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VOLUME 6 - ISSUE 25 - YEAR 2024

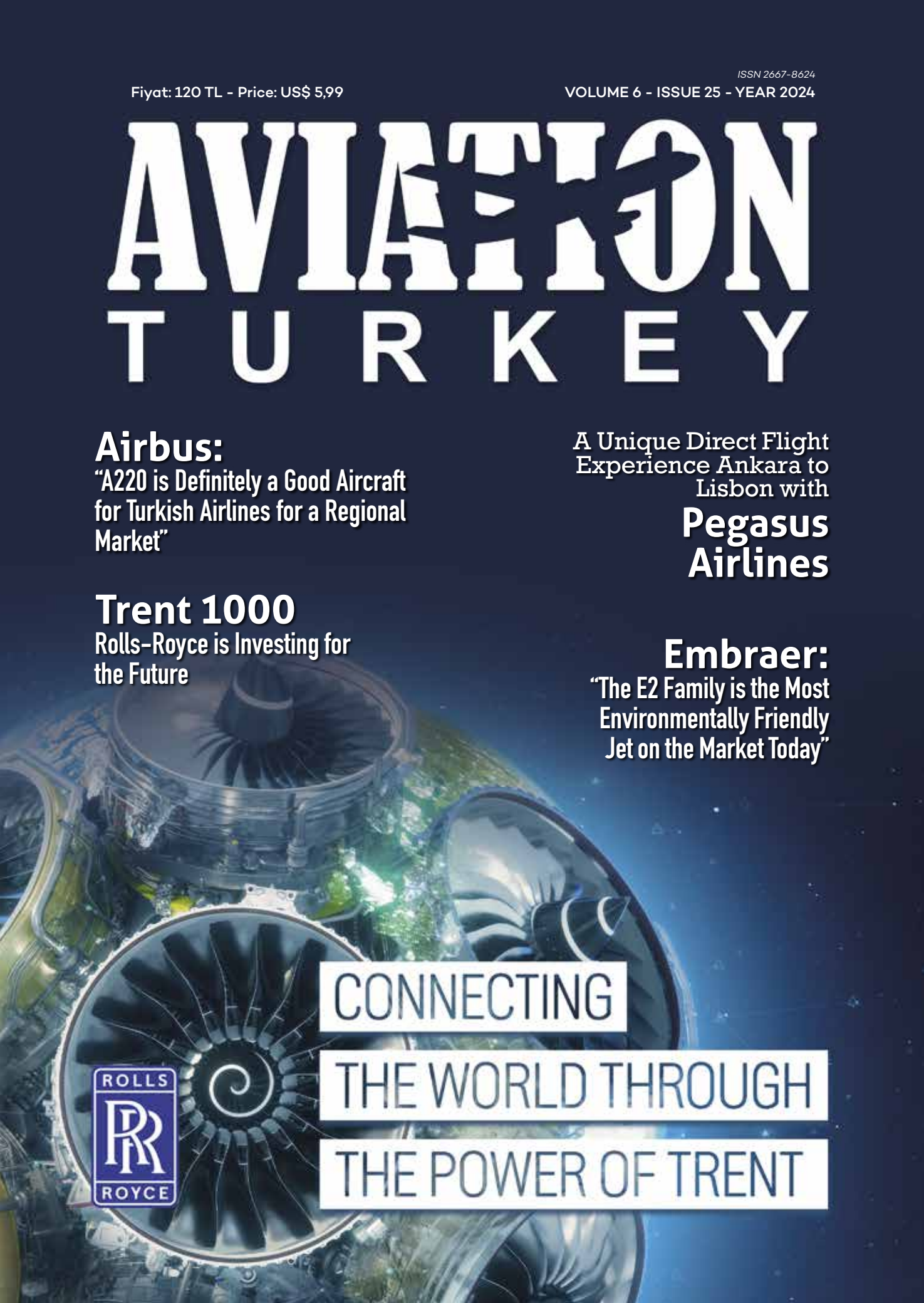
AVIATION TURKEY

Airbus:
"A220 is Definitely a Good Aircraft for Turkish Airlines for a Regional Market"

A Unique Direct Flight Experience Ankara to Lisbon with
Pegasus Airlines

Trent 1000
Rolls-Royce is Investing for the Future

Embraer:
"The E2 Family is the Most Environmentally Friendly Jet on the Market Today"



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A220.
YEPYENİ
BİR
TASARIMLA
DAHA
FAZLA DEĞER
KATIYOR
Airbus olarak, karbondan arınma yolculuğumuzda kararlı adımlarla ilerliyoruz. Bu nedenle A220, yenilikçi malzemeler ve verimli aerodinamik özellikleriyle yepyeni ve daha hafif bir tasarımla öne çıkıyor. Havayolları için sınıfında lider operasyon maliyetleri, optimum rota kârlılığı ve aynı zamanda daha sessiz bir kabin sağlamak üzere yapılan geliştirmeler sayesinde, hep birlikte dünyanın her zaman güzel bir yer olarak kalmasına yardımcı olabiliriz.
AIRBUS

AVIATION TURKEY

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Navigating Turbulence: Unpacking the Latest Supply Chain Challenges in Aviation

The aviation industry is no stranger to adversity, but the recent disruptions to global supply chains have introduced unprecedented challenges. As air travel rebounds, the fragile nature of the supply chain that sustains it has become more apparent. Various factors, including global economic shifts, labor shortages, and geopolitical tensions, are testing the limits of the aviation industry's resilience. Understanding these developments is key to identifying solutions that can stabilize the aviation supply chain and prepare it for future challenges.

Post-Pandemic Fallout: Recovery and New Challenges

While the global recovery from the COVID-19 pandemic is well underway, its lasting effects on the aviation supply chain are still being felt. Airlines and aircraft manufacturers continue to face shortages in critical components, exacerbated by the disruptions in global production and transportation. This "post-pandemic fallout" has forced the aviation industry to rethink operational strategies and build greater resilience. Beyond manufacturing, there's also a need for better crisis management systems to ensure that future global disruptions don't cripple aviation logistics as they did during the pandemic.

Component Shortages and Rising Costs

Shortages of key aircraft components remain a significant bottleneck for the industry. Parts ranging from avionics to engine components are experiencing delays, slowing down aircraft production and maintenance. The shortage has been aggravated by rising costs of raw materials such as aluminum and steel, which are essential in aircraft construction. These supply constraints, in turn, affect airlines' ability to expand their fleets or conduct routine maintenance, leading to operational inefficiencies.

Additionally, the semiconductor shortage, which initially impacted industries like automotive and electronics, has spilled over into aviation. Critical avionics systems and newer aircraft models rely heavily on semiconductor chips, making this shortage a substantial hurdle in aircraft production and upgrades.

Logistical Bottlenecks and Global Transportation Woes

Aviation is inherently linked to global logistics, and current bottlenecks in shipping and transportation are worsening supply chain inefficiencies. Shipping delays, port congestion, and a shortage of containers are creating significant lag times in the delivery of critical aviation components. For example, aircraft engines and other heavy components, which require specialized shipping, face longer transit times due to these bottlenecks. As a result, airlines and manufacturers are rethinking their supply chains, increasingly relying on regional suppliers and alternative modes of transportation.

Air cargo, a critical aspect of aviation supply chains, has also faced its own challenges. As passenger flights dwindled during the pandemic, so did the capacity for belly cargo (cargo transported in the hold of passenger planes), which has not yet fully recovered. This has driven up air freight rates and put additional pressure on companies to secure space for transporting critical components.

Labor Shortages and Evolving Workforce Needs

The labor shortage across the aviation supply chain is proving to be a major roadblock to recovery. The industry is experiencing a lack of skilled professionals, from aerospace engineers to technicians responsible for aircraft maintenance and repairs. The talent gap is particularly pressing given the complexity of modern aircraft and the demand for highly specialized skills. Addressing this requires not just recruitment efforts but also retraining programs to upskill the current workforce.

Moreover, the aging workforce in sectors like aircraft maintenance further exacerbates the problem. As experienced professionals retire, the need for new talent pipelines becomes increasingly urgent. Industry and government partnerships to invest in training and development programs are essential to closing this gap and ensuring the aviation supply chain remains robust.

Technological Innovations for Supply Chain Resilience

In response to these challenges, many aviation companies are turning to digital solutions to build resilience into their supply chains. The adoption of real-time data analytics, artificial intelligence (AI), and blockchain technologies

is enabling better tracking of parts and materials throughout the supply chain. Predictive analytics, in particular, is helping companies foresee potential disruptions, such as delays in shipments or supplier shortages, allowing them to take proactive measures.

Digital twins—virtual replicas of physical aircraft components—are also being used to simulate and predict wear and tear, ensuring that parts can be replaced or repaired before a failure occurs. This technology reduces downtime and prevents unexpected delays in the supply chain, particularly in the maintenance, repair, and overhaul (MRO) sector.

Strengthening Supplier Relationships

Diversifying supply chains by expanding supplier networks is another key strategy for mitigating risks. Aviation companies are seeking to avoid over-reliance on a single supplier or region, which proved detrimental during the pandemic when certain countries faced lockdowns. Building stronger relationships with a broader range of suppliers, both locally and globally, is essential for creating a more flexible and adaptable supply chain.

Collaborative partnerships between airlines, aircraft manufacturers, and suppliers are also critical in fostering innovation and ensuring a steady supply of components. This cooperation can lead to more efficient production cycles, better forecasting of demand, and faster response times to disruptions.

Government and Industry Collaboration

Governments and regulatory bodies have a role to play in ensuring the aviation supply chain can withstand future shocks. By offering financial incentives for the development of local manufacturing capabilities or reducing trade barriers, governments can help aviation companies create more resilient supply networks. Furthermore, government-led initiatives to foster talent in STEM fields could alleviate the labor shortages that are currently plaguing the industry.

The International Civil Aviation Organization (ICAO) and other industry bodies are also working to create frameworks that encourage cross-border collaboration on supply chain issues. This collaborative approach between governments, manufacturers, and airlines will be essential in future-proofing the aviation supply chain.

The aviation industry's supply chain challenges are far from over. However, through technological innovations, strategic diversification, and stronger collaboration, the sector can build a more resilient supply chain capable of withstanding future crises. While immediate actions are crucial, long-term investments in workforce development, infrastructure, and digital technologies will be essential in ensuring the aviation industry continues to soar. By navigating the current turbulence with foresight and adaptability, the aviation sector can emerge from these challenges stronger and more resilient than ever before.

Enjoy the issue ...

Ayşe Akalın
Editor in Chief


A350
A330
now flying long range
A220
C-FFDO
A220-300 AIRBUS

"The A220 is Definitely a Good Aircraft for Turkish Airlines for a Regional Market„

We catch up with Johan Pelissier, President of Region Europe and Head of Commercial Europe for Commercial Aircraft at Airbus during IATA AGM 2024 to discuss the share of Region Europe in Airbus' commercial aviation business operations, figures about orders and deliveries that took place in 2023, and the GTF Engine, the latest setback to the airline industry's recovery and growth from the pandemic. We also discuss the current status of Airbus' relationship with Turkish Airlines following the historic order placed in 2023 and their technological cooperation with Turkish suppliers and Airbus' supply chain here in Türkiye.

Aviation Turkey: What can you tell us about Airbus' participation at the IATA AGM 2024? Did the Exhibition meet your expectations?

Johan Pelissier: Well, first, we are always happy to be in such an event. It's a great opportunity to meet all our customers, but also our partners, engine suppliers, and the press. So, it's really a great event in a few days to catch-up with all the industry. In my particular case, I'm very happy because I took this position as head of Europe only a few months ago. It's a great opportunity to really interact with the entire ecosystem involved also in Europe.

Aviation Turkey: Let's talk about the European market. So, how much Airbus commercial aircraft business comes from Europe? How important is it for you globally in that region? And what do you think about the potential orders for the European markets in the coming days?

Johan Pelissier: I'll start with the record year that we had last year. It has been a record year for Airbus in terms of orders. We have had more than 2,100 net aircraft orders, and in Europe, it was also a record. We have actually had more than 700 net orders. And what was striking us is the recovery on the wide-body side because we have already seen the recovery on the single-aisle

Johan Pelissier & Ayşe Akalın

a little bit before, but we were not expecting such a recovery from last year. And especially in Europe, we have had more than 150 wide-body orders. Obviously, the Turkish Airlines (THY)' one is counting for a big part of it, but not only. And this is for me a very big signal that Europe is fully back from COVID and taking the opportunities to take positions on the complete segment, be it single-aisle and wide-body. That was a record year as well.

Aviation Turkey: The COVID-19 pandemic has caused huge global disruption on both commercial and defense operations and programs. The aviation industry has been slowly recovering from the coronavirus pandemic-induced downturn starting from 2021. In the post-pandemic era, with the impact of Russia-Ukraine War aerospace industry has been experiencing supply shortages stemming from supply chain problems as a result of which the global airline fleet has not managed to keep up with demand since the global airline demand has outpaced fleet capacity development. How and to what extent has the COVID-19 pandemic impacted Airbus commercial aviation business operations in Region Europe including production, manufacturing, and supply chain and what measures did you implement to overcome this problem?

Johan Pelissier: So, back to 2023, last year, we've been able to honor our commitments in terms of deliveries. We have delivered 735 aircraft. And I want to remind you that our target was 720, meaning that we have actually delivered 15 more than our target. And obviously, our aim is to continue to grow and to deliver to our customers because the market demand is so high. And I mentioned the orders already that it's very important for us to continue to ramp up. We have, since already a number of months post-COVID, some clear targets for each and every program. An example on the single-aisle, we have a target of 75 aircraft per month to be delivered in 2027. So, definitely, we have invested in order to cope with that growth and that target. We have a target to have by that time 10 final assembly lines for the A320 globally.

And I also think we are agile enough in order to review some of our guidance and targets. And the example is on the A350 family. On the A350 family, we had an initial target of 10 aircraft per month by the end of 2026. But we increased it now to 12 per month in 2028. And this is due to the demand.

We are putting in place the investment, the means in order to also bring some flexibility, agility. And obviously, the supply chain is something that we are looking at with very high scrutiny in order to honor our commitments and to follow that guidance.

Aviation Turkey: And another topic is, of course, engines. The GTF Engine of Pratt & Whitney is the latest setback to the airline industry's recovery and growth from the pandemic. So, how can you manage it?

Johan Pelissier: First and foremost, we are working hand-in-hand with our engine partners and suppliers. In the case of the GTF, so for the case of Pratt & Whitney, we have been working with them. We are in constant dialogue with our customers using GTF. And jointly with Pratt & Whitney, we have some improvement plans in order for our customers to cope. Indeed, a difficult period where they will have a lack of engines and some aircraft on the ground. We cannot deny this, but we can work hand-in-hand with our customers and Pratt & Whitney to overcome that difficult period. And the GTF is, at the end of the day, building a lot of maturity right now. And we are convinced about that. A very mature engine, which will be giving full satisfaction for our customers moving forward.

Aviation Turkey: And it's not good for the A220, because it's one of your marketing areas in Europe, isn't it? And airBaltic has a sound order for that.

Johan Pelissier: I would say the A220 in the segment of regional jets is actually having some momentum as well. Last year, we've been proud to enjoy a repeat order from airBaltic with an additional 30 orders and more recently, this summer, airBaltic placed an order for 10 additional A220 aircraft bringing the airline's total order to 90. Which shows that this aircraft has been the right choice for them.

Airbus Family in flight

Because they have this unique fleet of A220, but not only in the competition we had on Lufthansa last year. We've been selected as well with 40 aircraft orders. And the A220 is definitely proving itself in this segment as the front leader. As of the end of August 2024, the A220 has more than 900 orders from worldwide customers representing more than 55% market share. It's a clean-sheet design aircraft. It's an aircraft which provides to the customers a very great comfort inside with the largest cabin, widest seats, largest windows. The 5 abreast configuration is definitely giving satisfaction to big airline-groups such as Air France-KLM or Lufthansa, which have both opted for it.

And I think in terms of engine maturity, we also see an engine which becomes more and more mature. We aim to deliver 14 A220 aircraft per month in 2026. And with a new step that will be announced in 2026 as well, that will really give that family even more momentum, which is already there.

Aviation Turkey: Okay, it's off the record. Maybe you want to say something about this, but do you think that it will be in the Turkish Airlines agenda? I will not write this.

Johan Pelissier: No, but you can write that I think this aircraft, the A220, is definitely a good aircraft for Turkish Airlines for a regional market. I think Turkish Airlines has announced already that their initial focus in their plan for growing to 833 aircraft was focused on the single-aisle, and single-aisle meaning the A320 family or MAX, and the widebody. But I'm pretty sure that they are looking at it for the regional fleet. And this is definitely an aircraft that will fit with their future requirements. The A220 is the only aircraft purpose-built for the 100 to 150 seat market segment - offering up to 1,100nm more range for a total range of up to 6,700 km (flying on routes from 30 minutes to seven hours). The A220 allows steep landing approach (operations on runways as short as 1,300 meters) and ETOPS certification. For Turkish Airlines, it could be a good aircraft.

Aviation Turkey: It could be good for AJet, Pegasus as well...

Johan Pelissier: Yeah, it all depends on their fleet and networks.

Aviation Turkey: It can still be on the agenda. Yes. That's fantastic. So, how do you see the Commercial Aircraft market in Europe developing over the short to medium term from the point of view of Airbus' products? What kind of new products and services do you see a demand for in the coming years? What is the future of commercial aviation for Airbus' commercial aircraft?

Johan Pelissier: The development of the market in Europe, from the Airbus point of view. I mentioned that the widebody has already proven to recover. It's not finished. There are a number of big groups which are looking at additional widebody orders. And I think the current groups having done some orders may also look with high interest into, again, the A350, but also on the A330neo. I really believe that the A330neo could be a good platform for a number of airlines in Europe.

We benefit from having some earlier availability, even if with the current momentum, the availability is already a little bit later than what it was a year ago. There have already been some announcements, especially on the Asian market. It's a platform which actually Turkish is flying the most on the A320ceo and the A320neo is gaining maturity and is proving to be a momentum aircraft. And I believe in Europe it will be one to follow this year.

Aviation Turkey: Developing game-changing commercial aircraft requires game-changing technical capabilities. What innovative technology areas will Airbus focus on in the near term?

Johan Pelissier: From Airbus perspective, I would here take the two key words from Guillaume Faury last year, which were delivery and sustainability. So, on the sustainability front, we are looking at supporting airlines on their decarbonisation ambitions . And for that, we have a number of avenues to reach that target. Number one, today only 30% of the fleet currently flying is of a new generation, meaning that we still have to work with our partners and airline customers in the replacement of 70% of that fleet, which is older generation. And by that, we can already achieve some 25% of fuel & emission savings. On average, an A321neo or the clean sheet A220 aircraft compared to previous generation jets are providing 25% less CO2 emissions and fuel burn per seat. It has a 25% cost advantage per seat compared to previous generation aircraft.

Passengers in 9 Abreast Economy Seats of A330neo Airspace Cabin

Two, we are indeed working on new technology blocks. And here I would mention two things. First, we are aiming to have by 2035 the very first zero emission based on hydrogen aircraft, probably 100-seater, 1000 nautical miles type of aircraft. But this is a clear target. And we are working today on maturing building blocks in order to reach that target. We do not

A220-300 in Airbus livery

plan to announce anything as a new program before 2028, but today we are maturing building blocks. And same goes with any new generation aircraft. If we are launching a new program, besides the zero emission, this will also provide new savings compared to the latest generation that we have today.

And another one, which I believe is very important, is for us to support the ecosystem moving into SAF. Especially in Europe, there are a lot of discussions with some mandates and a lot of airlines are taking some commitments by 2030 to have certain levels of SAF. On our side, our aircraft will be all certified to fly with 100% SAF by 2030. And obviously we are working to support the ecosystem towards that direction.

Aviation Turkey: Let's focus on Türkiye now. After the historic order, can you elaborate on the current status of your relationship with Turkish Airlines?

Johan Pelissier: First, we sincerely thank Turkish Airlines for the trust that they have given us with such an order last year. So, I remind 150 firm A321neo, but also a lot of confidence not only on the A350-900 that they are already operating, but also on the A350-1000 with 15 firm orders and A350 freighters, five of the latter. This is a massive order that accumulated with a backlog already on both A321 and A350. This represents for us a number of deliveries that our teams are now focusing on to deliver on our commitments and the timeline that we have agreed with Turkish Airlines.

Obviously, this is not the only focus. We are discussing a lot with Turkish Airlines also about the way to integrate all the ecosystems of Turkish Airlines industries on board of the aircraft, but also to develop beyond that the partnership with them. This is part of the Strategic Türkiye Enhancement Program (STEP) that we have announced recently. That's also a clear focus from our teams to develop for the next 15 years and grow the partnership that we have with Turkish Airlines, but also with Türkiye and with the Government of Türkiye. We have a long-term partnership in Türkiye that we want to grow and all those numbers which have been shared during the announcement on the 29th of February are a clear focus for our teams. Moving forward, when I mentioned the priority that we may have for the region on the A330neo, I do believe that the A330neo could be a good aircraft also for Turkish Airlines.

That's our biggest operator in Europe for the A330ceo. So, I really believe that this aircraft makes a lot of sense for Turkish Airlines and we already mentioned the A220. So, that's two other platforms that I believe could be of high interest for Turkish Airlines.


Business Class of A330neo

Aviation Turkey: Did Turkish Airlines have a decision on the selection for the engine for the A321neo?

Johan Pelissier: For the new order? Well, I will not comment on how Turkish Airlines are managing their engine supplier choice.

Aviation Turkey: Can you say something about the delivery schedule?

Johan Pelissier: Well, this is entirely the privilege of our valued customer !

Aviation Turkey: As you mentioned that it's a good opportunity to cooperate with the Turkish aerospace companies. So, what are the technological cooperation with the Turkish suppliers and Airbus suppliers over to Türkiye? Also, you have a long-standing cooperation with some of the Turkish companies like Turkish Aerospace, Epsilon and the others. So, what are your plans to grow this cooperation? And in addition to that, are you planning to make some kind of investment or maybe a technology center or something like that?

Johan Pelissier: So, that's exactly the purpose of this Strategic Türkiye Enhancement Program (STEP). It's to really move from a long-term partnership which was largely based on sourcing. And here I'd like to remind you that for more than 20 years already, we have developed a full ecosystem of suppliers based in Türkiye. And as a result, today, we have in each and every aircraft of our programs, be it the A320, A350, A330, some components from Türkiye. Also on the A220, we have Turkish components. Actually, when you are comparing an assembly line of the A220 with what we are providing already as an economic value to Türkiye, we are already quite high for each and every A220 supplied.

So that's the basis and this is only the very first pillar of our STEP. And obviously, with the demand, with the ramp-up that we have discussed at the beginning of this interview, we see some sourcing and volume that will increase over the next 15 years. Some values were mentioned, 4 billion were achieved already by 2023. By 2030, we'll be at €6 Billion euro value. That's

First A321neo assembled in Toulouse for Pegasus Airlines

quite a substantial value. Now, we are coming with three other pillars on STEP on the Strategic Türkiye E&S Program.

The second one is really to put more emphasis on the ecosystem linked to Turkish Airlines. So, TCI, the seats, Turkish engineering to embed them even more on the platforms. The ones that are ordered but even beyond. So that's the second pillar. The third pillar is around what I can call the human dimension of the training as well as education. We have already announced, I think it was back to September, October last year, in Karamanmaraş, the aviation school partnership that we are building with Turkish Aerospace.

And this is just one aspect of it, but we would really like to grow that human dimension. Education, training, generally speaking. Turkish is already a big operator in training and we are looking with Turkish, some synergies there on the way they are training their pilots and maybe to become also a third party to building with some partnership with Airbus.

And the fourth pillar which is last but not least and very important for us is around sustainability. It's how together with our partners globally in Türkiye, we can sustain and develop either SAF or other aspects that would be important to reach indeed our common target of being carbon neutral by 2050. So, this

Johan Pelissier & Ayşe Akalın

one is under definition right now, but it's definitely part of a roadmap together with our Turkish partners.

Aviation Turkey: Will you do something related with SAF?

Johan Pelissier: It's part of our STEP program. We cannot elaborate at this point of time, but it's definitely part of it.

Aviation Turkey: Let's talk a little bit about the Pegasus, your current situation and what will be your positioning in the next order or whatever?

Johan Pelissier: I cannot comment too much on the current decision they may or may not take in ensuring the growth of the airline. I can just testify that they are a great partner.

We have been very pleased for them to have decided back already in 2013 to opt for the A321. I think the A321 is definitely the right and perfect aircraft for their operations. It's the most economic, but also the one that fits very well their network with the capacity that aircraft can provide.

They have been the launch customer for CFM Engine. They have renewed some orders at difficult times during COVID. So, it's really a trustful customer and partner. We value that partnership very much. They were the very first airline to take the first A321 out of our new Toulouse Final Assembly Line, which was last December. And also the very first one having taken deliveries through e-certificate during COVID. So, this is really a valuable partnership.

Aviation Turkey: The e-delivery was great. This is one of the biggest things.

Johan Pelissier: So, a lot of innovations that we enjoy very much in this partnership with Pegasus. I can only wish that we will continue to foster that partnership moving forward. But this is up to Pegasus to take the decision and to eventually comment to you where they stand.

Aviation Turkey: Last question. Do you have any plans for SunExpress? If you want to answer it or not, it depends on you.

Johan Pelissier: We are always in constant dialogue with our customers, but also with our non-customers. It's always important for us to keep dialogue, to keep constant discussions. We respect their decision last year to have continued the partnership with Boeing. But it doesn't mean that we are not in dialogue and discussions with them

Trent 1000: *Re-imagined, Re-designed, Re-engineered*

by Görkem Kiriş Gümüşel, Country Director of Rolls-Royce & Scott Holland, Vice President of Marketing at Rolls-Royce

Continuous improvement is second nature to Rolls-Royce; the business is always looking to enhance each engine through its service life, delivering more for those who operate and own it.

In 2023, the business announced a £1bn investment programme to upgrade all of its in-service Trent engines, including a Durability Enhancement package for the Trent 1000 TEN and the Trent 7000, which share a common core engine bill of material.

Görkem Kiriş Gümüşel, Country Director of Rolls-Royce, comments about the latest upgrades for both engines:

"Since entry into service in 2011 as the launch engine for the Boeing 787 Dreamliner, we have been continuously improving both the fuel efficiency and the capability of the Trent 1000. Our latest upgrades for the Trent 1000 TEN are aimed at improving the durability of the engine.

The first phase of our Durability Enhancement package is near certification. Recently we got to see the Boeing 787 Dreamliner used for flight testing begins the certification flight test programme.

The great benefit of this package will be that it more than doubles the engine time on wing whilst also reducing emissions. We anticipate certification and availability of the package in Q1 2025. A key element of this Durability Enhancement package is a re-engineered high-pressure turbine blade (HPTB). We've applied our latest coatings and cooling design to enable the blade to survive longer in the high turbine temperatures needed to deliver the fuel efficiency that airline operators demand."

