

2025

MBA GLOBAL®

ANNUAL REPORT

MBA Global, throughout 2025

has played an active role in both Turkish and international markets with its strategic business development, engineering-oriented perspective, and stakeholder management-focused activities across the energy, industry, infrastructure, defense, data center, and large-scale investment sectors.

Our core approach;

is to select the right projects, bring the right stakeholders together around a common goal, and create sustainable value for all parties.

This activity report;

presents a summary of the work carried out during 2025, highlights key projects and strategic collaborations, and outlines our projections for the 2026-2027 period.

Prepared by;

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MBA GLOBAL

2025 ANNUAL REPORT

Strategic Business Development • Engineering
Consultancy • Global Marketing



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highlights key projects and strategic collaborations, and
outlines our projections for the 2026–2027 period.

MBA Global,

In line with the principles of trust, transparency, and long-term partnership, MBA Global continues to develop value-added projects in collaboration with investors, EPC companies, system integrators, and technology manufacturers.

MBA Global Strategic Consultancy

A Different Perspective in Business Development

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1. EXECUTIVE MESSAGE (2025 ACTIVITY REPORT)

Executive Message

The year 2025 has been more than just a period of operations for MBA Global; it has been a time when focusing on the right projects, deepening relationships with the right stakeholders, and generating long-term value have clearly paid off. Today, the concept of business development is not merely about finding new projects. True business development is the ability to align the investor, the EPC, the technology provider, and the end user around a common goal.

Throughout 2025, MBA Global;
carried out activities

- focused on strategic business development,
- an engineering-oriented perspective, and stakeholder management across the energy, industry, infrastructure, defense, data center, and large-scale investment sectors.

In every project, our core question remained the same: “Are we creating lasting and sustainable value for all parties involved in this project?”

This approach has enabled us to prioritize long-term collaborations and trust-based relationships over short-term gains.

The experiences we gained throughout 2025 once again demonstrated how effectively our methodology, known as The Özcihan Method, delivers strong results in the field and in real projects.

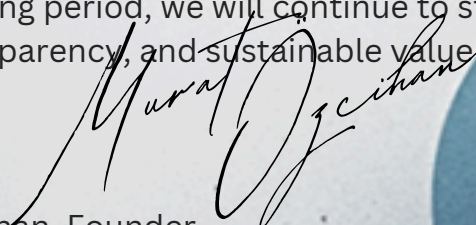
This methodology addresses the entire process — from project selection to stakeholder management, from value proposition to positioning — with a holistic perspective.

This activity report has been prepared to transparently share a summary of our 2025 activities, the roles we undertook in selected projects, and our strategic outlook for the 2026–2027 period.

I would like to extend my sincere gratitude to all our stakeholders — **especially the investors, EPC companies, system integrators, and technology partners we have worked with — for their trust and collaboration.**

In the coming period, we will continue to stand by you in line with the principles of trust, transparency, and sustainable value creation.

Sincerely,


Murat Özcihan, Founder
MBA Global Strategic Consultancy

2. ABOUT MBA GLOBAL

Corporate Identity

MBA Global

MBA Global

It is an independent consultancy structure focused on large-scale investment projects in the fields of strategic business development, engineering consultancy, and global marketing.

The company operates primarily to ensure the right match between;

- investors,
- EPC companies,
- system integrators,
- and technology manufacturers,

to establish proper positioning at the early stages of projects, and to foster long-term collaborations.

Unlike traditional consultancy models, MBA Global adopts a hands-on approach that goes beyond theoretical analysis — taking an active role in the field, in real projects, and at decision-making tables.

Organizational Structure

MBA Global operates with a lean and flexible organizational structure.

This structure is scalable according to the project, expertise-based, and results-oriented.

- Founder & Strategic Leadership
- Project-Based Business Development Structure
- Integrated Collaboration Model with EPC, Engineering, and Technology Partners
- Framework Supported by International Consultancy and Expert Networks

Through this model, each project is approached with the right team, the right expertise, and the right timing to meet its specific needs.

Key Focus Areas

MBA Global's core areas of expertise are grouped under the following categories:

- Strategic Business Development and Market Entry
- Stakeholder Management in Large-Scale Investments
- EPC & Main Contractor-Oriented Positioning
- Engineering and Technology Solutions Consultancy
- Global Marketing and International Project Development
- Pre-Investment and Early-Phase Project Support

These areas of expertise create a distinctive impact, particularly in complex, multi-stakeholder, and high-budget projects.

