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AVIATION TURKEY

Boeing's Vision for the Future of
Aviation in Türkiye

**A Strategic
Partnership with
Long-Term Impact**

**Shaping the
Future of
Aviation**

An Exclusive Interview with ICAO
Secretary General, Mr. Juan
Carlos Salazar



Pegasus Airlines CEO

Güliz Öztürk

"On the Landmark Boeing 737 10
Order and What' Next"

Exclusive Interview with

**AVIAREPS Group
CEO Edgar Lacker**



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Boeing's
Vision for the
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Strategic
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Term Impact



All Nippon
Airways
Launches
Direct
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"Pegasus
Airlines CEO
Güliz Öztürk
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Rethinking Slot Regulations to Optimize Airport Capacity

The aviation industry is facing a growing crisis: airport infrastructure is struggling to keep up with rising demand. According to the International Air Transport Association (IATA), nearly 400 airports worldwide are now operating under slot coordination rules due to capacity constraints—a number that could increase by 25% over the next decade. With major airport expansions often stalled by political and environmental concerns, optimizing existing capacity has become a pressing issue.

In its recently released White Paper on airport slots, IATA argues that current slot regulations disproportionately place the burden of efficiency on airlines while failing to hold airports accountable for maximizing their declared capacity. Airlines must use their allocated slots efficiently or face penalties, yet airports face no such consequences if they fail to deliver promised capacity. This imbalance undermines efforts to make the most of existing infrastructure.

The Need for Regulatory Change

IATA's White Paper calls for reforms that would introduce greater transparency and accountability in how airports declare and manage their capacity. Key recommendations include:

- **Regular Capacity Reviews:** Airports should be required to reassess their capacity declarations frequently to ensure they reflect the latest operational realities and infrastructure capabilities.
- **Benchmarking Against Global Best Practices:** Airports should be held to internationally recognized standards to ensure they are doing everything possible to maximize efficiency.
- **Consequences for Non-Compliance:** Just as airlines face penalties for underutilizing slots, airports should face repercussions if they fail to meet their declared capacity commitments.



The Bigger Picture: A Coordinated Industry Effort

This issue is not just about airport efficiency; it has broader implications for global connectivity, economic growth, and consumer choice. ACI Europe estimates that by 2050, European airport infrastructure

will be unable to meet up to 12% of demand, severely impacting competitiveness. Meanwhile, governments in some regions have resorted to capacity cuts—often citing environmental or noise concerns—without fully exploring alternatives, such as infrastructure optimization or airspace management improvements.



IATA emphasizes that all stakeholders—airports, airlines, regulators, and governments—must collaborate to make better use of existing capacity. While large-scale infrastructure expansion remains the ideal long-term solution, political and economic realities mean that squeezing the most out of current facilities is an urgent priority.

A Call to Action

The industry's approach to airport slots needs a fundamental shift. Current slot regulations must evolve to reflect the shared responsibility of all stakeholders, not just airlines. By enforcing stricter airport capacity declarations, increasing transparency, and introducing penalties for non-compliance,

regulators can create a fairer system that benefits both the industry and passengers.

As the demand for air travel continues to rise, failure to act will result in increased congestion, reduced connectivity, and higher costs for consumers. It is time for a new era of slot management—one that ensures airports are fully

committed to optimizing every available resource to meet the growing needs of global aviation.

Enjoy the issue ... [▶](#)

Ayşe Akalın
Editor in Chief

A handwritten signature in black ink, appearing to read 'Ayşe Akalın'.



Boeing's Vision for the Future of Aviation in Türkiye: A Strategic Partnership with Long-Term Impact

Boeing has been a trusted partner in Türkiye for over 80 years, contributing significantly to the country's aviation and aerospace industries. From its strategic collaborations with Turkish airlines and defense organizations to its investments in local engineering and technology, Boeing has played a pivotal role in shaping Türkiye's aviation landscape. In this exclusive interview, Ayşem Sargın, Managing Director of Boeing Türkiye and Central Asia, shares insights into Boeing's long-standing relationship with Türkiye, the company's ongoing investments, and its plans for a more sustainable aviation future. She also delves into the role of Türkiye in Boeing's global strategy and the innovative projects set to define the future of aviation.

✈️ Aviation Turkey: Boeing has been a long-standing and trusted partner in Türkiye for over 80 years. Can you share some key milestones that highlight Boeing's journey and footprint in Türkiye?

Ayşem Sargın: This year we are proud to commemorate the 80th anniversary of Boeing's

presence in Türkiye, which has been a remarkable journey, marked by strong partnerships across commercial aviation, defense, industrial collaboration, and technology development. Throughout the years, Boeing has been committed to supporting Türkiye's rapidly growing civil and military aviation sectors through strategic

cooperation with Turkish airlines, defense organizations, and industry stakeholders.

One of the most significant milestones in this partnership was the launch of the Boeing Türkiye National Aviation Initiative (NAI) in 2017, which elevated Boeing's engagement in Türkiye to a strategic level. This initiative set the framework for long-term collaboration, focusing on four key areas: industrial development, technology collaboration, regional services, and advanced capability building. Under this Initiative, Boeing established its first Engineering and Technology Center in Türkiye in 2018, integrating Turkish engineering talent into Boeing's global engineering, research and development network. Through NAI, Boeing



also started a Supplier Development Program in Türkiye, with an aim to increase the Turkish industry's share in the global aerospace supply chain. Advanced capability building has been another important component of our program in Türkiye, through which we worked with multiple stakeholders on the upskilling of Turkish talent our growing industry needs. The joint pilot training initiative with the THY Flight Training Center, supplier trainings with the Turkish industry, university partnerships on joint R&D, STEM and flight training programs for young students are some of the examples that showcase how we are committed to investing in the future of Türkiye and the Turkish talent.

In commercial aviation, Boeing's relationship with Türkiye dates back to 1945, when Turkish Airlines (THY) received its first DC-3/C-47 aircraft. Since then, Turkish airlines have expanded their fleets with Boeing models, and today, nearly 400 Boeing aircraft are in service in Türkiye. Boeing also partners with Turkish Technic, which has become a world-class maintenance center for Boeing 737 aircraft, supporting several airlines in the region.

On the defense side, Boeing's collaboration with Türkiye began in the 1970s with the delivery of F-4 Phantom aircraft, followed



by multiple defense platforms, including the Boeing-Türkiye joint production Peace Eagle Airborne Early Warning and Control (AEW&C) aircraft, Chinook helicopters, and KC-135R tanker aircraft. These platforms have played a vital role in enhancing Türkiye's defense capabilities as a NATO ally.

Beyond aviation, Boeing has fostered a robust industrial ecosystem in Türkiye. With a \$2 billion business volume and partnerships with over 20 Turkish suppliers, Boeing ensures that every Boeing commercial aircraft produced today contains parts manufactured in Türkiye. Among others, companies like Turkish Aerospace Industries, Kale Aero, Turkish Cabin Interiors (TCI), Ayesaş, HMS and Yepsan contribute to Boeing's global supply chain, highlighting Türkiye's role as a key supplier for the global aerospace industry.

Education and innovation have also been central to Boeing's mission in Türkiye. Boeing has long-standing collaborations with leading Turkish universities, including Istanbul Technical University (İTÜ), supporting aerospace research, engineering programs, and student scholarships. Additionally, Boeing has invested in social responsibility projects across more than 40 cities in Türkiye, contributing to STEM education and workforce development.

Through these milestones, Boeing has not only built a strong presence in Türkiye but has also continuously invested in the country's aviation ecosystem, ensuring mutual growth and long-term collaboration.

✈️ Aviation Turkey: How does Türkiye fit into Boeing's broader global strategy? What makes it a unique market and partner?

Ayşem Sargin: Türkiye holds a special place in Boeing's global strategy, both as a growing aviation market and as a significant resource country with a strong aerospace ecosystem. It is important to note here that Boeing's sourcing from Türkiye is not driven by any offset obligation but by the country's strong competitiveness in quality, cost, and innovation. Every next-generation Boeing aircraft includes parts manufactured in Türkiye and our supplier base in Türkiye continues to grow, with over 20 suppliers in our supply base and four new Turkish companies joining the Boeing family in recent years.

Beyond its role as a supplier, Türkiye is also one of Boeing's priority growth markets. The country's strategic geographical position makes it a natural aviation hub - just four hours of flight time connects Istanbul to 55 countries, 1.59 billion

INTERVIEW



people, a GDP of \$39 trillion, and a trade volume of \$7.6 trillion. The opening of Istanbul Airport has been a game-changer, reinforcing Türkiye's position as a key player in global aviation. This rapid growth is reflected in Türkiye's aviation sector, which has expanded faster than many markets over the past decade. Even amid the global challenges brought by the pandemic, Turkish Airlines remained one of the top carriers in Europe in terms of flight numbers, according to EUROCONTROL data. Türkiye's airports were among the busiest in Europe during this period, demonstrating the country's resilience. Turkish Airlines also showed remarkable strategic foresight by maintaining operations and leveraging cargo flights to sustain growth, further strengthening its global market position. Our other Turkish customers, SunExpress and Pegasus, have made significant

recent purchases of Boeing 737 MAX airplanes, demonstrating their commitment to growth and their readiness to meet market demand for future success.

Looking ahead, Türkiye's vision for aviation growth aligns perfectly with Boeing's long-term

strategy. With Europe projected to require 8,700 new aircraft and 400,000 aviation professionals by 2040, Türkiye's well-established aviation infrastructure, strong talent and expanding industry capabilities position it as a major player in meeting future demand.



Ayşem Sargin, Managing Director of Boeing Türkiye and Ayşe Akalın, Editor in Chief of Aviation Turkey

Our long-standing cooperation with Türkiye has reached a point of mutual benefit, something we take great pride in. As global demand for aircraft continues to rise, Turkish companies in our supply chain will produce more and, in turn, export more. This is a dynamic and growing partnership, and we are excited to see it continue evolving in the years ahead.

✈️ Aviation Turkey: Can you elaborate on Boeing's current investments and collaborations in Türkiye, particularly in engineering, manufacturing, and technology development?