One Million Engine Flight Hours Exceeded in Two Years

"This same Durability Enhancement package is already in service on the Trent 7000 and performing flawlessly. After first entering service almost two years ago, we've now surpassed one million engine flying hours, the fleet leaders have already more than doubled engine time on wing and it's still going strong. This "real life" service demonstration on the Trent 7000 provides the ultimate confidence that our expectation of more than doubling the time on

wing for the Trent 1000 TEN is already assured before it even enters service."

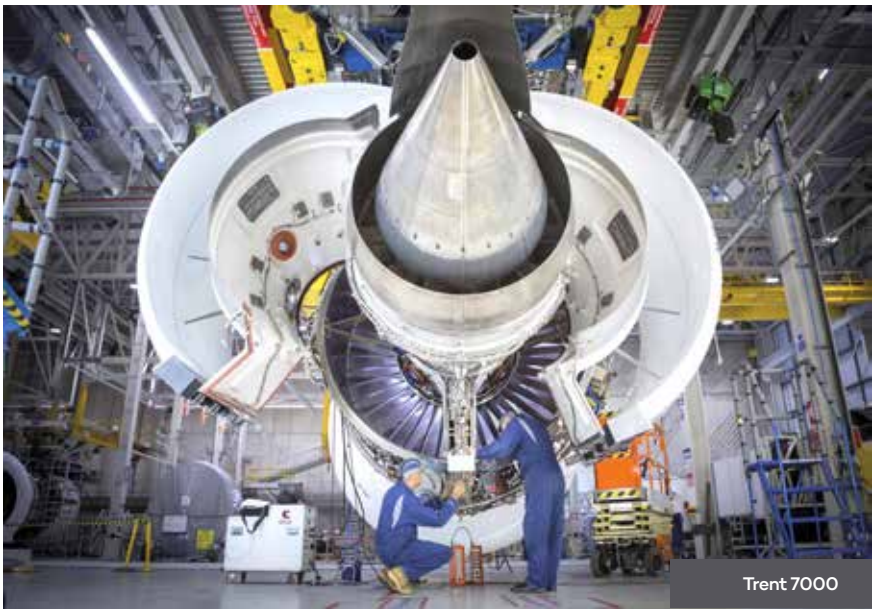
Customers buying a Trent 1000 now are benefitting from over a decade of improvements and billions of pounds of investment. Plus the trust that Rolls-Royce will provide the maintenance needed to keep its customers flying.

Scott Holland, Vice President of Marketing at Rolls-Royce says they will continue to invest in the Trent 1000 and related service infrastructure to provide customers with the best engine and experience.

"This package will be incorporated into all our customer's Trent 1000 TEN engines as part of their TotalCare service package, and once installed, will transform their Trent 1000 TEN management and operational experience by halving the number of engine removals and dramatically reducing the maintenance and management they currently perform.

Having this package available for the Trent 1000 TEN opens an exciting new chapter for the Trent 1000 and we are really looking forward to seeing it deployed in service with our customers and delivering the benefits we know it will bring.

And we are not stopping there, a second package of hot-section enhancements is already in development



Trent 7000

and will deliver a further improvement in time on wing of up to 30%. This is set to be available in 2026."

The Best Engine & Experience for Current and Future 787 Customers

"This investment in improving durability of the Trent 1000 is only half the story. What's equally important for our customers is the service and support provided through TotalCare to ensure the engines are available and delivering as expected within their operation. That's why we are putting equal focus on investing in our global CareNetwork to ensure sufficient shop visit capacity is in place to meet the growing long-term demand for the Trent family of engines.

We are absolutely committed to continued investment in the Trent 1000 and the associated service infrastructure to deliver the best engine and experience for our current and future 787 customers."

Trent 1000 on Wing

"We Continue to Maintain Strong Links Between Türkiye and the Rest of the European Aviation System"

At the 34th ACI EUROPE Annual Congress & General Assembly hosted by iGA İstanbul Airport, Aviation Turkey caught up with Director General of the European Region of the Airports Council International (ACI EUROPE), Olivier Jankovec, to get first-hand information on ACI EUROPE, political and economic regulatory risks for the European airports, the impact of the war in Ukraine on air travel in Europe and his impressions of visiting İstanbul International Airport (İGA).

Aviation Turkey: Olivier thank you very much for the interview. Can you elaborate on the importance and position of ACI EUROPE, the worldwide professional association of airport operators representing over 500 airports in 55 countries across European and global aviation?

Olivier Jankovec: At ACI EUROPE, we represent the European airport industry. ACI EUROPE represents more than 500 airports across more than 50 countries, and our role is really to bring the airport community together to address the key collective challenge we face, and to address those challenges with governments across Europe, with European institutions, pan-European institutions, international organisations and, of course, our business partners, airlines, members, and air navigation service providers that operate at the airport. We are there to represent and defend the collective interests of the airport industry, to make sure that as much as possible governments adopt policies that allow us to flourish and deliver societal value. But we're also there to advance airport management and airport development. So, we act as a centre of expertise for our members. We have a very comprehensive structure of committees and working group task forces, where airports send their experts and collaborate. So, for the airports, it's a fantastic network to know what is happening across the sector. For example, when they have an issue or a problem, they can, through ACI, access the knowledge of the entire airport community.

Aviation Turkey: What is on your to-do list for 2024 and how many of them have been realized as of July 1, 2024?

Olivier Jankovec: Well, we're still in the middle of

the year, but certainly one important thing for us was to reaffirm the industry commitment to net zero carbon emission by 2050 and this is something we did here in İstanbul at our annual Congress. But we just did not reaffirm the commitment, because it's very easy to just commit. It's about work. What we did is that in reaffirming this commitment, we also disclosed the net zero roadmap of more than 300 airports that we have made available for public review on our repository. That really shows that beyond the commitment, there is a plan to get to net zero, and that plan is underpinned by concrete action from the airport. Then, the second step is reviewing and making people understand the key challenges that airports are facing. This is something, of course, that we made very clear here in İstanbul, and we used İstanbul as a platform. Why İstanbul? I think something was made very clear for us by coming here: countries, like Türkiye, are putting aviation and airports at the very core of their economic development strategy, and understand and support the societal value that airports are bringing in terms of supporting the economy, creating jobs, and ensuring territorial equality. That's something I think that we have lost a bit in other parts of Europe.

Putting the spotlight on IGA İstanbul airport for the first time, they have done a fantastic job. They have been setting their ambition level for the future, and the fact that they are now a global player is very useful for us to showcase vis-a-vis other countries in Western Europe: where there are a lot of questions about the future of aviation and where we have policies and regulations that are actually not supportive of aviation. These policies are not only unsupportive of growth, but actually do not necessarily support decarbonisation, for example. That is something, for me, that was very important in coming here to İstanbul.

Aviation Turkey: You already mentioned yesterday, and now as well, the increase in the political and economic regulatory risk for the European airports: what are the challenges and risks in the incoming future that airports will likely, or already, face?

Olivier Jankovec: I outlined three key challenges. The first one is sustainability and decarbonisation. Because, as I mentioned, this is not just our license to grow. It's our license to keep operating. Especially in Western Europe, we have seen many governments moving towards what we call "demon management measures," through capping aviation and imposing taxes. This is not very helpful, because this is not what is going to help us to decarbonise. We need a more affirmative and a more ambitious agenda to decarbonise. Very importantly, decarbonising by limiting aviation is not the solution. We need to decarbonise, but at the same time protect air connectivity and the fantastic economic and social value aviation brings to people. Because if you have policies that decarbonise by saying we need to bring down aviation, this is going to backfire, because ultimately, people want to travel. Society wants to exchange, and that exchange, those connections, are forged by aviation. So, if you say we need to reduce aviation emissions by limiting aviation, basically you risk that people will not support climate action because it won't work for them, and it will create a lot of territorial inequality. So that's the first challenge.

The second challenge is our economic model, because as airports, our economic

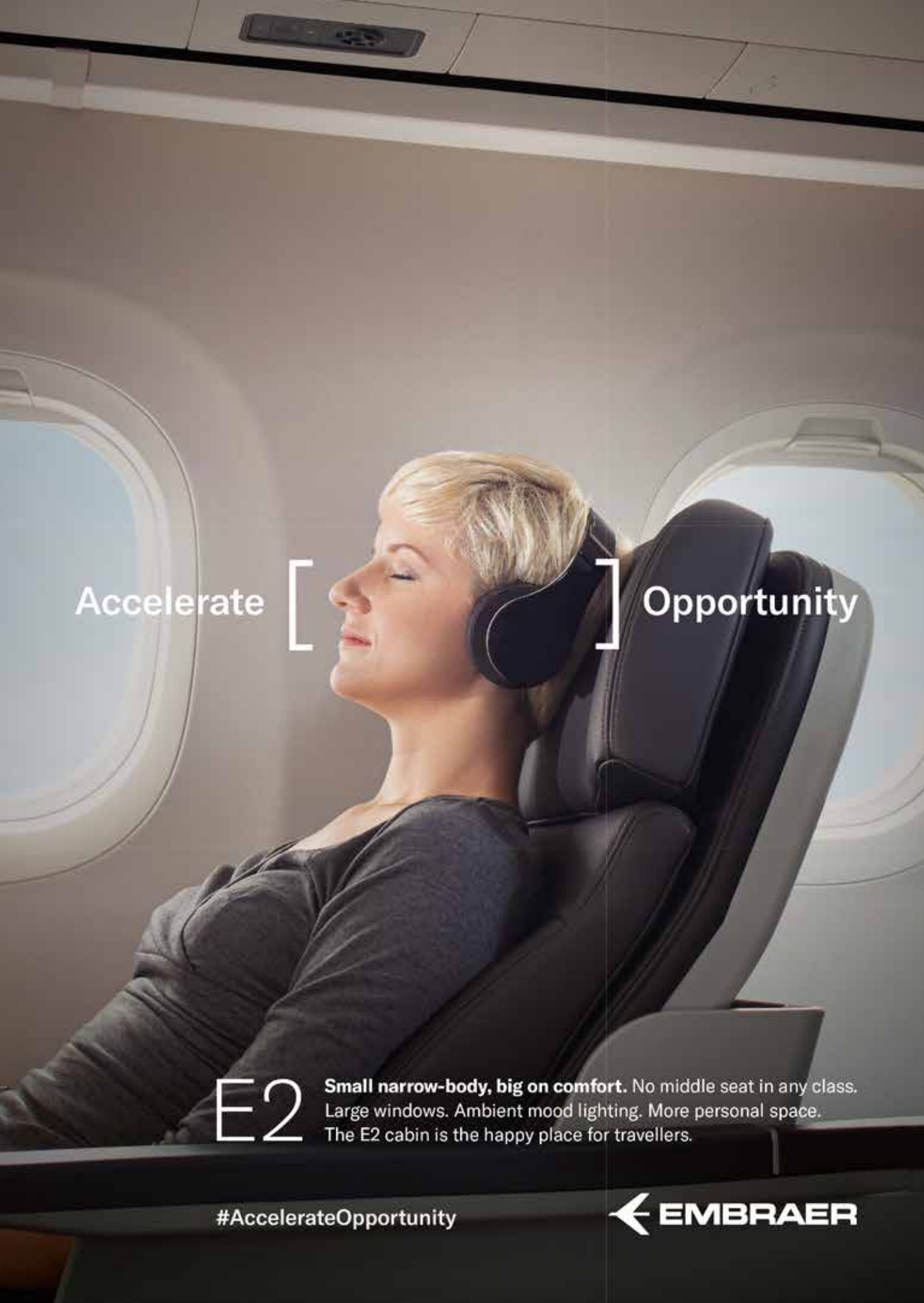
model is very dependent on and driven by the assurance of continued growth in air traffic. If we look at the past 30 years, it's been fantastic, because we had this very dynamic continued growth in air traffic. Now, we're going to decarbonise, and decarbonisation will require a lot of investment. It will involve a lot of new costs, and this means that the cost of flying will increase, and if the cost of flying increases, it means that the demand for air transport will not grow as fast as it grew in the past. I think we will still have growth, because we know demand is very resilient and people want to fly. But of course, if it's more expensive, it will mean fewer flights, and that for airports in terms of the economic model is a problem: we get our main revenues from the charges paid by airlines. Our economic model is dependent on volume growth, We get revenue from the airlines' airport charges, but airlines – unlike airports - can modify their fares constantly to reflect market reality. We can't do this with our airport charges because they are set by regulators. So, if the regulator tells you the airport charges will be X, that's going to be the case for the next 1, 2, 3 years, which means we cannot vary the level: this means that the only way for us to get more revenue is to get more volume. As the price is fixed, and because we know that we're going to get less growth in volume in the future, this questions our ability to keep investing. And we have huge investment needs. If we look forward three years, 60 billion euros of investment is required by European airports: by 2040 to decarbonise, to digitalize, to improve quality, to improve resilience, to also develop more capacity. In a context where there's going to be lot of pressure on the level of our revenues because of slower growth, we need to find a way to keep getting those revenues, and that means the only way will be by increasing unit revenues. The cost of using the airport will have to rise.

Oliver Jankovec & Ayşe Akalın

The third challenge is being what we call the masters of our own capacity. I mentioned that yesterday, when you run an airport, it's like you've invested in a factory. But the throughput of the factory is decided by the people who use it, the airlines, the brand handlers and so on. That, of course, impacts us very much. We need to be more in control - to control our costs and to make the most of the capacity we have. So, we need to find ways to truly be ground coordinators as airports, and to be able to control the way our capacity is used. That we can do through digitalisation, and also with the help of regulators.

Aviation Turkey: Could you describe the impact of the war in Ukraine on air travel in Europe?

Olivier Jankovec: The impact of the war in Ukraine has been tremendous on many levels. First and foremost, our Ukrainian airport members lost all air traffic overnight. It's been two years now since they have lost all air traffic. I was in Ukraine - in Kyiv - last February. I was so impressed by the way these people are trying to get their heads out of the water. You know, they still have all their staff. I visited the airports. Everything is clean, ready to operate, but there's no traffic. So, one of the challenges for them is, of course, to still get support from governments to pay for maintaining the facility, because when the war stops, the airports will be key in restoring the economic capability of the country. The second impact is, of course, on Russian airports, as they have lost all traffic to Western Europe and US: they also have to adapt. And of course, there's also the impact on airports in other parts of Europe who rely on demand from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Ukraine and from Russia. These include airports on the island of Cyprus, airports in Bulgaria, and in some parts of Eastern Europe. You also have the case of airports in Finland, of which Helsinki is a hub between Western Europe and Asia and Northern Asia. Now, Finnair cannot fly over the Russian airspace. Then you have the impact on the air navigation service providers, because a lot of flights were going through the Ukrainian airspace, and that Ukrainian airspace is no longer available. That creates congestion in other parts of the airspace. As you can see, there is a kind of ripple effect on the aviation sector because of the war in Ukraine. It illustrates the fact that aviation is a network. Nothing happening stays locally. The impact is always felt across the network.

Aviation Turkey: What are your impressions of visiting İstanbul International Airport (İGA)?

Olivier Jankovec: I will answer with just one word: amazing. And as you know, İstanbul Airport won our best airport award yesterday evening. I think it's a very important recognition of the fantastic work that all the teams have been doing.

Aviation Turkey: You already mentioned about carbon emissions and Net Zero, but you are busy working on the next level of the airport carbon accreditation, called Level 5.

Olivier Jankovec: We launched Level 5 of the Airport Carbon Accreditation programme at COP 28 in Dubai last December. 14 airports in Europe are now certified at that level: 14 airports in Europe which have today achieved a net zero level of CO2 for emissions that they control. That's a remarkable achievement.

This includes Amsterdam Schiphol Airport, Rotterdam the Hague Airport, Eindhoven Airport. We had airports in Madeira in Portugal, two airports in the Azores Island, Toulon Airport in the south of France, and then airports in Scandinavia, in Sweden, and in Finland.

Aviation Turkey: No Turkish?

Olivier Jankovec: Not yet. I'm waiting.

Aviation Turkey: Would you like to add anything in the way of a message for our readers?

Olivier Jankovec: I think we're really looking forward to continuing to work very closely with our Turkish airport members. iGA, Antalya, TAV, DHMI, Sabiha Gökçen. I think our Turkish airport members provide very good inputs and contributions for the work of ACI. They're very active: I think it's very important because, like I said previously, aviation is a network in which you cannot think and live in your own local environment. For us, it's very important that we continue to maintain strong links between Türkiye and the rest of the European aviation system.

Aviation Turkey: So, the next ACI EUROPE Annual Congress will be in Athens, would you like to add something about it?

Olivier Jankovec: I think it's going to be an exciting event where we will take stock of where we stand in 2025. We live in a very dynamic and changing time. So, who knows what the future holds – even in the next month for the industry. Regardless, we will be there to review these challenges together with the whole airport community united. And of course, we're looking forward to having our Turkish airport members present with us in Athens

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Embarer's Q2 2024 Results, FIA24 Participation and Notes from Embraer Media Day 2024 Event

by İbrahim Sünnetçi

As the third largest Commercial Aircraft manufacturer worldwide, behind Airbus and Boeing, and a driving force in Defense & Security and Business Aviation, Brazilian planemaker Embraer disclosed its earning results for the second-quarter (from April to June) of 2024 on August 8.

According to Q2 2024 results, Embraer has registered net revenue of $1,49 Billion, up 15.6% from a year earlier and represents an increase of 67% compared to the previous quarter. The revenue increase was driven by the Commercial Aviation ($553.5 Million +17% vs the same period of 2023) as well as the Services and Support division ($403.6 Million, +19% over the Q2 2023). In Executive Jets, Embraer saw an 11% decrease to $335.5 Million. Whereas, Defense and Security division saw the largest proportional growth +130% (from $87 to $187 Million).

Embraer's Q2 2024 results show strong growth for the regional jet manufacturer, with an overall backlog of $21.1 Billion, marking a seven-year high and up more than 20% annually. The Services and Support division of Embraer continue to be a key driver of the company's growth with the backlog ending the last quarter unchanged at US$3,1 Billion. However, the backlog in Defense & Security division decreased 10% quarter-on-quarter.

Embraer's Q2 2024 results also show 88% increase in deliveries in Q2 compared to first-quarter (Q1, from January to March) of 2024. In the April–June period, Embraer delivered 47 jets, an increase of 88% compared to the 25 aircraft delivered in the first quarter of 2024. According to Embraer, Commercial Aviation division was the highlight of the period April to June with 19 jet deliveries (around 170% more than in the first quarter) totalling $227 Million. Executive Jets division also delivered a solid performance in the April–June period with 27 aircraft (20 light and 7 medium), a 50% increase

Embraer President & CEO Francisco Gomes Neto

on the previous quarter, while the Defense and Security division delivered only one multi-mission airlift C-390 Millennium military transporter to the Portuguese Air Force (FAP). Embraer Defense and Security division will deliver a total of 4 KC/C-390 aircraft in 2024, 6 in 2025, 7 in 2027, and 12 in 2030. In the short term, Embraer estimates a market potential for an additional 80 to 120 KC/C-390 aircraft. Apart from PAF's second C-390 Millennium that delivered on June 26, 2024 Defense and Security division will deliver additional KC/C-390 Millennium aircraft to the Hungarian Air Force (1x, delivery took place on September 5, 2024) and Brazilian Air Force (2x) by the end of 2024, increasing the total number of aircraft in service to 11.

A highlight in Embraer's Commercial Aviation division was an order for 20 E2 jets from Mexico's state-owned airline, Mexicana de Aviación. The order includes 10 E190-E2 jets and a further 10 E195-E2 jets, with deliveries scheduled to start in 2025. Other highlights include the delivery and start of operations of the first E190-E2 for Scoot, Singapore Airlines' low-cost subsidiary. Another milestone was marked in May 2024, with the delivery of Embraer's 1.800th E-Jet to leasing company Azorra. The aircraft will be operated by Royal Jordanian Airlines.

Spoke to Aviation Turkey during Embraer Media Day 2024, held on 18-19 June 2024 in Brazil, Embraer President and CEO Francisco Gomes Neto underlined that since its trip cost was more than 20% lower from the big narrow-bodies (larger single-aisle aircraft), the E2 Family was a perfect solution to complement the larger single-aisle aircraft and help the airlines to open new routes to improve connectivity between small cities and hubs. "It's the best solution to offer a higher frequency of flights that passengers appreciate very much, with a higher load factor and a very attractive cost benefit and profitability for the airlines. We have now 18 customers (for the E190-E2 and the E195-E2) globally for the E2 Family and we see now the interest in these aircraft growing. We are working in a lot of sales campaigns that we hope to conclude in the next month. And again, the E2 is the best complement to larger narrow-bodies, the best example of Embraer's engineering excellence and the most efficient single-aisle aircraft," Neto added.

By registering positive Q2 financial results, the company has also reaffirmed its outlook for 2024, which includes the delivery of 72 to 80 commercial aircraft, up from 64 last year, as well as 125 to 135 executive jets, up from 115 in 2023, and bringing in revenue of $6,0 to $6,4 Billion range, which would be far beyond compared to before COVID figure (US$5,463 Billion in 2019).

Embraer has been experiencing strong demand for its next generation single-aisle (narrow-body) E2 Family as carriers face a shortage of larger single-aisle planes from Airbus and Boeing, and has also managed to convert business jet purchase options into firm orders. In June 2024, it was reported that the world's largest private jet flight provider NetJets, which has nearly 2.000 options for private jets, has begun converting the first five of 250 Embraer Praetor 500 options announced in 2023 to firm orders. The deliveries will start in 2025.

Spoke to Aviation Turkey during Embraer Media Day 2024, held on 18-19 June 2024 in Brazil, Embraer President and CEO Neto underlined that Embraer was confident in reaching its commercial aircraft target in 2024 and could deliver up to 90 of its E-Jets to airlines in 2025. Neto said that they "have positive sales momentum in different business units, starting with the commercial jets" and they have seen "increasing demand" for the E-Jets, either the E1s, the E175, and the E2 Family. "And also because of the constraints in the delivery of narrow-bodies. In the future, we are great opportunity, a great solution for the airlines to add capacity more quickly to their fleets," Neto added. Embraer has production slots available from 2026, meaning it can deliver on new jet sales before larger rivals Boeing and Airbus, the latter having sold out its production of single-aisle jets until the end of the decade. With 2.200 firm orders for the E-Jet to date (comprising 90+ airlines in 60+ countries, 1.473+ in service), Embraer projects this figure to rise to potential 10.500 aircraft by 2043; assisted in part by a number of updates announced today.

Praetor 500

In response to the increased aircraft production and anticipated future growth, Embraer is investing in initiatives such as the development of new technologies, expansion of aeronautical services, and projects aimed at improving and expanding industrial activity. As Brazil's largest exporter of high technology, the company is well-positioned across all its operational segments:

commercial aviation, business aviation, defense, and services.

Since it was founded in 1969, Embraer, the leading manufacturer of commercial jets with up to 150 seats, has delivered more than 9.000 aircraft. On average, about every 10 seconds, an aircraft manufactured by Embraer takes off somewhere worldwide, transporting over 145 million passengers a year.

FIA24 & Embraer

As a global aerospace company headquartered in Brazil and manufactures aircraft for Commercial and Executive aviation, Defense & Security, and Agricultural customers, Embraer made a strong presence at the Farnborough International Airshow (FIA24), the most significant aviation and aerospace event of the year.

Embraer's brand-new E-Freighter, the E190F, made its first public appearance at FIA24. Embraer launched the E-Jet freighters (E190F and E195F) in 2022 to meet the changing demands of e-commerce and modern trade, which require fast delivery and decentralized operations. The E190F E-Freighter has been certified by the National Civil Aviation Agency of Brazil (ANAC) in July 2024. The aircraft, was developed to fill a gap in the air cargo market and to replace older less efficient models. The

E-195 E2 Tech Eagle

E-Freighter is due to receive EASA and FAA certification later this year and for the Cargo Loading System shortly after. According to Embraer, E-Jets converted to freighters will have over 40% more volume capacity, three times the range of large cargo turboprops, and up to 30% lower operating costs than larger narrow-bodies. If combining capacity under the floor and main deck, the maximum structural payload is 13.500 kg for the E190F.

Embraer's lineup at the Farnborough International Airshow (FIA24) highlighted its leading portfolio of aircraft for both commercial aviation and defense, which included the E195-E2, the world's most efficient and quietest narrowbody; the aforementioned E190F; the C-390 Millennium multi-mission military tactical transport; and the A-29 Super Tucano a multi-role defense aircraft. The C-390 Millennium and the E195-E2 also took part in the flight display. Powered by two Pratt & Whitney PW1900G Geared Turbofans providing up to 23.000 pounds of

E195-E2 was displayed at FIA24

E-Jets Final Assembly Line

thrust, the E195-E2 comes in a trio of two-by-two seating configurations: three-class with 120 seats, single-class with 132 seats, or single-class with 146 seats, the latter of which has 28 inches of pitch between seat rows. A fully loaded E195-E2 has a range of 2.600 nm with a 41.000 ft ceiling, maximum cruise speed of Mach 0.82, and Maximum Take-off Weight (MTOW) of 61.500 kg (135.584 lb).

Inside the Embraer chalet (#C-105), visitors had the chance to take a closer look at multiple activities related to innovation, new technologies and the company's roadmap to sustainable aviation, such as the Energia Family concept aircraft. Also, EVE Air Mobility presented updates on the development of its electric vertical take-off and landing vehicle (eVTOL) and the Urban Air Traffic Management Software VECTOR, including a full-size eVTOL cabin mock-up and a unique virtual reality (VR) flight experience.

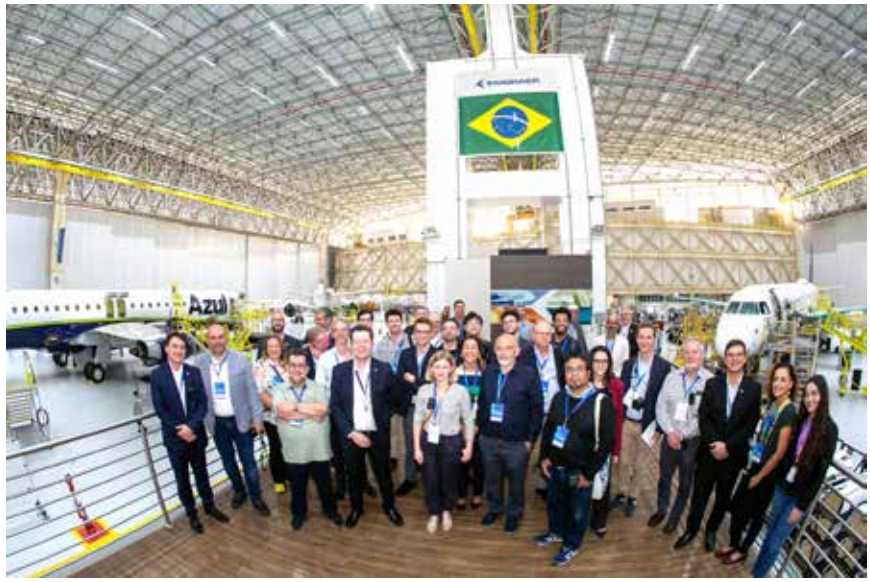
Despite celebrating 9 C-390 Millennium (ordered in a joint deal between the Netherlands [5x] and Austria [4x] and under a contract signed by the Dutch Ministry of Defense during a ceremony at FIA24 on July 22, 2024) and the purchase of 6 A-29 Super Tucano by Paraguay (on July 23, 2024 Embraer announced that it has sold 6 A-29 Super Tucano aircraft to the Paraguayan Air Force [FAP]), Embraer did not announce any commercial aircraft deals during FIA24; instead the company unveiled a range of enhancements intended to improve the E-Jet's appeal.


