPD) quote for newsletter inclusion
04/10/2026	Jane Witherspoon, Euro News	Email/Whatsapp	Introductory background on COP31 Presidency
04/10/2026	Anna Gawel, Managing Editor, Devex	Email	CPD quote for newsletter inclusion
04/10/2026	Anita Hofschneider, Staff Writer, Grist	Email	CPD quote for newsletter inclusion
04/10/2026	Damian Carrinton, Environment Editor, Guardian Down to Earth	Email	CPD quote for newsletter inclusion
04/10/2026	Tim McDonnell, Climate Editor, Semafor Net Zero	Email	CPD quote for newsletter inclusion
04/10/2026	Abby Wallace, Energy Reporter, Politico	Email	CPD quote for newsletter inclusion

04/10/2026	Jack Blanchard, Managing Editor, Politico Playbook	Email	CPD quote for newsletter inclusion
04/10/2026	Michael Broecker, Editor, Table Media	Email	CPD quote for newsletter inclusion
04/10/2026	Daisy Dunne, Editor, Carbon Brief	Email	CPD quote for newsletter inclusion
04/10/2026	Megan Rowling, Editor, Climate Home News	Email	CPD quote for newsletter inclusion
04/10/2026	Aaron Rutkoff, Executive Editor at Bloomberg Green	Email	CPD quote for newsletter inclusion
04/13/2026	Ben Geman, Energy Reporter, Axios	Email	Follow-up CPD quote for newsletter inclusion
04/13/2026	Sinem Koseoglu, Al Jazeera	WhatsApp	Introductory background on COP31 Presidency
04/13/2026	Elif Ural, Al Jazeera	WhatsApp	Introductory background on COP31 Presidency
04/13/2026	Jess Chase-Lubitz, Devex	WhatsApp	Follow-up after Letter to Parties
04/13/2026	Zia Weise, Politico	WhatsApp	Follow-up after Letter to Parties
04/13/2026	Anna Gawel, Managing Editor, Devex	Email	Follow-up CPD quote for newsletter inclusion
04/13/2026	Justin Rowlatt, BBC	WhatsApp	Outreach re: Copenhagen interview
04/13/2026	Jack Blanchard, Managing Editor, Politico Playbook	Email	Follow-up CPD quote for newsletter inclusion
04/13/2026	Michael Broecker, Editor, Table Media	Email	Follow-up CPD quote for newsletter inclusion
04/13/2026	Daisy Dunne, Editor, Carbon Brief	Email	Follow-up CPD quote for newsletter inclusion
04/13/2026	Megan Rowling, Editor, Climate Home News	Email	Follow-up CPD quote for newsletter inclusion
04/13/2026	Aaron Rutkoff, Executive Editor, Bloomberg Green	Email	Follow-up CPD quote for newsletter inclusion
04/13/2026	Abby Wallace, Energy Reporter, Politico	Email	Follow-up CPD quote for newsletter inclusion
04/14/2026	Jayashree Nandi, Environment Journalist, Hindustan Times	Email	Follow-up after Letter to Parties
04/14/2026	Joao Gabriel, Folha Group	Email	Follow-up after Letter to Parties
04/14/2026	Max Bearak, Correspondent, New York Times	Email	Follow-up after Letter to Parties
04/14/2026	Valerie Volcovici, US Climate Reporter, Reuters	Email	Follow-up after Letter to Parties
04/14/2026	Vijay Vaitheeswaran, Editor, Economist	Email	Follow-up after Letter to Parties
04/14/2026	Seth Borenstein, Science Writer, AP	Email	Follow-up after Letter to Parties
04/14/2026	Dana Beltaji, Climate and Environment News Editor, AP	Email	Follow-up after Letter to Parties
04/14/2026	Nick Perry, AFP	Email	Follow-up after Letter to Parties
04/14/2026	Benjamin Legendre, Tech Correspondent, AFP	Email	Follow-up after Letter to Parties
04/14/2026	Mike Szabo, Journalist, Carbon Pulse	Email	Follow-up after Letter to Parties
04/14/2026	Simon Evans, Science Policy Editor, Carbon Brief	Email	Follow-up after Letter to Parties
04/14/2026	Megan Rowling, Climate Home News	Email	Follow-up after Letter to Parties
04/14/2026	Fiona Harvey, Environmental Journalist, The Guardian	Email	Follow-up after Letter to Parties
04/14/2026	John Paul Rathbone, Turkey Correspondent, Financial Times	Email	Follow-up after Letter to Parties
04/14/2026	Attracta Mooney, Climate Correspondent, Financial Times	Email	Follow-up after Letter to Parties
04/14/2026	Catherine Brahic,	Email	Follow-up after Letter to Parties

	Environment Editor, Economist		
04/14/2026	Matt McGrath, Environment Correspondent, BBC	Email	Follow-up after Letter to Parties
04/14/2026	Mosaad Alzayani, Journalist, Asharq Al Awsat	Email	Follow-up after Letter to Parties
04/14/2026	Ana Matilla Tunas, Journalist, EFE	Email	Follow-up after Letter to Parties
04/14/2026	Daren Butler, Journalist, Reuters	Email	Follow-up after Letter to Parties
04/14/2026	Kate Abnett, EU Climate Policy Journalist, Reuters	Email	Follow-up after Letter to Parties
04/14/2026	John Ainger, Reporter, Bloomberg	Email	Follow-up after Letter to Parties
04/14/2026	Fiona Harvey, The Guardian	Telephone call	Introductory background on COP31 Presidency
04/14/2026	Victoria Seabrook, Sky	WhatsApp	Follow-up after Letter to Parties
04/14/2026	Urmi Goswami, Economic Times of India	WhatsApp	Question about Petersberg
04/14/2026	Matt Mace, Sarah George, Sidhi Mittal, edie	Email	Follow-up after Letter to Parties
04/14/2026	Michael Holder, Business Green	Email	Follow-up after Letter to Parties
04/14/2026	Esme Stallard, BBC	Email	Follow-up after Letter to Parties
04/14/2026	Kate Abnett, Reuters	WhatsApp	Introductory background on COP31 Presidency
04/14/2026	Shaung Guo, Xinhua	Telephone call	Introductory background on COP31 Presidency
04/14/2026	Nick Perry, AFP	WhatsApp	Interview liaison
04/14/2026	Attracta Mooney, Financial Times	WhatsApp	Interview liaison
04/14/2026	Zia Wiese, Politico	WhatsApp	Outreach re: Copenhagen Climate Ministerial Plans
04/14/2026	Attracta Mooney, Financial Times	WhatsApp	Outreach re: Copenhagen Climate Ministerial Plans
04/14/2026	Akshat Rathi, Reporter, Bloomberg	Email	Follow-up CPD quote for newsletter inclusion
04/14/2026	Fiona Harvey, Environmental Journalist, The Guardian	Email	Follow-up CPD quote for newsletter inclusion
04/14/2026	Tom McIlroy, Political Editor, The Guardian	Email	Follow-up after Letter to Parties
04/14/2026	Michael Foley, Energy and Climate Correspondent, Sydney Morning Herald	Email	Follow-up after Letter to Parties
04/14/2026	Philip Coorey, Political Correspondent, Fairfax Media	Email	Follow-up after Letter to Parties
04/14/2026	Ryan Cropp, Energy and Climate Correspondent, Australian Financial Review	Email	Follow-up after Letter to Parties
04/14/2026	Graham Lloyd, Environment Editor, The Australian	Email	Follow-up after Letter to Parties
04/14/2026	Oscar Godsell, Political Reporter, Sky News Aus	Email	Follow-up after Letter to Parties
04/14/2026	Ewa Staszewska, Digital Journalist, Special Broadcasting Service (SBS) Australia	Email	Follow-up after Letter to Parties
04/14/2026	David Simmons, Business Editor, Solstice Media	Email	Follow-up after Letter to Parties
04/14/2026	Kelly Thomas, ABC	Email	Follow-up after Letter to Parties
04/14/2026	Kaaren Morrissey, Australian Associated Press	Email	Follow-up after Letter to Parties
04/14/2026	Marion Rae, Australian Associated Press	Email	Follow-up after Letter to Parties

04/14/2026	Poppy Johnston, Journalist, Australian Associated Press	Email	Follow-up after Letter to Parties
04/14/2026	Hou Li Qiang, China Daily	Email	Follow-up after Letter to Parties
04/14/2026	Chao Li, Journalist, Xinhua	Email	Follow-up after Letter to Parties
04/16/2026	Urmi Goswami, Economic Times	WhatsApp	Petersberg Climate Dialogue Follow-up
04/17/2026	John Ainger, Reporter, Bloomberg	WhatsApp	Petersberg Climate Dialogue Follow-up
04/20/2026	Jess Chase-Lubitz, Devex	WhatsApp / telephone call	Petersberg Climate Dialogue Follow-up
04/20/2026	John Ainger, Reporter, Bloomberg	WhatsApp	Petersberg Climate Dialogue Follow-up
04/21/2026	Catherine Brahic, Environment Editor at Economist	Email	Petersberg Climate Dialogue Follow-up
04/21/2026	Yusuf Khan, Wall Street Journal	WhatsApp	Petersberg Climate Dialogue Follow-up
04/21/2026	Sise Sahlu, The Reporter	WhatsApp	Petersberg Climate Dialogue Follow-up
04/21/2026	Shotaro Tani, Nikkei	WhatsApp	Petersberg Climate Dialogue Follow-up
04/21/2026	Esme Stallard, BBC	WhatsApp	Petersberg Climate Dialogue Follow-up
04/21/2026	Matt McGrath, Environment Correspondent, BBC	WhatsApp	Petersberg Climate Dialogue Follow-up
04/21/2026	Simon Evans, Carbon Brief	WhatsApp	Petersberg Climate Dialogue Follow-up
04/21/2026	Melody Chironda, AllAfrica	WhatsApp	Petersberg Climate Dialogue Follow-up
04/21/2026	Daphne Ewing-Chow, Freelance	WhatsApp	Petersberg Climate Dialogue Follow-up
04/21/2026	Tim Stickings, The National	WhatsApp	Petersberg Climate Dialogue Follow-up
04/21/2026	Urmi Goswami, Economic Times of India	WhatsApp	Petersberg Climate Dialogue Follow-up
04/21/2026	Joao Gabriel, Folha Group	Email	Petersberg Climate Dialogue Follow-up
04/21/2026	Fred Wesley, Fiji Times	Email	Petersberg Climate Dialogue Follow-up
04/21/2026	Americo Martins, Senior Correspondent, CNN Brasil	Email	Petersberg Climate Dialogue Follow-up
04/21/2026	Mike Szabo, Journalist, Carbon Pulse	Email	Petersberg Climate Dialogue Follow-up
04/21/2026	David Speers, Journalist	Email	Petersberg Climate Dialogue Follow-up
04/21/2026	Kaaren Morrissey, AAP	Email	Petersberg Climate Dialogue Follow-up
04/21/2026	Sidhi Mittal, edie	Email	Petersberg Climate Dialogue Follow-up
04/21/2026	Ed King, Climate Diplomacy Brief	Email	Petersberg Climate Dialogue Follow-up
04/21/2026	Hou Li Qiang, China Daily	Email	Petersberg Climate Dialogue Follow-up
04/21/2026	Michael Bauchmuller, Suddeutsche Zeitung	Meeting	Petersberg Climate Dialogue Follow-up
04/21/2026	John Ainger, Reporter at Bloomberg	Meeting	Petersberg Climate Dialogue Follow-up
04/22/2026	Attracta Mooney, Financial Times	WhatsApp	Petersberg Climate Dialogue Follow-up
04/22/2026	John Ainger, Reporter at Bloomberg	Meeting	Petersberg Climate Dialogue Follow-up
04/22/2026	Daniela Chiaretti, Valor Economico	Email	Petersberg Climate Dialogue Follow-up
04/23/2026	Yusuf Khan, Wall Street Journal	Meeting	Introductory background on COP31 Presidency
04/23/2026	Ed King, Climate Diplomacy Brief	Email	Petersberg Climate Dialogue Follow-up
04/27/2026	Songyi Kim, Chosun Biz	Email	Q&A with Deputy Minister
04/28/2026	Jess Chase-Lubitz, Devex	WhatsApp	Outreach re: Petersberg/IEA High Level Dialogue
04/28/2026	Wooyoung Kim, Chosun Biz	WhatsApp	Q&A with Deputy Minister
04/28/2026	Laurent Thomet, AFP	WhatsApp	Outreach re: IEA High Level Dialogue
04/29/2026	Laurent Thomet, AFP	WhatsApp	Outreach re: IEA High Level Dialogue