Ayşem Sargin: As I mentioned, one of the most significant milestones of this partnership was the establishment of our first engineering center in Türkiye at Istanbul Teknopark. Since its opening at the end of 2018, this center has played a vital role in developing new technologies for Boeing's global operations. Recently, we celebrated its fifth anniversary, marking an important milestone in our continued investment in Türkiye's engineering capabilities. Nearly 100 engineers work at the center today, contributing to projects that are deployed worldwide. Türkiye has a strong aviation ecosystem, and its skilled engineering talent is a key part of that.

TÜRKİYE'NİN EN YENİ FİLOSU PEGASUS'TA!

Pegasus Hava Yolları olarak Türkiye'nin en yeni uçaklarına sahip olmanın gururunu yaşıyoruz. Toplamda **118 uçağımızla** 3 kıtada, 53 ülkede **146 noktaya** erişerek uçuş ağımızı her geçen gün genişletiyoruz.



INTERVIEW

Through the Supplier Development Program, launched under the National Aviation Initiative (NAI), we are further strengthening Türkiye's global competitiveness by providing industry training, capability development, mentorship, and targeted growth initiatives. As Turkish suppliers gain the necessary certifications and know-how, they will not only contribute more to Boeing's operations but also expand their reach to other global manufacturers - creating a multiplier effect that will further boost Turkish aerospace exports.

Looking ahead, we are working on exciting new initiatives to inspire and support the next generation of aviation professionals to spark their interest in aviation. Türkiye's highly skilled workforce, advanced manufacturing capabilities, and strategic location make it a key partner for Boeing, and we look forward to deepening our collaboration in the years to come.

✈️ Aviation Turkey: What are the key global trends shaping the future of aviation, and how is Boeing positioning itself as an innovator in these areas?

Ayşem Sargin: We continue to make investments to lay the foundation of capabilities that will be critical for our next generation of products. Our team is engaged in meaningful technology



development and product creation across a portfolio of opportunities.

Our current product lineup is competing very well, our development pipeline is full and our engineering team is hard at work. We're making steady progress across our development programs, including the 737-7, 737-10, 777-9 and 777-8 Freighter.

When positioning for our future, we are focused on the technology and capabilities that we need at Boeing - and across the industry - to ensure our next set of products

delivers a generational leap in capability for our customers and reshapes our markets.

Our R&D over the next several years will be largely focused on the capabilities we will need for our next set of products including safety, quality, producibility, digital maturity and sustainability.

While we face the challenges of today, we need to be setting the foundation of the future for Boeing. Boeing is an airplane company and at the right time in the

future we need to develop a new airplane. We have a lot of work to do before then - this includes stabilizing our business, improving execution on the development programs, streamlining the portfolio to do what we do well so that we do have a path to the next commercial aircraft.

We are focused on a digital transformation that encompasses the entire lifecycle of our products: design, development, production, operations and sustainment.



We are also building on decades of experience to accelerate an autonomous future, and we are pioneering certified autonomy functions via our Wisk and SkyGrid businesses.

Now is the right time to address future transportation challenges because technological and societal trends are converging to support commercial mobility solutions and drive the demand for them. With increasing urbanization, a growing global population, aging infrastructure and the growth of ecommerce, there is a need for new, safe, sustainable and accessible modes of transportation.

Boeing is developing and uniting tech capabilities to offer new solutions to better connect the world – on a local, regional, global scale. We are focused on emerging technologies, unmanned aircraft systems (UAS) and the safe introduction of these vehicles into the airspace – while preserving the flying public's confidence in air travel.

Any new technologies inserted into our products must maintain at least the same level of integrity and safety that we experience today.

Aviation Turkey: How is Boeing leveraging technology to enhance sustainability, reduce emissions, and meet the goals of a greener aviation future in Türkiye?



Ayşem Sargin: Sustainability is a top priority for Boeing worldwide, and we are actively partnering with our stakeholders in Türkiye to build a strong foundation for transition to a more sustainable aviation industry. Boeing takes a multi-faceted approach to reducing emissions that includes developing more efficient new airplanes which contribute to emission reduction, leveraging digital technology for increased operational efficiency, investing in advanced technologies for future

flight concepts, as well as supporting the industry in transition to renewable energy. Among these, we believe, sustainable aviation fuel (SAF) is crucial for transition to a more sustainable future in aviation. Today, Boeing is helping catalyze SAF scaling through our testing, technology investments, and product compatibility work, our own fuel use, and our industry partnerships and policy advocacy efforts. Given its diverse feedstock and robust aviation industry, Türkiye is very well positioned

to be a key player in the SAF area if supported with the right policies and incentives. By 2040, all Boeing aircraft will be capable of flying on 100% sustainable aviation fuel, an ambitious goal we are determined to achieve with our partners to meet the industry's commitment to achieve net zero carbon emissions by 2050.

Aviation Turkey: What is Boeing's role in the Türkiye Sustainable Aviation Alliance, and how does the company contribute to achieving its goals?



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Ayşem Sargin: We have launched the Türkiye Sustainable Aviation Alliance (TSAA) together with our partners Turkish Airlines and Istanbul Technical University in 2024. TSAA is an initiative aimed at uniting Turkish aviation stakeholders to advance Türkiye's transition to sustainable aviation by developing joint industry roadmaps and exchanging best practices in this area. Today, we are proud that our alliance has reached more than 20 members who share a common vision for a more sustainable future in aviation. With this platform, we are working to advance Turkish aviation industry's decarbonization journey through trainings, awareness rising activities and aviation decarbonization analysis. The Türkiye Sustainable Aviation Fuel (SAF) Roadmap we are working to launch later this year is a unique work which will shed light to Türkiye's SAF potential and the policies needed to scale it for the country's benefit.

✈️ Aviation Turkey: Safety is at the heart of aviation. Can you discuss Boeing's global efforts to maintain and enhance safety standards across the industry?

Ayşem Sargin: Everything we do at Boeing has a direct impact on people's lives, which is why safety and quality must be at the core of everything we do.

We are fully committed to improving our production system and reinforcing our dedication to safety and quality. Our goal is simple: to build safe, high-quality products with consistency and predictability—something our customers can always rely on.

Last January, we took immediate action to contain and mitigate potential safety and quality issues, ensuring the continued safety of our airplanes. We also made the deliberate decision to slow production, taking a disciplined approach to reviewing every aspect of our operations. Throughout this process, we actively listened—to our teams, our customers, key stakeholders, and regulators—and used their feedback to develop a comprehensive plan aimed at strengthening Boeing's safety management, quality assurance, and overall safety culture.



Our Safety & Quality Plan is built around four key priorities. First, we're investing in workforce training to make sure our employees have the right skills and knowledge to uphold the highest standards. We're also simplifying our manufacturing processes to boost efficiency and reduce complexity. At the same time, we're continuously refining our

quality control measures to eliminate defects and ensure every product meets our rigorous standards. Most importantly, we're committed to fostering a strong safety and quality culture—making sure that safety remains our top priority at every level of the organization.

We've also put in place measures to continuously monitor and manage the overall health of our



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production system. A critical part of this effort is our fully deployed Safety Management System (SMS), which is an industry best practice for proactively managing product safety risks throughout the lifecycle of an aircraft. SMS fosters a culture where employees feel empowered to speak up about potential issues while providing industry-proven tools to identify, assess, and mitigate risks. We are fully committed to this plan and to continuous improvement, ensuring that commercial aviation remains the safest mode of transportation in the world.

✈️ Aviation Turkey: Pegasus Airlines recently placed a historic order for 200 aircraft. Can you share insights into

this partnership and the significance of this deal for Boeing and Türkiye?

Ayşem Sargın: Boeing and Pegasus Airlines have built a strong and successful partnership over the years, one that we highly value and are proud to continue. Our collaboration began in 2002 when Pegasus took delivery of its first Boeing 737-800 with blended winglets, marking an important milestone in our relationship. Since then, Pegasus has grown into one of Türkiye's leading airlines, and we have been honored to support their fleet expansion and operational success.

Pegasus' commitment to efficiency and innovation aligns perfectly with Boeing's mission to deliver

advanced, fuel-efficient aircraft. The airline operates one of the youngest and most modern fleets in the region, and we are proud that Boeing aircraft play a key role in their operations. The 737 family, known for its reliability and cost-effectiveness, has helped Pegasus achieve its ambitious growth targets while maintaining an exceptional level of service for its passengers.

At Boeing, we greatly appreciate our long-standing partnership with Pegasus Airlines and remain fully committed to supporting their continued success. We look forward to many more years of collaboration, providing Pegasus with the world-class aircraft and support they need to thrive in the ever-evolving aviation industry.

✈️ Aviation Turkey: Boeing has strong collaborations with Turkish aerospace companies. Can you elaborate on the scope and nature of these partnerships?

Ayşem Sargın: For years, we've seen firsthand the high capability and growth potential of the Turkish aerospace industry. Aerospace is a constantly evolving sector that requires ongoing investment in new technologies, and staying competitive in the global market is essential. Türkiye is home to many successful suppliers that have achieved this, and we're proud to partner with them in areas ranging from manufacturing and engineering to research and technology development and beyond



✈️ Aviation Turkey: How do these partnerships contribute to both Boeing's global supply chain and the growth of Türkiye's aerospace sector?

Ayşem Sargin: Aerospace is a sector that thrives on successful partnerships. Our Turkish partners and suppliers play a crucial role in Boeing's global success—helping us enhance quality and innovation, reduce costs, and improve overall productivity. Likewise, our success means continued business growth, timely access to cutting edge technologies, continuous learning and development for our suppliers. Beyond manufacturing, our research and technology collaborations in Türkiye keep us at the forefront of innovation in areas like composites, thermoplastics, additive manufacturing,

and data analytics. Today, Turkish engineers are contributing to systems used across all Boeing aircraft, and we continue to see outstanding results in terms of technical expertise, efficiency, and diversity. As a country manufacturing its own indigenous platforms, Türkiye benefits from the know-how and development Boeing offers to its partners in the country.