CGI of EVE's eVTOL

In a world-first for any aircraft, an Embraer-developed autonomous landing system (E2TS) will help enable an optimum takeoff and landing profile, offering an approximately 350 miles of additional range. With an anticipated entry into service date of the end of 2025, Embraer has already been offering the option to customers, citing interest in the product's ability to "extract more value out of the ecosystem".

Meanwhile, the E-175 will benefit from new luggage storage (facilitating one bag per passenger), mood lighting, Ka/Ku-Band satellite connectivity and enhanced avionics (including next-generation weather radar). Recaro seating will also be available as a supplier-furnished item from Q4 2024. From 2026, a cabin optimisation initiative will see an extra row of seats included; taking a single-class configuration from 13 to 14 rows, and a two-class layout from 11 to 12 rows. However, the E175-E2 is described as being "on pause," with its primary US market preferring the E1.

Spoke to Aviation Turkey during Embraer Media Day 2024, held on 18-19 June 2024 in Brazil, Embraer President and CEO Neto underlined that as a very robust and mature product the E175-E1was the workhorse in the region of aviation in the United States. Neto also pointed out that "more than 5 million passengers" flown every month with Embraer's E175s in airports. "At the La Guardia Airport in New York, one of four flights is performed/flown with our E175. And since the entry into service (EIS), our teams have been able to improve the fuel burn by 6.4%. We were very happy with the new and big order in March 2024 from American Airlines to buy 90 firm E175 plus 43 purchase rights. We will start deliveries in next year," Neto added. In reply to a question about how the Embraer managed to reduce the fuel burn by 6.4% in the E175, Neto pointed out that the main difference was at the new wingtips which are really big, "like more than like 1.5 meters each side." "So, we increase that a lot, it's a span increase and it's a big aerodynamic improvement. We had to reinforce structurally the wing because of course, the loads are bigger. But also at that time we were developing the E2s, which are very clean aerodynamically. So, we took the improvements of the E2 in terms of the air intakes, antennas and things like that. So, all the aerodynamic drag that existed. So, we took all those features of the E2 and introduced on the E1, and 6.4% improvement in fuel bun is huge."



Notes from Embraer Media Day 2024 Event

Ahead of Farnborough International Airshow 2024 (FIA24), which was held during July 22-26, Embraer welcomed around 30 journalists from over 12 countries including; Austria, Australia, Brazil, France, Japan, Mexico, Netherlands, Türkiye, the UK, and the USA, in the city of São José dos Campos located in the state of São Paulo in Southeastern Brazil, on 18-19 June 2024 to provide information about the latest situation in military (C-390 Millennium Medium Military Transport Aircraft) and civil aviation (E2 Series narrow-body commercial jets) projects and to give clues about what new surprizes to be presented to world aviation at FIA24.

Founded in 1969 and celebrated its 55th anniversary on August 19, 2024, the Brazilian aviation company Embraer is preparing itself for the next 50 years with the pride of providing more than 9.000 aircraft in more than 20 models for both civil and military purposes to the world aviation in the past 55 years. Focusing on efficiency and innovation is part of Embraer's growth strategy. The company continues investing heavily on innovation which help it to optimize the investments. According to Embraer President and CEO Francisco Gomes Neto, more or less 30% to 40% of Embraer's free cash flow, around $300 to $400 Million depending on the year is allocated for research and development studies.

Media Day in São José dos Campos kicked off with a presentation titled, "Embraer Growth Strategy" by Embraer President & CEO Francisco Gomes Neto. Speaking to assembled reporters, Neto said that: "It's my pleasure to share with you some updates on Embraer and in preparation for the Farnborough Air Show that we believe will be, I can say, maybe the best show ever for Embraer." In his speech, Neto pointed out that with 19.000+ employees Embraer completes 55 years in a very good shape, back to 2019 levels and in 55 years Embraer completed delivery of over 9.000 aircraft to more than 2.000 customers across all the business units to more than 60 different governments and military forces.

İbrahim Sünnetçi & Embraer President and CEO Francisco Gomes Neto

"We have a very comprehensive portfolio of products in other business units, commercial jets, executive jets, defense and security and more recently the E-VTOLs. All of those developments had one very important point that is our world class engineering. We have in our engineering team more than 3.700 engineering people, 1.400+ employees have master's degrees, PhDs or post-graduate qualifications. And this team has generated more than 800 patents in 7 different countries. This team is the best when it comes to designing, certifying in manufacturing new airplanes... The foundation of our culture of excellence is Safety First and Quality Always in everything we do, from designing supply chain to manufacturing and customer support." Neto added.

At his address talking about Embraer's products, Neto shared the following information about Embraer's Executive Jets: "In Executive Jets, we have a very modern portfolio of products starting with the Phenom 100EX. This new version EX was launched in Q4 of last year and is the most popular entry level aircraft in the category. The Phenom 300E is the most sold light jet in the world for 12 years in a row. The PRAETOR Family (PRAETOR 500 and PRAETOR 600) is very modern, very comfortable, technologically advanced aircraft in the market. Also gaining market share year after year." In the last part of his speech, Embraer President and CEO Neto shared the following information about their 2050 road map and eVTOL Program under the title of Sustainability-Technology Applicability: "We are planning to enter into service with our eVTOL ("flying car") full electric aircraft until the end of 2026. Then before 2030, we expect to certify our E2s to fly with 100% SAF and then the Energia Family members, and finally the E2 flying powered by gas turbine hydrogen (H2 Gas Turbine) after the year 2045. The EVE's (Embraer's subsidiary) eVTOL Project is advancing very well. We are very excited about our new product eVTOL. The eVTOL can boost even further the growth of Embraer."

Praetor 600

According to slide on eVTOL and Urban Air Traffic Management (UATM) Deals, that shared by Neto during his address, Embraer has 30 eVTOL customers in 13 countries and 16 UATM customers & partners in 4 continents and the total value of 2.900 Letters of Intents (LoIs) that secured so far for eVTOLs is around $14,5 Billion. "We have the eVTOL Program with the highest number of letters of intent of purchasing. We have customers

everywhere in the globe with a lot of intent. We are starting investments in the industrialization and we are working now to convert these LoIs into firm orders, to guarantee the production ramp up of the eVTOL from 2026 onwards," Neto said.

At the Q&A Session responding a reporter's question about late aircraft deliveries, Neto said they were also "part of the club" and added, "We are also suffering with this, with the delay to deliver the aircraft. That's why we are focusing a lot, working very hard in this production leveling that's linked to deliveries initiative, that we really want to fix this." Neto underlined that 2024 would be still a challenging year for Embraer, even much better than 2022. "But we hope that from 2025 onwards we'll be more and more closer to delivery the aircraft on the days that agreed with the customers. Regarding the average time of delay. Say year to date, we have zero delay this year for commercial aviation. We are seeing some shifts between Q3 and Q4. But I would say we are talking everything below weeks, not much, not six months. We are part of the globe, but not too," Neto said.

In reply to a question about how the Embraer managed to grow effectively while operating three production lines in three different locations in Brazil and how do they grow the number of engineers, Embraer

eVTOL

President and CEO Neto said, "You know, in the past years, we have focused a lot on increasing, improving the efficiency of our plants. We believe we have a very, very good setup in this plant here, SJK (Faria Lima Plant), we build the E-Jets, assembly line of E-Jets. We have also production of harness and other components, composites for example, at Botucatu (BOT), about 4 hours by car from here, we have our structure and parts production. Fuselages that we do fuselage for the different products we have. In our GPX (Gaviao Peixoto Plant) plant, that's about 5 hours and a half from here by car, we have the production of the C-390, Super Tucano and Praetor, but we have the same production standards for all the plants. We manage the plants through only 4 KPIs (Key Performance Indicators). Safety, Quality, Delivery Cost in this sequence of priorities, safety first, quality, delivery cost. So, if you go to any of our plants, any of our stations or production line, you see boards managing these 4 KPIs in a daily basis. So again, the products are different, but the plants are dedicated to the different products. We have a hybrid assembly line. We do the E1s, E175, and the E2s in the same line, but the same production standards, same level of cleanliness, same level of organization,

same level of continuous improvement tools, exactly the same. If you go to our another plant, we have is in Melbourne, US, where we assembled the PHENOMS and the delivery center for all the Executive Jets. Also, the same standards that we have here. The same standard we have for the C-390 we have for the Phenoms in Melbourne and also in Portugal, where we do, we have MROs in production of components or even the MROs of Embraer. If you go to any of our MROs in Brazil, in the US and other parts, you find the same standards, the same 4 KPIs, the same level of organization, continuous improvement, tools management, etcetera. So, this is the way we do believe that again, by being more efficient, innovative, we can make a difference in the market. So again, we are very proud of our plants. And we believe we have the best-in-class production plants in the aviation industry. Human Resource has not been a problem for us in Brazil. I think we have a very good level of universities for engineers in Brazil. And, also at Embraer. As we are a company focused a lot on education. We have a program we call PE, is a program of specialization in engineering. So, every year we hire between 80-100 engineers from the best engineering schools in Brazil. So, we send them for one year and a half MBA. In agreement with ITA (Technological Institute of Aeronautics), it is the best aeronautical engineering school in Brazil. So, we pay 100% for the MBA. We give a salary for those guys in that program. And after a year and a half, we hired those guys for our teams of engineers. So again, because of that, we have this strong team of engineers that I said, world class engineers. And, also for other specialties in the organization, matter of fact, engineers, even sales and other areas. We were not having difficulties to find good professionals in the organization."

To complement Neto, Andreza Alberto, Vice President of Human Resources, also underlined that even though Embraer has multiple production lines, there is a specialization, which makes it more efficient and an integrated production plan. "So, this site here, SJK, is commercial aviation special. So, if we need to grow commercially, this will happen here. The KC-390 is in GPX, so if you need to grow, the growth will be there. Melbourne is PHENOM special. So, even though we have multiple production lines, there is a specialization. Which makes it more efficient... We also have an integrated production plan that integrates all the parts and the plants of the production from the primary part of the final assembly in each location. It's all integrated. It's a very robust plan connected to sales and the strategy of the company. So, we can assure that there is an alignment of all the production lines"

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“The E2 Family is the Most Environmentally Friendly Jet on the Market Today.”

We talked with Stephan Hannemann - Embraer SVP Sales and Marketing MEA during the Farnborough Air Show about the company's commercial aviation and growth strategy for the coming period.

Aviation Turkey: Can we start our interview with getting an overview of 2024’s first 8 months from Embraer’s point of view? Could you provide a capsule summary of your major activities carried out during the first 8 months of 2024?

Stephan Hannemann: Embraer has been off to a very strong start into 2024 – resulting in a record order backlog sitting over $21bn right now. We’ve seen very strong business activity across all the business units of Embraer, Commercial Aviation, Defense & Security, Executive Jets and Services & Support. On the commercial aviation side, we concluded major deals this year on the E1 and E2 line, amongst this a deal for up to 133 E175 for American Airlines and deals for the E2 with Virgin Australia and Mexicana. Embraer’s defense business is also going from strength to strength - thanks to its leading performance, cost effectiveness and versatility, the C-390 Millenium has been selected by Portugal, Netherlands, Austria, Hungary, Czech Republic, South Korea, and Brazil.

Aviation Turkey: How did Embraer manage to achieve its positive results in 2023 and during first 8 months of 2024 despite the problems experienced with the PW1700G and PW1900G Geared Turbofans powering E-Jet E2 Family and the negative impacts of the Russia-Ukraine War?

Stephan Hannemann: Let’s be clear the GTF engine is incredibly fuel efficient and quiet. However, technical and supply difficulties have caused disruption, but the situation is improving. And while not immune, the E2 is much less affected. We are able to closely manage the supply chain to get a good understanding of the predictability of supply. This allows us and our customers to plan realistic delivery schedules that our customers can count on. Even in this environment we have still increased production significantly every year since the lows of the pandemic.

The E2 is also less affected by technical issues on the GTF. The E2 is 10% lighter than its competition, putting much less stress on the engine, leading to more time on wing.

The Russia-Ukraine conflict did not affect the Embraer supply chain

Aviation Turkey: In August 2024, Embraer celebrated its 55th anniversary since establishment. What factors have contributed to Embraer’s ability to become a leading company in the aircraft market?

Stephan Hannemann: Indeed, we are very proud of Embraer having developed into a global aerospace leader over the past 55 years. Embraer was created from an educational project, in a developing nation and has developed into the global leader we see today. Embraer is driven by visionary leadership and the passion and dedication of all our staff to be at the forefront of new technologies and innovation. As the national pride of Brazil, we are an attractive employer, able to attract the best graduates from Brazil’s top universities.

Aviation Turkey: Today, the Middle East, Türkiye & Africa (META) region is one of the world’s fastest-growing commercial airplane markets. How much of Embraer’s commercial airplanes (including both single-aisle, narrow-body E-Jet E2 Family and business jets) business comes from the META region? How important is it to you globally? What potential does the META market have?

Stephan Hannemann: The META region is of high strategic importance to Embraer and has been identified as a strong growth market. The market characteristics of all three of these markets does however vary. The Turkish market for example is a very developed market already with well-established players and offers different growth potential when compared to Africa. In Türkiye the value proposition of the E2 family could be around allowing airlines

to further expand their networks into smaller markets, where narrow-body aircraft would not be profitable or for building more direct connections and frequencies on the domestic market. Türkiye is a big country, with a big population and large cities outside of Istanbul which will need even better service in the future.

Aviation Turkey: Considering the supply chain problem being experienced in the global aerospace industry nowadays how long does it take around to get brand new E-Jet E2 airliners from order placement to delivery?

Stephan Hannemann: This depends on many factors and can be very dynamic. The lead-time is ultimately driven by the desired aircraft configuration, production slots and many other variables... But it is fair to say that currently could be done within 24 months. Compared to other OEM solutions we can therefore offer very attractive slots and lead-times to power airline growth.

Aviation Turkey: Do you expect the current supply chain problems, that mainly stem from labor shortages at medium and small suppliers, will continue also in 2025?

Stephan Hannemann: Though it will be less intense, we still expect supply chain limitations in 2025. The full supply chain capability in our industry might only be reached in 2026.

Aviation Turkey: Can you elaborate on Embraer's 'Production Leveling' plan, which is referred by you as an "another important initiative that will take the operational and financial performance of Embraer to a next level"?

Stephan Hannemann: Embraer's commercial deliveries have always skewed heavily towards the end of the year. With upwards of 60% of deliveries often happening in the last quarter. Embraer is working hard to equalise production better across the whole year. We have succeeded in flattening the curve considerably.

25 jets delivered 1Q24, 67% higher quarter on quarter

19 jets delivered 2Q24 C.170% higher QoQ

Aviation Turkey: Developing game-changing commercial aircraft requires game-changing technical capabilities. How much time, effort and money does Embraer set aside on R&D annually to develop next-generation aerospace technologies, materials, and manufacturing processes? What innovative technology areas will Embraer focus on in the near term?

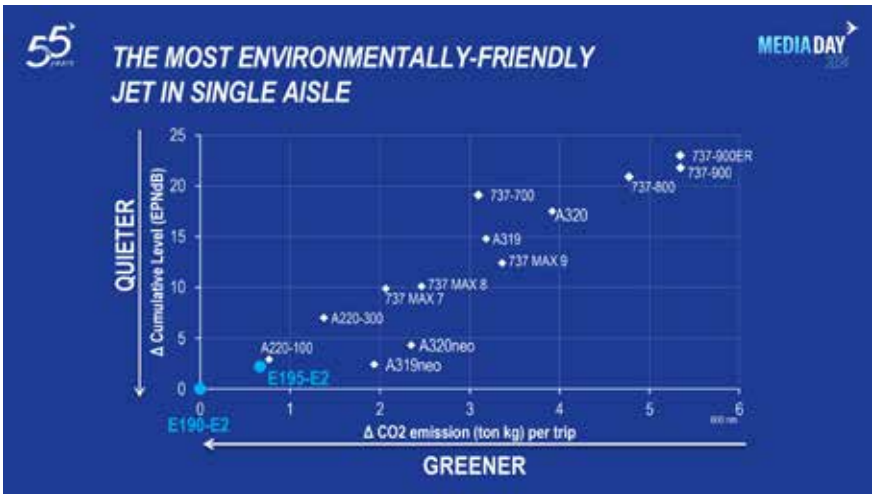
Stephan Hannemann: One of the main areas of technology development that Embraer is currently focusing is zero-emission solutions. For more than two decades Embraer has been studying and developing solutions that support the reduction of emissions in our industry, one example is the E2 family, the most fuel-efficient single-aisle jet in the market today. Now, to further develop technologies to enable a zero-emission flight, Embraer is assessing new technologies like hydrogen and electric power. We are doing this as part of a concept family of aircraft called Energia and are discussing its potential with airline executives around the world.

Embraer also continues to invest in solutions to increase the efficiency of its current products, in terms of maintenance and operational cost, such as predictive maintenance and aircraft system health monitoring. The same can be said for continually investing in the passenger experience, which is always a focus.

Aviation Turkey: There is a lot of talk about reducing fuel consumption and the low noise impact of commercial aircraft: How are you working to make your commercial aircraft more sustainable? What is the goal for Embraer in sustainable aviation?

Stephan Hannemann: The E2 family is the most environmentally friendly jet on the market today. It has the lowest emission per trip and the lowest noise. During the early design phases, Embraer developed the fourth generation of its Fly-By-Wire technology to reduce structural weight and improve aerodynamic efficiency. The E2 is also the only family of commercial aircraft in which each variant has its own bespoke wing. This level of efficiency delivers 12.5% lower fuel burn than its direct competitor aircraft, and also 3EPNdB lower external noise, related to engine and aerodynamic features.

Aviation Turkey: How is Embraer addressing the future of commercial aviation? What kind of new products do you see a demand for in the coming years? What can the industry expect to see on the horizon as new products and services from Embraer to further strengthen its market-leading product lineup and meet the evolving needs of global customers?



Stephan Hannemann: Embraer is focused on the range of new products we now have across each of our business units – from the E2s in commercial, the E-Freighter, the C390 in defence, and the Praetors with executive jets. We do not have any concrete plans for a new aircraft in the coming years.

Aviation Turkey: The E2 is the best example of Embraer's engineering excellence and the most efficient single-aisle aircraft. As the largest aircraft in the E-Jet E2 Family, the E195-E2 has been designed to maximize returns and efficiency on high-density routes. Where do you see the strong points of E195-E2 and how does it differ from its competitors?

Stephan Hannemann: The E195-E2, which we nickname 'The Profit Hunter' delivers impressive economics and performance to its operators. The E2 burns 25% less fuel seat compared to the previous generation and therefore offers excellent seat unit cost to airlines. The E2 is also the quietest single-aisle aircraft. At the same time we've increased its range, with the aircraft being able to fly up to 3000nm, equivalent to almost seven hours of flight. One of our operators, Royal Jordanian, is flying their E2s on sectors as long as Amman to Madrid, or Amman to Amsterdam. Another impressive feature is that the E195-E2 is certified and capable to operator to London City airport – a short runway airport (1500m length) in the middle of London. The E195-E2 offers unit cost similar to next-generation narrow-body aircraft, with a 20%+ lower trip cost.

Aviation Turkey: How many orders have you secured so far for the E195-E2 commercial jet from global airline operators and how many of them have been delivered so far to end users?

Stephan Hannemann: 303 orders of E195-E2 and 128 deliveries.

Aviation Turkey: Can you inform us about Embraer's current E195-E2 final assembly line in Brazil and its annual production capacity? Considering the fact that the E-Jets have established their role as the world's third-largest force in the global airliner market do you have a plan to establish more final assembly lines in other countries?

Stephan Hannemann: Our annual delivery guidance for this year is 72 to 80 aircraft for Commercial Jets (E1 and E2).

Today Embraer has a global presence, with facilities in different regions. We are always challenging our

manufacturing processes, developing new strategies – including supply chain and final assembly lines – to better deliver value to customers while maintaining or reducing costs and minimizing supply chain disruption.

Aviation Turkey: The Embraer E-Jet E2 Family aircraft are powered by PW1700G (E175-E2) and PW1900G (E190-E2 & E195-E2) Geared Turbofans (GTFs) of the Pratt & Whitney (P&W). However, in 2023 P&W disclosed it was recalling thousands of GTFs, saying the engines might contain components subject to early failure due to defects introduced during a manufacturing process. How and to what extent has the GTF Engine quality issues impacted Embraer's commercial aviation business operations, how many E-Jet E2 Family aircraft have been and will be grounded this year and into 2025 due to required engine inspections and what measures did you implement to overcome this problem?

Stephan Hannemann: Fortunately, while not immune, the impact on the E2 fleet had been less critical. By the time of the powdered metal SB release (Dec/2023), requiring an inspection of the affected parts, a large number of our fleet had already been inspected during previous shop visit opportunities, or before the delivery of the engine to our line. Since last December, no engines delivered were limited by the powdered metal (PM) issue. This meant there were no groundings directly due to PM inspections this year, and none are expected in 2025. However, the powdered metal issue did impose some constraints on a few PW suppliers, which impacted the availability of spare engines and MRO capability; and this has had an impact.

Aviation Turkey: Focusing on Türkiye now, can you elaborate on the current status of your cooperation with both THY and other Turkish airline operators? What significance does the Turkish commercial aviation market hold for Embraer?

Stephan Hannemann: We have an excellent relationship with the airlines of Turkiye and are in regular conversations with their fleet planners and strategists around the fit of the E2 family into their future strategies. The airlines recognize the capability the E2s would bring to their businesses. The Turkish market is very important to Embraer and we look forward to strengthening discussions well into the future to build strong partnerships.

Aviation Turkey: Could you give us an overview of programs in commercial aviation field that Embraer is interested in and to cooperate on with local industry in Turkey in the short to medium term?

Stephan Hannemann: The aerospace industry in Türkiye has grown significantly over the past few decades, positioning

the country as a major player in the global aerospace and defense sectors. Embraer believes that both countries can contribute to the growth of the aerospace industry and is always seeking opportunities to develop relevant and strategic partnerships in the field. Innovation is in Embraer's DNA and our purpose is to create solutions to help global mobility, reducing distances and bringing people together.

Aviation Turkey: What can you tell us about the current status of your technological and industrial cooperation with Turkish suppliers and Embraer's supply chain here in Türkiye? Can you elaborate on where Türkiye falls in the strategies of Embraer, in out-sourcing and building up a global supplier network and how could Türkiye contribute better to Embraer in establishing a sustainable supply chain?

Stephan Hannemann: The Turkish aerospace industry is booming, and rapidly evolving, with key players and a diverse range of technologies and capabilities. Therefore, we believe there are significant opportunities for local industry and Embraer to cooperate on supply chain integration, the development of new technologies, and on the aviation eco-system as a whole.

Aviation Turkey: How do you see Türkiye's position in your company's future business projection?

Stephan Hannemann: Türkiye has built itself into a globally leading aviation hub, regardless if for it's airlines or it's aviation companies like TUSAŞ or TCI. Therefore, we at Embraer consider future partnerships with Türkiye to be of great importance.

Aviation Turkey: Would you like to add anything by way of a message our readers?

Stephan Hannemann: We thank the Turkish aviation community for their great interest and support into our products and look forward to building further the strong relationships we've grown through the past years

A Unique Direct Flight Experience
Ankara to Lisbon with Pegasus Airlines

by Ayse Akalın, Editor in Chief, Aviation Turkey Magazine

Recently, I had the pleasure of experiencing a direct flight from Ankara to Lisbon with Pegasus Airlines, a route that offers both convenience and efficiency. As the only airline to provide this direct connection, Pegasus Airlines operates flig hts on this route twice a week, on Saturdays and Tuesdays. The flight, which lasts approximately 5.5 hours, departs from Ankara Esenboğa Airport and arrives at Lisbon Humberto Delgado Airport, saving time by avoiding layovers.

Pegasus Airlines has been steadily expanding its international reach, connecting Ankara to an impressive array of 24 cities in 17 countries. Travelers can now easily fly to iconic destinations such as Vienna, Copenhagen, London, Berlin, Düsseldorf and Frankfurt, as well as explore the cultural hubs of Stuttgart, Cologne, and Hamburg. For those venturing further east, Tbilisi, Tehran, Almaty, Amman and Erbil are also part of Pegasus' growing network, making the airline a significant player in connecting Ankara to key cities across Europe and beyond.

Lisbon is one of the newer additions to this impressive network, making it easier for passengers to explore Portugal's vibrant capital.

In addition to the well-known hubs, Pegasus Airlines links Ankara to lesser-traveled yet equally captivating cities like Podgorica, Amman, Warsaw, Krakow, and Moscow. Religious destinations such as Madinah and Jeddah are accessible for travelers seeking pilgrimage routes, while Dublin and Stockholm provide northern European connections that appeal to both business and leisure passengers.

Onboard, the experience was seamless, with attentive service and an efficient, no-frills approach typical of Pegasus Airlines. The

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aircraft was modern and well-maintained, with in-flight entertainment and food options available for purchase. As a low-cost carrier, Pegasus offers a comfortable yet affordable way to travel, making it an ideal choice for both business and leisure passengers.