04/29/2026	Esra Oz, freelance	Telephone call	Outreach re: IEA High Level Dialogue
04/29/2026	Sise Sahlu, The Reporter	WhatsApp	Outreach re: IEA Partnership
04/29/2026	Ayenat Mersie, Devex	WhatsApp	Outreach re: IEA Partnership
04/29/2026	Melody Chironda, AllAfrica	WhatsApp	Outreach re: IEA Partnership
04/30/2026	Caroline Chebet, Standard	Email	Outreach re: IEA High Level Dialogue
04/30/2026	Matt McGrath, BBC	Meeting	Introductory background on COP31 Presidency
04/30/2026	Prashant Rao, Semafor	Email	Outreach re: IEA High Level Dialogue
04/30/2026	Kaaren Morrissey, AAP	Email	Outreach re: IEA High Level Dialogue
04/30/2026	David Speers	Email	Outreach re: IEA High Level Dialogue
04/30/2026	Mike Szabo, Journalist at Carbon Pulse	Email	Outreach re: IEA High Level Dialogue
04/30/2026	Americo Martins	Email	Outreach re: IEA High Level Dialogue
04/30/2026	Fred Wesley	Email	Outreach re: IEA High Level Dialogue
04/30/2026	Daniela Chiaretti, Valor Economico	Email	Outreach re: IEA High Level Dialogue
04/30/2026	Simon Evans, Carbon Brief	WhatsApp	Outreach re: IEA Partnership
04/30/2026	Ali Bekhtaoui, AFP	Meeting	Outreach re: IEA High Level Dialogue
04/30/2026	Laurent Thomet, AFP	Meeting	Outreach re: IEA High Level Dialogue
05/03/2026	David Fogarty, Straits Times	WhatsApp	Press trip invitation
05/03/2026	Pilita Clark, Financial Times	Telephone call	Introductory background on COP31 Presidency
05/04/2026	Michael Holder, Business Green	WhatsApp	Outreach re: Resilient Cities and Hatay
05/04/2026	Daphne Ewing Chow, Freelance	WhatsApp	Outreach re: Resilient Cities and Hatay
05/06/2026	Jess Chase-Lubitz, Devex	WhatsApp	Outreach re: London Climate Action Week
05/07/2026	Jess Chase-Lubitz, Devex	WhatsApp	Outreach re: London Climate Action Week
05/08/2026	Charlie King, Sustainability Magazine	Email	Follow-up from Hatay Resilient Cities Forum
05/08/2026	Heather Clancy, Green Biz	Email	Follow-up from Hatay Resilient Cities Forum
05/08/2026	Holly Downes, ESG Clarity	Email	Follow-up from Hatay Resilient Cities forum press release
05/08/2026	Karen Southern, Green Business Journal	Email	Follow-up from Hatay Resilient Cities forum press release
05/08/2026	Ohashi Takaomi, NHK	Email	Follow-up from Hatay Resilient Cities forum press release
05/08/2026	Josephine Dedet, Jeune Afrique	Email	Follow-up from Hatay Resilient Cities forum press release
05/08/2026	Constant Tedder, Earth	Email	Follow-up from Hatay Resilient Cities forum press release
05/08/2026	Jennifer Bell, Al Arabiya	Email	Follow-up from Hatay Resilient Cities forum press release
05/08/2026	Construction Middle East	Email	Follow-up from Hatay Resilient Cities forum press release
05/08/2026	Adam Vaughan, The Times	WhatsApp	London Climate Action Week plans
05/09/2026	Marta Montojo, freelance	Meeting / email	Follow-up from Hatay Resilient Cities forum press release
05/09/2026	Yun Jin Kim, Dong-A Ilbo	Meeting	Follow-up from Hatay Resilient Cities forum press release
05/09/2026	György Szalma, Magyar Demokrata	Meeting	Follow-up from Hatay Resilient Cities forum press release
05/09/2026	Levente Sitkei, Magyar Nemzet	Meeting	Follow-up from Hatay Resilient Cities forum press release
05/09/2026	Agenzia Nova	Meeting	Follow-up from Hatay Resilient Cities forum press release
05/09/2026	Reksane Hasanova, The Telegraph, Azerbaijan	Meeting	Follow-up from Hatay Resilient Cities forum press release
05/09/2026	Nabila Akkas, Le Matin	Meeting	Follow-up from Hatay Resilient Cities forum press release
05/11/2026	Ana Tunas Mantila, EFE Verde	Email	Introductory background on COP31 Presidency
05/11/2026	Laurent Thomet, AFP	WhatsApp	Plans for Bonn

05/11/2026	Hanya Amr, Al Arabiya TV	WhatsApp	Follow-up from Hatay Resilient Cities forum press release
05/11/2026	Erkin Oncan, NHK	Email	Follow-up from Hatay Resilient Cities forum press release
05/11/2026	Sinan tavsan, Nikkei, Istanbul Bureau Chief	Telephone call	Follow-up from Hatay Resilient Cities forum press release
05/12/2026	Julien Mivielle, AFP	WhatsApp	Plans for Bonn
05/12/2026	Sidhi Mittal, Matilda Cox, edie	Meeting	Introductory background on COP31 Presidency
05/13/2026	Josephine Dedet, Jeune Afrique	WhatsApp	Outreach re: World Urban Forum
05/13/2026	Yara Yassine, Bloomberg As Sharq Reporter	WhatsApp	Outreach re: World Urban Forum
05/15/2026	Mar-Vic, Pacific Island Times	Email	Introductory background on COP31 Presidency
05/15/2026	Fred Wesley, Fiji Times	Email	Introductory background on COP31 Presidency
05/15/2026	Michael Holder, Business Green	Meeting	Introductory background on COP31 Presidency
05/18/2026	Zeynep Cermen, Xinhua	Email	Post Hatay / China visit proactive opp
05/18/2026	Fiona Harvey, Guardian	WhatsApp	Post Hatay / China visit proactive opp
05/18/2026	Haizhou Wang, Xinhua, Riyadh bureau	Email	Introductory background on COP31 Presidency
05/18/2026	Shuang Guo, Xinhua	WhatsApp	Op ed draft submission
05/18/2026	Yusuf Khan, Wall Street Journal	WhatsApp	Inquiry re: reporting trip
05/18/2026	David Barroux, Les Echos	Email	Introductory background on COP31 Presidency
05/18/2026	Audrey Garric, Climate Reporter, Le Monde	Email	Introductory background on COP31 Presidency
05/19/2026	Zia Wiese, Politico	WhatsApp	Copenhagen preparation
05/19/2026	Shuang Guo, Xinhua	WhatsApp	Copenhagen Climate Ministerial follow-up
05/19/2026	Janice Lim, Business Times	Meeting	Introductory background on COP31 Presidency
05/19/2026	Ben Geman, Axios	Email	Copenhagen Climate Ministerial Follow up
05/19/2026	Mike Szabo, Carbon Pulse	Email	Copenhagen Climate Ministerial Follow up
05/19/2026	Fred Wesley, Fiji Times	Email	Copenhagen Climate Ministerial Follow up
05/19/2026	Mar-Vic Cagurangan, Pacific Island Times	Email	Copenhagen Climate Ministerial Follow up
05/19/2026	Chico Harlan, New York Times	WhatsApp	Introductory background on COP31 Presidency
05/19/2026	Adam Vaughan, The Times	WhatsApp	Outreach re: electrification and COP31 Presidency
05/19/2026	John Ainger, Bloomberg	WhatsApp	Outreach re: electrification and COP31 Presidency
05/19/2026	Simon Evans, Carbon Brief	WhatsApp	Outreach re: electrification and COP31 Presidency
05/19/2026	Ed King, Climate Diplomacy Brief	Email	Outreach re: electrification and COP31 Presidency
05/19/2026	Michael Holder, Business Green	WhatsApp	Copenhagen Climate Ministerial follow-up
05/19/2026	Ana Tunas Matilla, EFE Verde	Email	Outreach re: Climate Finance
05/19/2026	Sidhi Mittal, Matilda Cox, edie	Email	Outreach re: electrification and COP31 Presidency
05/19/2026	Ana Tunas Matilla, EFE Verde	Email	Outreach re: electrification and COP31 Presidency
05/19/2026	Laurent Thomet, AFP	WhatsApp	Copenhagen preparation
05/20/2026	Nick O'Malley, Sydney Morning Herald	Email	Copenhagen Climate Ministerial follow-up
05/20/2026	Tim McDonnell, Semafor	Email	Copenhagen Climate Ministerial follow-up
05/20/2026	Shotaro Tani, Nikkei	Email	Copenhagen Climate Ministerial follow-up
05/20/2026	Gabriel Gama, Folha	Email	Copenhagen Climate Ministerial follow-up
05/20/2026	Hou Qiang, China Daily	Email	Copenhagen Climate Ministerial follow-up
05/20/2026	Simon Evans, Carbon Brief	Email	Copenhagen Climate Ministerial follow-up
05/20/2026	John Ainger, Bloomberg	WhatsApp	Outreach re: electrification and COP31

			Presidency
05/20/2026	Prashant Rao, Semafor	Email	Bonn Climate Change Meetings
05/20/2026	Kosho Kumari, Bernama	Email	Copenhagen Climate Ministerial follow-up
05/20/2026	Timothy Stickings, The National	Email	Copenhagen Climate Ministerial follow-up
05/20/2026	Sisay Salu, The National	Email	Copenhagen Climate Ministerial follow-up
05/21/2026	Ishika Mookerjee, Bloomberg	Meeting / email	Introductory background on COP31 Presidency
05/21/2026	Simon Evans, Carbon Brief	WhatsApp	Electrification and COP31 Presidency
05/21/2026	Simon Evans, Carbon Brief	WhatsApp	Outreach re: Climate Finance and COP31 Presidency
05/21/2026	Fiona Harvey, Guardian	WhatsApp	Outreach re: Climate Finance and COP31 Presidency
05/21/2026	John Ainger, Bloomberg	WhatsApp	Outreach re: Climate Finance and COP31 Presidency
05/21/2026	Urmi Goswami, Economic Times of India	WhatsApp	Outreach re: Climate Finance and COP31 Presidency
05/21/2026	Megan Rowling, Climate Home News	WhatsApp	Outreach re: Climate Finance and COP31 Presidency
05/21/2026	Kate Abnett, Reuters	WhatsApp	Outreach re: Climate Finance and COP31 Presidency
05/22/2026	Urmi Goswami, Economic Times of India	WhatsApp	Bonn Climate Change Meetings
05/26/2026	Zia Wiese, Politico	Telephone call	Inquiry on COP31 Presidency engagements
05/27/2026	Matt McGrath, BBC	WhatsApp	Outreach re: Bonn/London Climate Action Week planning
05/27/2026	Ruchi Patel, Climate Diplomacy Brief	Meeting	Introductory background on COP31 Presidency
05/27/2026	Yusuf Khan, Wall Street Journal	WhatsApp	Media trip discussion
05/28/2026	Jess Chase-Lubitz, Devex	Telephone call	COP31 Action Agenda priorities
05/28/2026	Pilita Clarke, Financial Times	Meeting	Introductory background on COP31 Presidency
05/28/2026	Fiona Harvey, Guardian	Meeting	Bonn Climate Change Meetings
05/29/2026	Perrine Mouterde, Le Monde	Meeting	Media trip discussion
05/29/2026	Josephine Dedet, Jeune Afrique	Meeting	Media trip discussion
06/02/2026	Attracta Mooney, Financial Times	Email	Quote from COP31 President
06/03/2026	Attracta Mooney, Financial Times	Meeting	General discussion
06/03/2026	Megan Rowling, Climate Home News	WhatsApp	Outreach re: Bonn Climate Change Meetings
06/03/2026	Ron Rocky, Pacific Island Times	Email	Outreach re: Bonn Climate Change Meetings
06/03/2026	Allison Gacad, Carbon Pulse	Email	Outreach re: Bonn Climate Change Meetings
06/03/2026	Tais Gadea Lara, Climate Home News	Email	Outreach re: Bonn Climate Change Meetings
06/03/2026	Alexandra Endres, Table Media	Email	Outreach re: Bonn Climate Change Meetings
06/03/2026	Christoph Driessen, dpa (Deutsche Presse-Agentur)	Email	Outreach re: Bonn Climate Change Meetings
06/03/2026	Junqiang He, Kyodo News	Email	Outreach re: Bonn Climate Change Meetings
06/04/2026	Jess Chase-Lubitz, Devex	WhatsApp	London Climate Action Week 2026
06/04/2026	Laura Millan, Bloomberg	Email	Outreach re: Bonn Climate Change Meetings
06/04/2026	Alexandra Endres, Table Media	Email	Outreach re: Bonn Climate Change Meetings
06/05/2026	Alice Fishburne, Financial Times	Email	Op Ed submission
06/05/2026	Songyi Kim, Chosun Biz	Email	Q&A with Deputy Minister
06/07/2026	Alice Fishburne, Financial Times	Email	Op Ed submission
06/07/2026	Urmi Goswami, Hindustan	WhatsApp	Interview request at Bonn Climate Change