✈️ Aviation Turkey: Are there any upcoming projects or initiatives with Turkish firms that you're particularly excited about?

Ayşem Sargin: Türkiye is a key player in the global aviation industry, and we are excited about the many opportunities ahead. The country has a strong aerospace ecosystem, with world-class airlines, a robust industrial base, and an exceptional pool of engineering talent. As aviation production grows and new technologies are adopted, Turkish engineers will play an even greater role in shaping the future of the industry. Given the robust growth of the Turkish aviation industry,

we are confident that our supply base and our engineering presence will continue to grow in Türkiye. Similarly, we are excited about the continuous growth of our Türkiye Sustainable Aviation Alliance which stands out as a best practice in convening industry players for the common goal of a more sustainable aviation industry.

In addition to our industrial, engineering and sustainability collaborations, we are deeply committed to corporate responsibility initiatives, particularly in education, training, and skills development. Our long-standing programs in Türkiye focus on fostering the next generation of aviation professionals, engineers and scientists from K-12 to vocational training and entrepreneurship. A great example of this effort is the Newton education concept, which Boeing introduced in Türkiye to support the development of strategic skills needed in Türkiye's growing aviation sector. The Newton Mobile Room,

in partnership with Turkish Airlines, brings STEM-based aviation training to high school students across the country, while the Newton Flight Academy—hosted by iGA Istanbul Airport—provides hands-on flight simulation experience in a state-of-the-art education facility. In addition, we are working on a new program which will help in upskilling the young engineering talent for the needs of the aviation industry. We also continue to support university students and young professionals through internship and entrepreneurship programs, ensuring equal participation of male and female students.

At Boeing, we are incredibly proud of our long-standing presence in Türkiye and remain committed to growing our partnerships across engineering, technology, manufacturing, sustainability, education, and beyond. As the industry evolves, we are excited to work alongside our Turkish partners to drive innovation and strengthen Türkiye's position as a global aviation leader 🌍

All Nippon Airways Launches Direct Istanbul-Tokyo Flights



All Nippon Airways (ANA), Japan's largest airline, has officially commenced direct flights between Istanbul Airport (IGA) and Tokyo Haneda Airport as of February 12, 2025.

Operating with Boeing 787-8 aircraft, ANA's new route offers three weekly flights on Mondays, Wednesdays, and Saturdays. The aircraft, with a seating capacity of 184, features 32 Business Class, 14 Premium Economy, and 138 Economy Class seats,

ensuring a comfortable journey for all passengers.

Extensive Domestic Connectivity from Haneda

Passengers flying from Istanbul to Tokyo with ANA will benefit from complimentary domestic connections to 40 destinations across Japan, including major cities like Osaka, Sapporo, Okinawa, and Fukuoka. This extensive network

enhances accessibility for both business and leisure travelers.

Shinichi Inoue, President and CEO of ANA, stated: "Turkey and Japan celebrated 100 years of diplomatic relations in 2024. Last year, 62,100 Turkish visitors traveled to Japan. This new route will further strengthen tourism, trade, and industrial ties between the two nations."

With these direct flights, ANA aims to establish a strong presence in the Turkish market, operating at an expected load factor of 70-80%.

A Journey Enriched with Japanese Hospitality

True to the "Omotenashi" philosophy, ANA is dedicated to anticipating

passengers' needs even before they are expressed, delivering a refined and authentic Japanese travel experience. From in-flight services to premium amenities, travelers can immerse themselves in Japanese culture from the moment they board.

ANA's Global Reach and Excellence

- Operating a modern fleet of 242 aircraft across 109 domestic and 55 international routes.

- The only Japanese airline consistently awarded a 5-star rating by Skytrax since 2013.

- Offers the most comprehensive Japan-Europe flight network, covering cities such as Stockholm, London, Frankfurt, Brussels, Paris, Munich, Vienna, and Milan.





Experience Japan's Winter Wonders with ANA

For Turkish travelers, ANA is introducing alternative Blossom season experiences, highlighting southern Japan in January and February as a hidden gem for witnessing cherry blossoms outside the peak travel period. With its millennia-old culture, Japan offers visitors unique experiences even in winter—ranging from the allure of a modern metropolis like Tokyo to the grandeur of Shinto shrines and imperial cities. Winter presents the perfect opportunity to ski on the powder snow of the Hokkaido Peninsula, while also allowing travelers to explore cities and attractions with fewer crowds.

ANA welcomes travelers to Japan for unforgettable experiences, whether it's attending the Sapporo Snow Festival or the Otaru Light Path Festival, indulging in wellness retreats at mountain hot springs, or admiring the breathtaking Mount Fuji.

In order to further boost inbound tourism, ANA and Turkish Airlines are collaborating on domestic flights, encouraging

Japanese visitors to explore beyond Istanbul and discover Türkiye's diverse attractions.

Expanding Cargo Operations With the launch of its Istanbul-Tokyo route, ANA aims to strengthen its cargo operations, particularly for the automotive and textile industries. Cargo shipments from Turkey to Japan have increased by 8%, with the country exporting 40% dried food, vegetables, and baked goods, 16% tuna, and 11% ready-to-wear apparel to Japan. ANA's fleet includes some of the world's largest cargo aircraft, handling

specialized shipments such as satellites, machinery, and even racehorses.

ANA is dedicated to achieving net-zero emissions by 2050 through its ANA Future Promise program, which includes:

- *Reducing waste and food waste by 50%.*
- *Taxiing with a single engine post-landing to minimize fuel consumption and carbon emissions.*
- *Washing engines with water to decrease carbon emissions.*
- *Optimizing flight routes to ensure maximum energy efficiency.*

• *Utilizing Sustainable Aviation Fuel (SAF) to cut carbon emissions by 80%.*

Recognized for its sustainability efforts, ANA Holdings has been listed in the Dow Jones Sustainability World Index for eight consecutive years and in the Dow Jones Sustainability Asia Pacific Index for nine consecutive years.

With its commitment to excellence in service, innovation, and sustainability, ANA's new direct route marks a significant milestone in strengthening air connectivity between Türkiye and Japan.



Shinichi Inoue, President and CEO of All Nippon Airways; Ayse Akalin Editor in Chief of Aviation Turkey and Hiro Miyagawa, EVP EMEA of All Nippon Airways



"Pegasus Airlines CEO Güliz Öztürk on the Landmark Boeing 737-10 Order and What's Next"

In December 2024 Pegasus Airlines placed a historic aircraft order to Boeing. The new order agreement covers a total of 200 Boeing 737-10 aircraft, which marks the largest aircraft order in the company's history, consisting of a firm order for 100 Boeing 737-10 aircraft with expected deliveries starting from 2028, and secured options for up to 100 additional Boeing 737-10 aircraft, convertible to firm orders in the upcoming years. The total value of the agreement for 200 Boeing 737-10 aircraft is approximately 36 Billion USD, based on Boeing's publicly announced current list prices and assuming that all options are converted and delivered as firm order aircraft. With this order, Pegasus' order book has grown to 152 aircraft (252 if it converts its options in the future) including 100 Boeing 737-10s and 52 A321neos.

✈️ Aviation Turkey: First of all, thank you for sparing time for our readers. Can we start our interview by getting an overview of 2024 from Pegasus Airlines' point of view? Can you elaborate on Pegasus Airlines' performance in terms of the number of passengers, revenues, profitability, destinations and fleet?

Güliz Öztürk: At Pegasus Airlines we are dedicated to providing the best possible travel experiences to our guests, which was our focus in 2024, and continues to be so today.

In 2024, Pegasus Airlines demonstrated impressive growth, further solidifying its position as a LCC leader globally, launching 23 new international routes in countries such as Slovakia, Scotland, Portugal, Spain, Ireland, Egypt, and Kazakhstan. We now fly to 146 different destinations in 53 countries, comprised of 37 destinations within Türkiye, and 109 across Europe, MENA and Central Asia.

In 2024, we carried 374.8 million guests, rising 17% from 31.93 million in 2023. We carried 23.42 million guests on our expanding international network and 14.06 million on our domestic network, also equating to 17% year-on-year growth on both our domestic and international networks.

We also continued to renew and expand our fleet, adding 16 new aircraft in 2024. The Pegasus fleet is now comprised of 118 aircraft with an average of 4.5 years, as of 31 December 2024, and is now one of the youngest fleets in the world.

We also ended the year with an exciting development of great significance to us and our future goals. We signed a contract with Boeing for 200 Boeing 737-10 aircraft in December 2024. This largest order in our history will support our growth plans while providing us with major advancements on our path to achieving our 2050 sustainability targets.



seeing the results of this success in our continued double-digit growth.

Aviation Turkey: As of January 2025 Pegasus Airlines has a total of 118 aircraft in its fleet, which is dominated by Airbus. How many of the 118 aircraft in your fleet are leased, and how many are owned by Pegasus Airlines?

Güliz Öztürk: As of December 31, 2024, six of our aircraft are owned by us (B737-800s) while 90 aircraft are on financial lease and 22 aircraft are on operational lease.

Aviation Turkey: In July 2023 Pegasus Airlines signed an agreement with Airbus for 36 new A321neo aircraft, the delivery of the 36 newly ordered aircraft, in addition to its existing orders (with this additional order the total number of A320/A321neo aircraft has reached 150), is planned to be completed by the end of 2029. Can you share details about the delivery schedule and



Ayşe Akalin & Güliz Öztürk

annual quantities of the remaining 52 A321neo aircraft from this order, which are planned to be delivered by the end of 2029?

Güliz Öztürk: That is correct and we are looking forward to receiving another nine A321neos in 2025, ten in 2026 and eleven in each of

the three following years up to 2029. The average seat count of the fleet will then reach 228 at the end of 2029, from 191 at the end of 2021, and we are happy that the increasing share of new generation seats is making a significant contribution to our efficiency gains.

We are proud that Pegasus Airlines also continued to be one of the most profitable and operationally efficient airlines globally, delivering outstanding financial results and financial resilience again in 2024 despite the challenging global environment. Indeed, as reported in our last published third quarter financial results, for the first nine months of 2024, Pegasus Airlines revenue reached EUR 2.37 billion, translating to 15% year-on-year growth.