Overall, the direct flight from Ankara to Lisbon is a valuable addition to Pegasus Airlines' growing international roster, providing a stress-free option for travelers seeking to explore the charm and history of Lisbon. By connecting Lisbon with Ankara, Pegasus Airlines continues to enhance its position as a reliable carrier, catering to a diverse range of travel needs. Whether flying to the cultural centers of Europe,

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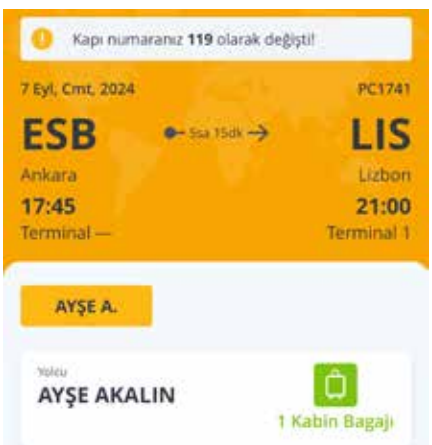

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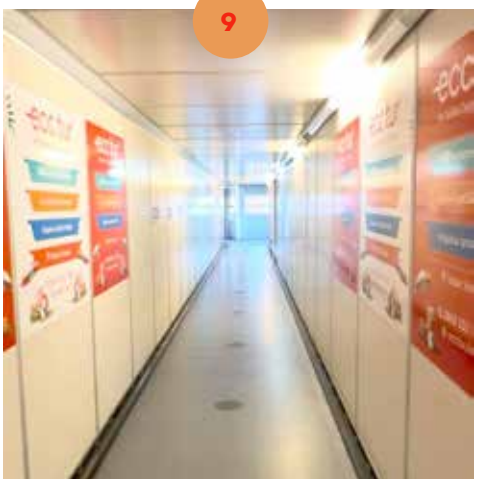

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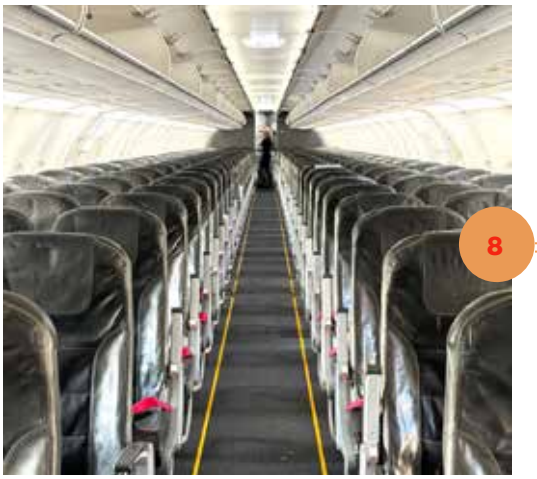

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the dynamic cities of the Middle East, or further afield, Pegasus offers affordable and efficient travel options that link Ankara to the world.

Pegasus Airlines has recently expanded its network from Istanbul Sabiha Gökçen Airport by introducing new routes to several international destinations. These new additions include key cities such as Bremen. Sevilla, Edinburgh further strengthening Pegasus' position as a major player in regional and international air travel. With these new connections, Pegasus continues to expand its flight network reaching 138 destinations in 53 countries on 3 continents with a total 105 aircraft.

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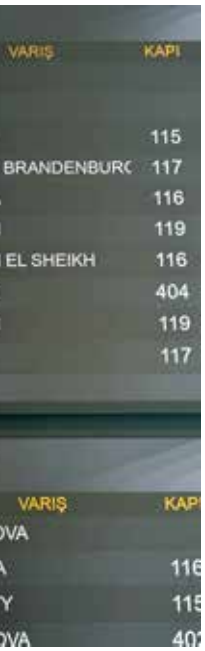

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Discovering Lisbon: *A Journey Through Portugal's Capital*

Lisbon, the enchanting capital of Portugal, is a city where old-world charm meets contemporary vibrancy. Lisbon is a city that seamlessly blends its rich history with a vibrant modern culture. Whether you're exploring its historic landmarks, indulging in local cuisine, or simply soaking in the stunning views, Lisbon promises an unforgettable travel experience.

With its picturesque streets, and lively culture, Lisbon offers a wealth of experiences for travelers. Here's a guide to some of the must-visit places in this captivating city.

1. Belém Tower (Torre de Belém)

Standing proudly on the banks of the Tagus River, the Belém Tower is an iconic symbol of Lisbon. Built in the early 16th century, this fortress was originally intended to defend the city's harbor. Today, it's a UNESCO World Heritage site and a popular tourist attraction, offering stunning views of the river and a glimpse into Portugal's maritime past.

2. Alfama District

Wander through the narrow, winding streets of Alfama, Lisbon's oldest neighborhood. This historic district is known for its charming, labyrinthine alleys, traditional Fado music, and colorful houses. Don't miss a visit to the São Jorge Castle, which offers panoramic views of the city.

4. Baixa and Chiado

For a taste of Lisbon's vibrant city life, explore the Baixa and Chiado neighborhoods. Baixa is the city's commercial heart, featuring grand squares like Praça do Comércio and Rua Augusta's bustling pedestrian street. Nearby Chiado offers a mix of historic and contemporary culture, with its elegant cafes, theaters, and boutiques.

5. Embaixada LX,

A beautifully restored 19th-century palace in Lisbon, where creativity and culture come together. It offers an unforgettable experience for lovers of art, fashion, and gastronomywith unique boutiques featuring local designers, art galleries, and taste authentic Portuguese flavors at one of its gourmet restaurants

6. LX Factory

For a more modern experience, head to LX Factory, a vibrant cultural and creative hub located in a former industrial complex. Here you'll find trendy shops, innovative restaurants, and art galleries, making it a great spot to experience Lisbon's contemporary culture.

Tram 28

Experience Lisbon like a local by taking a ride on Tram 28. This historic tram travels through many of the city's most scenic neighborhoods, including Graça, Alfama, and Baixa, offering a charming and nostalgic way to see the sights.

“If You Look at our Product Portfolio, there is an Aircraft for Every Customer in Türkiye!”

For more than 95 years, Textron Aviation has designed and delivered some of the most popular aircraft in the world. Home to the iconic Cessna and Beechcraft aircraft, the company has delivered more than 250,000 aircraft globally.

At EBACE 2024, Aviation Turkey caught up with Textron Aviation’s vice president of Sales for Europe, Duncan Van De Velde, to get first-hand information on the company’s industry-leading business/private jet products, which are being showcased at EBACE 2024 and their world-renowned global aftermarket support services.

Aviation Turkey: Duncan, let's discuss the flagship of Textron Aviation, the Cessna Citation Longitude jet, which is currently on display at Geneva Airport. Who is the target customer for this type of private jet? How does the Cessna Citation Longitude distinguish itself from competing private and business jets?

Duncan Van De Velde: That's a good question. The key features of the Longitude are its range capability of 3,500 nautical miles in combination with true customer comfort. The aircraft is equipped with flat floors and fully berthable seating. There are also ample bathroom facilities, putting the comfort of passengers, particularly on longer journeys, at the forefront. And if you need to get something out of your luggage, for example, the cargo area is always accessible during flight. The Longitude really prioritizes its passengers, by hosting a design focused

Cüneyt Gürsan VP of EMAIR; Ayşe Akalın - Editor in Chief of Aviation Turkey; Duncan Van de Valde - RVP of Sales Textron Avaition; Selim Gürsan - VP of EMAIR

on comfort and usability. Not that long ago, I was flying from Wichita to Orlando. For me, I work when traveling and like to use the time productively. I really value the ability to use the Longitude as, essentially, an office in the sky. With the cabin engineered to provide a quiet environment, I can hold meetings at high altitudes, and really focus on my tasks.

At times it still surprises me how quiet the cabin is at cruise level. I personally think that's one of the stand-out features of the aircraft. We also made sure that the cabin altitude is low, especially for those doing long-haul flights—passengers will arrive fully refreshed. The seats can also easily be converted into flat beds, making the aircraft interior truly adaptable to the needs of the passengers.

Cessna Citation Longitude

That is what the Longitude really represents - it's a time-saver and a state-of-the-art aircraft. The aircraft is also a great flying experience for pilots. Equipped with the Garmin G5000 system, pilots find the avionics of the aircraft intuitive and reliable. You can adjust the screens in the way that you want, allowing them to have the system in a position that feels comfortable. It's a joy to fly with, for the crew and pilots, as well as the passengers. The full-size galley includes a coffee or Nespresso machine, and everything in there that you wish, as well as the ability to close the doors for full privacy when holding confidential meetings.

The Longitude is our flagship aircraft and it's very popular. I'm also very pleased that the aircraft we are showcasing is from a happy and proud owner who also has it on the charter market. He uses it for his trips to the U.S., as well as trips within and over the U.S. He just loves it, and testimonials like that from our customers are really valuable for us.

Aviation Turkey: What is the maximum passenger capacity of the Cessna Citation Longitude?

Garmin's G5000 Flight Deck

Cessna Citation Latitude

Duncan Van De Velde: Our aircraft's maximum seating capacity is designed to accommodate up to 12 passengers. However, the current configuration is set up for eight passengers and includes a hostess. Additionally, there's an option to include a couch, which can provide space for one more passenger. The adaptable layout allows passengers to tailor the space to their preferences, as we can adjust the aircraft to meet specific customer requirements.

Aviation Turkey: How many Cessna Citation Longitude jets are currently in operation?

Duncan Van De Velde: We celebrated the rollout of our 100th Longitude from our production line last year. For more detailed information, you can view GAMA numbers.

Aviation Turkey: There is one in Türkiye as well. (in May 2022, Textron Aviation received an order from TUSAŞ for one special mission Cessna Citation Longitude and two special mission Latitude jets. Delivered in 2023 and fitted with special flight inspection calibration equipment these three jets are operated by the DHMI)

Duncan Van De Velde: Yes, and last year we shared an announcement on IFM (in May 2023, Textron Aviation welcomed IFM Traviation GmbH as its latest Cessna Citation Longitude customer in Europe), a very loyal Cessna customer who signed up for a Longitude for their operation.

Aviation Turkey: Today marks the celebration of the 400th manufactured Cessna Citation Latitude. Could you share some insights into this aircraft's performance and technological capabilities? Given that the Citation Latitude is the best-selling mid-size business jet, what sets it apart?

Duncan Van De Velde: There is a strong demand for the Latitude. Both the Latitude and Longitude, coming from the same family and having the flat floor design, make them very comparable. The difference is that the Longitude has a range of 3,500 nautical miles, and the Latitude has 2,700 nautical miles.

The Latitude is operated by BHS, based out of Zurich, who received the aircraft a year and a half ago. They prioritize aircraft that are reliable and perform to a high standard. The Latitudes have never let them down, and the great support network of service centers that we provide in and across Europe highlight this consistent reliability. We have service centers in Dusseldorf, Stuttgart, Paris, Valencia, but also in Prague, and in Zurich.

Citation M2 GEN2

Also, in comparison with other models in that class, particularly if you're running a commercial operation, the Latitude is cost efficient and capable of holding a lot of cargo and luggage, whilst offering freedom and space within the aircraft. Top this with reliability, flat floors, and world-class performance, and you tick a lot of boxes.

Aviation Turkey: What is the maximum range of the Cessna Citation Latitude? For instance, can it fly non-stop from London or Paris to destinations in Asia?

Duncan Van De Velde: The Cessna Citation Latitude has a maximum range of nearly 2,850 nautical miles. To give you an idea of its capabilities, it can fly non-stop from Paris, France to Ankara, Turkey.

Aviation Turkey: Okay, that's fantastic. Given the popularity of the Cessna Citation M2 Gen2 among new business aviation users, what specific features or advantages does it offer that make it such an attractive entry-level jet?

Duncan Van De Velde: We've carefully considered our product lineup. As you're aware, we produce the most extensive range in the industry, and we've chosen to highlight the Cessna Citation M2 Gen2 as our entry-level jet.

Duncan Van de Valde, RVP of Sales Textron Aviation and Ayşe Akalın, Editor in Chief of Aviation Turkey in Textron aboard the Cessna Citation Longitude.

The M2 Gen2 is very popular with people who are new to business aviation, particularly with those who are considering shifting from a turboprop or piston aircraft, or for people who have been flying for a few years on a single engine turboprop, looking to experience a jet. The M2 Gen2 is the perfect aircraft to enter that market and has been a popular choice among commercial operators because of its range of 1,500 nautical miles, making it an obvious choice to showcase.

It's a very comfortable aircraft, with capacity for six seats, and a really good entry level model for European customers looking to travel within the continent.

We did not bring the Citation CJ3+ to EBACE this year, but for good reason. Last year at NBAA, we announced the new CJ3 Gen2 aircraft, produced directly from customer feedback. The CJ3 Gen2 aircraft with state-of-the-art interiors, extra legroom for pilots and small details such as wireless ports to self-charge phones, and an externally serviceable lav, will be a great flying experience for both pilots and passengers.

We also have the Citation CJ4 Gen2. Just last month, Luxaviation took delivery of their fifth CJ4 – expanding their fleet. With competitive operating costs, Luxaviation decided to go for the CJ4 Gen 2 because of its proven reliability and our extensive global support network. For operating in Europe, it's important not only to have an aircraft like this, but also to have that support. They can rely on the service center in Paris and in Dusseldorf to run their commercial operation if there's an issue. The aircraft itself also offers great capability, range, performance, and again, comes with that support.

Aviation Turkey: Textron Aviation's Beechcraft and Cessna brands are world-renowned for their comprehensive global service network and you are more than well known for aftersales services! How do you assess your after sales services?

Duncan Van De Velde: Our global service network is one of the reasons why I decided to work with Textron Aviation. I come from a different background. I used to be a customer for Textron Aviation and other OEMs.

From my background, I have a lot of experience around aircraft management. I was managing aircraft on behalf of aircraft owners for various models. What we have with Textron Aviation is very unique. The company's global presence all started with a service center in Paris, which has been there since 1997 and it's been very successful. But then we realized that customers would like to see more than just one service center from Cessna, and they would like to see more Textron-owned service centers. We then looked at Dusseldorf and other locations, ensuring our customers have the best global experience. The company now has nine service centers around the world in Europe and the Asia Pacific region.

Once we deliver an aircraft, it doesn't end there, as we continue to support customers throughout the life of their aircraft. That's where we make a difference. Our extensive support network provides on-call support no matter where our customers are. In areas without the same level of coverage, we look for local representation that we can rely on. So, in this case, EMAIR in Türkiye, who do an invaluable job.

Aviation Turkey: How many years? He told me 60 years or something like that?

Duncan Van De Velde: We've been working with EMAIR for 57 years. That kind of partnership highlights not only the exceptional work from Mr. Haydar Gürsan in establishing a company as impressive as EMAIR, but also that our company prides itself on these long-standing relationships, built on reliability and trust. EMAIR provide us with a local solution for the Turkish market, and they do an amazing job, with access to our engineering data, and our engineers, if need be. It's a very close

cooperation that I'm very proud of. We have a very robust Textron network, and where needed, EMAIR supports us. This formula is a driving force behind what makes our company unique.

Aviation Turkey: How many countries do you have services or corporations?

Duncan Van De Velde: We operate 20 service centers worldwide, complemented by mobile service units and

Citation CJ4 Gen2 Interior

Ayşe Akalın, Editor in Chief of Aviation Turkey; Duncan Van de Valde, RVP of Sales Textron Aviation and Selim Gürsan, VP of EMAIR seen alongside the Cessna Grand Caravan EX

dedicated field service representatives who can be dispatched to meet our customers' needs. This global footprint is bolstered by strong relationships with various companies worldwide, enabling us to uphold our commitments to our customers. These partnerships ensure that we can provide swift, reliable support and keep our customers' operations running smoothly, no matter where they are.

Aviation Turkey: Given the current global supply chain challenges, how has Textron been impacted, and what strategies are in place to mitigate these issues?

Duncan Van De Velde: The supply chain is better, but not healed, and while we still face some challenges, we continue to work to overcome those. To address this, we continue to collaborate closely with suppliers, even dispatching our employees to assist them where needed. We've proactively visited more than 600 suppliers in the past couple of years.

Aviation Turkey: How do you see the market developing over the short to medium term from the point of view of Textron Aviation's products? What kind of new products and services do you see a demand for in the coming years? What is the future of business aviation for Textron Aviation aircraft?

Duncan Van De Velde: When looking at the market globally, Textron Aviation is doing really well. In Europe, there is a huge demand, and Textron Aviation has the broadest lineup of aircraft from the Cessna 172 Skyhawk to the Citation Longitude, and everything in between. We have aircraft for a wide range of budgets, as well as every mission requirement. Whether you want to do short flights from A to B, medical flights, border patrol, long haul flights or even cargo, there are aircraft for every mission. Our aircraft transport people, provide an office in the sky and save lives – this broad scope of aircraft we offer helps us maintain a healthy order flow.

In Europe, there is a huge demand for the entry model Citation M2 Gen2 and the CJ4 Gen2. There has also been huge success for the Latitude, people want to see it, experience it and learn more.

Citation Latitude Interior

Citation M2 Gen2 Interior

Our Citation Ascend, which we announced last year here at EBACE, was also the result of customer feedback. We truly take our customers' requests on board, and we view this as a key factor in making us the most successful OEM in the midsize category for eight consecutive years. The Citation 560XL – an extremely popular aircraft , is the predecessor of the Citation Ascend. Now offering a flat floor, larger windows, swivel-motion chairs, and much more, the Citation Ascend incorporates everything our customers look for. I feel very privileged and happy with how we are doing here in Europe.

Aviation Turkey: What can you tell us about your R&D activities? There is a lot of talk about reducing fuel consumption and the low noise impact of jets: What are your current studies on reducing fuel consumption? Along with this, can you also talk about your SAF sustainability activities? What is the goal for Textron Aviation in sustainable aviation?

Duncan Van De Velde: Having been in the business for nearly 100 years, innovation has always been our main driver in everything we do. Every product we release is an upgrade on the precursor, as we continually look to the future of the business aviation industry. We're deeply committed to minimizing our environmental impact, with a significant focus on reducing carbon emissions throughout our operations. All of our Kansas based facilities are powered by renewable wind energy, and we have a robust recycling program that includes scrap metal and composite materials discarded during the manufacturing process. Our recycling program lessens the burden on the need for the consumption of new natural resources. Additionally, landing gear, avionics, and electronics can be recycled and repurposed. Even our service centers are actively working to be more sustainable, implementing practices such as recycling waste oil and filters, utilizing energy-efficient lighting, and adopting paperless processes.

In 2022, Textron Inc. acquired Pipistrel which now sits under Textron eAviation, and Pipistrel has the world's first and only fully electric certified powered aircraft. Through these developments, we get a lot of insight into innovation and technology. It is valuable information that will help us continue innovating consciously.

We have a commitment as an industry to be carbon neutral in 2050, and our company is dedicated to meeting that commitment.

Aviation Turkey: Okay, the last question, of course, how do you see the Turkish business aviation markets? As far as I know, you are the leader. What can you share about your activities through EMAIR and after sales and MRO services in Türkiye?

Duncan Van De Velde: We see the CJ4 Gen2 in particular as being well-received by the Turkish market, along with the Latitude and Longitude. If you look at our product portfolio, there is an aircraft for every customer in Türkiye. Whether it's a Principal flying from the North to South, or a CEO flying with board members to London for business, we have a solution there. The Turkish market is so important for us, and that's why I'm also happy to have Selim and Cüneyt there, as they know first-hand what the Turkish market looks for in an aircraft. This could be their knowledge of desires in terms of support and how to be there when customers need them to be, as well as being able to communicate with customers in Turkish. This local representation is so important and helps us to stay well connected with our Turkish customer base

EMAIR Aviation Celebrates 57 Years of Partnership with Textron Aviation

EMAIR Aviation, a leader in Turkey's aviation industry since 1962, is proud to celebrate its 57th year as an authorized sales representative and service facility for Textron Aviation's Cessna and Beechcraft family of business jets and general aviation aircraft. With decades of expertise, EMAIR has been instrumental in delivering world-class aircraft solutions and services to the Turkish market.

As the exclusive sales and service representative in Türkiye, EMAIR handles the complete product line from Textron Aviation. This includes everything from the globally popular training aircraft, the Cessna 172 Skyhawk, to the luxurious and technologically advanced flagship business jet, the Cessna Citation Longitude. EMAIR's long-standing partnership with Textron Aviation demonstrates a commitment to quality, customer service, and the highest industry standards.

Operating from its state-of-the-art facility at Esenboğa International Airport, EMAIR offers a comprehensive suite of maintenance, repair, and overhaul (MRO) services. These services cater to various aircraft models, including the Cessna Single Engine Piston series, the versatile Cessna Caravan Turboprop, the renowned Beechcraft King Air Turboprop, and the high-performance Cessna Citation Business Jets. EMAIR's team of certified technicians ensures that all aircraft receive the meticulous care and precision required to keep them in peak operating condition.

"We are incredibly proud to celebrate this milestone in our partnership with Textron Aviation," said Selim Gürsan, Vice President at EMAIR Aviation.

"For more than five decades, EMAIR has been committed to providing the Turkish aviation community with the best aircraft and after-sales support in the industry. As we look to the future, we remain dedicated to upholding the standards of excellence that have defined our reputation in the market."

EMAIR Aviation's continued success is driven by its passion for aviation and dedication to its customers. With the support of Textron Aviation, EMAIR is well-positioned to meet the growing demands of the Turkish market, offering innovative aviation solutions and unparalleled customer service.

About EMAIR Aviation

Founded in 1962, EMAIR Aviation is based in Ankara, Türkiye, and serves as the authorized sales representative and service facility for Textron Aviation. The company provides sales, maintenance, and aftermarket services for the Cessna and Beechcraft family of aircraft, offering a wide range of products from training aircraft to business jets. EMAIR's modern facility at Esenboğa International Airport is equipped to deliver top-notch MRO services for a variety of aircraft.

For more information, visit www.emair.comt.tr or follow on social media @emaircomtr.

“ Our Investment in the Türkiye Technology Center Reflects Our Confidence in the Turkish Aerospace Sector „

GE Aerospace is a global aerospace propulsion, services, and systems leader with an installed base of approximately 44,000 commercial and 26,000 military aircraft engines. It now has a global team of 52,000 employees, according to official figures released by the company.

At GE Aerospace Türkiye Technology Center's opening ceremony, Aviation Turkey caught up with Mohamed Ali, GE Aerospace Senior Vice President, Engineering to get first-hand information on the company's industry-leading commercial aircraft engines, the future of commercial aviation propulsion and the current status of GE Aerospace's cooperation with Turkish airline operators.

Aviation Turkey: Today as Senior VP of GE Aerospace's Engineering Division, two-thirds of all commercial aviation flights are powered by engines for which you are responsible. Can you tell us about your journey to this point in your career?

Mohamed Ali: I was born and raised in Egypt, and I moved to the United States to attend Cornell University, where I received my doctoral degree in theoretical and applied mechanics. I have been fortunate to have a career in a field I am passionate about — aviation. After graduating, I joined GE as a research scientist, where I found a lifelong professional home. I now serve as the senior vice president of the engineering division at GE Aerospace, where I lead the design, development, certification, and fleet services of GE Aerospace's commercial engines. My team is responsible for supporting the fleet today, developing cutting-edge technologies for inspection and maintenance, and inventing the future of flight, with a focus on safety and reducing emissions.

Aviation Turkey: In early April 2024, transformation of iconic General Electric from an industrial conglomerate into a focused aerospace and defense company was completed. What does GE Aerospace's new independence mean for the commercial aviation industry/market? Is the expectation that the new focus will lead to new results?

Mohamed Ali: With our installed base of approximately 44,000 commercial engines and approximately 26,000 military and defense engines around the world, and using FLIGHT DECK, our proprietary lean operating model, as our foundation, we will continue to realize our full potential in service of our customers, employees, and shareholders. At GE

Aerospace, we are now building on a century of learning and will carry forth GE's legacy of innovation. As an independent company, we have an even greater focus on living our purpose: inventing the future of flight, lifting people up, and bringing them home safely.

Aviation Turkey: What's keeping you busy at GE Aerospace these days?

Mohamed Ali: GE Aerospace is focused on supporting our fleet of engines today and inventing the future of flight through programs like CFM RISE*, short for Revolutionary Innovation for Sustainable Engines. We also just opened a new location for the GE Aerospace Türkiye Technology Center (TTC), building on our six-decade commitment to Türkiye's economic development and the growth of its aviation sector. The new campus houses nearly 400 highly skilled GE Aerospace engineers and technicians, deepening GE Aerospace's existing engineering, innovation, research, and manufacturing capabilities in the country.

Aviation Turkey: At post-pandemic era, aerospace industry has been experiencing supply shortages stemming from supply chain problems as a result of which global airline fleet has not managed to keep up with demand since the global airline demand has outpaced fleet capacity development. On the other hand, as a result of supply chain shortages the number of delivered commercial airplanes by manufacturers Airbus and Boeing still way below pre-pandemic levels. To what extent was GE Aerospace affected by the supply chain problem and what measures did you implement to overcome this problem?

Mohamed Ali: FLIGHT DECK, our proprietary operating model, is key to effectively working with suppliers to improve engine deliveries and stay on top of demand. We have also deployed more than 550 engineers and supply chain resources, up 25% from last year, working with them to improve quality and delivery performance. That, combined with our more than $650 Million investment in our manufacturing facilities and supply chain this year, reflects our commitment to strengthening quality and increasing production.

Aviation Turkey: How is GE Aerospace addressing the future of commercial aviation? What innovative technology areas will GE Aerospace focus on in the near term?

Mohamed Ali: At GE Aerospace, we are taking bold action to define and develop technologies for the next generation of engines, including launching key efforts to explore new engine architectures, to develop hybrid-electric capability, and to enable the use of alternative fuels. These efforts include a partnership with NASA and Boeing to develop and fly a megawatt- class hybrid electric propulsion system, as well as the joint effort within CFM International, our 50/50 joint company with Safran Aircraft Engines, to develop and fly an advanced Open Fan demonstrator and other technologies as part of CFM's RISE program. The goal of CFM's RISE program is to achieve at least 20% lower fuel consumption and CO2 emissions compared to today's most efficient commercial engines. There is also a partnership between Airbus and CFM to develop a hydrogen-powered jet engine.

Aviation Turkey: Developing game-changing commercial aircraft engines requires game-changing technical capabilities. How much time, effort and money does GE Aerospace set aside on R&D annually to develop next-generation aerospace technologies, materials, and manufacturing processes?

Mohamed Ali: GE Aerospace plans to hire more than 900 engineers worldwide in 2024 including Turkey, reflecting our continued focus on innovation to

support current aircraft engine programs and develop new technologies for the future of flight. In 2023, GE Aerospace spent approximately $2.3 Billion on aviation research and development, including external customer and partner funding.

Aviation Turkey: In 2023, GE Aerospace celebrated the delivery of 3,000th GE90 Engine, in which Safran Aircraft Engines has a 23.7% stake. You are also cooperating with Safran under the Revolutionary Innovation for Sustainable Engines (RISE) Program, which is looking into a suite of next-generation propulsion options, including an open fan. On the CFM RISE Program, where are you now and how are the airlines and original equipment manufacturers (OEMs) responding to the prospect of an open fan?

Mohamed Ali: Progress is accelerating for the RISE technology demonstration program, with more than 250 tests completed and new research partnerships formed as technologies continue to mature on the way to full-scale Open Fan tests. The RISE program, first unveiled in 2021, is one of the aviation industry's most comprehensive technology demonstration programs. Through the RISE program, CFM is advancing a suite of pioneering technologies, including advanced engine architectures like Open Fan, compact core, and hybrid electric systems to be compatible with 100% Sustainable Aviation Fuel (SAF). To test airframer integration of the Open Fan architecture, plans were previously announced with Airbus for an Open Fan flight technology demonstration.