	Times		Meetings
06/07/2026	Attracta Mooney, Financial Times	Email	Op Ed submission
06/08/2026	Simon Evans, Carbon Brief	Email	Outreach re: Bonn Climate Change Meetings
06/08/2026	Urmi Goswami, Economic Times of India	WhatsApp	Outreach re: Bonn Climate Change Meetings
06/08/2026	Melody Chironda, AllAfrica	WhatsApp	Outreach re: electrification and COP31 Presidency
06/08/2026	Kate Abnett, Reuters	WhatsApp	Outreach re: electrification and COP31 Presidency
06/08/2026	Yusuf Khan, Wall Street Journal	WhatsApp	Outreach re: electrification and COP31 Presidency
06/08/2026	Jayashree Nandi, Hindustan Times	WhatsApp	Outreach re: electrification and COP31 Presidency
06/08/2026	Michael Holder, Business Green	WhatsApp	Outreach re: electrification and COP31 Presidency
06/08/2026	Alice Fishburne, Financial Times	Email	Op Ed submission follow-up
06/08/2026	Fiona Harvey, Opinion Editor, Guardian	Email	Op Ed submission
06/08/2026	Pilita Clark, Financial Times	WhatsApp	Outreach re: Bonn Climate Change Meetings
06/08/2026	Urmi Goswami, Hindustan Times	Meeting	Outreach re: Bonn Climate Change Meetings
06/08/2026	Julien Mivielle, AFP	WhatsApp	Outreach re: Bonn Climate Change Meetings
06/08/2026	Jess Chase-Lubitz, Devex	WhatsApp	Outreach re: London Climate Action Week 2026
06/08/2026	Tais Gadea Lara, Climate Home News	WhatsApp / Meeting	Outreach re: Bonn Climate Change Meetings
06/08/2026	Songyi Kim, Chosun Biz	Email	Q&A with Deputy Minister
06/08/2026	Sidhi Mittal, Matilda Cox, edie	Meeting	Introductory background on COP31 Presidency
06/08/2026	Shotaro Tani, Nikkei	Email	Outreach re: electrification and COP31 Presidency
06/08/2026	Ana Tunas Matilla, EFE Verde	Email	Outreach re: electrification and COP31 Presidency
06/08/2026	Dominic Kane, Al Jazeera	Email	Outreach re: electrification and COP31 Presidency
06/08/2026	Chico Harlan, New York Times	Email	Outreach re: electrification and COP31 Presidency
06/08/2026	Simon Mundy, Financial Times	Email	Outreach re: electrification and COP31 Presidency
06/08/2026	Li Chao, Wall Street Journal	Email	Outreach re: electrification and COP31 Presidency
06/08/2026	Xuan Zhao, Caixin	Email	Outreach re: electrification and COP31 Presidency
06/08/2026	Fiona Harvey, Guardian	Email	Op Ed submission
06/08/2026	Zia Wiese, Politico	WhatsApp	Inquiry re: Action Agenda
06/08/2026	Victoria Seabrook, Sky	WhatsApp	General discussion
06/08/2026	Nick Perry, AFP	WhatsApp	Query about Bonn
06/08/2026	Junqiang He, Kyodo News	Email	Outreach re: Bonn Climate Change Meetings
06/08/2026	Mike Szabo, Carbon Pulse	Email	Outreach re: Bonn Climate Change Meetings
06/08/2026	Joao Gabriel, Folha de Sao Paulo	Email	Outreach re: Bonn Climate Change Meetings
06/08/2026	Tais Gadea Lara, Climate Home News	Email	Outreach re: Bonn Climate Change Meetings
06/08/2026	Laura Millan, Bloomberg	Email	Outreach re: Bonn Climate Change Meetings
06/08/2026	Urmi Goswami, Hindustan Times	Email	Outreach re: Bonn Climate Change Meetings
06/09/2026	Ron Rocky, Pacific Island Times	Email	Outreach re: Bonn Climate Change Meetings
06/09/2026	Daniela Chiaretti, Valor Economico	Email	Outreach re: Bonn Climate Change Meetings
06/09/2026	Trevor Bohach, Project Syndicate	Email	Outreach re: possible op ed placement
06/09/2026	Seth Bornstein, AP	WhatsApp	Press Conference query in Bonn

06/09/2026	Kate Abnett, Reuters	WhatsApp	Press Conference query in Bonn
06/09/2026	Shuang Guo, Xinhua	WhatsApp	Outreach re: electrification
06/09/2026	Nick Perry, AFP	Meeting	Outreach re: Bonn Climate Change Meetings
06/09/2026	Julien Mivielle, AFP	Meeting	Outreach re: Bonn Climate Change Meetings
06/09/2026	Fiona Harvey, Guardian	Meeting	Outreach re: Bonn Climate Change Meetings
06/09/2026	Tais Gadea Lara, Climate Home News	WhatsApp / Meeting	Outreach re: Bonn Climate Change Meetings
06/09/2026	Urmi Goswami, Hindustan Times	Meeting	Outreach re: Bonn Climate Change Meetings
06/09/2026	Prashant Rao, Semafor	Email	Outreach re: Bonn Climate Change Meetings
06/09/2026	Chico Harlan, New York Times	Telephone call	Introductory background on COP31 Presidency
06/09/2026	Kate Abnett, Reuters	WhatsApp	Outreach re: COP31 Action Agenda
06/10/2026	Alexandra Endres, Table Media	WhatsApp	Outreach re: Bonn Climate Change Meetings
06/10/2026	Trevor Bohatch, Project Syndicate	Email	Op Ed submission
06/10/2026	Megan Rowling, Climate Home News	WhatsApp	Outreach re: Bonn Climate Change Meetings
06/10/2026	Fiona Harvey, Guardian	Meeting	Outreach re: Bonn Climate Change Meetings
06/11/2026	Urmi Goswami, Economic Times of India	WhatsApp	Outreach re: Bonn Climate Change Meetings
06/11/2026	Alexandra Endres, Table Media	Meeting	Bonn Climate Change Meetings
06/11/2026	Ruchi Patel, Climate Diplomacy Brief	Meeting	Bonn Climate Change Meetings
06/12/2026	Simon Evans, Carbon Brief	WhatsApp	Outreach re: Bonn Climate Change Meetings
06/12/2026	Attracta Mooney, Financial Times	WhatsApp	Outreach re: Bonn Climate Change Meetings
06/12/2026	Jess Chase-Lubitz, Devex	WhatsApp	Outreach re: electrification and COP31 Presidency
06/14/2026	Alec Luhn, New Scientist	Email	General discussion
06/15/2026	Julien Mivielle, AFP	WhatsApp	London Climate Action Week plans
06/15/2026	Fiona Harvey, Guardian	WhatsApp	Outreach re: Bonn Climate Change Meetings
06/15/2026	Songyi Kim, Chosun Biz	Email	Q&A with Deputy Minister
06/15/2026	Kate Abnett, Reuters	WhatsApp	London Climate Action Week plans
06/16/2026	Laurent Thomet, AFP	WhatsApp	Outreach re: Bonn Climate Change Meetings
06/16/2026	Laura Millan, Bloomberg	Meeting	Bonn Climate Change Meetings
06/16/2026	Zia Wiese, Politico	Meeting	Bonn Climate Change Meetings
06/16/2026	Fiona Harvey, Guardian	WhatsApp	Interview follow-up
06/16/2026	Victoria Seabrook, Sky	Meeting	General discussion
06/17/2026	Fiona Harvey, Guardian	Meeting	Bonn Climate Change Meetings
06/17/2026	Chico Harlan, New York Times	WhatsApp	Plans for Antalya and COP31
06/17/2026	Laurent Thomet, AFP	WhatsApp	Outreach re: Bonn Climate Change Meetings
06/17/2026	Laura Millan, Bloomberg	WhatsApp	Outreach re: Bonn Climate Change Meetings
06/18/2026	Laura Millan, Bloomberg	WhatsApp	Bonn Climate Change Meetings
06/18/2026	Trevor Bohatch, Stuart Whatley, Project Syndicate	Email	Op Ed follow-up
06/19/2026	Jess Chase-Lubitz, Devex	WhatsApp	London Climate Action Week plans
06/19/2026	Prashant Rao, Semafor	Email	Interview with COP31 CPD
06/19/2026	Laurent Thomet, AFP	WhatsApp	London Climate Action Week plans
06/19/2026	Ruchi Patel, Climate Diplomacy Brief	WhatsApp	London Climate Action Week plans
06/19/2026	Julien Mivielle, AFP	WhatsApp	London Climate Action Week plans
06/20/2026	Trevor Bohatch, Stuart Whatley, Project Syndicate	Email	Op Ed follow-up
06/20/2026	Fiona Harvey, Guardian	WhatsApp	Outreach re: Bonn Climate Change Meetings
06/21/2026	Pilita Clark, Financial Times	WhatsApp	London Climate Action Week plans

06/22/2026	Nick Perry, AFP	WhatsApp	London Climate Action Week plans
06/22/2026	Tais Gadea Lara, Climate Home News	WhatsApp	Outreach re: Bonn Climate Change Meetings
06/22/2026	Ruchi Patel, Climate Diplomacy Brief	Meeting	Discussion re: London Climate Action Week plans
06/23/2026	Jess Chase-Lubitz, Devex	Meeting	Discussion re: London Climate Action Week plans
06/23/2026	Attracta Mooney, Financial Times	Meeting	Interview with COP31 CPD
06/24/2026	Guy Shone, Editor in Chief, AnewZ	Meeting	Discussion re: London Climate Action Week plans
06/24/2026	Jess Chase-Lubitz, Devex	Meeting	Discussion re: Climate Finance and COP31 Presidency
06/24/2026	Rafat Hamzayev, Executive Director, AnewZ	Meeting	Discussion re: London Climate Action Week plans
06/24/2026	Alastair Marsh, ESG Reporter, Bloomberg	Meeting	Discussion re: Turkiye Clean Transition Investment Forum
06/24/2026	Megan Rowling, Climate Home News	WhatsApp	Outreach re: electrification and COP31 Presidency
06/24/2026	Attracta Mooney, Financial Times	WhatsApp	Interview follow-up
06/24/2026	Fiona Harvey, Guardian	Meeting	Discussion re: London Climate Action Week plans
06/24/2026	Sidhi Mittal, edie	Email	Outreach re: electrification and COP31 Presidency
06/24/2026	Jess Chase-Lubitz, Devex	WhatsApp	London Climate Action Week plans
06/30/2026	Attracta Mooney, Financial Times	WhatsApp	World Bank query
06/30/2026	Tom Ingham, BBC	WhatsApp	Introductory background on COP31 Presidency
06/30/2026	Nick Perry, AFP	WhatsApp	World Bank query
06/30/2026	Kate Abnett, Reuters	WhatsApp	World Bank query
06/30/2026	Akshat Rathi, Bloomberg	WhatsApp	World Bank query
07/01/2026	Julien Mivielle, AFP	WhatsApp	Discussion re: IRENA report
07/02/2026	Julien Mivielle, AFP	WhatsApp	Discussion re: IRENA report
07/02/2026	Laura Millan, Bloomberg	WhatsApp	Discussion re: IRENA report
07/02/2026	Jess Chase-Lubitz, Devex	WhatsApp	Discussion re: IRENA report

Appendix Response to Item 13

Item 13: During the period beginning 60 days prior to the obligation to register for this foreign principal, has the registrant disbursed or expended monies in connection with activity on behalf of the foreign principal or transmitted monies to the foreign principal? If yes, set forth below in the required detail and separately an account of such monies, including monies transmitted, if any.