With our strong financial and operational performance, whilst prioritising the customer experience, we continue to provide ever-greater value for our guests, and we are





✈️ Aviation Turkey: Pegasus Airlines flies schedule services to 37 Destinations in Turkey and 109 in the rest of the world, with a total network of 146 destinations in 53 countries in three continents. Can you provide information about Pegasus Airlines' expectations and strategic goals for 2025?

Güliz Öztürk: In terms of our expectations for 2025, we believe the outlook for low-cost airlines in 2025 continues to be generally positive, with expectations of continued growth and profitability. Indeed, IATA forecasts passenger numbers reaching 5.2 billion in 2025, a 6.7% increase from 2024, indicating robust demand for air travel. IATA also forecasts that global

airline industry revenues will surpass \$1 trillion for the first time in 2025, with net profits expected to reach \$36.6 billion. We are also seeing a more favourable fuel environment which is expected to continue reducing the pressure on operating profitability. Some operational challenges are likely to remain, including ongoing supply chain constraints, but for us, these have always been minimal with no significant impact on our operations or planning.

Regarding our strategic goals for 2025, our primary goal this year continues to provide the best digital experience with ever-greater value for our guests' travel. We will also be working to further strengthen our leading

position in the aviation sector. We will be continuing to expand and modernise our fleet to reach more guests and broaden our flight network for ever-greater choice with the lowest fares possible.

We place great trust in the growing efficiency of our modern fleet, which plays a crucial role in both managing costs and achieving our sustainability goals. Reducing carbon emissions and playing our part in the fight against climate change at a corporate level are among our top strategic priorities for 2025. A significant portion of our carbon footprint stems from the jet fuel we employ. In 2023, we became the first airline to use Sustainable Aviation Fuel (SAF) at our main hub,

Istanbul Sabiha Gökçen. Last year, we also further expanded our international SAF supply network.

Another key focus for us this year is to continue to leverage the power of technology to improve the guest experience. Our goal is to become one of the top three airlines in the world in terms of technology utilisation. For this reason, technology will be one of our key investment areas in 2025.

At our Pegasus Innovation Lab, which we established in Silicon Valley in December 2023, we are working on various optimisation and planning projects in collaboration with startups in the region. We have also formed a dedicated team to integrate these new technologies into our



processes. Additionally, we maintain close ties with universities and have, for example, begun a partnership with Berkeley to further strengthen our innovation efforts.

Pegasus Airlines has also prioritised profitable growth as a core principle since we launched. Our high EBITDA margins, achieved through cost savings and efficiency improvements, are among the key indicators of our success. Effective cost management will remain a top priority this year as we continue to ensure the success of our business model and provide our guests with the best value possible.

Pegasus is growing, and we are doing so in exactly the way we envisioned—with high efficiency. We closed

2024 with an EBITDA margin in the range of 28-30%, and we aim to repeat this success in 2025. As a low-cost carrier, we have consistently delivered industry-leading results in areas such as efficiency, cost management, growth, and operational profitability, making us a benchmark company in the sector. Our goal is to build on this strong performance and achieve even greater success in the future.

✈️ Aviation Turkey: At present, Pegasus Airlines operates a mixed fleet of Airbus and Boeing single-aisle aircraft, which includes over 100 Airbus A320neo/A321neo aircraft, with over 52 on order and the 737-800 NGs but none of the MAX variant. The Boeing 737-800NGs in the fleet were supposed to be replaced with 9 A321neos to be delivered in 2025. So, while Pegasus Airlines was set to become a single-fleet operator by replacing the existing 737-800 NGs with A321neos, you have suprisingly placed your largest ever aircraft order to Boeing for the procurement of a total of 200 Boeing 737-10 (Boeing 737 MAX 10) aircraft. What can you tell us about the needs and advantages behind your order of 200 Boeing aircraft? There are claims that Boeing offered a significant price reduction to strengthen its position against Airbus. How accurate are these claims?

Güliz Öztürk: The largest order in Pegasus' history not only supports the company's mid and long-term operational and growth objectives, but also serves as an important step towards achieving its 2050 sustainability goals. We conducted detailed analyses on every aspect of the offer and evaluated every angle, including economical, operational aspects as well as the delivery timeline of the order. The 737-10 is also perfectly suited to meet Pegasus Airlines' long-term capacity needs, offering enhanced efficiency and one of the best per-seat economics among single-aisle aircraft.

In 2024, we published our 2050 Net Zero Climate Transition Roadmap. We are

aiming to manage growth through a set of actions. Investing in young and fuel-efficient fleet is the most tangible action we have right now and arguably for the next 10 years. Therefore, investing in Boeing 737-10 aircraft will support these goals. Powered by CFM International LEAP-1B engines, the aircraft stands out with 20% lower fuel consumption compared to previous-generation aircraft. LEAP-1B engines are designed to offer significant improvements in fuel efficiency, noise reduction, and emissions compared to previous generation engines. They are a key component in achieving our cost efficiency and sustainability goals as well as providing an enhanced overall passenger experience.



Ayşe Akalın Editor in Chief of Aviation Turkey, Güliz Öztürk-CEO of Pegasus Airline & Şebnem Akalın- Editor & News Director of Aviation Turkey

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With a range of up to 5,740 km (3,100 nautical miles), Pegasus Airlines' selection of the largest Boeing 737-10 model will also ensure capability and route flexibility to support its network expansion plans. With a seat capacity of up to 230 passengers, the Boeing 737-10 also offers an elevated experience due to its spacious cabin and large overhead luggage compartments. The new aircraft will be used on existing routes, but they will also be deployed to newly opened destinations in line with Pegasus' growth strategy. This includes expanding into new markets and enhancing the service on current routes with a focus on destinations in Europe, the Middle East, Central Asia and Africa.

Pegasus continues to work with both Boeing and Airbus. This order strengthens the collaboration with Boeing, but the relationship with Airbus also remains strong. The aircraft deliveries with Airbus will continue until the end of 2029. The delivery of the new Boeing aircraft will start in 2028. Pegasus has been operating a dual fleet since 2013 and while doing this, Pegasus has reached best in class for its cost base not only in the region but globally. We are confident that we will retain this position with our order of 737-10 aircraft.



Aviation Turkey: What contributions will the new Boeing 737MAX 10 aircraft and LEAP-1B engines acquisitions of Pegasus Airlines with Boeing and CFM International bring to our country's aviation industry in terms of local production, technology transfer, R&D, training, and employment, and what economic value will be created in our country in this context?

Güliz Öztürk: As a leading stakeholder in our country's tourism sector, which creates net cash inflows and the highest added value for our country and has shown record-breaking growth after the pandemic; we are working tirelessly to reach new record-highs and do our part for Türkiye to achieve the targeted

100 million visitors and 100 billion USD in revenue in tourism. Boeing aircraft have been an integral part of our operations since Pegasus entered the aviation industry in 1990. We are pleased to be expanding our fleet with the new Boeing 737-10 model aircraft. We are confident that our collaboration will create new opportunities for local manufacturing, technology transfer, R&D, training, and employment in the Turkish aviation industry. When considered within the scope of Boeing's National Aerospace Initiative launched with the Turkish government in 2017, our order will also open new doors and create production and export opportunities both for Turkish manufacturers

and for the wider aviation industry.

Aviation Turkey: Could you briefly summarize Pegasus Airlines' long-term strategic growth plan for our readers?

Güliz Öztürk: At Pegasus Airlines, our long-term strategy focuses on sustainable growth, efficiency and innovation. We are expanding our fleet to support our growing network, which now spans 146 destinations across 53 countries. Efficiency remains key—we continuously optimise costs while maintaining industry-leading profitability. Technology is also a priority, with our Innovation Lab driving advancements to enhance every aspect of the travel journey. Sustainability is at the core of our vision, and we are committed to achieving net-zero carbon emissions by 2050 through next-generation aircraft and implementing measurable sustainability actions across our business, from reducing waste and recycling to deploying greater numbers of electric vehicles in our ground operations and increasing SAF usage. By focusing on these pillars, we aim to strengthen our position globally as a leading low-cost carrier and offer safe, easy and affordable travel to even more guests across our growing network 🌍

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Shaping the Future of Aviation: An Exclusive Interview with ICAO Secretary General, Mr. Juan Carlos Salazar

In this insightful interview, Mr. Juan Carlos Salazar, the Secretary General of the International Civil Aviation Organization (ICAO), shares his perspectives on the transformative role of artificial intelligence (AI) in aviation. As one of the key figures driving the industry's progress, Mr. Salazar discusses the integration of AI across various aviation sectors, including safety, operational efficiency, and passenger experience. He also elaborates on ICAO's ongoing initiatives to ensure AI's ethical and standardized implementation, while emphasizing the organization's commitment to advancing digital transformation and cybersecurity within the aviation ecosystem. Furthermore, he highlights Turkey's significant contributions to ICAO's goals and its strategic role in enhancing global aviation connectivity.

✈️ First of all, thank you for the opportunity to speak with you. As ICAO is one of the key organizations shaping global aviation standards and given your recent participation in the AI in the Sky conference, I'd like to start with questions on artificial intelligence and its impact on aviation. How do you see AI transforming the future of aviation, particularly in areas such as air traffic control, operational efficiency, and passenger experience?

Juan Carlos Salazar: AI is transforming aviation across multiple dimensions: safety, operational efficiency, economics, and environmental sustainability, strengthening the industry's resilience and adaptability.

In terms of safety, AI enhances operations at every stage of flight, from pre-flight checks

to landing. Through predictive analytics, AI identifies potential risks by analyzing real-time sensor data and historical incident reports, addressing issues before they escalate. During flight, AI assists pilots by monitoring aircraft performance and weather conditions, providing real-time alerts and recommendations in critical situations. AI also aids air traffic control in managing complex traffic patterns, predicting conflicts, and simulating emergency scenarios to improve response strategies. A particularly promising development is 4D trajectory prediction, which considers not only an aircraft's position in three-dimensional space but also the time dimension, enabling more accurate and dynamic understanding of aircraft movement.