Aviation Turkey: In September 2024, you will celebrate the 50th anniversary of your joint venture with Safran, CFM International, which is a 50/50 joint venture between Safran Aircraft Engines and General Electric, develops, produces and markets the CFM56 engine and its successor, the LEAP (Leading Edge Aviation Propulsion) engine. With approximately 24,000 engines in service CFM56 continues to outperform expectations, and analysts are predicting a peak in CFM56 engine shop visits in 2025. Are you able to handle that peak?

Mohamed Ali: We are committed to working with our suppliers and customers to meet the aviation markets' continued strong demand for these and other leading engines from GE Aerospace and CFM International.

Aviation Turkey: In early 2023, CFM International disclosed that LEAP engines operated in hot and dusty conditions, notably India and the Middle East, were still experiencing premature degradation of components including fuel nozzles and high-pressure turbine (HPT) blades, reducing time on wing. The issue was first revealed in 2021 via a series of airworthiness directives. Can you elaborate on the current status of ongoing efforts focusing on to fix LEAP durability issue? When do you expect to reach CFM56 levels of durability with LEAP Engines?

GEnx-2B Test Cell

Mohamed Ali: We are committed to working with our customers to ensure the reliability and durability of our engines, wherever and whenever they operate. As we work continuously to improve our engine durability and efficiency, we recently announced durability upgrades will be flowing into the CFM LEAP-1A this year and the -1B version in 2025.

Aviation Turkey: The electrification of aircraft systems has seen a continuous upward trend in recent years and the CFM RISE Program also includes the development of advanced engine architectures such as the open fan along with advanced thermal management, combustion, and hybrid-electric technology. What can you tell us about GE's focus on electrification in commercial aviation? Do you believe that Electric and hybrid-electric aircraft propulsion technology will grow beyond regional aircraft sizes, particularly with hybridization?

Mohamed Ali: We see a more electric future of flight and our engineering teams are advancing multiple programs including hybrid electric technology along with the RISE program's Open Fan technology to increase efficiency and reduce emissions. Specifically, we recently announced an update on the development of a hybrid electric demonstrator engine with NASA that will embed electric motor/generators in a high-bypass commercial turbofan to supplement power during different phases of operation. This will help optimize engine performance by creating a system that can work with or without energy storage like batteries. This could help accelerate the introduction of hybrid electric technologies for commercial aviation prior to energy storage solutions being fully matured. A Passport engine is being modified with hybrid electric components for testing through NASA's Hybrid Thermally Efficient Core (HyTEC) project.

GEnx-1B on Wing of 787 Dreamliner

Aviation Turkey: There is a lot of talk about reducing fuel consumption and the noise impact of turbofan engines how are you working to make your engines more sustainable? What is the goal for GE Aerospace in this matter?

Mohamed Ali: GE Aerospace is developing breakthrough technologies for the future of flight, such as advanced new engine architectures like Open Fan, hybrid electric propulsion, and hydrogen fuel combustion. The aviation industry's ambition, which GE Aerospace supports, is to reach net-zero CO_2 emissions from commercial flight by 2050. Growing adoption and availability of Sustainable Aviation Fuel (SAF) is also significant to reaching net-zero. All GE Aerospace and CFM International engines can operate on approved SAF blends today. RISE program technologies are also being validated to meet the most stringent non-CO_2 and noise emission requirements.

Aviation Turkey: In recent years we are seeing some big changes in the aviation industry, including the widespread use of sustainable

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aviation fuels. Do you believe that biofuels/ sustainable aviation fuels will have an important role to play in commercial aviation?

Mohamed Ali: All GE Aerospace and CFM International engines in service today can operate with approved SAF blends. That's because all approved SAF available today is considered drop-in. Drop-in SAF means the fuel meets current petroleum-based jet fuel requirements. It can be substituted for fossil-based jet fuel without any modifications to engines and airframes, and is therefore compatible with the existing commercial fleet, as well as with other parts of the fuel distribution and storage infrastructure. Currently, SAF approved for use is a blend of petroleum-based Jet A or Jet A-1 fuel and a SAF component with a maximum blend limit of 50%. One of GE Aerospace's fuel experts chairs an international task force to develop standardized industry specifications supporting adoption of 100% drop-in SAF, which does not require blending with conventional jet fuel. Drop-in 100% SAF is not yet qualified by ASTM International, an organization that develops technical standards.

Aviation Turkey: Focusing on Türkiye now, can you elaborate on the current status of your cooperation with both THY and other Turkish airline operators? How many orders have you secured so far for the GE Aerospace turbofan engines from Turkish airline operators and how many of them have been delivered so far to end users?

Mohamed Ali: We support every major commercial airline in Türkiye, as well as all US-allied defense organizations. It has been our honor to support the country's vision to become a leader in the global aviation industry for nearly 60 years. We currently have more than 2,300 defense and commercial engines in service in Türkiye, and we look forward to continuing to grow with the needs of the market. Turkish airline operators are important customers for GE Aerospace, so we are pleased to have strong, long-standing relationships with them. We are in ongoing discussions about the possibility of our engines being selected to power their next-generation aircraft orders.

Aviation Turkey: How do you see Türkiye's position in GE Aerospace's future business projection? Can you elaborate on your short and long-term objectives, your vision for Türkiye? How do you see the commercial airplanes market developing in Türkiye and how does GE Aerospace provide support services in country?

Mohamed Ali: Our vision for Türkiye is anchored in leveraging its highly skilled workforce and robust infrastructure to drive innovation. Our investment in the Türkiye Technology Center reflects our confidence in the Turkish aerospace sector and the exceptional talent available in the country. This center will not only drive local innovation but also contribute to our larger global efforts to invent the future of flight and support safe and efficient air travel worldwide. By leveraging the TUBITAK Pre-Specified R&D Laboratories Support Program, we aim to drive advancements in more sustainable propulsion technologies through our CFM RISE engine program. The commercial airplane market in Türkiye is poised for significant growth, driven by increasing demand for air travel, the fleet expansion efforts made by local airlines, and the country's strategic position as a bridge between Europe and Asia. With this growing demand, we anticipate a rising need for advanced, fuel-efficient engines and robust maintenance and support services.

Aviation Turkey: Can you elaborate on your collaboration with TURKISH TECHNIC and local airline operators in MRO & Overhaul and Repairs services for the commercial aircraft engines?

Mohamed Ali: TURKISH TECHNIC partner to provide regional on-wing repair services for GE90, CF6, GEnx and CFM56 engines, helping reduce time on the ground and maintenance costs for airlines.

Aviation Turkey: Thank you for sparing your time to our readers

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The 80th IATA Annual General Meeting (AGM) and World Air Transport Summit (WATS) has Gathered in Dubai, UAE.

More than 1,500 industry leaders, government officials and media representatives participated this prestigious event, hosted by Emirates Airline for the first time in the UAE and we as Aviation Turkey magazine had a chance to participate IATA AGM 2024.

A speech by His Excellency Abdulla bin Touq Al Marri, Minister of Economy, opened the 80th IATA General Assembly and World Air Transport Summit.

"Dubai's world-leading connectivity places it at the crossroads of the planet. And it will soon be the center of the airline industry's leadership as it hosts the 80th IATA Annual General Meeting and World Air Transport Summit," said Willie Walsh, IATA's Director General.

"We look forward to hosting our industry colleagues in Dubai, Emirates' home and hub. This is a city that has forged its place in global aviation and prospered, thanks to its visionary leaders and progressive policies that recognize air transport's role as a key economic enabler. In line with this, last year aviation contributed 27% to Dubai's GDP and supported $37 billion in gross value added.

There are always exciting new developments in Dubai, and I hope visiting delegates will get to a chance to experience this buzzing city and the UAE's renowned hospitality for themselves," said Sir Tim Clark, President of Emirates Airline.

Marie Owens Thomsen, IATA's SVP Sustainability & Chief Economist, Hemant Mistry, Director of Net Zero Transition, and Dr Alejandro Block, Manager of New Energy and Technologies, delivered key updates on the vital role of Sustainable Aviation Fuel (SAF) in achieving net zero.

• 140 SAF projects are in progress by 100+ producers across 31 countries.

• HEFA remains the dominant SAF production method unless alternative pathways emerge.

• Focus on specific regions aligns with SAF-promoting policies.

• Renewable Diesel capacity (4-5 MT) is expected to double by 2030.

The IATA SAF Registry aims to promote the adoption of SAF through accurate reporting of emissions reductions. Initial supporters include 17 airlines, 1 airline group, 6 national aviation authorities, 3 OEMs and 1 fuel producer.

Support for the development of the IATA SAF Registry has been secured from

• **Airlines:**

Air Canada, Air France-KLM , All Nippon Airways (ANA), American Airlines, Cathay Pacific, Delta Air Lines, DHL Group, Emirates, International Airlines Group (IAG), Japan Airlines, Kenya Airways, LATAM, Malaysia Aviation Group, Qatar Airways, SAS, Singapore Airlines, SWISS, United Airlines

• **National Authorities**

Brazil-ANAC, Japan-JCAB, Kazakhstan-AAK, Malaysia-CAAM, Singapore-CAAS, Switzerland-FOCA

• **OEMs:**

Airbus, Boeing, GE Aerospace

• **Fuel producers**

World Energy

oneworld Alliance 25th Anniversary Press Conference at the International Air Transport Association (IATA) General Assembly 2024. Fiji Airways becomes a full member.

Next Destination... Delhi

The International Air Transport Association (IATA) has announced that IndiGo will host the 81st IATA Annual General Meeting (AGM) and the World Air Transport Summit in Delhi, India, in 2025.

"We are delighted to bring the airline industry to Delhi, India's gateway city, for the 81st IATA AGM. With record aircraft orders, impressive growth and world-class infrastructure, India is set to become the world's third largest aviation market this decade," said Willie Walsh, IATA's Director General.

Pieter Elbers, CEO of IndiGo, added: "IndiGo is proud to host the 81st IATA General Assembly. India's rise in global aviation has been remarkable and we're delighted to welcome the global aviation community to Delhi. We look forward to meaningful dialogue on safety, diversity, equity, inclusion and sustainability as we meet the growing global demand for air travel."

This will be the third time that the IATA General Assembly has been held in Delhi, having previously been held in 1958 and 1983.

Pieter Elbers, CEO of Indigo, has been appointed Chairman of the Board of the International Air Transport Association (IATA) for the 2024-25 term.

The next IATA General Assembly will be held in Delhi on 8-10 June 2025, hosted by IndiGo.

IATA also announced Luis Gallego Martin, Chief Executive Officer, IAG (representing IBERIA), to serve as Chair of the BoG from June 2025, following Elbers' term.

73 CEOs Commit to the IATA Safety Leadership Charter, Strengthening Global Safety

International Air Transport Association (IATA) announced that the number of airline CEOs committing to the IATA Safety Leadership Charter reached 73. This further strengthens the already strong safety culture in the aviation industry, which has contributed to some of the best results ever achieved in 2023, including no fatalities among IATA member airlines or airlines on the IATA Operational Safety Audit Registry.

"Strong leadership and strong safety culture are interdependent. And both are needed to drive continuous improvements in safety performance. By putting their names to the IATA Safety Leadership Charter, 73 airline CEOs have set an example for their airlines and for the industry. In doing so, the Charter is a call to action that keeps in focus the critical obligation of airline CEOs to lead a safety culture that keeps their passengers and staff safe," said Willie Walsh, IATA's Director General.

Willie Walsh, IATA Director General & Ayşe Akalın

The IATA Safety Leadership Charter was developed in consultation with IATA members and the wider aviation community. Its aim is to support industry executives in evolving a positive safety culture within their organizations around eight leadership principles.

Emphasising safety in words and deeds, promoting safety awareness among employees, the management team and the board of directors, guiding the integration of safety into business strategies, processes and performance measures, creating the internal capacity to proactively manage safety and collectively achieve the organisation's safety goals, creating an atmosphere of trust in which all employees feel responsible for safety and are encouraged and expected to report safety-related information, creating a working environment in which clear expectations of acceptable and unacceptable behaviour are communicated and understood, creating an environment in which all employees feel responsible for safety.

Regularly assess and improve the organisation's safety culture.

IATA aims to assist the industry in continuously improving safety performance through a three-pillar strategy consisting of Safety Leadership (including both safety leadership and safety culture), Safety Risk (identifying and mitigating risks through the collection and analysis of data from audits, accident reports and other sources), Safety Improvement (improving the safety performance of the airline industry).

When we looked at the participants from Turkey we met with Pegasus Airlines Chairperson of the board Mehmet T Nane and CEO Güliz Öztürk and SunExpress Ceo Dr. Max Kownatzki participated to the International Air Transport Association (IATA) AGM in Dubai.

Turkish Airlines, a major dealmaker, was naturally represented at the IATA General Assembly

Ayşe Akalın, Aviation Turkey's Editor-in-Chief, had a great meeting with Mr. Ahmet Bolat , Chairman of the Board of Turkish Airlines, at the IATA General Assembly in Dubai.

Pieter Elbers Chair of the Board of Governors, IATA and CEO of IndiGo & Ayşe Akalın

During several meetings at the event, Turkish Airlines and Air China reached a significant milestone in their strategic partnership by signing a free sale codeshare agreement yesterday. Turkish Airlines and KM Malta Airlines have signed a codeshare agreement effective from 15 June!

Ahmet Bolat, Chairman of the Board of Turkish Airlines

The agreement was signed at the IATA General Assembly in Dubai. This partnership will offer passengers more flexible travel options on direct flights between Istanbul and Malta. Under the agreement, KM Malta Airlines will place its marketing flight numbers on Turkish Airlines' Istanbul-Malta routes.

Commenting on the agreement, Turkish Airlines CEO Bilal Ekşi said: "We are pleased to strengthen the cooperation between our two countries with this codeshare agreement with KM Malta Airlines. This partnership not only allows Maltese passengers to benefit from Turkish Airlines' extensive global network, but also encourages more visitors from Malta to explore our unique

Pegasus Airlines Chairperson of the board Mehmet T Nane and CEO Güliz Öztürk

country, Turkey. Likewise, it will attract more visitors to the enchanting Mediterranean island of Malta. We look forward to a successful and long lasting cooperation".

David Curmi, Executive Chairman of KM Malta Airlines, added: "We are delighted to have Turkish Airlines as our codeshare partner. Istanbul, with its twice-daily flights to Malta, serves as an important hub offering our customers a wide range of destinations. In addition, this partnership will provide our international passengers with improved connectivity through Malta International Airport. It also demonstrates that KM Malta Airlines is recognised as a preferred partner by major airlines.

Exclusive Interview with Johan Pelissier, President of Region Europe and Head of Commercial Europe for Commercial Aircraft at Airbus

Just as the event was drawing to a close. We had an exclusive interview with Johan Pelissier, President of Region Europe and Head of Commercial Europe for Commercial Aircraft at Airbus in Dubai. We discussed the global and European aviation markets, Airbus' presence in Turkey, and the assessment of the cooperation following the historic order from Turkish Airlines.

SunExpress Ceo Dr. Max Kownatzki

We had a chance to join the announcement of IATA 2024 Diversity & Inclusion Award Winners;

- *Inspirational Role Model:Kendra Kincade CEO and Founder, Elevate Foundation*
- *High Flyer:Mafunase Ngosa Malenga Founder and Managing Director, Southern Africa Institute of Aviation Science and Technology*
- *Diversity & Inclusion Team:British Airways*
- *Special Commendation for High Flyer: Hana Al Awadhi SVP, HR Business Partner, dnata*

“The winners are true beacons of change in aviation, driving diversity and inclusion,” said Yvonne Manzi Makolo CEO of RwandAir and IATA Board Chair.

Each winner receives $25,000, sponsored by Qatar Airways. The awards were presented during the World Air Transport Summit in Dubai

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Data and Connectivity is the Biggest Concern in the Aviation Industry

Mehmet Keyvan CEO / KEYVAN AVIATION

The recent issue happened for the whole world in terms of the IT and software infrastructure, which is named as a blue screen shows everyone that maybe not very simple, but a single action or course of action could lead to huge damage and risk to the whole industry, in healthcare, in the shops, in the restaurants, in the railways, in the ships, and of course in aviation and airport. So this experience was not a very pleasant experience for everyone, either the airline as owner or operator who lost their income or passengers who were stuck in the busy departure haul of the airports and waiting to get their boarding pass or process to the next stage. So do we think it's time to consider the safest or alternative options for the aviation industry? Because aviation is one of the major industries, affected by the recent issue and one of the highest standards, covered by lots of regulations, which means that it's not easy to make sure about the safety, quality, sustainability, and contingency of the operation. So by considering all of these and the fact that as of today we cannot point our finger at someone who leads this issue to happen to the whole world, but we know that this could happen again. This shows us that we need to do something, we need to secure our position, and we need to find a way for the very near future.

Not long ago, there was another incident in the aviation industry, that happened to one of the service providers, and their servers and computers were hacked, which led to the discontinuation of their services not for a long time, but at least a few days.

In that period, lots of end-users, including an airline, business operators, and avionics manufacturers were looking to get updated data or documents in their EFB, which were not updated because the servers were hacked. Immediately after this situation, EASA and FAA called for an urgent meeting, to discuss what would be the next step to ensure that this kind of issue is not happen again because when we talk about this kind of issue, the concern is not only discontinuity of the service, it's about how we can trust the data content after the server's issues are resolved, as checking the global data again before delivering to the customer for making sure that there is no effect happened by the hack or virus or a kind of computer issues not affected the data content, it's a very important task and the quality measurement is required to guarantee such a conformity.

So, the authority expected from the data providers software providers, or avionic manufacturers around the table to offer some solutions for the future, which the threat or risk may increase, and this will lead everyone and every stakeholder in the aviation industry who has access to the EFB product, to the chart, to the data or navigation data product, has a biggest concern about the safety and security of the data.

Now, again, almost one and half years after the previous issue, the whole world is faced with the blue screen, which is not talking about the data, it's talking about the system infrastructure. However, when we look at the whole big picture, it is all about the IT infrastructure, it's about the technology, and of course it's about the transfer of the data. What we see in the recent issue is that if our computers or servers are not operated properly, we don't have access to our millions of rows of data hosted inside, so the boarding pass is handwritten. The system was not able to print out the boarding pass while it was designed or prepared and data was already there in the server, was not reachable or accessible for the operators.

One of the important ideas or decisions that the

governments or authorities in each country or, let's say, each state could take in the near future is to make sure that they have enough infrastructure and backups to take care of the available data and make sure that this data or this operation are not

affected by a single issue or threat, which could easily enter the system from a different way of the operation. However, even if you have all firewalls and system security in place, you must also ensure the content of your data. It is something out of the hands of many operators or many stakeholders in the aviation industry because the limited approval situation shows that everyone is dependent and they need to trust the source of data that they are taking this data up to today. But the question is this: are we truly interested in finding an alternative solution or in the aviation industry are we still looking to stick with some traditional methods for the future as well?

The experience in the aviation industry shows that the different levels of the decision-makers in each stakeholder company, whether it is a major airline operator, a small business jet operator, or an airport, prefer to stick with what they started from the beginning, which may be too risky for the future. Without taking the measures or reassessment of the capability, capacity,

and risk of the previous providers, they want to stick and they don't want to make some reassessment or double check to make sure that whether an alternative situation is available or whether they should find a new way to host the data or to design or to implement the required data. As a result, sticking with the old system is not good enough to secure or guarantee the future of the operation. A single threat or risk will cause such an issue in the whole operation and that time is too late because the damage that occurred from this threat or risk or issue at that time will be bigger than the investment required by the company to make sure that for the future they have an alternative way of preparing or collecting the required data, whether for their operation or for their analysis or for the passengers.

The data could be from different categories, but the important message from the recent issues is that all stakeholders, and operators in the airline industry or aviation industry need to consider a new or alternative way of providing or getting the data, hosting the data, and analyzing the data because otherwise they will put themselves in a bigger issue which may happen to them again.

Also, this issue is not limited to the aviation stakeholder. This could be the biggest and major issue in the future for the governmental operation in terms of the military, or humanitarian and special operation inside or outside of the countries. Because having access to trustworthy data, as well as hosting it in a secure environment, allows them to ensure that it remains safe, secure, accessible, and reachable to those who need it. which is very crucial in this industry. During such a situation and crisis, a civil aviation section may delay or stop the flight for a certain period, but a government operation cannot be stopped, delayed, or postponed because of issues in the computer or data system. So the importance of such an operation shows how crucial it is to ensure that data is collected, trusted, and hosted. These decisions need to be taken at the government levels in different requirement offices, but they need to be taken seriously in terms of the operation's requirements, aside from civil aviation requirements.

The industry, aviation, or the government-industry should not forget that we are living in a world where the political situation is changing every day. So each country, each operator needs to take care of their requirement to make sure that if there is a change in the winds of the politics, still their operation and their performance remain as per their plan and as per their requirement, not affected by the situation which may lead the biggest loss of the profit in terms of the civil aviation and also awareness in terms of the government and military

Istanbul Hosted 34th ACI EUROPE Annual Congress: A Crucial Gathering for Aviation Leaders

Istanbul, a city bridging Europe and Asia, became the focal point of the aviation industry as it hosted the 34th ACI EUROPE Annual Congress & General Assembly by iGA Istanbul Airport. This prestigious event where Aviation Turkey Magazine is one of media partners, brought together C-suite aviation executives, policymakers, business partners, analysts, and innovators to address the pressing issues facing the sector amidst global political, economic, and technological shifts.

Against the backdrop of Europe's "Super-Election Year," geopolitical conflicts, and the ongoing challenges of decarbonisation, the conference provided a platform for Europe's airports to come together, strategise, and chart the future course of the industry. With structural changes in the aviation market and increasing pressures on financial viability, the need for unified solutions has never been more critical.

Keynote Addresses and Panel Discussions

The meticulously curated conference programme featured several high-profile speakers and panel discussions, focusing on the latest challenges and trends in the industry. Türkiye's Transport and Infrastructure Minister, Abdulkadir Uraloğlu, delivered a keynote address emphasising aviation's pivotal role in Türkiye's strategic agenda, outlining future prospects. This was followed by a "State of the Industry" address, presenting the latest data and insights into the sector's outlook.

Leadership symposiums were held, featuring CEOs from major airports such as Athens International, Fraport, iGA Istanbul, London-Heathrow, and VINCI Airports. Discussions centred around geopolitics, sustainability, financial resilience, and the future of aviation in Türkiye and beyond.

Olivier Jankovec, Director General of ACI EUROPE, highlighted the transformation underway in the industry, remarking, “The airport business has shifted significantly to adapt to the challenges posed by the pandemic, cost pressures, and the transition to net-zero. Our annual gathering in Istanbul offers the perfect moment to take stock of these challenges and advance our vision for sustainable, competitive connectivity.”

Decarbonisation and Sustainable Growth

One of the core themes of the event was the imperative for sustainable growth. iGA Istanbul Airport's CEO, Selahattin

Bilgen, underscored the airport's commitment to sustainability, stating, “Our operations are rooted in a balance between growth and environmental responsibility. Hosting this congress affirms our dedication to innovation and excellence in the aviation industry.”

During the congress, Armando Brunini, ACI EUROPE President and CEO of SEA Milan Airports, further reiterated the importance of decarbonisation, emphasising that this remains "the mother of all challenges." He also called for urgent policy interventions to ensure the availability of cost-competitive Sustainable Aviation Fuels (SAF) and the necessary infrastructure to support the upcoming generation of zero-emission aircraft.

Challenges Facing Europe’s Airports

The future viability of Europe’s airports was a focal point of the discussions. Despite the recovery of passenger traffic post-pandemic, Jankovec stressed the competitive pressures airports face, particularly in terms of revenue imbalances and investment needs. In 2023, Europe’s airports posted a net profit of €8 billion, but this remains below pre-pandemic levels. With inflation driving up

operating costs and €130 billion of debt accumulated since COVID, Jankovec warned of a potential investment squeeze in the sector.

Additionally, rising airfares and increased operational costs highlight the urgency for regulatory reforms. Jankovec criticised regulatory bodies in Ireland and France for favouring airlines at the expense of broader consumer and environmental interests.

Brunini also called for reforms to the 30-year-old EU Airport Slots Regulation, arguing that transparency in slot allocation and usage is essential to maintaining the competitiveness of Europe’s aviation market.

Innovation was another central topic at the congress, with a particular focus on how digitalisation and AI can transform airport operations. Jankovec highlighted the need for airports to break free from operational silos through better data integration and access, suggesting that airports must become the “masters of their own capacity and performance.” He urged reforms in airport slot rules both within the EU and the UK, enabling airports to operate more efficiently.

iGA Istanbul Airport CEO, Selahattin Bilgen & Ayşe Akalın

The 34th ACI EUROPE Annual Congress in Istanbul marked a pivotal moment for the aviation industry. With global challenges mounting, from decarbonisation to geopolitical pressures, Europe’s airports face an uncertain future. Yet, the gathering demonstrated the sector's resilience and commitment to shaping a more sustainable, competitive future. Through collaboration, innovation, and regulatory reform, Europe's aviation leaders are taking bold steps to ensure long-term growth and viability for passengers, communities, and the environment

Istanbul Sabiha Gökçen International Airport: A Strategic Growth Hub for Turkish Aviation

Istanbul Sabiha Gökçen International Airport (ISG), Turkey's second busiest airport and the ninth busiest in Europe, has outlined its future plans under the leadership of CEO Alp Er Tunga Ersoy. With an annual passenger capacity of 41 million and serving 165 destinations across 55 countries, ISG is positioning itself as a key player in global aviation. The airport has seen an 18.5% growth compared to 2019, ranking second in Europe for mega airports with a capacity of 25-40 million passengers.

Key Developments and Investments

Second Runway Operations: The airport's second runway, operational since December 2023, will be fully utilized for night operations in 2 months time. Once repairs on the first runway are completed, both runways will be fully functional within a year, marking a significant milestone for increased slot allocation.

Expansion Projects: A €35 million investment has been made to enhance existing terminal facilities, with completion expected by 2025. Additionally, €12 million will be allocated to improve passenger flow and accelerate baggage handling through the Decongestion and BHS (Shoot-Under) projects.

X-Ray Enhancements: The number of X-ray machines has been increased from 88 to 110, further boosting security efficiency.

Parking Upgrades: In April 2024, a new parking lot with a 474-car capacity was opened, with a €7 million investment underway to increase capacity by 20%.

Airline Partnerships and Route Expansions

Negotiations are ongoing with Lufthansa for the winter season, while Pegasus Airlines recently launched flights to Tuzla on August 24, and AJet is set to begin operations to Hurghada and Sharm El Sheikh in Egypt by October. Pegasus also added nine new international routes in 2024.

Domestically, Antalya is the most in-demand route, while internationally, London Stansted leads in demand.