Date	Recipient	Purpose	Amount
04/01/2026-05/31/2026	Various	Airfare to/from Türkiye for short form registrants (Bottomley, Cropley, Keynes, Lamb, Lauwerys, Riley, Yildiz)	\$ 66,359.07
04/01/2026-05/31/2026	Various	Local transportation for short form registrants (Ubers, taxis, trains)	\$ 3,803.74
04/01/2026-05/31/2026	Various	Meals for short form registrants	\$ 4,053.16
04/01/2026-05/31/2026	Various	Hotel expenses in Türkiye, Paris and Berlin for short form registrants (Bottomley, Cropley, Keynes, Lamb, Lauwerys, Riley, Yildiz)	\$ 16,166.20

**İLETİŞİM STRATEJİSİ
DANIŞMANLIK HİZMET ALIMI
SÖZLEŞMESİ**

**COMMUNICATION STRATEGY
CONSULTING SERVICES
AGREEMENT**

1. Madde – Taraflar

Article 1 – Parties

- 1.1** Boğaziçi Kurumlar Vergi Dairesi'ne [REDACTED] vergi numarası ile kayıtlı, Finanskent Mahallesi Finans Caddesi- Sit. A Apt. No: 5 A/156 Ümraniye/İstanbul adresinde faaliyet gösteren EMLAK PLANLAMA İNŞAAT PROJE YÖNETİMİ VE TİCARET ANONİM ŞİRKETİ
(Bundan böyle "Hizmet Alan" olarak anılacaktır.)
- 1.2** Delaware, Amerika Birleşik Devletleri kanunlarına göre kurulmuş bir limited sorumlu şirket olan ve 280 Park Avenue, 4. Kat, New York, NY 10017, Amerika Birleşik Devletleri adresinde bulunan Teneo Strategy LLC
(Bundan böyle "Danışman" olarak anılacaktır.)
- 1.3** İşbu Sözleşme'nin devamında Hizmet Alan ile Danışman birlikte "Taraflar", ayrı ayrı "Taraflar" olarak anılacaktır.
- 1.4** Taraflar, aşağıdaki usul ve şartlar esas alınarak, Sözleşme konusunu teşkil eden işler ile haklar, yükümlülükler ve diğer her türlü münasebetleri düzenlemek amacıyla, işbu İletişim Stratejisi Danışmanlık Hizmet Alımı Sözleşmesi'ni tanzim, kabul ve taahhüt ederek imza etmişlerdir.

1.1 EMLAK PLANLAMA İNŞAAT PROJE YÖNETİMİ VE TİCARET ANONİM ŞİRKETİ, registered with the Boğaziçi Corporate Tax Office under tax number [REDACTED] and operating at the address Finanskent Mahallesi Finans Caddesi- Sit. A Apt. No: 5 A/156 Ümraniye/İstanbul
(Hereinafter referred to as the "The Service Recipient")

1.2 Teneo Strategy LLC, a Delaware (USA) limited liability company, with offices at 280 Park Avenue, 4th floor, NY, NY 10017 USA
(Hereinafter referred to as the "The Consultant")

1.3 The Service Recipient and the Consultant shall hereinafter be referred to collectively as the "Parties" and individually as a "Party" under this Agreement.

1.4 The Parties have executed, accepted and undertaken this Communication Strategy Consultancy Services Agreement in order to regulate the services constituting the subject matter of this Agreement, as well as their respective rights, obligations and all other relations, in accordance with the terms and conditions set forth below.

2. Madde – Sözleşme'nin Konusu

Article 2 – Subject Matter of the Agreement

İşbu Sözleşme'nin konusu; COP31 kapsamında ev sahibi ülke tarafından yürütülecek iletişim faaliyetlerine yönelik olarak, Birleşmiş Milletler İklim Değişikliği Çerçeve Sözleşmesi (UNFCCC) süreçleriyle uyumlu biçimde özel uzmanlık gerektiren iletişim süreçlerine ilişkin danışmanlık hizmeti alınmasıdır. Bu kapsamda danışmanlık hizmeti; iletişim yapısının geliştirilmesine katkı sunulması, iletişim stratejisinin ve anlatısının oluşturulmasına destek verilmesi, medya ve

The subject matter of this Agreement is the procurement of consultancy services regarding communication processes requiring specialized expertise, to support the communication activities to be carried out by the host country within the scope of COP31, in alignment with the processes of the United Nations Framework Convention on Climate Change (UNFCCC). Within this scope, the consultancy services shall include activities aimed at contributing to the development of the

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paydaş iletişiminin planlanması, dışa dönük mesaj çerçevesinin güçlendirilmesi ve ilgili iletişim içeriklerinin hazırlanmasına yönelik faaliyetleri kapsar.

3. Madde – Sözleşme'nin Amacı

Bu Sözleşme'nin amacı; COP31 sürecinde ulusal ve uluslararası hedef kitlelere yönelik iletişimin bütüncül, tutarlı ve etkili bir şekilde yürütülmesini sağlamak, konferansa ilişkin mesajların doğru şekilde oluşturulmasına ve iletilmesine katkı sunmak, medya ve paydaşlarla ilişkilerin etkin biçimde yönetilmesine destek olmak ve iletişim süreçlerinin planlı ve koordineli şekilde ilerlemesini sağlamaktır.

4. Madde – Sözleşme'nin Kapsamı

4.1 Bu iş kapsamı; Danışman tarafından iletişim yapısı ve yönetimine ilişkin danışmanlık sağlanması, medya kapsamı ve algı analizlerinin hazırlanması, COP31 anlatısı ve dışa dönük mesaj çerçevesinin geliştirilmesine katkı sunulması, gündem ve sorun yönetimi yaklaşımının oluşturulması, öncelikli iletişim içeriklerinin hazırlanarak gözden geçirilmesi, kampanya planlaması, medya ilişkileri programı ile medya ve sunum eğitimlerine yönelik destek sağlanmasını kapsar.

4.2 İş kapsamında hazırlanacak çıktı ve dokümanlar; ihtiyaçlar, Hizmet Alan'ın öncelikleri, COP31 kapsamında Bakanlığın katılacağı etkinlik takvimi ve ilgili faaliyetlerin görünürlük düzeyine göre farklı format ve detay seviyelerinde hazırlanabilecektir.

5. Madde – Tanımlar

İşbu Sözleşme'de geçen;

5.1 Bakanlık: T.C. Çevre, Şehircilik ve İklim Değişikliği Bakanlığını,

communication structure, supporting the formulation of the communication strategy and narrative, planning media and stakeholder communications, strengthening the external messaging framework, and preparing relevant communication content.

Article 3 – Purpose of the Agreement

The purpose of these Agreement is to ensure that communications directed toward national and international target audiences throughout the COP31 process are conducted in a holistic, consistent, and effective manner; to contribute to the accurate development and delivery of messages related to the conference; to support the effective management of relationships with media and stakeholders; and to ensure that communication processes progress in a planned and coordinated manner.

Article 4 – Scope of the Agreement

4.1 This scope of work includes the provision of consultancy services by the Consultant regarding communication structure and management; the preparation of media coverage and perception analyses; contribution to the development of the COP31 narrative and external messaging framework; the development of an agenda and issue management approach; the preparation and review of priority communication materials; campaign planning; and the provision of support for media relations programs as well as media and presentation training activities.

4.2 The outputs and documents to be prepared within the scope of the work may be prepared in different formats and levels of detail depending on the needs, the Service Recipient's priorities, the schedule of events in which the Ministry will participate within the scope of COP31, and the visibility level of the relevant activities.

Article 5 – Definitions

In this Agreement, the following terms used shall mean:

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5.2 Danışman: Bu Sözleşme kapsamında iletişim stratejisi danışmanlık hizmetini sunan gerçek veya tüzel kişiyi,

5.3 Anlatı: COP31 kapsamında Türkiye'nin hedeflerini, önceliklerini ve mesajlarını bütüncül ve tutarlı bir çerçevede ortaya koyan iletişim yaklaşımını,

5.4 COP31: Birleşmiş Milletler İklim Değişikliği Çerçeve Sözleşmesi 31. Taraflar Konferansını ifade eder.

5.1 Ministry: The Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye,

5.2 Consultant: The natural or legal person providing communication strategy consultancy services within the scope of these Agreement,

5.3 Narrative: The communication approach that presents Türkiye's objectives, priorities, and messages within the scope of COP31 in a holistic and consistent framework,

5.4 COP31: The 31st Conference of the Parties to the United Nations Framework Convention on Climate Change

6. Madde – Hizmetin İçeriği

6.1 Danışman, aşağıda ayrıntılı şekilde belirtildiği üzere, Hizmet Alan'a strateji ve iletişim danışmanlığı hizmetleri sunacaktır.

6.2 Danışman sözleşmenin imzalanmasının ardından, COP31 iletişim kampanyası çalışmalarına başlayacak ve Ankara'ya en az beş kişilik bir ekip görevlendirecektir. Bununla birlikte Danışman Ağustos 2026'ya kadar çalışmalarda bulunacak personel sayısını altı (6) kişiye tamamlayacağını ve Kasım 2026 itibarıyla 14 kişi ile Hizmet Alan'a işbu sözleşmede yer alan hükümler doğrultusunda hizmet vereceğini kabul ve taahhüt eder. Sahadaki ekip, Danışmanın yurt içi veya yurt dışı ofislerinde görevli uzman ekip üyeleri tarafından desteklenecektir. Ekip, COP süreçleri ve COP iletişim aktiviteleri, COP sürecinin tarafları ve iklim eylemi, medya ilişkileri ve medya ile sunum eğitimi başta olmak üzere çeşitli alanlarda uzman kişilerden oluşacaktır.

6.3 Danışman tarafından sağlanacak hizmetler; COP31 kapsamında yürütülecek iletişim faaliyetlerine ilişkin stratejik iletişim, anlatı geliştirme, medya ilişkileri, dışa dönük mesaj çerçevesi ve ilgili iletişim içeriklerine yönelik danışmanlık desteğini kapsar. Bu hizmetler, Hizmet Alan, Bakanlık ve diğer danışmanlar tarafından yürütülen politika geliştirme, müzakere içeriği oluşturma, teknik pozisyon belirleme ve genel program yönetimi faaliyetlerinin yerine geçmeyecek; söz konusu çalışmalarla uyumlu ve bunları destekleyici nitelikte sunulacaktır.