2. ABOUT MBA GLOBAL

Corporate Identity

MBA Global

Service Model

MBA Global's service model is;
flexible, project-based, and results-oriented.

In each project:

- Project and stakeholder analysis is conducted
- Strategic positioning is defined
- Value proposition is clarified
- Proper connections with decision-makers are established
- A foundation for long-term collaboration is created

This process is structured through The Özcihan Method approach and is customized for each specific project.

The Özcihan Method
A DIFFERENT PERSPECTIVE IN BUSINESS DEVELOPMENT

3. 2025 ACTIVITY SUMMARY

Overall Performance Evaluation

The year 2025;

has been a period in which MBA Global's strategic focus, careful project selection, and deepening stakeholder relationships produced tangible results.

During this time, MBA Global:

- Positioned itself in large-scale investment projects from the early phases,
- Acted as an effective bridge between investors, EPCs, and technology partners,
- Supported business development processes with an engineering-driven perspective.

Throughout the year, all activities were approached with an emphasis on long-term collaboration and sustainable value creation rather than short-term gains.

Vertical Distribution

In 2025, MBA Global's activities were primarily concentrated in the following sectors:

- Energy and Renewable Energy Investments
- Industrial and Manufacturing Facilities
- Infrastructure and Transportation Projects
- Defense Industry
- Data Centers and Digital Infrastructure
- Large-Scale Commercial and Industrial Buildings

The projects carried out in these sectors were characterized by high budgets, multiple stakeholders, and significant technical complexity.

Domestic and International Activities

In 2025, MBA Global carried out the majority of its operations through Turkey-based projects, while simultaneously providing consultancy and business development support for selected international initiatives.

International activities were structured around:

- Regional partnerships
- Relationships developed with global EPCs and technology manufacturers

This approach strengthened MBA Global's local expertise while enhancing its international perspective.

Business Development Approach

Throughout 2025, the business development approach was structured within the framework of The Özcihan Method. This approach addresses the following steps within an integrated system:

- Project selection
- Stakeholder mapping
- Decision-maker analysis
- Clarification of the value proposition

As a result, MBA Global positioned itself not merely as a consultant, but as a strategic partner in every project.



4. FOCUS VERTICALS

Throughout 2025, MBA Global focused its activities on sectors characterized by high investment volumes, technical depth, and multi-stakeholder structures. This approach enabled the deepening of expertise areas and the strengthening of long-term collaborations.

Energy and Renewable Energy

The energy sector was one of MBA Global's key focus areas in 2025.

Within this scope, business development and strategic consultancy activities were carried out in:

- Renewable energy investments
- Energy generation and storage facilities
- Industry projects integrated with energy systems

In these projects, priority was given to establishing the right balance between investors, EPCs, and technology manufacturers, accelerating decision-making processes, and aligning technical solutions with business objectives.

Industrial and Manufacturing Facilities

Industrial and manufacturing facilities, with their high budgets, long-term structures, and need for technical coordination, are among MBA Global's core areas of expertise.

Throughout 2025, projects and business development activities were pursued in sectors such as:

- Heavy industry
- Automotive and sub-industries
- Food, chemical, and specialized production facilities

In these projects, MBA Global played a role that combined an engineering perspective with commercial objectives.

Infrastructure and Transportation Projects

Infrastructure and transportation projects are long-term investments involving multiple stakeholders and requiring high levels of coordination.

In this field, MBA Global carried out business development and strategic positioning activities within the scope of:

- Transportation infrastructures
- Rail systems
- Airport and logistics facilities

The main objective was to ensure the early positioning of the right business partners in projects and to align technical solutions with the decision-makers' perspectives.

Defense Industry

Defense industry projects require high confidentiality, advanced technology, and long-term collaboration.

In 2025, MBA Global carried out strategic business development activities in the areas of:

- Defense facilities
- Production and testing infrastructures
- Critical security systems

In these projects, trust, sustainability, and the selection of the right stakeholders were treated as core priorities.

Large-Scale Commercial and Industrial Buildings

MBA Global has also played an active role in areas such as hotels, mixed-use developments, large commercial buildings, and specialized industrial investments.

In these projects;

- investor expectations,
 - engineering solutions,
 - and operational requirements,
- were approached as an integrated whole.

Data Centers and Digital Infrastructure

With the rise of digitalization, data centers have become investment areas of strategic importance.