Three new airlines, Batik Air, Air Cairo, and Air Arabia Egypt, started operations at ISG this year, further strengthening the airport's connectivity.

Cargo and E-commerce Focus

In line with the growing demand for cargo and e-commerce, ISG plans

to construct a new cargo facility to expand capacity. This aligns with the airport's vision to become a leading logistics hub in the region.

Future Expansion Plans

A new terminal building with a capacity of 45 million passengers is planned between the two runways. This terminal will be connected by a rail system, with design, feasibility studies, and financing already in place. Talks with the Turkish Presidency of Defense Industries (SSB) and HEAŞ (Airports and Aviation Industries Inc.) are ongoing to finalize these plans.

The airport aims to increase its capacity to 80 million passengers within the next 15-20 years, leveraging its strategic location near Istanbul and surrounding cities. With strong ground transport connections and compact airport operations, ISG is positioned to become one of Europe, Asia, and Africa's premier transit hubs.

Operational Efficiency Amid Growth

Operating for 14 years, ISG continues to modernize its infrastructure while maintaining daily operations. With 24 upgrade projects underway, worth approximately €35 million, the airport aims to complete these by mid-2025 without disrupting current services.

Passenger Traffic Milestones

ISG closed 2023 with a record 37.1 million passengers, and the airport is on track to achieve even higher traffic levels in 2024. As of June 2024, ISG reported a 16.6% year-on-year increase in passenger numbers, reaching 19.8 million, with projections showing that it will remain among Europe's top 10 airports for passenger traffic.

Ayşe Akalın & Alp Er Tunga Ersoy

Strategic Significance and MAHB Partnership

Operated by Malaysia Airports Holdings Berhad (MAHB) until 2032, ISG is MAHB's largest international investment. MAHB, one of the world's largest airport operators, manages 40 airports, including Kuala Lumpur International Airport, and has invested €544 million into ISG, making it a cornerstone of its global portfolio.

As Istanbul Sabiha Gökçen continues to expand, both in passenger traffic and infrastructure, it remains a crucial part of Turkey's and the global aviation industry's future growth trajectory

AJet Launches Flights from Sabiha Gökçen Airport to Skopje

AJet has officially launched its first international route from Istanbul Sabiha Gökçen International Airport (SAW) to Skopje, the capital of North Macedonia. As of July 13, 2024, the airline will operate four weekly flights on this route, marking a significant milestone for AJet, as it expands its growing network with this new destination.

This flight also marks the inaugural international route under AJet's VF call sign from Sabiha Gökçen, an airport that continues to strengthen its role as a key hub for international travel. TAV Airports has been managing Skopje Airport since 2010 and will continue to do so until June 2032, ensuring a seamless passenger experience for travelers between Istanbul and Skopje.

During the launch event, AJet CEO Kerem Sarp expressed his excitement about this new route, stating, "We are delighted to add Skopje to our expanding flight network. After launching our VF-coded flights on March 31, today we are proud to open our first international route with our valued passengers. This new service will provide our guests with the opportunity to explore

Istanbul's and Turkey's rich historical and cultural heritage."

Despite the success, Sarp also acknowledged operational challenges, including delays caused by issues in European air traffic, as reflected in Eurocontrol reports. To minimize disruptions, AJet has taken proactive measures by keeping seven aircraft on standby at Sabiha Gökçen and five at Esenboğa Airport in Ankara to ensure smooth operations.

With a fleet of over 80 modern aircraft, AJet currently serves 93 destinations across 32 countries. The addition of Skopje as the airline's 40th international destination from Sabiha Gökçen brings the total to 72 destinations in 25 countries. AJet has ambitious plans for the future, aiming to reach 200 destinations across 46 countries by 2033 with a fully renewed fleet.

New routes to cities like Stockholm, Skopje, and Tuzla are set to bolster AJet's presence in Europe, with further expansion planned for the Middle East and Asia. The airline also plans to introduce new routes from Ankara Esenboğa Airport to global capitals, enhancing connectivity from Turkey's capital.

In addition to expanding its flight network, AJet is focused on improving passenger services. The airline has partnered with Hitit to enhance its Passenger Service System and with TCI-Turksat to offer in-flight internet services. AJet also plans to collaborate with the local Turkish aviation industry and is working with Turkish Airlines to develop a new joint loyalty program for frequent flyers.

AJet CEO Kerem Sarp & Ayşe Akalın

AJet Expands Fleet and Operation

AJet will operate nearly 50 aircraft in-house by 2025, while sourcing the remaining 40 aircraft from Turkish Airlines. The airline's fleet grew to eight aircraft with the addition of three aircraft from Turkish Airlines. By March 2025, AJet will add five more aircraft to its fleet. The airline has finalized agreements for the leasing of 35 new aircraft. Provided there are no delays from Boeing or Airbus, these aircraft are expected to join the fleet by April or May 2025. Currently, approximately 20% of AJet's flights are operated with leased aircraft from foreign operators. This figure is projected to reach zero next year

Flying with flydubai

by Şebnem Akalın

We decided to try out a new airline for our attendance at the IATA AGM 2024 in Dubai. Opting for flydubai ensured a time-saving and comfortable journey, and the highlight was undoubtedly the convenience of a direct flight.

flydubai operates direct flights from Ankara to Dubai twice a week, along with routes from Istanbul. Choosing a direct flight from Ankara provides exceptional comfort and convenience, whether for business trips or family vacations.

Dubai is an ideal winter destination for residents of Ankara, who endure harsh winter conditions. The city offers a myriad of options for family vacations, boasting adventures for the daring, a plethora of sports activities for the active, and indulgent shopping experiences with luxury brands—plus, let's not forget about its stunning coastline.

One of the highlights was the opportunity to enjoy evenings at some of the world's finest signature restaurants, alongside exploring local eateries serving delicious ethnic dishes.

Our journey began with flydubai's Turkey office graciously upgrading us to business class, making our 3.5-hour flight exceptionally comfortable. The newly refurbished reclining seats on their 737 Max aircraft rivalled those of flagship carriers, providing a luxurious travel experience.

From my experience with short flights and smaller aircraft, flydubai's new generation business cabin stands out as the best I've encountered. Upon boarding, the flight crew immediately impressed us with their attentiveness and professionalism. The dining experience commenced with a welcome drink, followed by a menu offering a selection of three main courses. While the side dishes such as salad and dessert remained consistent, the choice of main course added a personal touch to the dinner service.

While I opted for champagne, I regret not trying the fine wines available on the menu. After my table was

cleared and my glass refilled, there was no shortage of snacks to enjoy.

Once the meal was finished and the high-end champagne savored, it was time to recline in our fully adjustable seats. By the time I finished watching one of the many available films, we had already arrived in Dubai.

Although I didn't experience economy class personally, I did observe seats with extra legroom, spacious overhead bins, and refurbished seating. Just like in business class, comfort for economy class passengers is clearly a priority.

Additionally, flydubai passengers flying business class from Ankara can enjoy access to the Tav Primeclass Lounge before their flight. Despite its compact size and limited selection, it's a convenient option for relaxing before departure

Colonel Engineer Fuat Dörtbudak (1909–1972), Director of the Kayseri Aircraft Factory

by Dr. Emir Öngüner
Freelance Researcher in Aviation History

Kayseri holds strategic importance as the city where the Republic of Türkiye launched its first major heavy industry initiative. Following the dissolution of TOMTAŞ, which had operated in partnership with the German aircraft manufacturer Junkers between 1926 and 1928, the facility resumed production in 1931 under the Ministry of National Defense, renamed as the Kayseri Aircraft Factory. The life story of Colonel Fuat Dörtbudak, who worked at this facility for many years and served as its director for a time, provides valuable insights into Türkiye's engineering education policies during that period.

Major Fuat Dörtbudak (left) at a meeting in the Kayseri Aircraft Factory. (Tomru Önalp Private Archive)

Born in 1909 to a Turkish officer, Fuat Dörtbudak first encountered military education at Halıcıoğlu Military High School, graduating in 1929. At that time, the Turkish Air Force had not yet been fully organized as it is today and operated under the Ministry of National Defense through the Undersecretariat for Air Force. The Undersecretariat began sending top-performing students from military schools abroad through competitive exams, aiming to prepare them for future roles as aviation officers in various specialized fields. The goal was to establish a domestic aircraft industry, which required the expertise of engineer officers. After passing the exam, Fuat Dörtbudak was awarded a scholarship and sent to the Technische Hochschule Berlin in Germany to pursue an engineering degree.

A photo he sent to his brother on October 13, 1929, during his time in Germany. (Tomru Önalp Private Archive)

When he first arrived in Berlin, he began studying aircraft-mechanical engineering and had the opportunity to complete an internship at Junkers Flugzeugwerke. Later, through a second directive received via the embassy, he was instructed to specialize in airframe engineering. This required him to pursue a second university degree, during which he completed an internship at Messerschmitt. It took a total of nine years of training before he was able to return to Türkiye.

When Fuat Dörtbudak returned to Türkiye in 1938, his first post was at the Kayseri Aircraft Factory. It was there that he met and married the niece of the factory's director, Avni Okar. After the outbreak of World War II, he was sent abroad for a period, and upon completing his assignment,

he worked at both the Kayseri and Eskişehir Aircraft Factories. In the following years, he served as Deputy Undersecretary for the Air Force within the General Staff and the Ministry of Defense. During this time, he was offered the directorship of the Kayseri Aircraft Factory once again, prompting his return to Kayseri, where he remained until 1950.

While serving in the General Staff, the British informed him that jet aircraft could be manufactured in Kayseri, and they were ready to collaborate on the project. As a result, he was reassigned from Ankara to Kayseri as the factory director. However, after assuming his role as a director, the project was abandoned due to the arrival of ready-made aircraft from the United States. After completing his mandatory service and with the cancellation of jet aircraft manufacturing in Türkiye, he retired from the military with the rank of colonel. During his service, in 1941, he also published a translated technical book titled "General Information on Aircraft Engines," which was printed by Kayseri Sümer Press.

After leaving the military in 1950, Fuat Dörtbudak took on his first civilian position at Ereğli Coal Corporation in Zonguldak, where he was involved in establishing both the port operations and coal washing facilities. In the 1960s, under the Turkish Petroleum Corporation (TPAO), he played a key role in developing Türkiye's NATO western region oil pipelines. Following that project, he oversaw the installation of production facilities for Türkiye Pulp and Paper Factories (SEKA) in Çaycuma and Dalaman. He passed away on August 23, 1972.

Note: *This article was written by the author based on an interview with Fuat Dörtbudak's daughter, Tomru Önalp. A version of it was also published in Aposto newspaper on May 19, 2024*

During his internship at Junkers in Germany. (Tomru Önalp Private Archive)

Fuat Dörtbudak (left) with other Turkish officers upon his return to Türkiye in 1938. (Tomru Önalp Private Archive)

Fuat Dörtbudak's wife, Mrs. Fehime (far left), during a test flight in Kayseri with Sabiha Gökçen (far right). (Tomru Önalp Private Archive)

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GE Aerospace Türkiye Technology Center's New Campus Inaugurated with a Ceremony

by İbrahim Sünnetçi

The opening ceremony of the new campus of the GE Aerospace Türkiye Technology Center took place at the Maya Anatolium Tower in Kartal, Istanbul, one of GE Aerospace's five global engineering centers. Spanning four floors of the business tower, the center will play a critical role in the future of aviation, continuing GE Aerospace's legacy of producing the United States' first jet engine. Dr. Aybike Molbay, General Manager of GE Aerospace Türkiye Technology Center, hosted the ceremony, which was attended by several prominent figures including Mehmet Fatih Kaçir, Minister of Industry and Technology; Davut Gül, Governor of Istanbul; TEI General Manager Prof. Mahmut Akşit; TUBITAK President Prof. Hasan Mandal; and many other distinguished guests. GE Aerospace Türkiye, with its defense and aerospace teams based in Istanbul, Gebze, and Ankara, makes significant contributions to advancing the Turkish aerospace industry.

The GE Aerospace Türkiye Technology Center, which has been granted R&D Center status by the Ministry of Industry and Technology, will conduct R&D activities focusing on advanced technologies such as sustainable propulsion. The opening of its new campus, which will bring together more than 440 researchers, marks a significant milestone for both Türkiye and GE Aerospace in civil and military aviation, advancing our country's innovations in engine technologies.

Dr. Aybike Molbay, General Manager of GE Aerospace Türkiye Technology Center, opened the ceremony with a brief speech. She highlighted GE Aerospace's recent transformation, stating, "We are very pleased and proud to have successfully completed our transition into an independent company." Molbay emphasized GE Aerospace's longstanding presence in the Turkish market, noting the introduction of J85 engines to the Turkish Air Force in the 1960s and their inaugural flight by Turkish Airlines in the early 1970s. She underscored their commitment to Türkiye, particularly through the establishment of TEI (established on January 9, 1985) in partnership with Turkish Aerospace in 1985. Molbay continued, "Since those early years, we have expanded GE Aerospace's operations in Türkiye, enhancing capabilities in engineering, software, innovation, R&D, and manufacturing. Today marks a significant milestone with the inauguration of the GE Aerospace Türkiye Technology Center (TTC)."

Molbay continued his speech, stating, "TTC was established in 2000 in Gebze as the GE Marmara Technology Center, a place we've called home for 24 years that has both nurtured and strengthened us. In 2008, we formally branded the partnership between TEI and GE as TTC and began to assemble and expand our design team. By 2012, we had expanded our laboratories and transformed them into a major center,

now another key facility in Gebze. Consequently, GE Aerospace has evolved into an organization that significantly contributes to the growth and success of global commercial aviation, software, and defense technologies, not only in Türkiye but across the globe. It is with immense pleasure that we inaugurate the new Kartal campus of TTC, where many of our engineers will continue the legacy that began more than a quarter of a century ago. I am proud to announce that our new campus houses approximately 400 GE Aerospace and 100 TEI engineers, showcasing its tremendous capabilities. This underscores TTC's vital role as one of the main engineering hubs for GE Aerospace globally. Our center contributes significantly to global engineering efforts for engines like the GEnx, LEAP, GE9X, and Catalyst, along with their derivatives used in maritime, energy, oil, and gas applications. This marks it as a cornerstone of technological advancement for both GE Aerospace and Türkiye. In defense, TTC actively participates in Türkiye's KAAN and HÜRJET Projects, a point of pride for us. Moreover, TTC engineers are making significant contributions to reducing emissions, a key area shaping the future of aviation, through their involvement in CFM's RISE Program. This program is set to develop engine technologies that are 20% more fuel-efficient and produce 20% lower carbon emissions compared to current commercial engines. In software, our teams are developing and updating 'Software As A Service' solutions utilized by GE Aerospace's global customers. In addition to these initiatives, our Gebze laboratories continue to excel in areas such as 3D printing, material testing, production and repair process development, and part prototyping at our advanced manufacturing and repair workshop. The new TTC campus we inaugurated today will remain a center for development, innovation, and research, in collaboration with our local partners. I am immensely proud to serve as the General Manager of these exceptional facilities and this extraordinary team. We are incredibly

Dr. Aybike MOLBAY, General Manager of GE Aerospace Türkiye Technology Center

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Mehmet Fatih KACIR - Minister of Industry and Technology

fortunate to work alongside some of the most talented engineers in the country. As we celebrate our dedicated engineers, we also look to the future by inviting the next generation to join our Edison Engineering Program, run in partnership with Istanbul Technical University and Sabancı University."

In his address, Minister of Industry and Technology Mehmet Fatih KACIR announced that the Ministry would grant R&D Center status to GE Aerospace Türkiye Technology Center. He added, "In the next phase, we are ready to collaborate with GE Aerospace to establish our country as a global and regional production base."

Minister KACIR continued his speech with the following remarks: "With the infrastructure we have developed in recent years and our skilled workforce, we are bolstering the position of global companies in manufacturing and supply chains day by day. We have the capability to manufacture all components of a passenger aircraft fuselage. Türkiye is among the few countries globally that manufacture aircraft engines and have the infrastructure to test all types of aircraft engine components. GE Aerospace plays a crucial role in this infrastructure, developed in collaboration with global leaders in our aerospace industry. In recent years, GE Aerospace has expanded its operations in Türkiye, demonstrating its confidence in our country's skilled workforce, value-added production, and vision for technology development. I also want to express my gratitude to Ms. Molbay, whom I have known for six years, and whose dedication to enhancing research, development, innovation, design, and engineering capabilities in Türkiye I have personally witnessed at every meeting. GE Aerospace has benefited from our TUBITAK Preliminary R&D Laboratories Support Program, aimed at facilitating innovative R&D activities for leading global companies in Türkiye. Through the Additive Manufacturing


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Technologies Research Laboratory at TUBITAK MARTEK, we promote the development of new technologies and products by integrating GE Aerospace's expertise in additive manufacturing parts and systems with our skilled workforce. Today, we inaugurate the new campus of GE Aerospace Türkiye Technology Center, dedicated to research and development across advanced technologies, including sustainable propulsion. I wish this center, bringing together more than 440 researchers, every success in advancing engine technologies and driving innovation in our country. I congratulate GE for this visionary and strategic investment."

Following the speeches, a ribbon-cutting ceremony took place. Minister KACIR and the accompanying delegation then toured the new campus of the Türkiye Technology Center (TTC), where they received information about the ongoing activities from the officials.

During the facility tour, Alev Kaçar AKSONGUR, the Leader of Additive Manufacturing Technologies at the GE Aerospace Türkiye Technology Center, provided the following information to Minister KACIR:

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"Additive manufacturing is a production method based on layering metal powder or metal wire on top of each other. We use this technology as a means of enabling production freedom in complex geometries, such as internal channel structures or multi-part geometries, which are difficult to produce using conventional methods. We have been working on additive manufacturing at the Türkiye Technology Center since around 2007. In fact, even before it became a widely adopted option in the industry, we were already deep into various engineering projects using both powder-fed and wire-fed additive manufacturing techniques. By 2017, with support from TUBITAK's 1515 Pioneer R&D Laboratory Support Program, we established our Türkiye Additive Manufacturing Technologies Research Laboratory. There, we started working on laser powder bed fusion technologies. In 2022, GE Aerospace formally certified our processes. We are involved in sustainable aviation-focused programs like the RISE Program, working on the production and improvement of complex geometries such as heat exchangers. Our team here, comprising both Product Development and Production Development Engineers, is committed to advancing this high technology, used extensively in aviation. Every day, we strive to enhance our collective expertise and knowledge."

In response to Minister KACIR's question about whether any patents have been developed in Türkiye's additive manufacturing sector, AKSONGUR replied, "Yes, we hold several patents and are actively pursuing more. Our engineers continually generate significant innovative ideas through our research and development efforts. These activities are ongoing and expanding." Additionally, AKSONGUR highlighted that six of the eleven members of the Additive Manufacturing Technologies team hold doctoral degrees.

Engineer Tevfik ÜNAL, briefing Minister KACIR, mentioned that he has been working at the Türkiye Technology Center for over 14 years. Recently, he has taken on the role of a Systems Engineer, working on the integration of GE's F110 and F404 Turbofan Engines for the HÜRJET and KAAN Projects. ÜNAL noted, "The F110 engine, as you may be aware, is a reliable powerhouse familiar to our Air Force, having logged over 10 million hours. The F404, on the other hand, is crucial to the U.S. Navy, powering the F/A-18E/F Super Hornet and specifically designed for corrosive environments. Our primary task here is to ensure that the engine specifications and the air platform requirements are perfectly aligned. We focus on securing all connections, fasteners, transmission components, and subsystems under mechanical integration. In functional integration, our goal is to consistently deliver the required thrust for each flight hour of the platforms. In this context, we usually spend three to four months at Turkish Aerospace's (TUSAŞ) Kahramankazan facility, where we receive exceptional hospitality from the staff and management. The advantage of sharing the same language and cultural background contributes to our effective collaboration. It is a source of great pride and joy for us, as Turkish engineers, to be part of these pivotal projects in the history of Turkish aviation.

İbrahim SÜNNETÇİ & Dr. Aybike MOLBAY

GE Aerospace, an integral part of Turkish military and civil aviation for nearly 60 years, continues to play a crucial role in supplying engines and propulsion systems for both commercial and military aircraft. They are actively involved in projects such as TTC, HÜRJET, and the Turkish Fighter KAAN.

GE Aerospace Türkiye's research and development activities began with the establishment of the GE Marmara Technology Center in Gebze in 2000. Momentum increased with the agreement signed in November 2007 to establish Türkiye Teknoloji Merkezi (TTC). The permanent building of TTC was officially inaugurated on June 18, 2009, in the Technology Free Zone of TUBITAK Gebze Campus. In 2018, the GE Additive Technology R&D Center was established to focus on digital solutions, systems, and the development of engine components.

At the opening ceremony speeches of TTC in Gebze, the ultimate goal of the activities was announced as "to attain the knowledge and technology required to develop a national jet/turbofan engine." Today, TEI has achieved the technological and knowledge level necessary to produce the indigenously designed TS1400 Turboshaft Engine, as well as the TF-6000 and TF-10000 Turbofan Engines. Since then, TTC has served as a vibrant center for aerospace engineering, fostering collaboration between TEI and GE Aerospace engineers in designing both commercial and military aircraft engines. At TTC, engineers from TEI and GE Aerospace provide design services not only for GE's existing engines under development but also for newly designed models. Significantly, TTC engineers actively contribute to CFM International's RISE (Revolutionary Innovation for Sustainable Engines) Program, a joint venture between GE Aerospace and Safran, focusing on reducing emissions—a critical priority in shaping the future of aviation. The RISE Program aims to advance engine technologies to achieve 20 percent greater fuel efficiency and 20 percent lower carbon emissions compared to current commercial engines

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Turkish Airlines Unveils New Luxury Crystal Business Class Suite in Farnborough Airshow

Turkish Airlines is setting a new benchmark for luxury travel with the introduction of its Crystal Business Class Suite, designed to elevate the passenger experience with privacy, comfort, and sophisticated design. This new suite is a significant step forward for the airline, marking the first time Turkish Airlines has featured an adjustable suite door and privacy panel, ensuring maximum privacy for passengers during their flight.

The Crystal Business Class Suite boasts a spacious 23-inch seat width, allowing travelers ample room to relax, combined with expanded footwell space. Unlike most airlines that rely on third-party manufacturers for their premium seating, Turkish Airlines has developed these seats through its subsidiary, TCI Aircraft Interiors. This ensures that the design is not only luxurious but also tailored specifically to the needs of Turkish Airlines passengers.

The suites are meticulously crafted with comfort and aesthetics in mind. Passengers can recline in a 76-inch fully flat bed, offering a generous 44-inch pitch in a staggered configuration, allowing seamless aisle access. The luxurious design features lighter, warmer colors in line with the airline's "Flow" brand identity, enhanced by marble-style tables and elegant rose gold finishes.

In addition to comfort, the Crystal Business Class Suit is packed with modern technology to enhance the passenger experience. A 22-inch high-definition monitor allows uninterrupted in-flight entertainment (IFE), while the suite also offers wireless charging on the cocktail table, keeping devices powered throughout the journey. Passengers will find ergonomic access to the handset and tactile control buttons, making it easy to manage their personal entertainment and comfort features.

Furthermore, the suite includes adjustable ambient lighting, reading lights, and multiple storage options,

including an easy-access stowage compartment with interior lighting. The carefully designed suite also features plush leather and fabrics sourced from Türkiye, showcasing the airline's commitment to its heritage.

The *Crystal Business Class Suite* provides personalized solutions for each passenger, with customizable components that meet the unique requirements of travelers. These seats will be available on Turkish Airlines' transcontinental flights, with the first installations planned for the airline's Airbus A350 fleet, and future retrofitting for its Boeing 777 aircraft.

This new suite aligns with Turkish Airlines' vision of creating an unmatched flying experience, enhancing both comfort and style in the sky. Turkish Airlines Chairman, Prof. Ahmet Bolat, emphasized the importance of this new product in the airline's future, stating, "Our new Crystal Business Class suite will add a new chapter for our long-haul luxury travel and will carry the airline into the future with a new level of comfort and privacy across our extensive global network."

Ayşe Akalın, Editor-in-Chief of Aviation Turkey Magazine, had the opportunity to speak with Levent Konukçu, Chief Investment & Strategy Officer, about the new Crystal Business Class Suite at the Farnborough Airshow.

The Crystal Business Class Suite sets a new standard for long-haul luxury travel, combining privacy, comfort, and technology in a seamless experience. Along with Turkish Airlines' award-winning in-flight dining, this new addition to their fleet ensures that passengers will enjoy an unparalleled level of service and sophistication as they travel across the globe

Virgin Atlantic's A330-900neo Showcased at FIA

by Ayşe Akalın, Editor in Chief of Aviation Turkey Magazine

At the Farnborough Airshow, I had the opportunity to explore Virgin Atlantic's A330-900neo, a remarkable aircraft that is part of the A330neo family. This aircraft, known for its innovative design and superior fuel efficiency, is poised to play a pivotal role in Virgin Atlantic's fleet modernization efforts.

The A330-900neo maintains the fuselage length of the A330-300 variant, capable of seating between 260 and 300 passengers in a typical three-class configuration or up to 460 in an all-economy layout. The aircraft is powered by Rolls-Royce Trent 7000 engines, which, combined with a new high-span wing and advanced aerodynamics, enable it to achieve a 25% reduction in fuel consumption per seat compared to older aircraft models.

Inside, Virgin Atlantic offers a luxurious experience across all cabin classes. In Upper Class, passengers are treated to Thompson Vantage XL seats, with 32 seats arranged four abreast. Premium Class features 46 spacious Collins MIQ seats, while the Economy Class cabin boasts 184 Recaro CL3710 seats. A standout feature of the Upper Class cabin is the Retreat Suite, offering full privacy with 'do not disturb' doors, 6ft 7" fully flat beds, 27" touchscreen monitors, and mood lighting controlled by passengers.

Virgin Atlantic also offers a unique social space called The Loft, where Upper Class passengers can gather. This area includes a self-service fridge, space for up to eight people, and Bluetooth-enabled touch screens. Across all cabin classes, passengers can enjoy Safran's Rave in-flight entertainment systems and Viasat's Ka-Band connectivity, alongside wireless charging, USB A/C outlets, and enhanced stowage options.

The aircraft on display, named Ruby Rebel, is the fifth A330neo delivered to Virgin Atlantic, part of a fleet renewal that began with an order placed in 2019. The airline is transitioning toward a 100% next-generation aircraft fleet by 2028.

Beyond the cabin experience, the A330-900neo impresses with its operational performance. It has a range of up to 7,200 nautical miles, making it an ideal choice for both short-haul and long-range routes. The fuel efficiency and environmental performance of this aircraft are further enhanced by new technologies, including composite winglets that extend the wingspan by four meters, reducing drag and improving lift.

The A330-900neo is not just a leap forward in efficiency but also in passenger comfort, thanks to Airbus' Airspace cabin concept. This design philosophy focuses on providing more personal space, a welcoming environment, and the latest in-flight entertainment and connectivity options. The cabin's wide seats, advanced lighting, and state-of-the-art services ensure that passengers experience comfort and relaxation, no matter the flight duration.