Article 6 – Scope of Services

6.1 The Consultant shall provide strategy and communication consultancy services to the Service Recipient as detailed below.

6.2 Following the signing of the Agreement, the Consultant shall commence work on the COP31 communication campaign and shall assign a team of at least five persons to Ankara. The Consultant further acknowledges and undertakes that it shall increase the number of personnel assigned to the services to six (6) by August 2026 and, as of November 2026, shall provide the services to the Service Recipient with a team of fourteen (14) personnel in accordance with the provisions of this Agreement. The on-site team shall be supported by expert team members working in the Consultant's domestic or international offices. The team shall consist of individuals with expertise in various fields, including, but not limited to, COP processes and COP communication activities, parties to the COP process and climate action, media relations, and media and presentation training.

6.3 The services to be provided by the Consultant shall include consultancy support relating to strategic communications, narrative development, media relations, external messaging frameworks, and related communication content for communication activities to be carried out within the scope of COP31. These services shall not replace the policy development, negotiation content development, technical position-setting, and overall programme management activities

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6.4 Danışman'ın Hizmetleri ifa edebilme kabiliyeti ile varsa ilgili zaman çizelgeleri veya teslim yükümlülükleri; COP31 Türkiye, Hizmet Alan ve/veya Bakanlık tarafından ilgili bilgi ve belgelerin zamanında sağlanmasına, bunların ilgili personeline zamanında erişim imkânı verilmesine ve ayrıca Hizmetlerin ifası için gerekli tüm talimat, geri bildirim, onay ve diğer girdilerin zamanında temin edilmesine bağlıdır.

carried out by the Service Recipient, Ministry and other consultants; rather, they shall be provided in a manner that is aligned with and supportive of such activities.

6.4 Consultant's ability to perform the Services, and any applicable timelines or deliverables, are dependent upon the timely provision of relevant information by COP31 Türkiye, the Service Recipient and/or the Ministry, together with timely access to their respective personnel and receipt of all necessary instructions, feedback, approvals and other inputs required for the performance of the Services.

7. Madde – İletişim Yapısı ve Yönetimi

Article 7 – Communication Structure and Management

7.1 Danışman, COP31 iletişim faaliyetlerinin etkili, koordineli ve görünür şekilde yürütülmesini desteklemek amacıyla, uygun iletişim yapısı, işleyiş modeli, koordinasyon mekanizmaları ve temel rol/paydaş etkileşim çerçevesinin geliştirilmesine danışmanlık sağlayacaktır.

7.1 The Consultant shall provide consultancy services for the development of an appropriate communication structure, operating model, coordination mechanisms, and a core role/stakeholder engagement framework in order to support the effective, coordinated, and visible implementation of COP31 communication activities.

7.2 Bu kapsamda çalışma, COP31 Türkiye ve Avustralya ekipleri, Hizmet Alan'ın, Bakanlığın ilgili birimleri, danışman ve gerekli görülmesi halinde diğer danışmanlarla temas ve eşgüdüm içinde yürütülebilecektir.

7.2 Within this scope, the work may be carried out in contact and coordination with the COP31 Türkiye and Australia teams, the relevant units of the Ministry, the Consultant, and, where deemed necessary, other consultants.

7.3 İletişim faaliyetlerine ilişkin danışmanın yapısı ve yönetim modeline ilişkin rapor işe başlama tarihinden itibaren iki hafta içinde Hizmet Alan'a sunulacaktır.

7.3 The report concerning the Consultant's structure and management model for communication activities shall be submitted to the Service Recipient within two weeks from the commencement date of the assignment.

8. Madde – Medya, Kapsam ve Algı Analizi

Article 8 – Media, Coverage and Perception Analysis

8.1 Danışman, COP31 ile ilgili mevcut medya görünürlüğünü, uluslararası ve ulusal medya yansımalarını, sosyal medya tartışmalarını ve öne çıkan algı başlıklarını değerlendirecek; ayrıca COP30'a ilişkin karşılaştırmalı bir geriye dönük okuma da yapacaktır. Bu analizler; anlatı geliştirme, öncelikli mesaj alanlarının belirlenmesi, içerik ihtiyaçlarının şekillendirilmesi ve gündem yönetimi yaklaşımının oluşturulmasına girdi sağlayacaktır.

8.1 The Consultant shall assess the existing media visibility related to COP31, international and national media coverage, social media discussions, and prominent perception themes; and shall also conduct a comparative retrospective review of COP30. These analyses shall provide input for narrative development, the identification of priority messaging areas, the shaping of content requirements, and the development of an agenda management approach.

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8.2 Analiz, çalışmasının başlamasından itibaren üç hafta içinde teslim edilecektir. Medya izleme derhal başlatılacak ve her hafta etkinlik takvimi ile uyumlu olarak Hizmet Alan'a sunulacaktır.

8.3 Tüm yapıya ilişkin hassas başlıklar, potansiyel itibar riskleri, öncelikli medya ve paydaş segmentleri gibi unsurları içeren bir değerlendirme notu işe başlama tarihinden itibaren iki hafta içinde inceleme ve onay için Hizmet Alan'a sunulacaktır.

9. Madde– Anlatı Geliştirme

9.1 Danışman, Hizmet Alan'ın öncelikleri ve COP31 kapsamında şekillenen genel yönelimler doğrultusunda, Türkiye'nin COP31'e ilişkin dışa dönük iletişimde kullanılabilecek anlatı çerçevesinin ve temel mesaj mimarisinin geliştirilmesine katkı sunacaktır.

9.2 Bu çalışma; Türkiye'nin COP31'e ev sahipliği yaklaşımının, önceliklerinin ve uluslararası kamuoyuna yönelik konumlandırmasının iletişim perspektifinden çerçevelenmesini destekleyecektir.

9.3 Anlatı çerçevesi; hedef kitlelerin Türkiye'nin karşı karşıya olduğu önceliklerini, değerlendirmek istediği fırsat alanlarını ve COP31 bağlamında öne çıkarmayı amaçladığı başlıkları daha iyi anlamasını destekleyecek şekilde kurgulanacaktır. Uygun olması halinde, dış iletişimde karşılaşılabilecek hassas sorulara yönelik mesaj çerçevesi de bu çalışmaya dâhil edilebilecektir.

9.4 Anlatının ilk taslak çerçevesi, işe başlanmasından itibaren üç hafta içinde teslim edilecektir.

9.5 Anlatı yaşayan bir doküman olacaktır, COP31 süresince Hizmet Alan onayı ile eklemeler yapılabilecek ve güncellenecektir.

10. Madde – Gündem ve Sorun Yönetimi

10.1 Danışman ekibi, COP31 kapsamında dış iletişim bakımından önem arz edebilecek konu başlıklarını, hassas alanları ve potansiyel

8.2 The analysis shall be delivered within three weeks from the commencement of the work. Media monitoring shall be initiated immediately and shall be submitted weekly to the Service Recipient in alignment with the event schedule.

8.3 An assessment note including elements such as sensitive issues relating to the overall structure, potential reputational risks, priority media and stakeholder segments shall be submitted to the Service Recipient for review and approval within two weeks from the commencement date of the assignment.

Article 9 – Narrative Development

9.1 In line with the Service Recipient's priorities and the overall directions taking shape within the scope of COP31, the Consultant shall contribute to the development of a narrative framework and core messaging architecture that may be used in Türkiye's external communications relating to COP31.

9.2 This work shall support the framing, from a communications perspective, of Türkiye's COP31 hosting approach, priorities, and positioning toward the international public.

9.3 The narrative framework shall be designed in a manner that supports target audiences in better understanding the priorities Türkiye faces, the areas of opportunity it seeks to pursue, and the topics it aims to highlight within the context of COP31. Where appropriate, a messaging framework addressing sensitive questions that may arise in external communications may also be included in this work.

9.4 The initial draft framework of the narrative shall be delivered within three weeks from the commencement of the assignment.

9.5 The narrative shall be a living document and may be updated and supplemented throughout the COP31 period with the approval of the Service Recipient.

Article 10 – Agenda and Issue Management

10.1 The Consultant team shall support the identification of topics, sensitive areas, and potential communication risks that may be

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iletişim risklerini belirlemeye; bunlara yönelik uygun mesaj çerçeveleri, soru-cevap içerikleri ve yönlendirme notlarının hazırlanmasına destek olacaktır.

10.2 Gündem ve sorun yönetimi sürecine ilişkin çerçeve ile ilk konu listesi, işe başlanmasından itibaren beş hafta içinde Hizmet Alan'ın değerlendirme ve onayına sunulacaktır. Söz konusu çalışma, COP31 süresince gelişmelere bağlı olarak güncellenebilecek yaşayan bir doküman niteliğinde olacaktır.

11. Madde – İçerik Geliştirme

11.1 Danışman, COP31 anlatısı, Hizmet Alan tarafından sağlanacak içerikler, mevcut kamuya açık materyaller ve gerektiğinde UNFCCC tarafından sağlanan içerikler doğrultusunda, dış iletişimde kullanılabilecek bir iletişim materyalleri setinin hazırlanmasına veya gözden geçirilmesine destek verecektir.

11.2 Bu set; tematik mesajları, ana mesaj başlıklarını, soru-cevap dokümanlarını, bilgi notlarını, medya görünürlüğü bulunan veya dış paydaş iletişimine konu olan konuşma notlarını, basın açıklaması ve basın bülteni taslaklarını, sunum mesajlarını, broşür metinlerini ve benzeri iletişim içeriklerinden oluşacaktır.

11.3 COP31 ekibinin katılacağı uluslararası etkinlikler, basın etkileşimleri, üst düzey temaslar ve görünürlüğü yüksek diğer faaliyetler kapsamında; konuşma notları, taraflara yönelik dış iletişim metinleri, basın materyalleri, makaleler, mesaj setleri ve benzeri iletişim içeriklerine ihtiyaç duyulacaktır. Danışman, bu içeriklerin özellikle medya ve dış paydaş görünürlüğü bulunan bölümlerine ilişkin destek sağlayacaktır.

11.4 Basına açık, kamuoyuna açık veya geniş paydaş görünürlüğü bulunan konuşma, açıklama ve benzeri içeriklerde Danışman daha aktif içerik ve mesaj desteği sunacaktır. Buna karşılık, teknik nitelikli, iç kullanıma yönelik veya sınırlı dolaşıma sahip metinlerde Danışmanın rolü ihtiyaç halinde gözden geçirme, mesaj uyumu kontrolü ve iletişim

significant from an external communications perspective within the scope of COP31, as well as the preparation of appropriate messaging frameworks, question-and-answer materials, and guidance notes relating thereto.

10.2 The framework relating to the agenda and issue management process, together with the initial list of topics, shall be submitted to the Service Recipient for evaluation and approval within five weeks from the commencement of the assignment. Such work shall constitute a living document that may be updated throughout the COP31 period in line with developments.

Article 11 – Content Development

11.1 The Consultant shall support the preparation or review of a set of communication materials that may be used in external communications, based on the COP31 narrative, content to be provided by the Service Recipient, existing publicly available materials, and, where necessary, content provided by the UNFCCC.

11.2 This set shall consist of thematic messages, key message headings, question-and-answer documents, briefing notes, speaking notes that are subject to media visibility or external stakeholder communications, draft press statements and press releases, presentation messages, brochure texts, and similar communication materials.

11.3 Within the scope of international events, media engagements, high-level meetings, and other high-visibility activities in which the COP31 team will participate, there will be a need for speaking notes, external communication texts directed at parties, press materials, articles, message sets, and similar communication content. The Consultant shall provide support particularly with respect to those sections of such content that have media exposure and external stakeholder visibility.

11.4 For speeches, statements, and similar content that are open to the press, open to the public, or have broad stakeholder visibility, the Consultant shall provide more active content and messaging support. In contrast, for technical texts, materials intended for internal use, or documents with limited circulation, the

perspektifinden geri bildirim sağlanmasıyla sınırlı olabilecektir.