The economic impact and operational efficiency gains from AI are significant. Predictive maintenance helps minimize expensive repairs by addressing issues early. AI-driven flight path optimization reduces fuel consumption, lowering both costs and emissions. Airlines and airports use AI to forecast demand, enabling better resource allocation in areas such as staffing and gate assignments. AI also optimizes pricing strategies and personalizes marketing efforts to boost revenue.

Passenger experience is another area where AI delivers substantial benefits. AI-enabled biometric identification expedites airport security processes and check-in procedures, reducing congestion and wait times. Airlines use AI to personalize services based on traveler preferences, boosting passenger loyalty and generating additional

revenue through targeted offers such as in-flight purchases and upgrades. AI-powered chatbots enhance customer service, while intelligent systems optimize seating arrangements and loyalty programs.

In pilot training, AI-powered simulators provide real-time, adaptive experiences, offering scenarios that enhance skill retention and prepare pilots for complex situations. These advanced training tools contribute to maintaining high safety standards across the industry.

Environmental sustainability benefits significantly from AI applications. By optimizing flight paths, minimizing idle times, and improving taxi routes, AI reduces fuel consumption and CO₂ emissions. Airports use AI to manage real-time energy consumption, integrating renewable sources to lower their environmental footprint. These efficiencies are vital for meeting the aviation industry's long-term climate goals.

While AI's potential in aviation will continue to grow, driving improvements across various areas, it is crucial to develop international frameworks to ensure AI's ethical and safe deployment, aligning

with the core principles of global aviation: safety, reliability, and trust. ICAO will play a key role in developing these standards, ensuring AI contributes responsibly to aviation's growth.

✈️ What are some specific initiatives ICAO is leading to integrate AI across the aviation industry in a standardized manner?

Juan Carlos Salazar: ICAO is leading several global initiatives to integrate AI into aviation in a standardized manner, focusing on key areas including safety, security, environment, economic development, and air navigation. These efforts are guided by experts from Member States, who assess how AI technologies can help achieve ICAO's strategic objectives.

A cornerstone initiative is the development of a comprehensive standardization roadmap, led by the ICAO Council and the Air Navigation Commission (ANC). This roadmap is designed to ensure the timely development of standards for AI innovations, enabling the industry to integrate AI safely and efficiently. The structured approach helps evaluate new AI technologies and their potential applications in

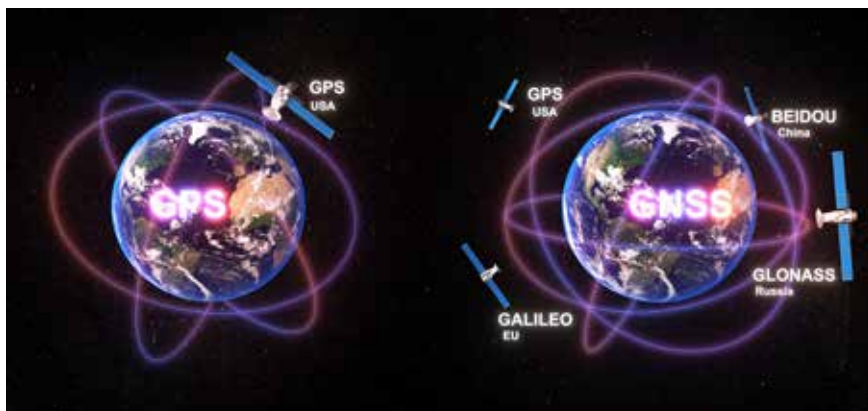
aviation, ensuring they align with established safety and operational requirements.

ICAO actively engages with the global aviation community through multiple channels. Regular forums, conferences, and the Triennial Assembly provide platforms where Member States present papers on AI and other innovations. These discussions lead to concrete decisions that help prepare the sector for widespread AI adoption. The collaborative approach ensures that diverse perspectives and requirements are considered in developing AI-related standards and practices.

Recognizing that AI governance extends beyond aviation, ICAO collaborates with other UN organizations to ensure alignment on key aspects, particularly regarding the ethical use of AI. This coordination helps maintain consistency with broader international standards while addressing aviation-specific needs.

Through these coordinated initiatives, ICAO is facilitating the responsible integration of AI into aviation, ensuring that safety, security, and efficiency remain paramount while addressing important ethical considerations in AI deployment.

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✈️ Could you share ICAO's roadmap for advancing digital transformation within the aviation industry?

Juan Carlos Salazar: ICAO advances digital transformation within the aviation industry through comprehensive global plans and initiatives. This approach builds on our history of successful technological implementations that have enabled aviation capacity to stay ahead of growing demand.

Our track record includes support to several significant technological transformations. We have provided support for the successful implementation of the Global Navigation Satellite System (GNSS), enhanced collision avoidance systems, and innovative solutions to improve facilitation. These advancements demonstrate ICAO's commitment to embracing and standardizing new technologies that enhance aviation operations.

However, with aviation demand increasing at an accelerated pace, we recognize the need to foster further innovation. Our current focus extends beyond merely maintaining adequate capacity – we aim to achieve net increases in overall industry performance. This requires embracing new digital technologies and solutions that can transform various aspects of aviation operations.

Through our global plans and initiatives, we continue to guide the industry's digital transformation, ensuring that technological advancement serves the needs of growing global air transport while maintaining the highest standards of safety and efficiency.

✈️ With the increasing reliance on digital systems, how is ICAO addressing cybersecurity challenges within the sector? What does ICAO consider to be the key milestones or breakthroughs in this journey towards a fully digitalized aviation ecosystem?

Juan Carlos Salazar: ICAO supports the civil aviation sector in addressing cybersecurity challenges through a comprehensive framework that promotes a holistic approach across all civil aviation disciplines. This framework aligns with and complements national cybersecurity regulations and industry standards while being guided by the ICAO Aviation Cybersecurity Strategy. It builds upon existing international aviation legal instruments, Standards, Recommended Practices, Procedures, and guidance material, maintaining the agility needed to address evolving cyber threats facing the sector.

In our journey towards a fully digitalized aviation ecosystem, a key milestone has been the recognition that cybersecurity must be embedded from the outset, both at strategic and tactical levels. This proactive approach helps minimize potential gaps between different systems and stakeholders, leading to a better-managed

environment that enhances safety, security, efficiency, and capacity. These improvements translate into tangible economic and environmental benefits while ensuring protection against and resilience to cyber threats and risks.

Our vision for aviation cybersecurity is clear: we aim to maintain a civil aviation sector that is resilient to cyber-attacks and remains safe, secure, and trusted globally, while continuing to innovate and grow. This vision guides our ongoing efforts to support the sector's digital transformation while maintaining robust cybersecurity measures.

Through this comprehensive approach, ICAO ensures that the increasing digitalization of aviation systems proceeds hand-in-hand with appropriate cybersecurity measures, maintaining the integrity and reliability of global air transport.

✈️ As a longstanding ICAO member, how would you evaluate Turkey's contributions to ICAO's goals, particularly in terms of aviation safety, security, and sustainable development? Within the concept of Turkey's strategic geographic location as a bridge between Europe and Asia, how does ICAO view its potential role in advancing connectivity and innovation in global aviation?

Juan Carlos Salazar:

Turkiye's relationship with ICAO dates back to 20 December 1945, when it became one of its early members by ratifying the Chicago Convention. Over the decades, Turkiye has demonstrated a strong commitment to ICAO's goals through various initiatives and regulatory frameworks, notably establishing bilateral air transport agreements with over 170 of ICAO's 193 Member States.

In terms of environmental sustainability, Turkiye has implemented several key measures. The Directorate General of Civil Aviation (DGCA) issued the Internal Practice Direction (SHT-CORSIA) to guide the aviation sector in carbon offsetting and reduction, aligning with the Carbon Offsetting and Reduction Scheme for International Aviation's (CORSIA) objectives. This commitment was further strengthened in 2022 with the Parliament's passage of the Regulation on Monitoring Greenhouse Gas Emissions. Turkiye has also ratified the Paris Agreement and supports ICAO's Long-Term Global Aspirational Goal for net-zero emissions by 2050.

Turkiye's environmental monitoring capabilities are robust, with the CAA tracking aviation-related CO2 emissions through a comprehensive data system since 2014, supported by the



Ministry of Environment, Urbanization, and Climate Change. The country has also taken significant steps to address noise pollution, with the General Directorate of State Airports Authority and Ministry of Transportation collaborating with TÜBİTAK to develop noise maps and simulation models for airports.

Regarding safety and security, Turkiye introduced the Civil Aviation State Safety Program in 2021, aligning with ICAO's safety management requirements. The country also actively participates in ICAO's Global Aviation Security Plan (GASeP) and maintains stringent security measures across its airports. Looking forward, the DGCA's Strategic Plan (2024-2028) outlines ambitious goals related to safety, climate change, and sustainability.

Today, Turkiye boasts one of the largest civil aviation

industries globally, with Istanbul's major airport serving as a critical hub enhancing international connectivity. This strategic position as a bridge between Europe and Asia, combined with its robust regulatory framework and commitment to innovation, positions Turkiye as a significant contributor to advancing global aviation connectivity and development.

9- Would you like to add a message for our readers?

As ICAO celebrates its 80th anniversary, we reflect on eight decades of fostering international cooperation and establishing the foundational standards that have made aviation the safest and most reliable form of transportation in human history. Throughout these years, ICAO has consistently adapted to meet new challenges and embrace emerging opportunities,

from the dawn of the jet age to today's digital transformation.

Looking ahead, we stand at the threshold of perhaps the most transformative era in aviation since the introduction of commercial flight. Advanced air mobility, artificial intelligence, and the urgent need for environmental sustainability are reshaping our industry. Yet our fundamental mission remains unchanged: ensuring safe, secure, and sustainable air transportation that connects people and nations across the globe.