In 2025, MBA Global provided business development and consultancy services in the fields of:

- Data centers
- Digital infrastructure projects
- Critical IT/OT integrations

The work in this area was shaped by the requirements of high continuity, security, and scalability.



5. FEATURED PROJECTS (SELECTED REFERENCES)

Throughout 2025, MBA Global assumed a strategic business development and positioning role in high-budget, multi-stakeholder projects with significant technical complexity.

The projects featured in this section are selected examples representing the work carried out throughout the year.

Project Approach

In each project, MBA Global's role has gone beyond mere opportunity tracking, focusing instead on generating strategic value from the early stages of the project.

Projects have been approached within the following framework:

- Project and stakeholder analysis
- Identification of the right business partners
- Alignment of technical and commercial solutions
- Proper positioning at the decision-maker level
- Establishment of a foundation for long-term collaboration

Project #1 — BMC Defense Ankara Facility

Location: Ankara, Türkiye

Sector: Defense Industry – Production Facility

Partnership: Çağrı Elektrik Contracting Group | MBA Global Consulting | NETSİTE Communication and Electronic Systems Inc.

Our Role: Business Development & Strategic Positioning Consultancy

MBA Global's Contribution:

- Positioned Çağrı Elektrik and Netsite as electrical infrastructure solution partners for the defense industry project.
- Provided active support in project development and stakeholder relationship management processes.
- Strengthened decision-maker relations through strategic communication, needs analysis, and technical presentations.

Consulting Services Provided:

- Strategic stakeholder positioning
- Project needs analysis
- Communication coordination at decision-maker level.
- Pre-contract/proposal technical guidance
- Strategic alignment of brand and project compatibility

Project #2 – Turkish Airlines New Airport Facilities Project

Location: Istanbul, Türkiye

Sector: Transportation – Airport – Operational Facilities

Partnership: Exen Teknoloji | MBA Global Consulting

Our Role: Business Development & Strategic Stakeholder Management Consultancy

MBA Global's Contribution:

- Positioned Exen Teknoloji as a strategic partner in the Turkish Airlines support facilities project.
- Managed coordination among stakeholders, corporate representation, and process management.
- Established a foundation for sustainable collaboration within the framework of The Özcihan Method.

Consulting Services Provided:

- Strategic stakeholder positioning
- Relationship management and corporate representation
- Executive-level communication with decision-makers
- Monitoring of contract processes
- Strengthening of brand trust perception





Project #3 – Türkiye Pipeline Project

Location: Türkiye

Sector: Energy Infrastructure – Pipeline – Security & Network Systems

Partnership: NETSITE | MBA Global Consulting

Our Role: Business Development & Strategic Positioning Consultancy

MBA Global's Contribution:

- Positioned NETSITE as a solution partner in the security, network, and installation processes of the pipeline infrastructure project.
- Ensured stakeholder relationship management and decision-making process tracking within the framework of The Özcihan Method.

Consulting Services Provided:

- Strategic stakeholder positioning
- Project process analysis
- Decision-maker communication support
- Technical guidance for proposal/tender processes
- Strengthening of brand trust perception
-

Project #4 — Istanbul Airport Hilton Project

Location: Istanbul, Türkiye

Sector: Hotel – Accommodation Facility

Partnership: Çağrı Elektrik Contracting | MBA Global Consulting

Our Role: Business Development & Strategic Positioning Consultancy

MBA Global's Contribution:

- Accurately positioned Çağrı Elektrik Contracting as a solution partner in the supply of electrical panels.
- Managed business development processes using The Özcihan Method approach.

Consulting Services Provided:

- Strategic stakeholder positioning
- Decision-maker communication coordination
- Pre-tender/proposal guidance
- Strategic alignment of brand and project compatibility



6. STRATEGIC PARTNERSHIPS

MBA Global 2025 yılı boyunca faaliyetlerini; tek başına hareket eden bir danışmanlık yapısı yerine, güçlü, tamamlayıcı ve uzun vadeli stratejik iş birlikleri üzerine inşa etmiştir.

Throughout 2025, MBA Global built its operations not as a standalone consulting structure, but on strong, complementary, and long-term strategic partnerships.

Collaborations with EPC Firms

EPC (Engineering, Procurement & Construction) firms are among the most critical stakeholders in large-scale investments.