11.5 İletişim içeriklerinin ilk versiyonları, genel anlatının onaylanmasını takiben üç hafta içinde Hizmet Alan onayına sunulacaktır.

Consultant's role may, where necessary, be limited to review, verification of message consistency, and the provision of feedback from a communications perspective.

11.5 The first versions of the communication materials shall be submitted for the Service Recipient's approval within three weeks following the approval of the overall narrative.

12. Madde – Kampanya Planlaması

12.1. Danışman, Türkiye'nin COP31'e ilişkin vizyonunun ulusal ve uluslararası hedef kitlelere uygun araç ve kanallar üzerinden aktarılmasını desteklemek amacıyla bir iletişim ve etkileşim kampanya yaklaşımı geliştirecektir.

12.2. Bu plan, uygun görülmesi halinde; dönemsel iletişim önceliklerini, ana mesaj takvimini, önemli etkinlik ve görünürlük anlarını, medya etkileşim yaklaşımını, dijital iletişim başlıklarını ve öncelikli paydaş etkileşim alanlarını içerecektir.

12.3. Danışman tarafından hazırlanacak kampanya planlaması, Türkiye COP31 ekibi ile yapılacak ilk toplantıyı takiben üç hafta içinde Hizmet Alan değerlendirme ve onayına sunulacaktır. Söz konusu plan, yerel gelişmeler, uluslararası paydaş etkileşimleri ve COP31 Türkiye ekibi önceliklerine bağlı olarak güncellenebilecek yaşayan bir doküman olacaktır.

Article 12 – Campaign Planning

12.1 The Consultant shall develop a communication and engagement campaign approach in order to support the transmission of Türkiye's vision regarding COP31 to national and international target audiences through appropriate tools and channels.

12.2 This plan shall, where deemed appropriate, include periodic communication priorities, the main message calendar, key events and visibility moments, media engagement approach, digital communication topics, and priority stakeholder engagement areas.

12.3 The campaign planning to be prepared by the Consultant shall be submitted to the Service Recipient for evaluation and approval within three weeks following the first meeting to be held with the Türkiye COP31 team. The said plan shall be a living document that may be updated depending on local developments, international stakeholder interactions, and the priorities of the COP31 Türkiye team.

13. Madde – Personel Organizasyonu

Danışman, güçlü, çok dilli ve uluslararası bir iletişim ekibinin mümkün olan en verimli şekilde nasıl kurulacağı ve organize edileceği konusunda danışmanlık sağlayacaktır.

Article 13 – Personnel Organization

The Consultant shall provide consultancy on how a strong, multilingual, and international communications team may be established and organized in the most efficient manner possible.

14. Madde – Medya İlişkileri Programı

14.1 Danışman, medya ilişkileri kapasitesinin güçlendirilmesine destek olacak; medya görünürlüğünü ve yansımaları takip edecek, öncelikli ulusal ve uluslararası medya kuruluşları ile ilişki geliştirilmesine katkı sunacak, uygun görülen medya temasları,

Article 14 – Media Relations Program

14.1 The Consultant shall support the strengthening of media relations capacity; monitor media visibility and coverage; contribute to the development of relationships with priority national and international media outlets; and provide consultancy for

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röportajlar, basın toplantıları, basın bilgilendirmeleri ve benzeri süreçler için danışmanlık sağlayacaktır. Ayrıca medyada ve önemli paydaş çevrelerinde oluşabilecek yanlış anlama, eksik çerçeveleme veya yanlış nitelendirmelerin tespit edilmesi ve bunlara yönelik uygun iletişim yanıtlarının geliştirilmesine destek verecektir.

14.2 Medya ilişkileri planına ilişkin çerçeve, COP31 Türkiye ekibinin kapasitesi, öncelikli hedef medya listeleri ve üzerinde mutabık kalınan genel iletişim yaklaşımı doğrultusunda, işin başlamasından itibaren dört hafta içinde Hizmet Alan'ın değerlendirme ve onayına sunulacaktır.

15. Madde – Medya Eğitimi

15.1. Anlatı ve temel mesaj çerçevesi üzerinde mutabakat sağlandıktan sonra, Danışman; kilit sözcülerin, yöneticilerin ve uygun görülen diğer temsilcilerin medya, basın toplantıları, röportajlar ve yüksek görünürlükte dış paydaş etkileşimlerinde mesajlarını etkili şekilde iletebilmelerini desteklemek amacıyla medya ve sözcülük eğitimleri sağlayacaktır.

15.2. Medya eğitimleri, anlatının Hizmet Alan tarafından onaylanmasından ve COP31 Türkiye ekibinin müsait olmasından itibaren iki hafta içinde başlatılacaktır.

16. Madde – Doküman Teslimi

Danışman hazırlayacağı ve Hizmet Alan'a teslim edeceği raporlar ile her türlü bilgi ve belgeyi Türkçe ve İngilizce olarak teslim edecektir.

17. Madde – İşin Süresi

17.1 İşin süresi, Sözleşme'nin imzalandığı tarihten itibaren başlamak üzere COP31'in hazırlık, uygulama ve tamamlanmasını müteakip ilgili kapanış ve raporlama sürecini dahil edecek şekilde, 30/11/2026 tarihine kadar devam edecektir.

17.2 Bu Sözleşmenin uygulanmasında süreler takvim günü esasına göre yapılmıştır.

appropriate media engagements, interviews, press conferences, press briefings, and similar processes. The Consultant shall also support the identification of misinterpretations, incomplete framing, or mischaracterizations that may arise in the media and among key stakeholder groups, and the development of appropriate communication responses to such issues.

14.2 The framework of the media relations plan shall be submitted to the Service Recipient for evaluation and approval within four weeks from the commencement of the assignment, in line with the capacity of the COP31 Türkiye team, priority target media lists, and the overall communication approach agreed upon.

Article 15 – Media Training

15.1 Following agreement on the narrative and core messaging framework, the Consultant shall provide media and spokesperson training in order to support key spokespersons, managers, and other designated representatives in effectively delivering their messages in media engagements, press conferences, interviews, and high-visibility external stakeholder interactions.

15.2 Media training shall commence within two weeks following approval of the narrative by the Service Recipient, and the availability of the COP31 Türkiye team.

Article 16 – Document Submission

The Consultant shall deliver all reports and any and all information and documents to be prepared and submitted to the Service Recipient in both Turkish and English.

Article 17 – Duration of the Work

17.1 The duration of the work shall commence from the date of signature of the Agreement and shall continue until 30/11/2026, including the preparation, implementation, and completion of COP31, as well as the relevant closing and reporting process following its completion.

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17.3 Hizmet Alan, işbu sözleşmeyi herhangi bir sebep bildirmeksizin 2 hafta öncesinden yazılı fesih ihbarı ile tek taraflı olarak feshetme hakkını haizdir. Herhangi bir sebep göstermeksizin sözleşmenin feshedilmesi halinde Danışmanı herhangi bir hak, alacak ve tazminat talep etmeyeceğini gayrikabili rücu olarak kabul, beyan ve taahhüt etmektedir; ancak Hizmet Alan, fesih tarihine kadar ve fesih tarihi dahil olmak üzere işbu Sözleşme kapsamında muaccel hale gelen ücretlerin (oransal esasla hesaplanmak suretiyle) ve masrafların tamamını Danışman'a ödeyecektir.

17.4 Taraflardan birinin iflas etmesi, konkordato ilan etmesi, tasfiyesi ya da varlıkları için bir tasfiye memuru atanması ya da yürürlükteki kanunlar uyarınca bu hükümde benzer bir olayın gerçekleşmesi halinde diğer taraf, işbu sözleşmeyi herhangi bir tazminat ödeme yükümlülüğü altında bulunmaksızın derhal feshetme hakkına sahiptir.

18. Madde – İşin başlama tarihi

Hizmet süresi, Sözleşme'nin imzalandığı tarihte başlatılacaktır.

19. Madde – Ödeme ve Mali Hükümler

19.1 İşbu Sözleşme'nin toplam bedeli 3.900.000,00 USD'dir (üçmilyondokuzyüzbinamerikandoları).

19.2 Toplam Sözleşme bedelinin %20'sine isabet eden 780.000,00 USD kısmı Hizmet Alan tarafından Danışman'a iş avansı olarak 15.07.2026 tarihinde ödenecektir.

19.3 Bakiye Sözleşme bedeli olan toplam 3.120.000,00 Amerikan Doları ise aşağıdaki vade tarihlerinde Danışman'ın sunulan hizmeti tevsiik eden belgeler ile birlikte fatura ibraz etmesine müteakip Hizmet Alan tarafından 10 iş günü içerisinde ödenecektir;

- 31.08.2026 – 585.000,00 USD
- 30.09.2026 – 585.000,00 USD
- 31.10.2026 – 585.000,00 USD
- 30.11.2026 – 585.000,00 USD
- 31.12.2026 – 780.000,00 USD

17.2 In the implementation of this Agreement, time periods are based on calendar days.

17.3 The Service Recipient shall be entitled to terminate this Agreement unilaterally without stating any reason, by providing written termination notice 2 weeks in advance. In the event of termination of the Agreement without any justification, the Consultant irrevocably accepts, declares, and undertakes that it shall not claim any rights, receivables, or compensation; provided that the Service Recipient shall pay the Consultant all fees due (on a pro-rata basis) and expenses under this Agreement up to and including the effective date of termination.

17.4 In the event that either party becomes bankrupt, declares concordat, enters liquidation, or a liquidator is appointed over its assets, or any similar event occurs under applicable laws, the other party shall have the right to terminate this Agreement immediately without any obligation to pay compensation.

Article 18 – Commencement Date of the Work

The service period shall commence on the date of signature of the Agreement.

Article 19 – Payment and Financial Provisions

19.1. The total Contract Price under this Agreement is USD 3,900,000.00 (three million nine hundred thousand United States Dollars).

19.2. An amount of USD 780,000.00, corresponding to twenty percent (20%) of the total Contract Price, shall be paid by the Service Recipient to the Consultant as an advance payment on 15.07.2026.

19.3. The remaining Contract Price in the amount of USD 3,120,000.00 shall be paid by the Service Recipient within ten (10) Business Days following the Consultant's submission of the relevant invoice, with documents evidencing the services rendered, in accordance with the following payment schedule:

- 31.08.2026 – USD 585,000.00
- 30.09.2026 – USD 585,000.00

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f.kelley

19.4 Sözleşme kapsamında Danışman tarafından ifa edilecek hizmetlerin gereği olarak katlanılması zorunlu olan ulaşım, konaklama, yemek, vize, çalışma izni, yerel ulaşım, ekipman kiralama, iletişim, temsil ve ağırlama giderleri ile Taraflarca mutabık kalınacak sair masraflar, Sözleşme Bedeli'ne dahil değildir. Anılan giderler, Danışman tarafından belgelendirilmek ve Hizmet Alan'ın yazılı onayına sunulmak kaydıyla ayrıca ödenecektir. Söz konusu giderlerin toplam tutarı Sözleşme Bedeli'nin %20'sini aşamayacaktır.

19.5 Danışman, ilgili döneme ilişkin hakedişe esas teşkil eden faturayı her ayın son günü düzenleyerek sunulan hizmeti tevsik eden belgelerle birlikte Hizmet Alan'a ibraz edecek olup, ödemeler faturanın Hizmet Alan'a ulaştığı tarihten itibaren 10 iş günü içerisinde gerçekleştirilecektir.

- 31.10.2026 – USD 585,000.00
- 30.11.2026 – USD 585,000.00
- 31.12.2026 – USD 780,000.00

19.4. Any transportation, accommodation, meals, visa, work permit, local transportation, equipment rental, communication, representation and hospitality expenses, as well as any other expenses to be mutually agreed by the Parties, which are necessarily incurred by the Consultant in connection with the performance of the Services under this Agreement, shall not be included in the Contract Price. Such expenses shall be reimbursed separately, provided that they are duly documented by the Consultant and submitted to the Service Recipient for written approval. The aggregate amount of such expenses shall not exceed 20% of the Contract Price.