The challenges we face today - particularly in environmental sustainability and digital transformation - require the same spirit of international cooperation and innovation that has defined ICAO's first 80 years. As we work together to address these challenges, we remain committed to supporting the aviation industry's evolution while maintaining the highest standards of safety and security that have been our hallmark since 1944.

The future of aviation holds tremendous promise, and ICAO will continue to serve as the forum where nations come together to shape that future, ensuring that air transport remains a powerful force for global connectivity, economic growth, and human progress 🌍



"We Operate in 69 Countries with 74 Offices Worldwide."

An Exclusive Interview with AVIAREPS Group CEO Edgar Lacker

✈️ Aviation Turkey: First of all, Edgar, last year marked AVIAREPS' 30th anniversary. Could you share the most significant milestones the company has achieved over these three decades?

Edgar Lacker: Certainly, with pleasure. As you know, we were founded in 1994 in Germany, starting purely as a GSA for airlines. In the beginning, we were also active in charter brokerage, but soon realized the need to expand. Our company's founder, Mr. Gebler, was and still is a very ambitious man, so we began opening offices around Germany, then in Austria, Switzerland, and the Czech Republic. That marked the first stage of our regional growth in Europe.

By 2000, we recognized that being solely an airline GSA might not be sufficient, so we expanded into representing destinations and other tourism-related clients. This shift led us into destination marketing, PR, and related services. Over the years, we continued our global expansion, entering Asia through mergers and



acquisitions, followed by Latin America and North America around 2014-2015. Then, in 2024, we made a strategic decision to enter the aviation cargo sector. Despite being a global leader in airline representation and a significant player in destination marketing, we had no presence in cargo yet. So, in October 2024, we started building our cargo GSA business from scratch. That brings us to where we are today.

✈️ Aviation Turkey: Could you give an overview of AVIAREPS' global presence? How many countries are you currently operating in?

Edgar Lacker: We operate in 69 countries with 74 offices worldwide.

✈️ Aviation Turkey: Can you tell us about your clients? Which airlines or tourism companies do you represent?

Edgar Lacker: That depends on the market, but in general, we represent more than 120 airlines globally—around 130 at the moment. Beyond aviation, we also work with approximately 250 clients in sectors such as destinations, hotels, and car rentals. Our portfolio is quite diverse, ranging from major legacy carriers to ultra-low-cost airlines.

✈️ Aviation Turkey: Do you have offices in Africa?

Edgar Lacker: We currently have only five offices in Africa—Tunisia, Morocco, South Africa, Tanzania, and Kenya. However, Africa plays a significant role in our future expansion strategy. In the next five years, we plan to increase our presence on the continent, with focus on Egypt and Ghana.

✈️ Aviation Turkey: In which region are you most active?

Edgar Lacker: We have 28 offices in Europe, making it our most concentrated market. This is followed by 14 offices in Latin and North America, and another 28 in Asia, including the CIS region. So, our strongest presence is in Europe and Asia.

✈️ Aviation Turkey: In your opinion, what are the most significant trends shaping the aviation and tourism industries today? How does AVIAREPS adapt to challenges such as market fluctuations, geopolitical issues, and technological changes?

Edgar Lacker: Geopolitical tensions are often unexpected, and you cannot always plan for them. Over the past three years, certain regions have experienced sudden disruptions, impacting business overnight. However, travel demand persists; people still want to explore new

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destinations. When instability affects one area, traffic often shifts to other regions, benefiting alternative destinations. As we operate globally, our company has an advantage—when one market faces challenges, we often see opportunities

in another. Our widespread presence helps us navigate such shifts and remain resilient in an evolving landscape.

✈️ Aviation Turkey:
What are your strategic goals for the next five to ten years?

Edgar Lacker: One of our key strategic goals is to establish AVIAREPS as a strong player in the GSA cargo sector. This business is still in its infancy for us, but we see significant potential. Currently, few major players dominate this space, along with

many smaller local competitors. Given our expertise, contacts, and reputation for quality service, we believe we can build a strong presence in cargo over the next five years. Ideally, within three years, we expect cargo to contribute significantly to our overall business.

Another growth area is cruise lines. We are actively expanding into this sector and becoming GSAs for various cruise companies. The cruise industry is closely linked to aviation, as passengers often need flights to reach their departure ports.

Additionally, we plan to grow our office network. Over the past two years, we've opened 10 new offices, further expanding our global footprint. While we are already well-established in all major outbound markets worldwide, we see tremendous potential in Africa, where we currently have five offices and plan to expand rapidly to tap into this growing region. Our next goal is to reach 100 fully owned AVIAREPS offices worldwide.

Another strategic goal for us for the future is the development of more innovative products, whether in the digital space or within the distribution environment, that will add value to our clients and help them succeed in a dynamic



aviation landscape. Last year we launched AVIAHUB, our in-house solution for airline distribution outside GDS environment. It is a NDC/API platform designed to connect the travel trade directly with our 130+ airline partners, enabling airlines to reduce distribution costs and enhance their efficiency. It is our goal to lead the way in shaping the future of the aviation industry, by remaining flexible, forward-thinking, and committed to excellence.

✈️ Aviation Turkey: Can you share details about your current operations in Turkey? Which airlines and tourism boards are you representing?

Edgar Lacker: We have been operational in Turkey for nearly 15 years. I personally opened our Istanbul office, believing in Turkey's strong economy and growing aviation and tourism potential. Since then, we have developed significantly.

Among the airlines we represent, Air Serbia has the highest frequency, with 21 flights per week. This is partly due to Turkish citizens not needing a visa for Serbia, making it a high-demand destination. Other carriers we represent include Croatia Airlines, TAP Air Portugal, China Airlines, German airline Condor



AVIAREPS Group CEO Edgar Lacker

(operating to Antalya and Bodrum), and the newly added Sky Express from Greece and Centrum Air from Uzbekistan.

On the non-aviation side, we work with the Japan National Tourist Office, Korea National Tourist Office, and Marriott Hotels International. Marriott has been our client in Turkey since January last year.

✈️ Aviation Turkey: What role does Turkey play in AVIAREPS' global strategy? How has AVIAREPS contributed to the growth of aviation and tourism in Turkey?

Edgar Lacker: Turkey is a growing market for us. Our Istanbul office, once small,

has now reached mid-size and has the potential for further expansion. I would rank Turkey among our top 20 markets globally.

✈️ Aviation Turkey: Do you expect more customers in the cargo sector?

Edgar Lacker: That is our goal, and we are actively working on it. AVIAREPS is already well known in the aviation world as a passenger GSA, but cargo is a completely new area for us. It requires engaging with a different set of professionals within airlines, as cargo specialists operate separately from passenger commercial teams. We are investing in manpower

and industry expertise to build our credibility and establish ourselves in the cargo business.

✈️ Aviation Turkey: Is there anything you would like to add for our readers?

Edgar Lacker: One key differentiator between AVIAREPS and our competitors is that we own all our offices and employ our own staff. We do not franchise, form joint ventures, or partner with third parties. This ensures consistent global communication, ethics, and quality for our customers. I believe this is a crucial factor that sets us apart in the industry 🌍



IATA Forecasts Stronger Profitability for Global Airlines in 2025 Amid Persistent Challenges

The International Air Transport Association (IATA) has released its financial outlook for the global airline industry in 2025, projecting a modest improvement in profitability despite ongoing cost pressures and supply chain disruptions.

Key Financial Projections

• **Net Profit:** The industry is expected to generate \$36.6 billion in net profits, reflecting a 3.6% net profit margin. This marks an increase from the \$31.5 billion projected for 2024 (3.3% net profit margin).

• **Operating Profit:** Expected to reach \$67.5 billion, with a 6.7% operating margin, slightly up from 6.4% in 2024.

• **Return on Invested Capital (ROIC):** Projected at 6.8%, improving from 6.6% in 2024, though still trailing the industry's weighted average cost of capital.

• **Revenue Growth:** Industry revenues are

forecasted to exceed \$1 trillion for the first time, increasing 4.4% from 2024 to reach \$1.007 trillion.

• **Passenger Traffic:** The number of airline passengers is set to surpass 5.2 billion, a 6.7% increase from 2024, marking a new record.

• **Cargo Volume:** Expected to rise 5.8% to 72.5 million tonnes.

Navigating Profitability Amid Challenges


"Airlines are set to deliver a hard-earned global profit of \$36.6 billion in 2025, capitalizing on lower fuel prices, strong load factors above 83%, cost discipline, and investments in decarbonization," said Willie Walsh, IATA's Director General. "However, persistent supply chain bottlenecks, regulatory burdens, infrastructure

USD 1,007 billion
Revenue in 2025

USD 67.5 billion
Operating profit in 2025

USD 940 billion
Expenses in 2025

- Revenue + 4.4% YoY versus Expenses +4.0% YoY
- Pax Yield -3.4% in 2025 versus -4.7% in 2024
- Cargo Yield -0.7% in 2025 versus -3.7% in 2024



inefficiencies, and rising taxation continue to weigh on profitability."

Walsh also underscored the industry's razor-thin margins: "Despite crossing the \$1 trillion revenue mark, airlines will still carry \$940 billion in costs. The net profit per passenger will be just \$7, leaving little room for financial shocks. The industry must continue to push for cost efficiency, particularly from monopoly infrastructure providers who often underperform."

Aviation's Broader Economic Impact

The aviation sector remains a vital driver of global economic growth. Airline employment is expected to increase to 3.3 million in 2025, contributing to a wider aviation value chain that supports 86.5 million jobs and generates \$4.1 trillion in economic activity—equivalent to 3.9% of global GDP (2023 figures).

"In 2025, for the first time, air travel will exceed five



Willie Walsh, Director General IATA, Ayse Akalin Editor in Chief of Aviation Turkey and Marie Owens Thomsen, Senior Vice President Sustainability & Chief Economist

billion passengers, with total flights surpassing 40 million. This surge in connectivity will stimulate economic activity across multiple sectors, from hospitality to retail, and facilitate global trade and commerce," Walsh added.

Revenue and Cost Drivers

Passenger Revenue

- Projected to reach \$705 billion, making up

70% of total industry revenue.

- Ancillary revenues are expected to contribute \$145 billion (14.4% of total revenue).