In 2025, MBA Global developed close collaborations with EPC firms operating in the fields of:

- Energy
- Industry
- Infrastructure
- Defense

MBA Global's Role in These Collaborations:

- Positioning the right solution partners within the EPC structure
- Balancing technical and commercial expectations
- Ensuring effective communication at the decision-maker level

Objective:

To reduce project risks for EPC firms, accelerate processes through the right solutions, and establish long-term partnerships.

Collaborations with System Integrators

System integrators play a critical role, particularly in projects involving security, low current, IT/OT, network, and digital infrastructure.

MBA Global has adopted a core strategy of connecting system integrators with the right projects, at the right time, and with the right stakeholders.

Through the partnerships developed in 2025:

- System integrators' access to large-scale projects has been enhanced
- Technical competencies have been matched with the right projects
- A balanced relationship among integrators, investors, and EPC firms has been successfully established

Collaborations with Technology Manufacturers

Technology manufacturers are key elements that determine the technical quality, sustainability, and long-term performance of projects.

Within the scope of its collaborations with global and local technology manufacturers, MBA Global has played an active role in:

- Product and solution positioning
- Market entry and project-based strategy development
- Creation of reference projects

This approach has aimed not merely at selling technology, but at positioning it as the right solution within the right project.

International Partners

Throughout 2025, MBA Global developed collaborations with international consulting networks, EPC firms, and technology manufacturers on selected projects.

These international partnerships have created added value in the areas of:

- Knowledge sharing
- Market access
- Regional project development

This structure has strengthened MBA Global's local expertise while enhancing its global perspective.

Collaboration Approach

MBA Global's collaboration approach is built not on short-term gains, but on long-term, trust-based partnerships.

Each collaboration is evaluated within the framework of The Özcihan Method and is designed to generate sustainable value for all parties involved.



7. BUSINESS DEVELOPMENT METHODOLOGY

The Özcihan Method

All of MBA Global's business development and consulting activities are carried out within the framework of a unique methodology known as The Özcihan Method, built on more than 20 years of field experience. This methodology focuses not on theory, but on real projects, real decision-makers, and real results.

Fundamental Principles of the Methodology

The Özcihan Method is built upon the following core principles:

- Selecting the right projects
- Engaging with the right stakeholders at an early stage
- Aligning technical solutions with commercial objectives
- Managing relationships based on trust
- Adopting a long-term collaboration approach

These principles, unlike short-term sales-oriented approaches, place sustainable success at the center.