19.5. The Consultant shall issue and submit to the Service Recipient the invoice forming the basis of the relevant progress payment for the relevant period on the last day of each month, with documents evidencing the services rendered, and the payments shall be made within ten (10) Business Days from the date on which the invoice is received by the Service Recipient.

20. Madde – Fikri Haklar, Sahiplik ve Devir

Bu iş kapsamında hazırlanan tüm rapor, not, analiz, taslak metin, sunum, tablo, çalışma notu ve benzeri çıktılara ilişkin mali ve fikri haklar münhasıran Hizmet Alan'a ait olacaktır. Danışman, Hizmet Alan'ın yazılı izni olmaksızın iş kapsamında hazırlanan hiçbir içeriği yayımlayamaz, paylaşamaz veya başka bir işte kullanamaz. Fikri hakların devrine ilişkin bedelin sözleşme bedeline dâhil olduğu kabul edilir.

Article 20 – Intellectual Rights, Ownership and Transfer

All financial and intellectual property rights related to all reports, notes, analyses, draft texts, presentations, tables, working notes, and similar outputs prepared within the scope of this work shall exclusively belong to the Service Recipient. The Consultant shall not publish, share, or use in any other work any content prepared within the scope of the work without the written consent of the Service Recipient. It is accepted that the fee for the transfer of intellectual property rights is included in the contract price.

21. Madde- Mücbir Sebep

Tarafların kusuru olmaksızın mücbir sebeple, iş bu anlaşmanın icrasının mümkün olmaması halinde ortaya çıkan bu sebebin başladığı tarihten, bittiği tarihe kadar sözleşme askıda kabul edilecektir.

Article 21 – Force Majeure

In the event that, due to force majeure without the fault of the Parties, the performance of this Agreement becomes impossible, the Agreement shall be deemed suspended from

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Mücbir sebebin 2 haftadan fazla sürmesi halinde Taraflar Sözleşme'yi feshedebilir. Sözleşme'nin bu şekilde feshedilmesi halinde Taraflar fesih tarihine kadar yapılan işlemlere ilişkin masrafları diğer Taraf'tan talep etme hakkına sahiptir.

the date on which such reason begins until the date it ends.

If the force majeure event continues for more than 2 weeks, the Parties may terminate the Agreement. In the event that the Agreement is terminated in this manner, the Parties shall have the right to claim from the other Party the expenses incurred for the transactions carried out until the termination date.

22. Madde- Gizlilik

Article 22 – Confidentiality

22.1 Aksi Taraflarca kararlaştırılmadıkça, gerek işbu sözleşmenin imzalanmasından önce ve sözleşmenin yürürlükte kaldığı süre boyunca ve gerek sözleşmenin herhangi bir sebeple sona ermesinden itibaren süresiz olarak bizzat işbu sözleşme ve ekleri de dahil olmak üzere, bir Tarafın diğeri hakkında elde ettiği ticari sır mahiyetindeki her türlü bilgi ve belgeler, (*adli ya da idari mercilerin yasalar çerçevesinde gizli bilgiyi talep etmesi halleri istisna olmak üzere*) üçüncü şahıslara hiçbir şekilde açıklanamaz, kopyalanamaz, çoğaltılamaz, ilgisiz personele iletilemez ve bu nitelikte detaylar gösterilemez.

22.1 Unless otherwise agreed by the Parties, both before the signing of this Agreement, during the term of the Agreement, and indefinitely after the termination of the Agreement for any reason, all kinds of information and documents of a commercial secret nature obtained by one Party regarding the other Party, including this Agreement and its annexes, (except in cases where confidential information is requested by judicial or administrative authorities within the framework of the law), shall not in any way be disclosed to third parties, copied, reproduced, transmitted to unrelated personnel, or shown in such detail.

22.2 Taraflar, çalıştırdıkları ve/veya işbu sözleşme hükümlerinin ifası esnasında yardımlarından yararlandıkları kişi ve/veya kişilerin de işbu gizlilik yükümlülüğüne uymalarından sorumlu olduklarını beyan, kabul ve taahhüt ederler. Taraflar, işbu sözleşmenin herhangi bir nedenle sona ermesi halinde yukarıda belirtilen ve diğer Taraf ile ilgili edindikleri her türlü bilgi ve belgeyi ihtar gerek kalmaksızın iade etmeyi, iadesi mümkün olmayan bilgi ve belgeleri ise imha etmeyi beyan, kabul ve taahhüt eder. Taraflardan herhangi birinin işbu maddede belirtilen yükümlülüğü yerine getirmemesi, diğer Tarafa işbu sözleşmeden doğan haklarını kullanma ve zararlarını talep etme hakkı verir. Gizlilik ilkesinin bozulması halinde bu, anlaşmanın Hizmet Alan tarafınca feshi sebebidir. Gizli Bilgilerin işbu sözleşme hükümlerine aykırı biçimde kullanılması halinde Danışman ilk yazılı talep sonrasında Sözleşmenin 23. Maddesinde düzenlenen cezai şart miktarını ödeyeceğini gayrikabili rücu kabul, beyan ve taahhüt eder.

22.2 The Parties declare, accept, and undertake that they are responsible for ensuring that the persons they employ and/or benefit from during the performance of this Agreement also comply with this confidentiality obligation. The Parties further declare, accept, and undertake to return, without any notice requirement, all information and documents obtained concerning the other Party upon termination of this Agreement for any reason, and to destroy any information and documents that cannot be returned. Failure by either Party to comply with this article entitles the other Party to exercise its rights arising from this Agreement and to claim damages. In the event of a breach of confidentiality, this shall constitute grounds for termination of the Agreement by the Service Recipient. In the event that Confidential Information is used in violation of this Agreement, the Consultant irrevocably accepts, declares, and undertakes to pay the penalty amount set forth in Article 23

f. Kılıç

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of the Agreement upon the first written request.

23. Madde- Cezai Şart

Article 23 – Penalty Clause

23.1 Danışman, Sözleşme'den doğan tüm yükümlülüklerine, Sözleşme'nin tüm şartlarına uymakla yükümlüdür. Danışman, İş Sahibi'nin itibarını zedeleyecek iş, beyan ve eylemlerden kaçınacağını, İş Sahibi'nin bünyesinde bulunan markalara zeval getirecek iş ve eylemlerden kaçınacağını, üçüncü kişiler nezdinde herhangi bir zarar doğuracak işlemler yapmayacağını aksi halde Hizmet Alan'ın uğrayacağı dolaylı ve doğrudan zararlardan sorumlu olacağını kabul ve taahhüt eder; ancak, Danışman'ın işbu Sözleşme kapsamındaki toplam sorumluluğu, Sözleşme süresi boyunca Hizmet Alan tarafından ödenen ücretlerin toplam tutarını aşmayacaktır.

23.1 The Consultant is obliged to comply with all obligations arising from the Agreement and all terms of the Agreement. The Consultant accepts and undertakes that it shall refrain from any acts, statements, or conduct that may harm the reputation of the Service Recipient, refrain from any acts or conduct that may damage the brands within the Principal's organization, and refrain from any transactions that may cause harm to third parties, and that otherwise it shall be liable for any direct or indirect damages suffered by the Service Recipient; provided that the Consultant's total liability under this Agreement shall not exceed the amount of fees paid by the Service Recipient during the term.

24. Madde- Yetkili Mahkeme ve Tebligat Adresi

Article 24 – Competent Court and Notification Address

24.1 Taraflar arasında işbu Sözleşme nedeniyle doğabilecek her türlü uyuşmazlıkta Türk Hukuku uygulanacak olup İstanbul Anadolu Mahkemeleri ve İcra Müdürlükleri yetkili olduğunu gayrikabili rücu olarak kabul, beyan ve taahhüt etmektedirler.

24.1 The Parties irrevocably accept, declare, and undertake that Turkish Law shall apply to all kinds of disputes that may arise between the Parties due to this Agreement, and that the Istanbul Anatolian Courts and Enforcement Offices shall have jurisdiction.

24.2 İşbu Sözleşme' de yer alan hususların yerine getirilmesi, gerekli ihbar ve tebligatların yapılabilmesi için taraflar işbu sözleşmenin 1. maddesinde yer alan adreslerini yasal tebligat adresi olarak belirlemişlerdir. Bu adreslerde meydana gelecek değişiklikler, değişikliği takip eden 10 (on) gün içinde karşı Taraf'a yazılı olarak bildirilecektir. Aksi halde yukarıdaki adreslere yapılmış tebligatlar tebliğ edilmeden geri dönse bile geçerli bir tebligatın tüm hüküm ve sonuçlarını doğuracağını taraflar kabul ve beyan ederler.

24.2 For the performance of the matters set forth in this Agreement and for the issuance of necessary notices and notifications, the Parties have designated the addresses stated in Article 1 of this Agreement as their legal notification addresses. Any changes to these addresses shall be notified in writing to the other Party within 10 (ten) days following the change. Otherwise, the Parties accept and declare that notifications made to the above addresses shall produce all legal consequences of a valid notification even if they are returned without being served.

25. Madde- Diğer Hükümler

Article 25 – Other Provisions

25.1 Sözleşmenin Bütünlüğü: İşbu Sözleşme'nin herhangi bir hükmünün uygulanamaz, geçersiz veya hükümsüz veya kanuna aykırı olması halinde, ilgili hüküm işbu

25.1 Integrity of the Agreement: In the event that any provision of this Agreement is unenforceable, invalid, void, or unlawful, the relevant provision shall be severed from this

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Sözleşme'den ayrılır ve işbu Sözleşme'nin kalan kısmı yürürlükte kalmaya devam eder.

25.2 Devir ve Temlik: Danışman; işbu Sözleşme çerçevesindeki menfaatlerini veya haklarını herhangi bir başka kişiye devir ve temlik edemez.

25.3 Sözleşmede Değişiklik: Sözleşmede değişiklik yapılması veya Sözleşme'de hüküm bulunmaması sebebiyle yeni bir hüküm eklenmesi gerektiği takdirde Taraflar'ın karşılıklı mutabakatı ile ek Sözleşme düzenlenerek değişiklik yapılabilir.

25.4 Vergi: Danışman, Sözleşme ve eklerinden doğan damga vergisini ve diğer masraf, gider ve vergileri karşılayacağını gayrikabili rücu olarak kabul, beyan ve taahhüt eder.

26. Madde- Yürürlük

İşbu Sözleşme 26 madde ve eklerinden ibaret olup iki nüsha olarak düzenlenerek Taraflarca okunup anlaşılacak hür irade ile 30.06.2026 tarihinde imzalanarak yürürlüğe girmiştir.

Agreement and the remaining part of the Agreement shall continue to remain in force.

25.2 Assignment and Transfer: The Consultant may not assign or transfer its interests or rights under this Agreement to any other person.

25.3 Amendments to the Agreement: In the event that an amendment to the Agreement is required or a new provision must be added due to the absence of a provision in the Agreement, such amendment may be made by mutual agreement of the Parties through an addendum to the Agreement.

25.4 Tax: The Consultant irrevocably accepts, declares, and undertakes to cover the stamp duty arising from the Agreement and its annexes, as well as all other costs, expenses, and taxes.

Article 26 – Entry into Force

This Agreement, consisting of 26 articles and its annexes, has been drawn up in two copies, read and understood by the Parties, and signed freely and willingly on 30.06.2026 and has entered into force.