With the introduction of the A330-900neo, Virgin Atlantic is pushing forward on its path to sustainability, while ensuring that passengers travel in style and comfort. As part of Airbus' commitment to

delivering both operational efficiency and an enhanced passenger experience, this aircraft represents the future of air travel.

Virgin Atlantic Expands A330neo Fleet with Seven Additional Orders

Virgin Atlantic has solidified its commitment to fleet renewal by placing a firm order for seven additional Airbus A330neo aircraft. This latest order, announced at the Farnborough Airshow, brings the airline's total commitment to 19 A330neos. The expansion is a critical component of Virgin Atlantic's multi-billion-dollar fleet transformation, aimed at enhancing both operational efficiency and passenger experience.

The announcement took place onboard the airline's latest A330neo, Ruby Rebel, named in honor of founder Sir Richard Branson and celebrating the airline's 40th anniversary. The aircraft is registered as GB-VSRB and highlights the carrier's push toward modernizing its fleet with more fuel-efficient, sustainable aircraft.

Shai Weiss, CEO of Virgin Atlantic, expressed the significance of this milestone: "Today, we complete our fleet transformation with the purchase of seven additional A330-900s, which we know our customers and crew love to fly. Flying the youngest fleet is the most immediate and impactful way to decarbonize long-haul aviation, and we are proud to operate one of the most fuel and carbon-efficient fleets across the Atlantic."

Weiss also highlighted Virgin Atlantic's long-standing relationship with Airbus, noting, "Our special partnership with Airbus began in 1993 with the arrival of 'Lady in Red,' and continues with 'Ruby Rebel,' marking our 40th anniversary. Over the last three decades, we've flown more than 60 Airbus aircraft. Airbus has been our key partner, ensuring our customers always fly in comfort."

Christian Scherer, Airbus Chief Executive Officer, Commercial Aircraft, praised Virgin Atlantic's decision to expand its A330neo fleet: "We are grateful for Virgin Atlantic's confidence in the A330neo. This aircraft not only offers unmatched cost efficiency per seat mile, but it also enhances passenger comfort and contributes significantly to Virgin Atlantic's sustainability journey. We look forward to many more years of successful collaboration"

"We Want to Make CityAirbus NextGen Affordable, Certifiable, and Reliable"

Rapid urbanization, growing road traffic in major cities, and increasing urban population (by 2030, 60% of the world's population will be urban) are driving the demand for alternative transportation solutions. The Urban Air Mobility (UAM), which leverages the sky to better link people to cities and regions, giving them more possibilities to connect, is one of the alternative transportation solutions that many of the leading commercial aviation companies have been working on since early 2010s. According to existing market reports, the Urban Air Mobility (UAM) market is estimated to be $4,6 Billion in 2024 and is projected to reach 23,5 Billion by 2030 and 41,5 Billion by 2035.

Believing that the UAM can positively contribute to a multimodal mobility system and opens up new possibilities for city development, Airbus, the world's largest manufacturer of airliners, has been exploring how recent technology advancements – from battery capacity and autonomy to electric propulsion – can help drive the development of new kinds of aerial vehicles since 2014.

Intended for the air taxi role, CityAirbus, the company's unmanned, ducted-fan-driven urban air taxi prototype, made its first flight on May 3, 2019 in Donauwörth, Germany. After 242 flights over 1.000 km (540 nm) in total Airbus updated the CityAirbus project in September 2021 and unveiled the updated configuration of its eVTOL CityAirbus, dubbed prototype 'CityAirbus NextGen'. The new configuration boasts a fixed main wing with 6 ductless rotors (electric propellers), twin boom tail (a V-tail) with two control rotors. Unlike the previous configuration the 'CityAirbus NextGen' does not have any moving surfaces or tilting parts.

CityAirbus NextGen is a 2-ton class all-electric, four-seat vertical take-off and landing (eVTOL) prototype. It was unveiled by Airbus to the public in a special ceremony at its facility in Donauworth, Germany, ahead of the electric aircraft's maiden flight later this year. CityAirbus NextGen has a wing span of about 40 feet (12 meters) and is powered by eight propellers and 16 electrical power units, with dual systems for redundancy. When in operation, it will carry one pilot with three passengers in a banked seat at the rear of the cabin. The CityAirbus NextGen is being developed to fly with an 80 km range and to reach a cruise speed of 120 km/h, making it perfectly

suited for operations in major cities for a variety of missions.

With the great advances in aviation technologies in recent years, eVTOL solutions for the UAM market have begun to evolve from concept to imminent reality. At Farnborough International Airshow 2024 (FIA24), Aviation Turkey caught up with Balkız Sarıhan, CEO & Head of UAM at Airbus, to get first-hand information on the current status company's CityAirbus NextGen Program and to discusses the innovative business models Airbus is shaping, her strategic vision for the future of UAM and how they are overcoming challenges both in the fast-evolving UAM sector and in the global market.

Aviation Turkey: Can we start by getting some information about CityAirbus NextGen and its distinguishing features that makes it different from other products in the market? So, for the future potential customers or users, why should they prefer your solution rather than others?

Balkız Sarıhan: Absolutely, with pleasure. Maybe I introduce you first a little bit about the aircraft. So, CityAirbus NextGen is our prototype. Before CityAirbus NextGen we've done lots of demonstrators on technology both at aircraft level and technobricks and even first operations and these types of activities. But for us all of that learning and all of the history of Airbus brought us to this first entry which is our product answer to, as you said, the advanced air mobility market.

What's unique about the Airbus product? The Airbus product, first of all, is a 2-ton class of vehicle. So that means that we're able to carry four people in a 2-ton class of vehicle, meaning that when we first enter the market we don't have to wait for additional infrastructure.

We can use existing infrastructure, existing helipads to help introduce the product to the market. What else is unique is we focus on simplicity, safety and supportability.

Aviation Turkey: Four passengers plus pilot?

Balkız Sarıhan: No, four-passenger cabin. So, one pilot plus three passengers.

Aviation Turkey: Does it also have an option for the unmanned operation in the future?

Balkız Sarıhan: In the future for us autonomy is not a technology challenge. Autonomy is more of a societal acceptance challenge. So, there's so much autonomy that's available.

Aviation Turkey: People should be ready to not see a pilot in the cockpit. Even at Metro it takes many years.

Balkız Sarıhan: Perfect example, you know. And for us it's really the most important thing is to introduce a product that is technologically viable, which means worthy of carrying the Airbus name, which means it is safety, absolutely, no question about that, but also delivering performance. So, we're not in a race to rush a product to market. Our focus remains on putting the right product to market at the right time. And what does that mean? That also means it's business viable. We're not going to operate our aircraft. She will be introduced as an extension of the existing portfolio of helicopters and airlines.

Depending on the missions that we want to serve, and we want to make sure that everyone is wanting and willing and able to make the investment necessary for the long-run success of such a novel technology and such a revolution in aerospace. Here this will be the first all-electric product that Airbus puts out into the market and that's a huge step forward for us and for the industry because applications of that beyond that first entry are incredible.

Balkız Sarıhan met with Ayşe Akalın at Farnaborough Air Show 2024

Aviation Turkey: The maiden flight will be at the end of this year I think, right?

Balkız Sarıhan: Yes.

Aviation Turkey: Why did you prefer this design configuration?

Balkız Sarıhan: So, our design, if we're focusing on simplicity and supportability, also means that we have chosen not to tilt. We want to make it affordable; we want to make it certifiable, and we want to make it reliable. Which means that we have designed an architecture that is 100% vertical takeoff and landing.

So, no runway short or long needed. That means we can take off and land vertically and as soon as we have achieved our altitude, we are transitioning to forward flight as quickly as possible. And this is just because batteries love a wing.

So, the faster you can transition to forward flight, the more energy efficient you are, and the longer your mission profile is. So, this is what the concept of the design is.

Aviation Turkey: So, the position of these propellers is not changing? CityAirbus NextGen does not have any moving surfaces or tilting parts?

Balkız Sarıhan: Nothing, everything is locked.

Aviation Turkey: How can you be sure to go forward while the propellers are turning?

Balkız Sarıhan: This is the brilliance of our engineers. We've spent a lot of time... and this is also why we built two completely different technology demonstrators. We had one aircraft without a wing which was 100% vertical takeoff and landing. This was CityAirbus Alpha, a 2.3-ton class vehicle. So, a massive vehicle to bring into the air without anything tilting, 100% battery.

I think our general concept is the fewer the moving parts, the better it is for aircraft design, manufacturing, and then support afterwards. And this is the design challenge we gave to our engineers. Because we had a tilting offer. So Vahana (it was an all-electric, single-seat, tilt-wing vehicle demonstrator that focused on advancing self-piloted, electric vertical take-off and landing [eVTOL] flight), our other technology demonstrator, was a tilting application. So, we took a lot of learning from that. And then we said, okay, what is the best trade-off?

Because in the end, when we're designing a new product, it's always a trade-off. So, for us, most important is business viable, technologically sound, safety, of course, without question, and then delivering a first viable mission. And this is also where our missions differ as well. So, we as Airbus really focus on three different feeder markets.

The first is medical services. Medical services where we can, again, add a real value to society. So, this aircraft is designed to perform hand-in-hand with our HEMS helicopters, so emergency medical services helicopters.

Aviation Turkey: Since you have a cabin for four passengers, so can it be also converted into to take stretcher?

Balkız Sarıhan: Yes, yes, it does. So, the interior of the cabin is designed.

Aviation Turkey: Does it have a rear door?

Balkız Sarıhan: It is an option but the way she's designed, if I explain it in this way, is it's a convertible cabin. So, to fit medical services, ecotourism, and scheduled shuttle services. This is where we really believe that the market will start, and we also get to mature with our operators.

All of this is transparent. So, if you imagine the experience of someone stepping into the aircraft, it's very open, it's very inviting, it's very public friendly, right?

Because we want to bring the public with us.

The aircraft access is actually through the front. So, the doors open in this direction. So, to your point, if we need to fit a stretcher, if we need to get personnel in there, all that has the flexibility with which the cabin is designed.

And this is what we, I mean, these are the real design challenges, you know. We want something that is usable. We want something that is value-add. We want something multi-location.

Aviation Turkey: What about the height of the propellers? So, when the people get out, do they create any problem?

Balkız Sarıhan: No, no, not at all. I mean, the clearance is 2 meters.

Aviation Turkey: Dimension is becoming sometimes a differentiation issue. Do you have any plan to, for example, folding wings like that to make its footprint shortened?

Balkız Sarıhan: The footprint is pretty small to begin with, actually. So, this is 12 meters tip to tip. So, it's actually quite small and the D-Value is at 15. So, this is also why we really restrict our engineers to say, guys, going bigger is easy. But give me something that is usable, practical.

And this is the construction. Because then as battery technology improves with this architecture, you just get to carry more in the same cabin.

Aviation Turkey: Do you have any plan to produce a family over this version? For example, you said this configuration features four-passenger cabin, do you have any plan to develop, for example, middle version with six or eight-passenger cabin? Then also add a 12-passenger cabin version. Do you have any such plan? Because, you know, demands are different. You said you are focusing on EMS market, but also maybe police, maybe forestry services. Maybe the airlines would prefer to VVIP passengers to take them from home?

Balkız Sarıhan: Absolutely. I mean, if you look at the entire Airbus product philosophy, whether that's our fixed wing, whether that's our rotary, it is exactly this word. It is always family concept and multi-mission. Because all of the research and technology and investment that goes into developing a single product is then extended.

But the most important thing is to find a reasonable and a trusted place to start the market because we're introducing something new, and we cannot risk that the public does not believe.

Aviation Turkey: You said that we work hand in hand with EMS. So before developing this configuration, you conducted a research and concluded that for entering the UAM market this configuration would be the best way for you. And you will move forward to develop a family concept over four-passenger cabin configuration?

Balkız Sarıhan: Exactly. It's a first entry into market. And this is also the criteria. So, we have right now lots of partnerships with different kind of operators, helicopter operators or airlines. And from them, from the very, very early phase, we're saying, what do you need? What will make your business more successful? What are your passengers and your customers asking for and all of that customer feedback is going into the design of the aircraft.

Aviation Turkey: So, what about your partnership in subsystems of this platform for the batteries? Are you developing your own batteries or getting them from your supplier?

Balkız Sarıhan: We don't do cell manufacturing at all. There's lots of different, wonderful technologies out there. Our battery pack is designed by Airbus Defence and Space, actually. It's the same people who are designing the batteries that go into our satellite business. So, this is the pack design. This is the battery management system. This is the energy management system. This is critical. And then we are researching and scouting best cells out onto the market.

Aviation Turkey: In case of emergency situation, do you also have spare batteries or spare system to support the platform to survive? For example, in current platform, there are hydraulic systems in case of lack of electricity. Do you have any such spare/back-up solutions? For example, if CityAirbus NextGen experience a battery problem while in the air, can it be able to perform auto-rotation to assure safe landing?

Balkız Sarıhan: Let me share with you our certification standards that we're certifying to. So, it's EASA SC VTOL, which means 10-9. So, this is the certification standards, and therefore the safety standards. This means that and it's at the aircraft level, it's at the CONOPS, the pilot, so the ground handling. The degree of the highest level of safety standards that we have is exactly what we expect.

The other thing that happens is redundancies. Redundancies and redundancies happen at many levels at the mechanical level as such an aircraft, at the software level as well. So, yes, we will not put a product out onto the market that is not meeting the EASA SC VTOL certification requirements.

Aviation Turkey: What about the sales procedures of urban air mobility system? For example, if I have money, can I buy a CityAirbus NextGen and fly anywhere? Is there any regulation or restrictions to operate such system?

Balkız Sarıhan: To be an operator. So, this will be certified as an aircraft. This means that you have to have an operator certificate. So that means that, you know, an individual can have an operator working for them and operate the fleet just like any other helicopter, but it's not designed as a personal air vehicle. So, the safety standards and the requirements are set to commercial operations.

Aviation Turkey: What is the level of cooperation with the airlines? What is their approach to that? You have some contracts with the airlines as well. I was wondering which are those.

Balkız Sarıhan: Yeah. So, we actually signed from an operator perspective. We will not operate the aircraft. We believe in an OEM responsibility and an operator responsibility. We

stay on the OEM side of it. So, then we choose existing Airbus operators, whether they're airlines or helicopter operators.

In the early days, we also don't sign LOIs. We say, partners, come with us and help us develop the CONOPS. What are your expectations of the aircraft evolution and design? What do you prioritize? This is what's most important for us. And then when the aircraft is in production and certified, then come and add it to your fleet.

But it's a very, very iterative approach like this. So, we believe this is a bit of a humble and pragmatic way to do it.

Aviation Turkey: Do you have some, you know, negotiations with Turkish Airlines or Pegasus or the others?

Balkız Sarıhan: We have actually a lot of airlines who come through the commercial colleagues because it's always through the existing cams and who want to be kept up to speed about where the development is and when it's ready that they are either entering into this early stage of, you know, concept development partnerships or some are saying, you know what, I'm interested, but I want to wait and see when it's certified.

Aviation Turkey: I was really curious about how airspace management works and the regulations around it. Last year at the Paris Airshow, Volocopter told us that they would have their maiden flights this June. However, since then, we haven't heard any updates. Maybe they are referring to the Paris Olympics, where it could be the first event of its kind in the world. So, how does it work?

Balkız Sarıhan: So, two things. One is the regulation side of it. So, the traffic management of the airspace, because now we're dealing with an airspace that needs to be divided along pre-approved aerospace corridors is one. And also, the altitude. So lower space aircraft, we're kind of traveling in the mid and then the higher.

And then the third piece is at the airport, at major commercial airports. How are we regulating the traffic at major commercial airports? And here we actually sign partnerships with the airport themselves to say, let us help you design.

We designed together how to federate the traffic at different kinds of airports. And then there's a software piece of it, because as much as there is hardware infrastructure, there's a digital infrastructure. So, we're actually designing our own unmanned traffic management system.

So, to map these corridors, to help the airport regulate the airspace. The vehicle is exciting. We're so excited to see her fly but the vehicle alone is not enough. You need the infrastructure, you need the certification from the regulators, you need the traffic management, and you need the operators who are saying, you know what, I want to be part of this revolution.

Aviation Turkey: From your perspective, where do you really think that it will be operated really in the skies in some couple of years or more?

Balkız Sarıhan: For us, we believe by the end of this decade, you will see first operations. And what does first operations mean? First operations mean use cases. It does not mean we go from zero to thousands of aircraft over our cities. It's unmanageable. So, you really have to take a stepwise approach.

And we work in different areas of the world as well, because different areas are looking for different kinds of use cases. So, this is also important to say, okay, what is the need there? What is the need from a geography perspective, from a community perspective? Let's help introduce in the right way.

Aviation Turkey: It's different in the US or at a flatter place?

Balkız Sarıhan: Yeah, exactly. And if we look at the, you know, topography of Türkiye, right? Imagine flying over the Istanbul Straight. I mean, that's a wonderful use case.

Aviation Turkey: Where will the first flight will take place?

Balkız Sarıhan: First in our Donauwörth camp in Germany. That's where she flies first.

Aviation Turkey: The CityAirbus NextGen is powered by eight propellers. Does it have any back-up engines, or electrical power units? In the event that one or more of these propellers stop during flight, will it be able to continue flying safely?

Balkız Sarıhan: The redundancies in order to meet the EASA SC VTOL are at the hardware level, as we said, so there's redundancies at the engine level, there's redundancies at the propeller level. And then there is redundancies. And this is why you have your earlier question, the distributor propulsion, right, so that you are able to always have a control.

Aviation Turkey: What about your forecast for the future sales? How many sales do you foresee for the next five or 10 years? For example, last week or 10 days ago, I was at Embraer Press Tour. They have a new joint venture, EVE Air Mobility. And according to their presentation, they have 30 eVTOL customers in 13 countries and 16 UATM customers & partners in 4 continents and the total value of 2.900 Letters of Intents (LoIs) that secured so far for eVTOLs is around $14,5 Billion. Do you have such contracts or such negotiations with either hospitals, helicopter operators or airline operators?

Balkız Sarıhan: For us as Airbus, we are 100% internally funded. So, all of the investment, all of this, you know, investing in the future comes 100% internally, which allows us to focus on the right product at the right time. And we don't accept LoIs and we don't ask our operator partners to sign LoIs.

I think this is not the point. So, let's build the market, let's make it successful, let's make it safe and the business will come. It will. And imagine all of this investment that we are doing as Airbus and everyone else is doing. So, it's a very, very positive time to see this much interest.

Aviation Turkey: This is the first platform, first product. In the future, there will be a family concept. And in, for example, the next 10 years, do you also have a plan, because Airbus also has a military side, do you have any plan to develop military versions of this product?

Balkız Sarıhan: Here, the real challenge is commercial operations in urban and city environments and electric powered. I think when we look at our military platforms, it's different to ask that the customers are asking for mission capability. There are synergies, of course, because there's synergies when we look at the different technology evolutions and there's synergies between this and our commercial airlines and our ZEROe and our helicopters. But for us, we really want to focus on what the customer and the end mission requirement is. And here we focus with UAM today on 100% commercial operations.

Aviation Turkey: What about the maintenance and also pilot training issues? Airbus does have a plan to provide also maintenance from one point to global end users, or do you have any plan to also establish maintenance facilities or training facilities to future customers of this?

Balkız Sarıhan: I would say it's a mix of both. I think we're absolutely privileged as Airbus today, between us service centers and our customer service center, we're in 150 different countries. So, this is a wonderful starting point.

Aviation Turkey: So, your representatives around the globe for helicopters or aircraft will be automatically also provide service?

Balkız Sarıhan: Exactly, exactly, because then we're growing their portfolio as well and making sure that service is as close to the operations and close to our customers as possible. This is always our philosophy.

Aviation Turkey: Balkız Hanım thank you for sparing your time to our readers

Corendon Airlines Launched a Climate Programme for a Carbon Neutral Future with cOmmited.app

Corendon Airlines, which continues its activities with the mission of sustainable travel that respects nature, cooperates with the cOmmited.app platform that helps to zero carbon emissions. Within the scope of the cooperation, Corendon launched a climate programme for a carbon neutral future and offers its passengers the opportunity to offset their carbon emissions from their travels.

Corendon Airlines is taking a new step to minimise the impact of carbon emissions on climate change. Corendon Airlines, which aims to reduce its emissions with its mission to carry out flights that respect nature and has many initiatives to minimise the environmental impact in the aviation industry, is launching a climate programme in cooperation with cOmmited.app, the carbon footprint reset platform, a subsidiary of Fibabanka.

The process of offsetting flight-related carbon emissions consists of several steps. The process starts with entering the flight information and calculating the carbon footprint of the journey, and is completed with a certificate. Passengers who receive carbon credit service can see the value they add to nature. Carbon credits are used as investments in environmental projects in areas such as renewable energy, forest protection, sustainable agriculture and carbon capture technologies selected through COmmited.app.

Corendon Airlines, which launched SAF fuel, a sustainable aviation fuel that reduces greenhouse gas emissions by up to 80 percent in March 2024, is taking important steps towards sustainability goals. Corendon ranks 4th in the world and 1st in Turkey in the 'World's Cleanest Airlines' survey conducted by the German NGO Atmosfair based on carbon emissions per passenger. Corendon Airlines, the 'Airline of Firsts', was the first company in Turkey to start using Boeing's MAX 8 model aircraft with low fuel consumption and low carbon emission features in 2018.

Corendon Airlines, which has reached 165 airports in 65 countries by 2024, Chairman of the Board of Directors of Corendon Airlines, Yıldıray Karaer said, 'It is of great importance to take care to protect the valuable resources of our world, which is the common home of all of us, and to contribute to environmental sustainability. As a brand that respects nature, we reduce our carbon emissions and strive to leave a cleaner environment for future generations. We endeavour to structure the services we offer to our guests in line with sustainability principles. Thanks to our cooperation with cOmmited.app, we will continue to offer sustainable travel options by providing carbon neutral flights.'

İbrahim Toprak, Chairman of the Board of Directors of cOmmited.app, said 'As Commited.app, thanks to this project we have realised with Corendon Airlines, we aim to spread carbon neutral services by reaching a wider audience and to leave a more livable world to future generations. With this project, we believe that we contribute to raising awareness about sustainability and helping individuals make more responsible choices.

Boeing Launches New Safety Management Initiatives to Address FAA Concerns

by Saffet UYANIK

In the aftermath of the tragic Alaska Airlines Flight 1282 accident on January 5, 2024, Boeing has taken extensive steps to reinforce its safety management systems and quality assurance protocols. Under intense scrutiny from the Federal Aviation Administration (FAA) and the Organization Designation Authorizations for Transport Airplanes Expert Review Panel (Expert Review Panel), the aerospace giant has developed a far-reaching plan to elevate safety standards across its production lines and supply chain. The 11-page comprehensive plan, submitted on May 30 in response to the FAA's 90-day deadline, aims to address not only the immediate shortcomings identified in the January incident but also broader, systemic issues that could impact long-term safety and quality.

The company revised build plans and enhanced maintenance planning and inspection criteria for critical components like the Mid-Exit Door (MED) plug, a focus of post-accident scrutiny. Additional controls were introduced at both Boeing's own facilities and those of suppliers, such as Spirit AeroSystems, to prevent defects and improve the overall quality of key structures.

In a bid to enhance communication and collaboration, Boeing hosted representatives from airline customers, particularly from the 737 program to review procedures and provide feedback. The company also appointed the recognized safety and quality leader, Admiral Kirkland Donald, U.S. Navy (Ret.), to independently assess Boeing's production system and implemented a revised management and salaried compensation model focused on quality and safety, with aligned key performance indicators across all programs.

At the heart of Boeing's renewed safety and quality strategy is the introduction of six Key Performance Indicators (KPIs) designed to provide real-time insights into the health of its production system. These metrics include factors such as:

- *Employee Proficiency (measures the share of employees currently staffed to commercial programs who are proficient);*
- *Notice of Escape (NoE) Rework Hours (measures rework due to Fabrication and supplier-provided escapes to Final Assembly);*
- *Supplier Shortages (measures Fabrication and supplier shortages/ day);*
- *Rework Hours per airplane (measures total rework hours per airplane in Final Assembly);*
- *Travelers at Factory Rollout (measures jobs traveling from Final Assembly); and*
- *Ticketing Performance (measures average escapes per ticketed airplane).*

Each KPI also has associated control limits and defined criteria that will trigger corrective action and SMS risk monitoring. By closely monitoring these KPIs, Boeing intends to not only track immediate improvements but also assess the readiness of its systems for potential future increases in production rates.

These KPIs will allow Boeing to identify emerging risks early, enabling a proactive approach to addressing

potential safety and quality hazards before they escalate. For instance, metrics like rework hours per airplane and supplier shortages will help pinpoint inefficiencies in production processes, facilitating prompt corrective action.

Boeing has made significant strides in developing an enterprise-wide Safety Management System (SMS) that integrates safety and quality across its operations. One of the company's key initiatives in this area is enhancing the "Speak Up" system, which allows employees to confidentially report safety or quality issues. Improvements to the reporting interface and additional employee training have already led to a 500% increase in submissions in early 2024 compared to the previous year.

Another critical focus area is reducing "traveled work," a situation where incomplete tasks move to the next stage of production. To combat this, Boeing has implemented a "move ready" process in its 737 program, ensuring that build milestones are completed before an aircraft moves to the next factory position. The process will soon be deployed across other programs, including the 787, 767, and 777.

Boeing's plan also emphasizes the need to streamline its complex web of quality processes and command media. With over 400 quality management system (QMS) command media in place, the company is working to eliminate redundancies and create a more user-friendly structure. A dedicated team is assessing these processes, with a particular focus on stamping, pickups, and removals, areas that have been identified as requiring simplification. This initiative aims to ensure that employees have a clear understanding of their responsibilities, ultimately leading to better execution of work instructions and improved safety outcomes.

Recognizing the critical role its supply chain plays in ensuring the safety and quality of its products, Boeing has launched several initiatives aimed at reducing defects from suppliers. The company is leveraging advanced data analytics to provide early warnings of potential supplier issues and is standardizing oversight actions to prioritize safety and quality. Furthermore, Boeing engages with its industry partners to drive dialogue and develop new industry standards to improve supplier performance.

Boeing is also overhauling its employee training programs to address the evolving challenges of a smaller workforce pool and high turnover. By the end of 2024, new employees will receive up to two additional weeks of foundational training, followed by structured on-the-job training. The company has already introduced over 300 hours of new coursework, focusing on safety culture, regulatory compliance, and critical production skills.

Boeing is also targeting key areas of production system compliance, including foreign object debris (FOD) control, tool control, and adherence to work instructions. By implementing enhanced daily reviews, audits, and corrective actions in these areas, the company aims to strengthen its overall production integrity.