Stakeholder Mapping and Decision-Maker Analysis

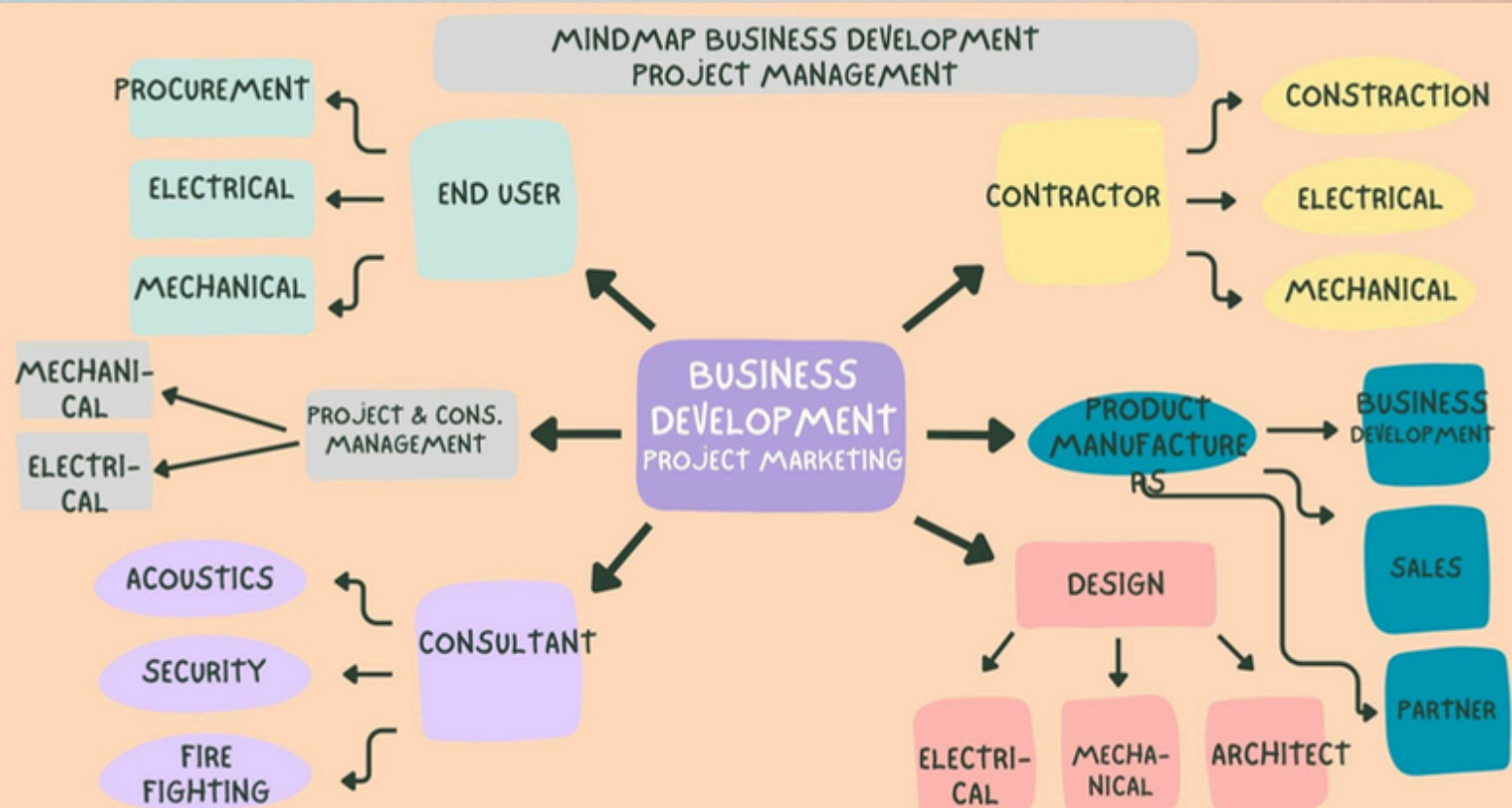
In every project, the first step is a detailed analysis of all stakeholders involved.

Within this scope, the roles of:

- Investor
- EPC firm
- System integrator
- Technology manufacturer
- End user
- are clearly defined.

Decision-making mechanisms are evaluated not only through official organizational charts but based on actual influence and decision power.

This approach ensures communication with the right person at the right time.



7. BUSINESS DEVELOPMENT METHODOLOGY

The Özcihan Method

Sustainable Collaboration Model, The ultimate goal of The Özcihan Method is not one-time projects, but long-term and recurring collaborations. Through this approach, trust is built, relationship depth is achieved, and new projects naturally evolve.

Value Proposition and Positioning

One of the most critical steps of The Özcihan Method is the clear definition of the value proposition.

In every project, the key question is: “Why should this collaboration be indispensable for the other party?”

Technical solutions are evaluated together with criteria such as:

- Cost
- Sustainability
- Ease of operation

As a result, MBA Global positions its business partners not as alternatives, but as the preferred solution within projects.

Implementation and Process Management

The methodology extends beyond the strategy phase to include implementation and process management.