- Average airfare, including ancillaries, will be \$380, down 1.8% from 2024.

- Passenger demand (RPKs) is forecasted to grow by 8.0%, outpacing a 7.1%

expansion in capacity (ATK).

- Load factors will rise to 83.4%, reflecting sustained demand.

Cargo Revenue

- Expected to total \$157 billion, representing 15.6% of total industry revenue.

- Demand growth of 6.0%, with only a 0.7% decline in yields, keeping rates well above pre-pandemic levels.

- Freight rates are forecasted at \$1.34/kg (in 2014 dollars), a 24.4% decrease from 2014 levels.

- Continued geopolitical uncertainties in maritime shipping and booming e-commerce, particularly from Asia, are expected to support demand.

Cost Pressures

- Total industry costs are set to rise 4.0% to \$940 billion.

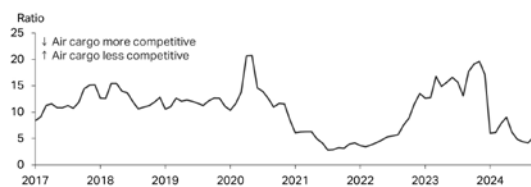
- Labor costs: Projected to increase 7.6% to \$253 billion, though productivity

USD 7 per passenger in 2025

USD	2024	2025
Middle East	23.1	23.9
North America	10.3	11.8
Europe	8.2	9.2
Latin America	3.2	3.8
Asia Pacific	1.8	1.8
Africa	0.9	1.0
Industry	6.4	7.0

Air cargo again very competitive versus maritime

The relative price of shipping by air over maritime cargo, USD per kg



Source: IATA Sustainability and Economics using data from IATA CargoS, Refinitiv/Freightos Baltic Index



gains will limit unit labor cost growth to 0.5%.

- **Fuel costs:** Jet fuel prices are expected to average \$87/barrel, down from \$99/barrel in 2024, reducing the industry's fuel bill by 4.8% to \$248 billion.

- **Sustainable Aviation Fuel (SAF):** Compliance costs under the CORSIA carbon offset scheme will rise to \$1 billion, while SAF expenses will increase to \$3.8 billion, nearly doubling from 2024.

Industry Risks and Uncertainties

IATA identified key risks that could impact the 2025 outlook:

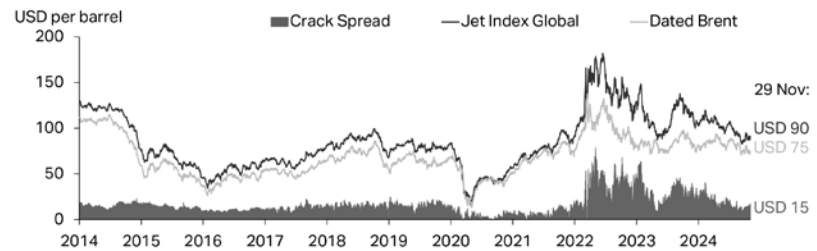
1. **Geopolitical Instability:** Escalating conflicts in Europe and the Middle East could disrupt operations, while peace in the Russia-Ukraine war could positively impact industry growth.

2. **U.S. Policy Changes:** The incoming Trump Administration introduces uncertainty regarding trade policies, tariffs, and aviation decarbonization support. Business-friendly deregulation could benefit the industry, while trade wars and inflationary pressures pose risks.

3. **Oil Price Volatility:** The industry's recovery

The lower oil price will benefit airlines

Jet Fuel Price versus Crude Oil Price, USD per barrel



Source: IATA Sustainability and Economics using data from Platts - Global Commodity Insights



is tied to fuel costs. Any unexpected rise in oil prices could significantly alter profitability projections.

- **European and Latin American airlines** are projected to generate returns exceeding their cost of capital.

- **African carriers** are likely to report the weakest profitability, with a 0.9% net margin.

will support financial performance, airlines must remain vigilant in managing costs and advocating for regulatory and infrastructure improvements to sustain profitability.

As the aviation sector continues its post-pandemic expansion, IATA's projections highlight the industry's role as a vital economic enabler, linking businesses, creating jobs, and driving global connectivity 🌐

Regional Performance Trends

All global regions are expected to post improved financial results in 2025. However, profitability remains uneven:

- **Middle Eastern carriers** are expected to lead with an 8.2% net margin.

The airline industry in 2025 is poised for another year of growth, albeit with tight margins and external pressures. While lower jet fuel prices, operational efficiency, and passenger demand



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We help those who work hard expand their reach globally,
growing together.



TURKISH CARGO



IATA Warns of Prolonged Supply Chain Issues Impacting Airline Performance in 2025

The International Air Transport Association (IATA) has issued a stark warning that ongoing supply chain disruptions will continue to weigh on airline performance well into 2025, driving up costs and restricting growth.

In its latest industry outlook, IATA outlined the scale of the challenges confronting airlines due to supply chain constraints:

- *The global fleet's average age has reached a record-high 14.8 years, a sharp increase from the historical average of 13.6 years between 1990 and 2024.*
- *Aircraft deliveries have plummeted from a peak of 1,813 aircraft in 2018, with only 1,254 deliveries expected in 2024—30% below initial projections.*

Although deliveries are forecast to rise to 1,802 in 2025, they remain well below the pre-pandemic forecast of 2,293, with further downward revisions expected.

• *The backlog for new aircraft orders has surged to an all-time high of 17,000 planes. At current production rates, fulfilling these orders would take approximately 14 years—double the six-year average backlog*

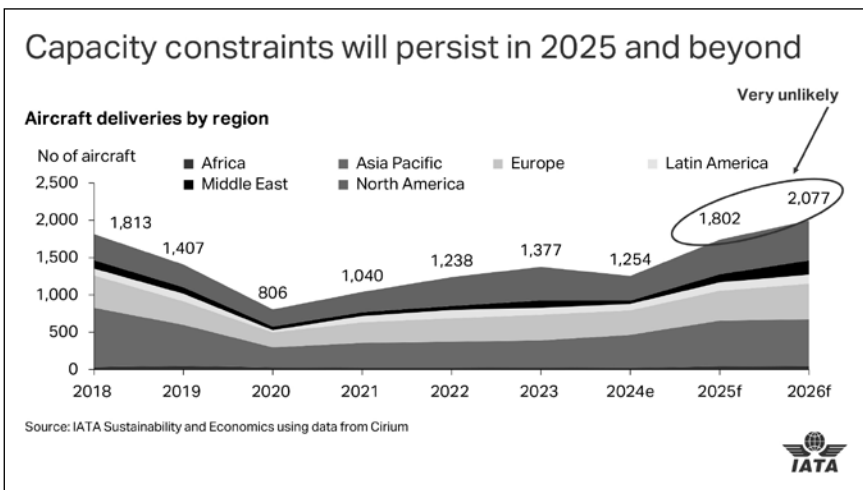
recorded between 2013 and 2019. However, IATA anticipates a reduction in wait times as production rates improve.

• *Roughly 14% of the global fleet (around 5,000 aircraft) remains parked, a figure that, while improving, is still four percentage points above pre-pandemic levels. Of these, 700 aircraft—approximately 2% of the global fleet—are grounded due to ongoing engine inspections, a situation likely to persist into 2025.*

A 'Triple Whammy' on Revenue, Costs, and Sustainability

Commenting on the ongoing crisis, IATA Director General Willie Walsh highlighted the significant impact of supply chain disruptions on airline operations.

"Supply chain issues are frustrating every airline, dealing a triple



blow to revenues, costs, and environmental performance. With record-high load factors, there's no question that additional aircraft could be deployed profitably. However, aging fleets are driving up maintenance costs, fuel consumption, and capital requirements. Meanwhile, fierce competition for leased aircraft has pushed leasing rates well above interest rate increases," Walsh stated.

"This is a time when airlines need to repair their post-pandemic balance sheets, but supply chain challenges are preventing meaningful progress. Manufacturers must step up and resolve these issues."

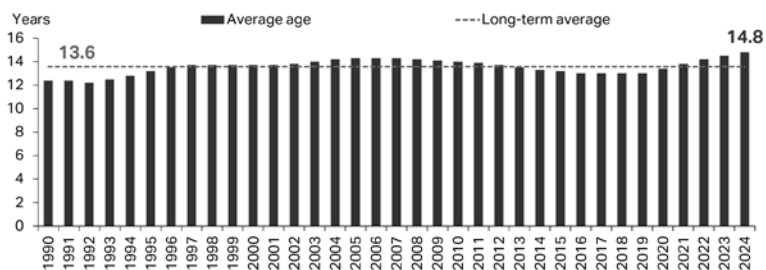
Negative Impacts on Efficiency and Costs

IATA also pointed to two key areas where supply chain issues are hampering industry progress:

- *Fuel efficiency stagnation: Excluding the effects of high load factors, fuel efficiency remained unchanged at 0.23 liters per 100 available tonne-kilometers (ATK) between 2023 and 2024. This marks a significant departure from the long-term trend of annual fuel efficiency improvements of 1.5-2.0% recorded between 1990 and 2019.*
- *Skyrocketing leasing rates: Surging demand*

Now record old fleet!

Average age of global commercial fleet, years



Source: IATA Sustainability and Economics using data from Cirium



for leased aircraft has driven narrow-body leasing rates up by 20-30% compared to 2019 levels.