Employee engagement is central to Boeing's efforts to foster a culture of safety and quality. Since the January 5 accident, Boeing has held 20 full-day quality stand-downs involving more than 70,000 employees across its major facilities. These stand-downs have generated thousands of suggestions for improving safety and quality, many of which have already been implemented.

In addition, Boeing is rolling out Employee Involvement Teams (EITs) to conduct weekly problem-solving sessions, with 300 teams operating across various programs. These teams are designed to empower employees to contribute directly to improving Boeing's production system, ensuring that safety and quality remain top priorities at every level of the organization.

Boeing is confident that its steps will meet regulatory expectations and drive significant improvements in safety, quality, and compliance across its operations. The company agrees with the findings and recommendations of the Expert Review Panel, and the company's detailed action plans and deliverables for each recommendation have been submitted to the FAA over the last two months. Boeing has already adopted some of the Panel's recommendations and is working on implementing the rest. In all cases, Boeing is confident that its actions to address the findings will enhance the company's safety culture, SMS, QMS, Organization Designation Authorization (ODA), and design practices

Emirates' First Retrofitted 777 Aircraft Takes Off to Geneva

The first Emirates Boeing 777 with a nose-to-tail cabin refresh sporting a new look has rolled into service, as it prepares to take off to Geneva as EK 83 on 7th August. The aircraft took a total of 37 days for a complete revamp and will be entering service four days ahead of its officially announced deployment schedule.

Sir Tim Clark, President Emirates Airline said: "Emirates continues to carry out our commitment to deliver an unmatchable onboard experience with the introduction of our latest Boeing 777 with new signature interiors, raising the industry benchmark when it comes to premium travel. Our latest Business Class cabin offers customers a sense of exclusivity and privacy, complemented by our best-in-class suite of onboard products. The addition of our popular Premium Economy cabin, rated one of the best in the industry, injects modern sophistication to the flying experience and is carefully designed for more comfort. With more Boeing 777s and A380s refreshed to sport our latest generation onboard products, customers can consistently have the very best experiences in the sky across both aircraft types."

The Emirates Boeing 777 entered refurbishment in early July, with a planned reconfiguration of the aircraft to make way for a new Premium Economy cabin consisting of 24 seats set in three rows in a 2-4-2 abreast layout. The cream leather seats, accentuated by wood panel finishings across the cabin, offer enhanced comfort with a 38-inch pitch, 19.5-inch-wide seats that recline 8 inches providing more space for stretching and relaxing, in addition to 6-way adjustable headrests.

The new Emirates 777 Business Class is set in a warm and inviting cabin featuring thoughtful refinements with enhanced privacy for customers. The cabin's seats and colour story have been enhanced to echo the light and airy design elements of Emirates' iconic A380 experience, with soft leather cream seats accented with champagne trim, lighter wood panelling, and modern technology touches that deliver function and luxury.

Set with 38 seats in a 1-2-1 configuration, each ergonomic 20.7-inch-wide seat converts to a spacious flat bed which reclines up to 78.6 inches. The seat also features a padded headrest for enhanced comfort. Seats in the cabin are arranged four-abreast offering every customer direct access to the aisle. Each seat features a personal mini-bar, table for dining or working, multiple charging outlets for personal devices and more. The seat's touch screen seat controller for in-flight entertainment and seat operation and a personal 23-inch HD screen, one of the biggest in the skies ensure every customer can fully enjoy the airline's award-winning ice entertainment system.

The Emirates Boeing 777 Business Class cabin will also include a small bar for customers to quickly grab mid-flight snacks and refreshments.

The new Economy Class cabin features 256 seats in a colour palette of soft greys and blues. The ergonomically designed seats also include full leather headrests with flexible side panels that can also be adjusted vertically for optimum support.

Emirates' signature ghaf tree motif also features prominently throughout the interiors.

Emirates will be refurbishing another 80 Boeing 777 aircraft as part of its investment of over US$3 billion to deliver best-in-industry products that elevate the customer

experience in the skies. In addition to Geneva, the airline will deploy its upgraded Boeing 777s with new cabins to Tokyo Haneda and Brussels in the next few weeks, and more destinations to be served with this aircraft type will be announced soon.

The refurbishment work on the Boeing 777 was conceptualised, designed, and executed inhouse by a dedicated team of 175 engineers and technicians at Emirates Engineering in Dubai, with a laser focus on the highest quality and safety standards. The project's considerable impact on the local aviation eco-system is evident through the more than 10 major partners who have hired hundreds of skilled workers and set up workshops both at the Engineering facility and offsite to support the various aspects of the refurbishment programme.

The first B777 took 37 days and 18,000 manhours to finish as teams operated round the clock in a chronological sequence of work, from the removal of interiors, all the way to reinstallation and testing of the new seats and other cabin components.

To deliver the first Boeing 777 refurbished aircraft, the airline used a total of: 330 square metres of carpets, 340 laminate sheets, 8,000 square feet of leather for First, Business and Premium Economy Class seats, 800 metres of fabric for Economy Class seats, 300 litres of paint

The airline has earmarked 191 Boeing 777 and Airbus A380 aircraft for a full facelift as part of the largest known retrofit programme the industry has seen in scale and size. Once the project is complete, the airline will have installed 8,104 next-generation Premium Economy seats, 1,894 refreshed First-Class suites, 11,182 upgraded Business Class seats and 21,814 Economy Class seats.

Emirates currently operates its refurbished aircraft to New York JFK, Los Angeles, San Francisco, Houston, London Heathrow, Sydney, Auckland, Christchurch, Melbourne, Singapore, Mumbai, Bangalore, Sao Paulo, Tokyo Narita, Osaka, Geneva and Dubai

Airbus Takes Superconductivity Research for Hydrogen-Powered Aircraft a Step Further

Airbus UpNext, a wholly-owned subsidiary of Airbus, has launched a new technological demonstrator to accelerate the maturation of superconducting technologies for use in electric propulsion systems of a future hydrogen-powered aircraft.

Known as Cryoprop, the new demonstrator will integrate and mature a two megawatt-class superconducting electric propulsion system cooled by liquid hydrogen via a helium recirculation loop and developed by Airbus teams in Toulouse, France, and Ottobrunn, Germany.

"Our previous demonstrators have shown that superconducting technologies would be a key enabler for the high-power electrification of future hydrogen-powered aircraft. I truly believe that the new demonstrator will lead to performance improvements of the propulsion system, translating into significant weight and fuel saving potential" said Michael Augello, CEO Airbus UpNext.

Airbus has been developing superconducting technologies for high-power electric propulsion for several years, culminating in the power-on of an integrated 500 kW cryogenic propulsion system last year.

Cryoprop will confirm the potential of superconducting technologies for future aircraft applications, assessing all aspects related to safety, industrialisation, maintenance and operations. This demonstrator will also give Airbus the opportunity to develop high-level, in-house expertise and foster a new ecosystem to accelerate the introduction of new products in areas such as superconducting cables, motors, cryogenic power electronics and cryogenic cooling systems.

The New UK Government Commits to Strengthening UK-Türkiye Trade

The UK's new Business and Trade Secretary, Jonathan Reynolds, has announced the Government's intention to resume trade talks with Türkiye, along with the Gulf Cooperation Council, India and other partners.

Following the official launch of negotiations for an updated FTA in March 2024, talks were paused due to the UK General Election.

This announcement will re-start the process of getting UK and Turkish negotiators into the room as soon as possible. The first round of trade talks under the new government are expected to resume later this year.

The UK and Türkiye are two major trading economies at either end of the European continent. Trade between the two countries reached £26 billion in 2023, making Türkiye the 16th largest trading partner for the UK.

The Business and Trade Secretary Jonathan Reynolds said:

"Our teams will be entering negotiating rooms as soon as possible, laser-focused on creating new opportunities for UK firms so they can support jobs across the country and deliver the growth we desperately need."

His Majesty's Ambassador to Türkiye Jill Morris said: "The UK Government's decision to swiftly announce the intention to deliver an enhanced FTA with Türkiye signals the importance of such an agreement to driving economic growth and the importance the UK Government places on continuing to grow our trade and investment relationship".

His Majesty's Trade Commissioner to Türkiye Kenan Poleo said: "The re-start of negotiations is a great moment, and a new UK-Türkiye FTA can unlock significant business opportunities. This year alone, our countries have made historic trade and investment deals in aviation, construction, energy, and many more sectors."

"I believe that the negotiations for a new FTA can foster greater competitiveness, offer business opportunities across various sectors, and will strengthen bilateral trade ties between our two countries.

In the upcoming negotiations, there is room for improvement for both economies in services and investment sectors, but I believe automotive and home appliances business will continue to form the backbone of the trade between Türkiye and the UK in the future." Said Levent Çakıroğlu CEO of Koç Holding

LOT Polish Airlines Receive First E195-E2

LOT Polish Airlines has taken delivery of its first Embraer E195-E2 less than three months after signing the deal. The first of three jets leased via Azorra, will arrive in Poland shortly. LOT is adding the E2 to their fleet to enhance operational flexibility and accommodate network expansion. Reaffirming LOT's commitment to sustainability, the E195-E2 delivers 12.5% lower fuel burn and emissions, and is significantly quieter than its closest competitor aircraft. All three aircraft are expected to be delivered by October.

"Twenty years after the delivery of the first Embraer E-170, the LOT Polish Airlines fleet will be expanded by three Embraer E195-E2 aircraft. With these aircraft, we will increase the frequency of flights to selected European cities, offering passengers a high level of comfort in the latest generation fleet. The introduction of new, low-emission aircraft is also part of the implementation of our "Destination ECO" strategy. LOT Polish Airlines is today one of the largest Embraer operators in Europe, so we are happy to welcome further state-of-the-art aircraft, inviting our passengers to travel together," says Michał Fijoł, President of the Management Board of LOT Polish Airlines.

Arjan Meijer, President and CEO, Embraer Commercial Aviation, said, "We welcome our long term partner LOT as the 17th E2 operator 20 years after they inducted their first E170 as the global launch customer for the E-jets - in the last two years the number of E2 operators has almost doubled (88%). Along with our leasing colleagues at Azorra, we are proud to have been able to deliver these jets in double quick time to meet our customer's needs. We look forward to our continued partnership with LOT, including the new opportunities for the E2 – the most fuel efficient, quietest, and least costly jet to operate in the small narrowbody segment."

LOT was the first operator of the brand new E-Jets in 2004. The first revenue flight, on 17th March 2004, was completed by an E170 from Poland's capital to Vienna. The 85-minute, 520km flight to Vienna marked the beginning of the extraordinary success of Embraer's new aircraft family; the 1800th E-Jet in the program, an E195-E2, was delivered to a customer in May this year.

K Plus Became the Solution Partner of Emirates

K Plus, a Turkish company that produces comprehensive software solutions for more than 200 tourism professionals in 20 countries, has become one of the global solution partners of the international airline company Emirates. This cooperation with K Plus, which combines all services related to tourism with fast integration processes, will enable Emirates to reach a wider market and millions of passengers.

''As a 100 per cent domestic company, we are proud to be a global solution partner for Emirates'' Mehmet Gürkaynak: ''I wish that these innovations will be reflected as satisfaction to our customers and business partners'' said Kadri Ciga and added ''One of the sectors most affected by the rapid digital transformation is the travel industry. While more than 1.3 billion people move from one place to another, the digital tourism market is also growing rapidly. Rapid integration between processes is becoming more and more important for tourism and airline companies.

Turkish technology companies that produce innovative software solutions for this need have started to show themselves more in the global market. Founded with 100 per cent domestic capital, K Plus has become one of the solution partners of Emirates by signing a new global cooperation. Within the scope of the cooperation, K Plus will offer Emirates a wide range of solutions from airline NDC systems to hotel and tour operators APIs. Thus, a bridge will be established between Emirates and all operators and travel services.

Kadri Ciga, Chairman of the Board of Directors of K Plus, stated that Emirates will have the potential to reach thousands of travel agencies and millions of passengers by providing access to a wide market thanks to this cooperation, and explained their pride in being a solution partner to a global airline company and their story as follows: 'KPlus stood out among Emirates' other global collaborations because it quickly integrated technological innovations into its software and offered industry-specific solutions. We are proud to be among the 30 companies worldwide that Emirates has chosen as its solution partner as a Turkish enterprise. Since the day we were founded, we have grown and expanded rapidly as KPlus. Today, we serve over 200 tourism professionals in Turkey, Bulgaria, Hungary, Iraq, Cyprus, Azerbaijan, France, Spain and Germany. In 2023, we increased our global reach by updating our software with technological innovations. Our 2024 goal is to strengthen our position in the industry by establishing more global co-operation and to improve the user experience by adding new features to our software.

Mehmet Gürkaynak, Emirates Regional Manager for Turkey, Romania and Bulgaria, said the following about the KPlus cooperation: ''NDC (New Distribution Capability), which is one of the most trending topics in the aviation industry

that rapidly implements technology innovations, is an issue that our company Emirates also emphasises. Our business partners can access the NDC channel, which enables the sharing of content directly to its users in the healthiest way, in 3 different ways. These can be summarised as; 'Emirates Gateway Portal, which is Emirates' own ticketing interface, an accredited technology partner and the user connecting directly to the Emirates infrastructure through its own system'. In September last year, our airline removed some price groups from GDSs (General Sales Channels) and opened the relevant price and content privilege only to NDC users. In our country, where there is an average monthly international sales traffic of 120 million USD, it is very important for us to have a technology partner alternative that will work in the local environment in order for our end-users to offer all Emirates content to their customers in the best way. KPlus has become the Corporate NDC Technology Partner of Emirates by completing all technological infrastructure integration and certifications during the last year. I congratulate the KPlus team for the success in software development and the progress made in the field of technology, and I sincerely hope that these innovations will be reflected as satisfaction to our customers and business partners.

SunExpress Named 'Best Leisure Airline in Europe'

SunExpress, a joint venture of Lufthansa and Turkish Airlines, has been named 'Best Leisure Airline in Europe' at the Skytrax World Airline Awards 2024, following their win in 2023 and receiving the "World's Best Leisure Airline" award in 2022.

Launched in 1999, the Skytrax World Airline Awards are renowned as the "Oscars of Aviation" and recognise global airline excellence through the largest passenger satisfaction survey. From September 2023 to May 2024, travellers of over 100 nationalities participated in the survey to determine the winner.

Max Kownatzki, CEO of SunExpress, said: "SunExpress is delighted to be Europe's best leisure airline once again. This award reflects our commitment to providing a high-quality and high-ease travel experience with genuine heart and passion for our passengers.

"I would like to thank all of our employees and loyal customers for helping us achieve this success again. We will continue to invest in our products and services both in the air and on the ground with the same passion and dedication in the years ahead."

SunExpress is operating a total of 200 routes to 68 destinations across 35 countries in 2024. The carrier has expanded its UK services for summer 2024 and is offering a choice of 136 flights a week from nine UK airports: Birmingham, Bristol, Edinburgh, Leeds Bradford, London Gatwick, London Luton, Manchester, Newcastle, and London Stansted. This compares to 74 weekly flights from seven airports last year.

SunExpress will be adding Glasgow and Liverpool airports to its UK network in the summer of 2025.

In addition to summer 'sun and beach' travel, SunExpress aims to cater for numerous other types of travel for which Türkiye is popular including cultural, archaeological, and culinary tourism, and sports travel.

SunExpress is a value carrier with a strong presence on the Turkish Riviera and in Anatolia. The Turkish tourism ambassador is the leading carrier between Germany-Austria-Switzerland and the Turkish Riviera and Anatolia.

Star Alliance Named the World's Best Airline Alliance

Star Alliance has been honoured with the title of World's Best Airline Alliance once again at this year's prestigious Skytrax World Airline Awards. The Alliance's newly launched Paris Charles de Gaulle airport lounge has also won the World's Best Airline Alliance Lounge title in its first year. Star Alliance CEO Theo Panagiotoulias received the awards at a ceremony held at the iconic Fairmont Windsor Park, UK.

Celebrating the occasion, Mr Panagiotoulias said: "We are humbled to learn that millions of customers voted and made us the best yet again. Not only does this acknowledge the effort we dedicate to making customer journeys seamless, but it also motivates us further to achieve more."

Mr Panagiotoulias also congratulated thousands of member airline employees across the network and continued: "The commitment and effort of every employee at Star Alliance and member airlines throughout a promising 2023 have culminated in this award. I proudly accept this honour on their behalf and commend them for their dedication. I encourage them to keep aiming for excellence this year and in the future."

Star Alliance, the world's first and largest airline alliance, represents a globally recognised brand committed to providing a seamless experience for its collective customer base. Dedicated to delivering a smoother journey, Star Alliance and its member airlines offer the widest network in the sky, along with benefits such as loyalty reciprocation, efficient baggage tracking, exclusive lounge access, and expedited gold track security clearance, among other perks.

The Star Alliance lounge at Paris Charles de Gaulle Airport opened its doors in October 2023 and quickly became a favourite among frequent flyers. This expansive 1,300 square meter facility is conveniently located in Terminal 1, offering exceptional runway views, a beautifully designed welcome bar, and an immersive wine section for an authentic French experience.

The Skytrax World Airline Awards, often dubbed "the Oscars of the aviation industry", celebrate their 25th year with a reputation for their unbiased international customer voting system. In 2024, a survey conducted from September 2023 to March 2024 garnered 21.42 million eligible entries from passengers of over 100 nationalities. This survey was offered in six major international languages.

Edward Plaisted, CEO of Skytrax said: "We congratulate Star Alliance on a fabulous double achievement at this year's awards, winning the World's Best Airline Alliance and the World's Best Airline Alliance Lounge categories. The latest Star Alliance lounge at Terminal 1, Paris CDG Airport has quickly established itself as a flagship facility and a customer favourite."

In addition to the Alliance awards, 16 Star Alliance member airlines received 47 top honours in individual categories, including World's Best First Class, Best Business Class Catering, and several best regional airline awards.

Qatar Airways Ordered for 20 More Boeing 777-9

Boeing and Qatar Airways announced the Middle Eastern airline's order for 20 more 777-9 airplanes in Farnborough Airshow, which will be the world's largest and most fuel-efficient twin-engine jet. The order, which expands the carrier's 777X order book to nearly 100 airplanes, was finalized this year and listed as unidentified on Boeing's Orders & Deliveries website.

The award-winning airline helped launch the 777X program and now has on order 60 777-9 passenger airplanes. Qatar Airways is also the inaugural launch customer for the 777-8 Freighter and has 34 of the next generation cargo jet on order.Boei-QTR-7779-Inflight-HD

"Qatar Airways is proud to announce an expansion to the existing Boeing 777X aircraft order with an additional 20, totalling 94 Boeing 777X aircraft," said Qatar Airways Group Chief Executive Officer, Engr. Badr Mohammed Al-Meer. "We, as the World's Best Airline, are an industry leader and operate one of the youngest fleets, offering unparalleled innovation and quality. Keeping an eye on the future, we continue to ensure that all Qatar Airways passengers are only met with the best products and services available in the industry."

Based on the popular Boeing 777 family and with advanced technologies from the 787 Dreamliner, the 777X program is designed to set new standards of efficiency, environmental performance and passenger experience. The 777-9 is the largest in the family and will help operators open new growth opportunities with capacity for 426 passengers in a typical two-class configuration and a range of 7,295 nautical miles (13,510 km).

Earlier this month, Boeing began certification flight testing for the 777-9, which will offer a new level of passenger comfort with a spacious cabin, better humidity, a quiet environment and increased natural light.

"Qatar Airways is a leader in our industry, and we are honored the airline added 20 more 777-9 jets to its large Boeing order book," said Stephanie Pope, president and CEO of Boeing Commercial Airplanes. "We appreciate their confidence that Boeing's market-leading widebody family will provide outstanding fuel efficiency and a superior passenger experience for its global operations."

In addition to the 777X family, Qatar Airways has 12 787 Dreamliner and 25 737 MAX aircraft on order.

Boeing's 2024 Commercial Market Outlook forecasts that twin-aisle jets such as its 777X and 787 Dreamliner will make up 44% of the region's fleet across Middle Eastern operators over the next 20 years.

Turkish Airlines Named "**Most Sustainable Flag Carrier Airline**" in World Finance's Sustainability Awards 2024

Turkish Airlines, the national flag carrier of Türkiye, continues to set an example in the aviation sector with its pioneering sustainability initiatives. Once again, Turkish Airlines has been honored with the "Most Sustainable Flag Carrier Airline" award by World Finance, marking the prestigious recognition for the third consecutive year.

Amid the significant challenges posed by the climate crisis to the aviation industry, Turkish Airlines stands out with its voluntary carbon offset platform CO2mission, use of Sustainable Aviation Fuel (SAF), sustainable in-flight products, waste management practices, and the sustainable travel experience it offers to its passengers.

Commenting on the award, Turkish Airlines Chairman of the Board and Executive Committee, Prof. Ahmet Bolat, said: "Receiving the Most Sustainable Flag Carrier Airline award for the third-year running is a testament to our dedication to sustainability and environmental stewardship. Turkish Airlines has set a strategic goal to become one of the world's top 3 airlines in terms of digitalization. In line with our commitment to becoming a Carbon-Neutral Airline by 2050, we incorporated the use of Sustainable Aviation Fuel (SAF) into our climate change mitigation plans in 2022, and we further expanded our use of SAF to new routes in 2023. We will continue to add new routes to our SAF-powered network and pursue our commitment to sustainable practices throughout our operations."

Since 2008, Turkish Airlines has conducted over 100 operational optimization projects to reduce its carbon footprint. In 2023, the airline achieved significant successes in fuel savings and reducing greenhouse gas emissions.

The World Finance Sustainability Awards are recognized as a significant reference by global finance and business circles and are awarded to organizations that showcase best practices in the environmental, economic, and social dimensions of sustainability. Since 2008, World Finance has aimed to identify the best institutions in various sectors based on evaluations by expert jury members.

Millions of IGA travellers will Follow Up Flight Information with Vestel

Vestel has undertaken the task of renewing the flight information screens of Istanbul Airport. Vestel will replace 3,357 screens at the airport with 'Prime+' series 55-inch screens in the next three years.

As part of the screen renovation, Vestel will replace 3,357 flight information screens used at the airport with new ones over the next three years. The old screens will be replaced with 55-inch screens belonging to Vestel's 'Prime+' series within the 'Digital Signage' group. In addition to the screen renovation at the airport, Vestel also undertook the maintenance and cleaning of the OPS (PC Module) used with the screens.

Reminding that the first screens used at Istanbul Airport, which became operational in 2018, were also produced by Vestel. Vestel CEO Ergün Güler said that they are very happy and proud to once again play a role in such an important position as 'passenger information' at a popular transport hub such as Istanbul Airport, which is frequented by millions of domestic and foreign passengers every year. Güler said, 'Vestel successfully utilises the software, hardware and design competence it has acquired over the years in the electronics industry in the field of aviation. We will continue to utilise our knowledge and experience for the benefit of our industry and our country in the coming periods.'

Turkish Technic and Citilink Airlines Signed Component Maintenance Service Agreement

Turkish Technic and Citilink Airlines, one of the leading airlines in Indonesia, signed a multi-year Component Replacement and Maintenance Agreement.

With this new agreement, Turkish Technic will provide component replacement and maintenance services for Citilink's Airbus A320 fleet. This cooperation will enable Citilink to benefit from Turkish Technic's extensive component inventory.

Providing aircraft and component maintenance solutions to many international airlines, Turkish Technic has been providing component maintenance and repair services to Citilink for many years. At the same time, the ongoing co-operation between the two companies has been strengthened with this agreement covering the maintenance of landing gears.

Commenting on the new agreement, Mikail Akbulut, General Manager of Turkish Technic, said: 'We are pleased to continue our cooperation with Citilink, with whom we have been a solution partner for a long time. This new agreement proves Citilink's trust in us and our competence in component replacement/maintenance services. We thank Citilink for choosing us as their solution partner and we continue to provide quality services that will increase the efficiency of our customer's operations.'

Dewa Rai, President and General Manager of Citilink, said: 'We are pleased to strengthen our partnership with Turkish Technic, a leading aircraft maintenance and repair company. Thanks to their operational expertise and wide range of services, we are confident that they will meet all kinds of component maintenance and replacement services for our Airbus A320 fleet. The continuation of our cooperation proves the importance Citilink attaches to the safest, most efficient and comfortable flight for its passengers.'

Uzakrota Global 2024 Will Gather in Istanbul on 15 November

The 22nd Summit of Uzakrota Global will be held on 15 November at WOW Convention Center Istanbul. Bringing together more than 15 thousand tourism professionals from 110 countries and the world's largest tourism technology companies, the summit will also shape the future of the tourism and travel industry with 5 thematic stages, 60 sessions and 200 impressive speakers.

Uzakrota Global 2024 will take place on 15 November at WOW Convention Center Istanbul with the support of Turkish Airlines, Malaysia Tourism, Amadeus, Paximum, Tourmania and Tour to America. The summit, which will be held for the 8th time in Istanbul, will be a meeting point for the influential players of the world travel industry. More than 15 thousand tourism professionals from 110 countries including the UK, CIS, Balkans, Europe and the Middle East are expected to attend the summit.

The Uzakrota Travel Summit, which has been selected as 'one of the 10 most influential tourism events in the world' in 2018, 2019, 2020, 2021 and 2023 by the largest travel companies in the global market, will bring together the most important travel agencies, tourism technology companies,

airlines and hospitality brands as in previous years. Approximately 250 companies of different sizes from various sub-sectors of tourism will take part in their stands in order to introduce themselves, learn what their potential business partners are doing and develop new networks.

On the 5 thematic stages to be set up, new expansions will be discussed by impressive and leading names of the global tourism and travel industry. 'What's Next: Global Events and Experiences', "Are Airlines the New Operators of Holiday Programmes?", "Artificial Intelligence Supported Travel with ChatGPT", "Does the Employment Problem in the Sector Direct Operators to Artificial Intelligence?", 'Managing Reputation in the Digital Age: The Impact of Online Reviews on Tourism Businesses', more than 200 speakers will open new horizons for the audience in a total of 60 sessions.

Stating that the codes of the travel industry will be rewritten at Uzakrota Global 24, which will take place as a kind of search conference, Uzakrota Founder Gökhan Erdoğan said, 'The heart of the world tourism and travel industry will beat in Istanbul again. At Uzakrota Global 24, we will host the world's most important tourism technology companies and the most powerful operators of the regional markets. There are big global brands that have not yet entered the Turkish market and will introduce themselves in our country for the first time with Uzakrota. While digital tourism is growing rapidly, artificial intelligence will again come to the fore among the topics that Uzakrota Global will focus on this year.

Apart from Istanbul, Uzakrota will organise B2B tourism summits on 19 September 2024 at Novotel Kuala Lumpur, 04 October 2024 at Radisson Hotel Baku, 17 -18 October 2024 at Rooftop in Bree Cape Town and 12 December 2024 at Narcissus Hotel Riyadh.

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