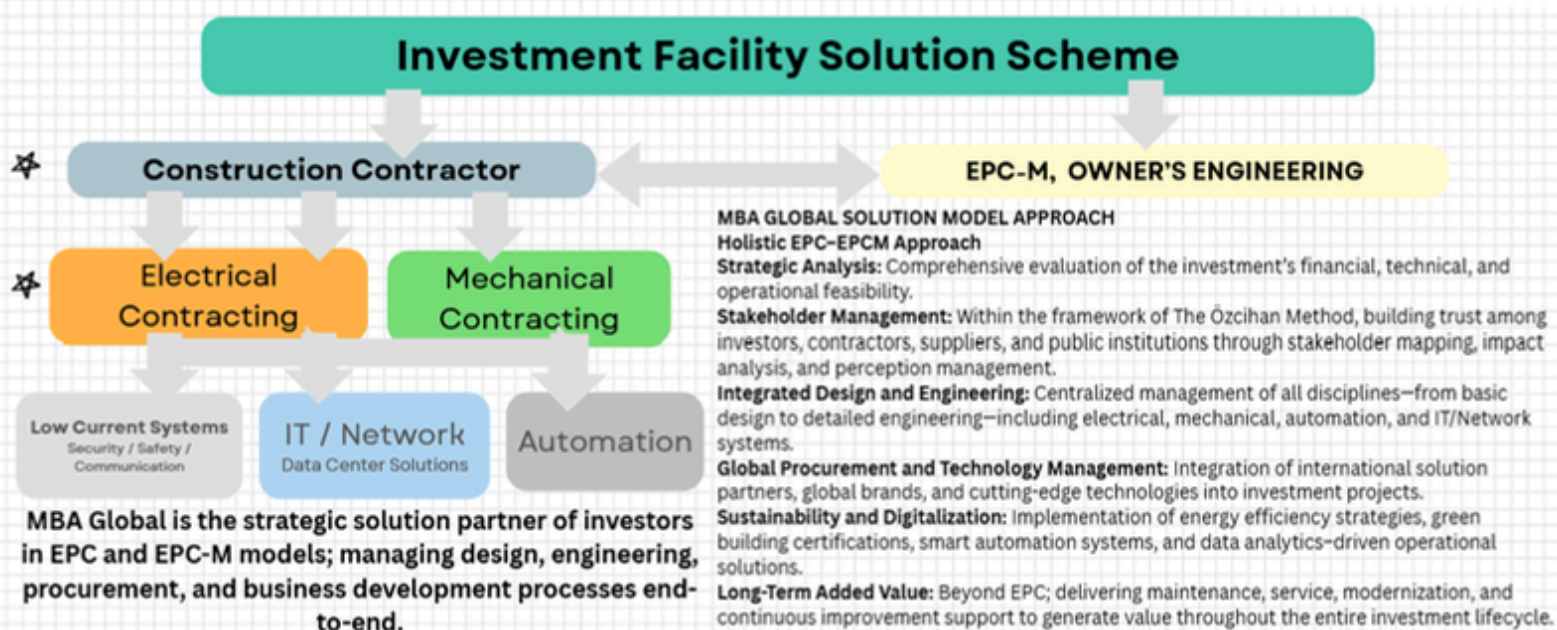
Projects are actively supported through the following steps:

- Process monitoring
- Coordination of communication among stakeholders
- Feedback management
- Strategic guidance

Throughout this process, MBA Global goes beyond the role of a consultant and acts as a strategic partner.

End-to-End Solutions

MBA GLOBAL
A DIFFERENT PERSPECTIVE IN BUSINESS DEVELOPMENT



MBA Global is a strategic consultant that holistically manages EPC and EPC-M models in investment projects, coordinating design, engineering, procurement, and business development processes under one roof. Our role is to build bridges between investors, contractors, and technology providers, creating trust, efficiency, and sustainable value at every stage of the project.

8. 2026–2027 STRATEGIC PERSPECTIVE

MBA Global shapes its 2026–2027 strategy in line with global and regional investment trends, sectoral transformation dynamics, and field experience.

This perspective prioritizes the right focus before growth and the right project before volume.

Market Forecasts

In the upcoming period, the following sectors are expected to stand out in terms of investment potential:

- Energy transition and renewable energy investments
- Modernization and capacity expansion of industrial facilities
- Defense industry and strategic production infrastructures
- Data centers and digital infrastructure projects
- Transportation, logistics, and critical infrastructure investments

These sectors consist of projects that require high budgets, long-term planning, and strong stakeholder management.

Target Sectors and Priorities

In the 2026–2027 period, MBA Global will continue to focus on high value-added and strategically significant sectors, primarily:

- Energy
- Industry
- Defense
- Infrastructure
- Data centers

The priority will be projects with strong technical depth, clear decision-making processes, and openness to long-term collaboration.

Growth Strategy

MMBA Global's growth strategy is built on the principle of selective and strategic expansion rather than uncontrolled volume increase.

In this context, the goals are to deepen existing collaborations, strengthen the strategic partner network, and selectively expand international partnerships.

9. VALUES AND WORKING PRINCIPLES

All MBA Global activities are built upon clear, consistent, and field-proven values.

Trust and Transparency

Trust is the foundation of MBA Global's way of doing business.

With all stakeholders, the principles of open communication, clear expectation management, and transparent processes are upheld.

Ethical Approach

MBA Global regards adherence to ethical principles as an unquestionable priority. In all projects, the principles of **fair competition**, **impartiality**, and **confidentiality** are upheld.