Danışman / Consultant	Hizmet Alan / Service Recipient
<i>Adına/ hesabına</i> / On behalf of / for the account of <i>Adnan H. Riley</i>	<i>Adına/ hesabına</i> / On behalf of / for the account of EMLAK PLANLAMA İNŞ. PROJ. YAT. VE TİC. A.Ş. Finanskent Mah. Finans Cad. Saphan Finansbank Plaza No: 5/A Blok Kat: 5 Ümraniye - İSTANBUL Bogazici Kurumlar V.D. 334 002 8482 Mersis No: 0334-0028-4280-0015 Tel: 0216 225 25 00 info@emlakinsaat.com.tr

Ekler:	Annexes:
1. İmza Sirküleri	1. Circular of Signature

Türkiye Cumhuriyeti

Tarih: 03/06/2026
Yev.No: (A)

İMZA SİRKÜLERİ

No 23562

T.C.
KADIKÖY 9.
NOTERLİĞİKADIKÖY 9. NOTERİ
NURCAN URUŞ19 MAYIS MAHALLESİ
GÜRSOYLU SK. NO:32-
34/A 34852 KADIKÖY /
İSTANBUL
Tel:+902163635813
Fax:+902163583728

ÜN VANİ : EMLAK PLANLAMA İNŞAAT PROJE YÖNETİMİ VE TİCARET ANONİM ŞİRKETİ
ADRES : Finanskent Mah. Finans Cad. Sarphan Finans Park A Blok No: 5 A / 156 Ümraniye / İSTANBUL
YETKİLİ : METİN TEKİN
YETKİNİN KULLANIM ŞEKLİ : MÜŞTEREK
TEMSİL ŞEKLİ / SÜRESİ : 30.04.2028 Tarihine Kadar
TİCARET SİCİL ADI - NO : İSTANBUL - 177031-0
VERGİ DAİRESİ - NO : 034231 - BOĞAZİÇİ KUR. VERGİ DAİRESİ MÜD. - 3340028428

Yukarıda adresi yazılı EMLAK PLANLAMA İNŞAAT PROJE YÖNETİMİ VE TİCARET ANONİM ŞİRKETİ ünvanlı şirketin Türkiye Ticaret Sicili Gazetesi'nin 03.06.2026 tarihli, 11593 sayılı, 524. sayfasında ilan ve neşr olunan İstanbul Ticaret Sicili Müdürlüğü'nden 03.06.2026 tarihinde tescil edilen, Kadıköy 9. noterliği' nin 1.6.2026 Tarih 23236 Sayı ile Tasdikli, 22.5.2026 Tarihli 16 Sayılı Yönetim Kurulu Kararına göre;

YÖNETİM KURULU / YETKİLİLER

Daha önceden Yönetim Kurulu Üyesi olan Türkiye Cumhuriyeti Uyruklu 166*****68 Kimlik No'lu İSTANBUL / SARIYER adresinde ikamet eden ALİM KAPLANER'in önceki üyeliği sona ermiştir. Yerine Türkiye Cumhuriyeti Uyruklu 396*****76 Kimlik No'lu, İSTANBUL / MALTEPE adresinde ikamet eden, METİN TEKİN 30.4.2028 tarihine kadar Yönetim Kurulu Üyesi olarak seçilmiştir.

YENİ ATANAN TEMSİLCİLER

Türkiye Cumhuriyeti Uyruklu 433*****06 Kimlik No'lu, İSTANBUL / ÇEKMEKÖY adresinde ikamet eden, SELAMİ KESKİN; 30.4.2028 tarihine kadar (Yönetim Kurulu Üyesi / I. Derece İmza Yetkilisi) Temsile Yetkili olarak seçilmiştir. Yetki Şekli: (METİN TEKİN, MURAT AYDIN) 'den Herhangi Birisiyle Müştereken Temsile Yetkilidir.

Türkiye Cumhuriyeti Uyruklu 584*****00 Kimlik No'lu, ANKARA / ÇANKAYA adresinde ikamet eden, MURAT AYDIN; 30.4.2028 tarihine kadar (Yönetim Kurulu Üyesi / I. Derece İmza Yetkilisi) Temsile Yetkili olarak seçilmiştir. Yetki Şekli: (METİN TEKİN, SELAMİ KESKİN) 'den Herhangi Birisiyle Müştereken Temsile Yetkilidir.

Türkiye Cumhuriyeti Uyruklu 396*****76 Kimlik No'lu, İSTANBUL / MALTEPE adresinde ikamet eden, METİN TEKİN; 30.4.2028 tarihine kadar (Yönetim Kurulu Üyesi / I. Derece İmza Yetkilisi) Temsile Yetkili olarak seçilmiştir. Yetki Şekli: (MURAT AYDIN, SELAMİ KESKİN) 'den Herhangi Birisiyle Müştereken Temsile Yetkilidir. denildiğinden, şirket ünvanı altında kullanacağım aşağıda örnekleri bulunan imzamın onaylanmasını talep ederim.

6698 sayılı Kişisel Verilerin Korunması Kanunu kapsamında, iş bu imza sirküleri işleminde yer alan kişisel verilerimin ve ıslak imzalı imza sirküleri belgemin tüm noterlikler tarafından yasadaki esaslar çerçevesinde toplanmasına, kaydedilmesine, işlenmesine, saklanmasına ve paylaşılmasına izin verdiğimi kabul ve beyan ederim.

EMLAK PLANLAMA İNŞAAT PROJE YÖNETİMİ VE TİCARET ANONİM ŞİRKETİ ADINA
TEMSİLEN (...) METİN TEKİN

İMZA



İMZA



İMZA




Türkiye Cumhuriyeti		Tarih: 03/06/2026 Yer: No: (A)
T.C. KADIKÖY 9. NOTERLÜĞÜ	Bu Onaylama işlem altındaki imzanın, [REDACTED] vergi numaralı EMLAK PLANLAMA İNŞAAT PROJE YÖNETİMİ VE TİCARET ANONİM ŞİRKETİ adına YETKİLİSİ olarak hareket eden, gösterdiği T.C. İçişleri Bakanlığı tarafından verilmiş 10/07/2034 geçerlilik tarihli, A47E55754 seri numaralı, fotoğraflı Türkiye Cumhuriyeti Kimlik Kartına göre, baba adı ÖMER, ana adı PERİHAN, doğum tarihi 05/02/1965 olan ve halen yukarıdaki adreste bulunduğunu, okuryazar olduğunu bildiren 39661874576 T.C. kimlik numaralı METİN TEKİN isimli kişiye ait olduğunu işlerinin yoğunluğu nedeni ile gidilen Finanskent Mah. Finans Cad. Sarphan Finans Park A Blok No: 5 A / 156 Ümraniye / İSTANBUL adresinde huzurunda alındığını, onaylarım. (Üç Haziran İki bin yirmialtı) Çarşamba günü 03/06/2026 DAYANAK: Türkiye Ticaret Sicili Gazetesi'nin 03.06.2021 tarihli, 11593 sayılı, 524. sayfasında ilan ve neşr olunan İstanbul Ticaret Sicili Müdürlüğü'nden 03.06.2026 tarihinde tescil edilen, sirküler metin aynen aktarılmıştır.	
KADIKÖY 9. NOTERİ NURCAN URUŞ	KADIKÖY 9. NOTERİ NURCAN URUŞ Yerine İmzaya Yetkili Başkanip ARZU ŞAHİN 	
19 MAYIS MAHALLESİ GURSOYLU SK. NO: 32- 34/A 34852 KADIKÖY / İSTANBUL Tel: +902163635913 Fax: +902163583728		

Türkiye Cumhuriyeti		Tarih: 14/05/2026 Yev.No: (A)
T.C. KADIKÖY 9. NOTERLİĞİ	İMZA SİRKÜLERİ	
KADIKÖY 9. NOTERİ NURCAN URUŞ	No 21831	
19 MAYIS MAHALLESİ GURSOYLU SK. NO 32- 34/A 34852 KADIKÖY / İSTANBUL Tel: +902163635913 Fax: +902163583728	ÜNVANI : EMLAK PLANLAMA İNŞAAT PROJE YÖNETİMİ VE TİCARET ANONİM ŞİRKETİ ADRES : Finanskent Mah. Finans Cad. Sarphan Finans Park A Blok No: 5 A / 156 Ümraniye / İSTANBUL YETKİLİLER : ALİM KAPLANER, MURAT AYDIN, SELAMİ KESKİN YETKİNİN KULLANIM ŞEKLİ : MÜŞTEREK TEMSİL ŞEKLİ / SÜRESİ : 30.04.2028 Tarihine kadar TİCARET SİCİL ADI - NO : İSTANBUL - 177031-0 VERGİ DAİRESİ - NO : 034231 - BOĞAZİÇİ KUR. VERGİ DAİRESİ MÜD. - 3340028428 Yukarıda adresi yazılı EMLAK PLANLAMA İNŞAAT PROJE YÖNETİMİ VE TİCARET ANONİM ŞİRKETİ ünvanlı şirketin Türkiye Ticaret Sicili Gazetesi'nin 14.05.2026 tarihli, 11583 sayılı, 788. sayfasında ilan ve neşr olunan İstanbul Ticaret Sicili Müdürlüğü'nden 14.05.2026 tarihinde tescil edilen, Kadıköy 9.noterliği' Nin 8.5.2026 Tarih 21222 Sayı İle Tasdikli, 30.4.2026 Tarihli Genel Kurul Kararı Kadıköy 9.noterliği' Nin 8.5.2026 Tarih 21221 Sayı İle Tasdikli, 4.5.2026 Tarihli 13 Sayılı Yönetim Kurulu Kararına göre; YENİ ATANAN TEMSİLCİLER Türkiye Cumhuriyeti Uyruklu 166*****68 Kimlik No'lu, İSTANBUL / SARIYER adresinde ikamet eden, ALİM KAPLANER; 30.4.2028 tarihine kadar (Yönetim Kurulu Üyesi / I. Derece İmza Yetkilisi) Temsile Yetkili olarak seçilmiştir.Yetki Şekli: (MURAT AYDIN, SELAMİ KESKİN)'den Herhangi Birisiyle Müştereken Temsile Yetkilidir. Türkiye Cumhuriyeti Uyruklu 433*****06 Kimlik No'lu, İSTANBUL / ÇEKMEKÖY adresinde ikamet eden, SELAMİ KESKİN; 30.4.2028 tarihine kadar (Yönetim Kurulu Üyesi / I. Derece İmza Yetkilisi) Temsile Yetkili olarak seçilmiştir.Yetki Şekli: (ALİM KAPLANER, MURAT AYDIN)'den Herhangi Birisiyle Müştereken Temsile Yetkilidir. Türkiye Cumhuriyeti Uyruklu 584*****00 Kimlik No'lu, ANKARA / ÇANKAYA adresinde ikamet eden, MURAT AYDIN; 30.4.2028 tarihine kadar (Yönetim Kurulu Üyesi / I. Derece İmza Yetkilisi) Temsile Yetkili olarak seçilmiştir.Yetki Şekli: (ALİM KAPLANER, SELAMİ KESKİN)'den Herhangi Birisiyle Müştereken Temsile Yetkilidir. denildiğinden, şirket ünvanı altında kullanacağım aşağıda örnekleri bulunan imzamın onaylanmasını talep ederim. 6698 sayılı Kişisel Verilerin Korunması Kanunu kapsamında, iş bu imza sirküleri işleminde yer alan kişisel verilerimin ve ıslak imzalı imza sirküleri belgemin tüm noterlikler tarafından yasadaki esaslar çerçevesinde toplanmasına, kaydedilmesine, işlenmesine, saklanmasına ve paylaşılmasına izin verdiğimi kabul ve beyan ederim. EMLAK PLANLAMA İNŞAAT PROJE YÖNETİMİ VE TİCARET ANONİM ŞİRKETİ ADINA TEMSİLEN (...) ALİM KAPLANER İMZA İMZA İMZA (...) SELAMİ KESKİN İMZA İMZA İMZA	

Makbuzat: Gerçek kişiler 2 gün sonra "e-Devlet - E-Makbuz Bilgi Sorgulama" hizmetinden, diğer ilgililer ise bildirdikleri e-posta adresinden erişebilir.

NE34 A/ SYazı : 3 / 0 Kod: 10.1.4

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