Sustainability

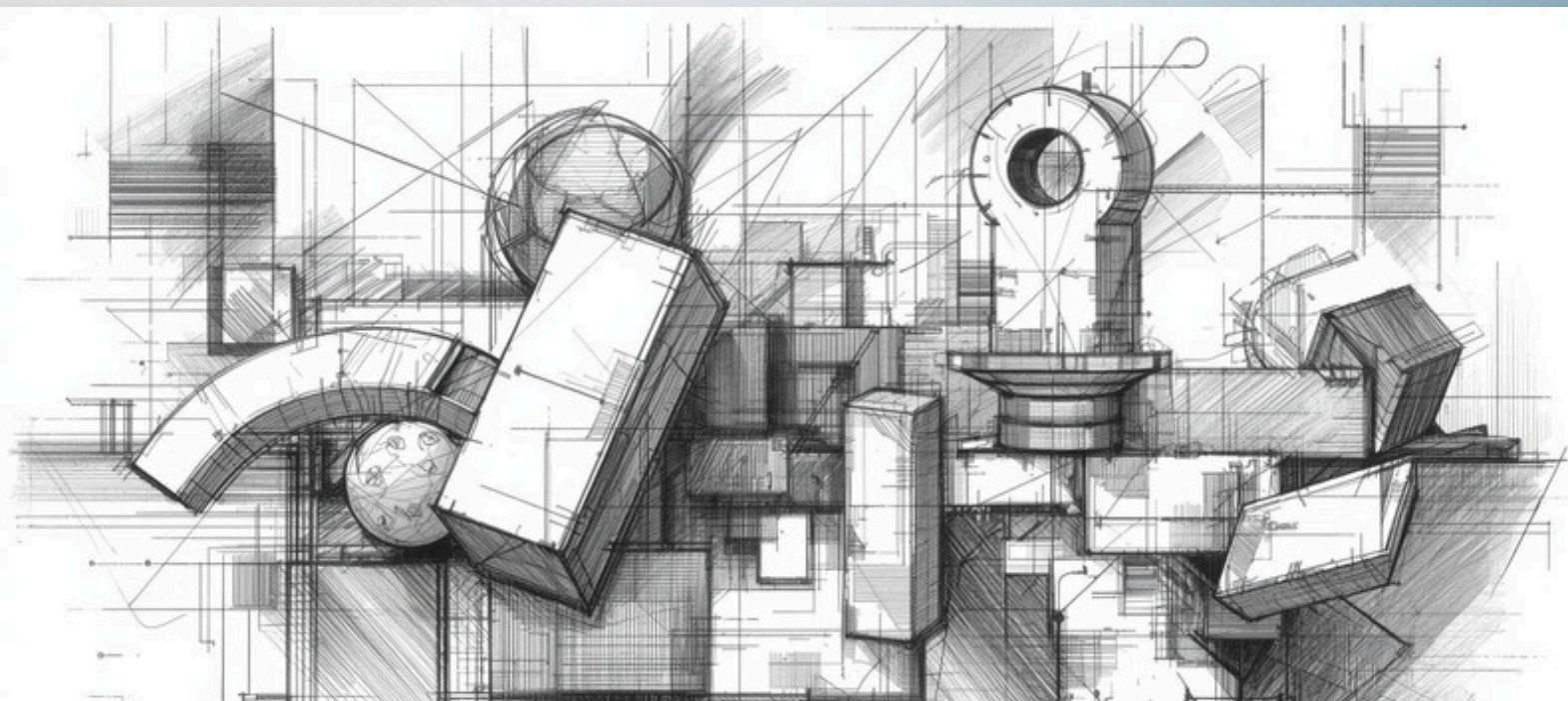
Sustainability is addressed not only from an environmental perspective but also in terms of business relationships and projects.

The focus is on generating long-term value rather than short-term gains.

Long-Term Partnership

Each collaboration is viewed not as a single project but as a long-term partnership.

This approach is one of the most distinctive characteristics of MBA Global.





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MARKA TESCİL BELGESİ

No: 2024 108504 - Ticaret - Hizmet

MBA
GLOBAL

Marka Sahibi
MURAT ÖZCİHAN

Mal / Hizmet Sınıfları
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Bu marka, 6769 sayılı Sınai Mülkiyet Kanunu kapsamında,
23.08.2024 tarihinden itibaren 10 yıl süreyle korunmak üzere,
10.09.2025 tarihinde tescil edilmiştir.

Prof. Dr. M. Zeki DURAK
Başkan

10. CONTACT INFORMATION

MBA GLOBAL STRATEGIC CONSULTANCY

A Different Perspective in Business Development

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