Impact on Sustainability Goals

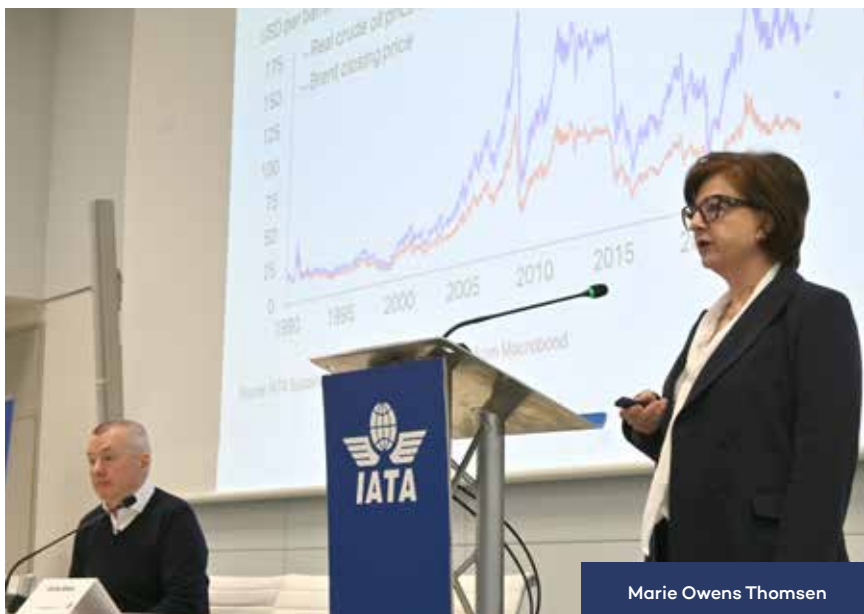
Despite the aviation industry's collective commitment to achieving net-zero carbon emissions by 2050, Walsh emphasized that airlines

are bearing the brunt of supply chain failures.

"The entire aviation sector is aligned in its decarbonization commitment, but airlines are shouldering an unfair burden. Supply chain breakdowns are slowing progress on fleet modernization, making it harder for airlines to cut emissions. If manufacturers fulfilled

their commitments and resolved their ongoing issues, the industry would have a more fuel-efficient fleet in the skies," he said.

With supply chain constraints expected to persist into 2025, IATA continues to call on aircraft and engine manufacturers to accelerate production and deliver on promises made to the industry



Marie Owens Thomsen



IATA Releases Updated SAF Production Estimates Progress and Challenges

The International Air Transport Association (IATA) has released new projections on Sustainable Aviation Fuel (SAF) production, highlighting both advancements and ongoing challenges in scaling up production.

SAF Production Growth: A Mixed Picture

In 2024, SAF production reached 1 million tonnes (1.3 billion liters), marking a twofold increase from 2023, which saw production at 0.5 million tonnes (600 million liters). Despite this progress, SAF still accounts for only 0.3% of global jet fuel production and 11% of global renewable fuel output.

However, this figure falls short of earlier estimates, which had projected SAF production for 2024 at 1.5 million tonnes (1.9 billion liters). Delays in ramping

up production at key SAF facilities in the United States have pushed their timelines into the first half of 2025.

Looking ahead, IATA forecasts that in 2025, SAF production will reach 2.1 million tonnes (2.7 billion liters), equating to 0.7% of total jet fuel production and 13% of global renewable fuel capacity.

The Challenge of Accelerating SAF Production

"SAF volumes are increasing, but at a disappointingly slow pace," said Willie Walsh, IATA's Director General. "Governments continue to send mixed signals by subsidizing fossil fuel exploration while failing to provide sufficient incentives for new-generation fuel producers. Investors also

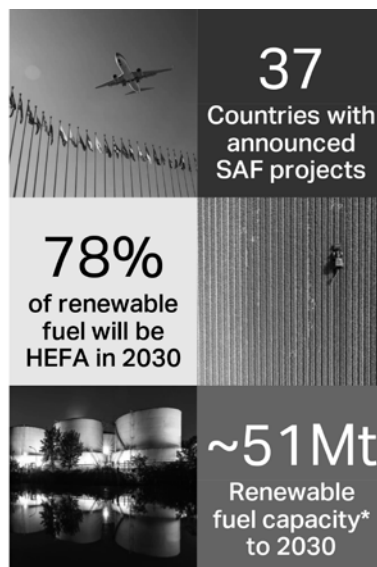
seem hesitant, waiting for easy guarantees before committing fully. With airlines operating on razor-thin margins—just 3.6% net—expectations for SAF profitability should be long-term and sustainable rather than focused on short-term gains. Airlines are eager to purchase SAF, and there are substantial financial opportunities for companies that invest in the long-term decarbonization

The big picture: SAF projects

>220 renewable fuel projects, mapped globally

158 identified renewable fuels projects with SAF capability are progressing to be online by 2030

Source: IATA Sustainability and Economics
*Renewable fuel capacity of projects with current or upcoming SAF production capability



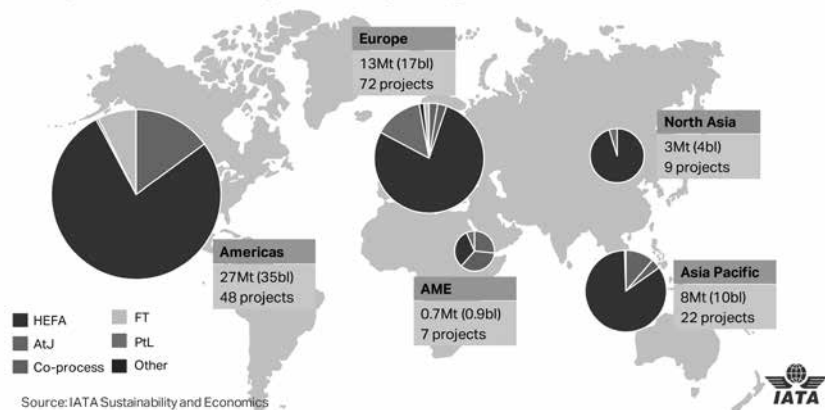
of the sector. Governments can play a key role in accelerating this transition by phasing out fossil fuel subsidies and replacing them with strategic incentives for SAF and other renewable energy sources."

Aviation and the Global Energy Transition

Marie Owens Thomsen, IATA's Senior Vice President of Sustainability and Chief Economist, emphasized that aviation's decarbonization must be viewed within the broader global energy transition. "Aviation should not be treated as an isolated transportation issue. SAF production is just one part of a larger shift toward renewable energy, and refineries producing SAF will also generate other renewable fuels used across industries. The world must maximize renewable energy output, and airlines need equitable access to that supply."

To reach net-zero CO2 emissions by 2050, IATA estimates that between 3,000 and 6,500 new renewable fuel plants will be required. These facilities will produce SAF alongside renewable diesel and other alternative fuels for various industries. Achieving this will require an annual capital expenditure of approximately \$128 billion over the next 30 years—a figure significantly lower than the \$280 billion annual

Projects & SAF pathways by 2030



investments made in solar and wind energy between 2004 and 2022.

"Governments must act quickly to introduce strong policy incentives that accelerate renewable fuel production," said Walsh. "We have a model to follow from the wind and solar industries. The encouraging news is that the financial investment needed for SAF and other aviation fuels is significantly lower than what was required to scale wind and solar energy. Redirecting even a portion of the subsidies currently granted to fossil fuels could significantly boost SAF production."

Short-Term Strategies for SAF Expansion

IATA identified three key areas where immediate action can accelerate SAF production and usage:

- *Increase Co-Processing in Existing Refineries: Traditional refineries can co-process up to 5% of*

approved renewable feedstocks alongside crude oil, requiring minimal infrastructure investment. Expanding this approach could eliminate the need for 260 new renewable fuel plants by 2050, saving an estimated \$347 billion in capital expenditure.

- *Diversify SAF Production Pathways: While there are 11 certified pathways for SAF production, the industry currently relies heavily on Hydrotreated Esters and Fatty Acids (HEFA)—which uses feedstocks such as used cooking oil and animal fats—accounting for 80% of SAF production in the next five years. Increasing investment in alternative pathways such as Alcohol-to-Jet (AtJ) and Fischer-Tropsch (FT), which utilize agricultural and biological waste, could significantly boost SAF availability.*

- *Establish a Global SAF Accounting Framework:*

A transparent, standardized registry is crucial to ensure that airlines receive full credit for their SAF purchases. Such a system would prevent double counting and facilitate a global SAF market where producers and airlines can efficiently trade SAF credits, supporting widespread adoption.

A Call to Action

IATA's latest SAF production estimates highlight both progress and ongoing challenges in the aviation industry's decarbonization efforts. While SAF production is increasing, it remains well below the levels needed to achieve net-zero emissions by 2050. Governments, investors, and the energy sector must work together to create a policy environment that supports rapid expansion of SAF production, ensuring aviation plays a meaningful role in the global energy transition.



The Digital Transformation of Air Cargo IATA's ONE Record Standard

The air cargo industry is undergoing a profound digital transformation, with IATA leading the charge through its innovative ONE Record standard. As the sector moves away from outdated messaging systems that have been in place for over 50 years, this new approach leverages web APIs to enable seamless data sharing and enhanced operational efficiency.

A Common Global Data Model

The ONE Record standard establishes a unified digital framework, facilitating

interoperability across various stakeholders in the air cargo supply chain. This model ensures improved communication, data visibility, and transparency, ultimately streamlining logistics and reducing inefficiencies.

• *Enhanced Communication: ONE Record provides a standardized approach for businesses to share data, minimizing errors and delays.*

• *Improved Visibility: Real-time tracking and transparency enable all parties involved in a shipment to access up-to-date information.*

• *Stronger Quality Control: Data integrity is maintained by giving owners full control over access and permissions.*

Implementation and Industry Adoption

The transition to ONE Record is well underway, with over 200 companies

Cathay Cargo, Airport Authority Hong Kong and IATA achieved a world-first ONE Record shipment from Dongguan for export from Hong Kong

Shipment record shared among all the stakeholders based on ONE Record, including shipment details, security status, progress status, providing full visibility and transparency on the multi modal cargo journey.

participating in pilot projects, 10 of which were advanced to operational implementation. Global governments, including the EU, UN, US, and China, are also engaged in shaping the regulatory landscape to facilitate smooth adoption. Industry-wide implementation is targeted for January 2026.

Furthermore, hackathons have been instrumental in fostering innovation, bringing together over 800 experts to develop solutions tailored to air cargo's digital future. Solution providers, which account for 80% of the industry, are also committed to open-source cooperation, ensuring broader accessibility and integration.

Case Studies and Real-World Impact

Several high-profile implementations of ONE Record highlight its transformative potential:

Multimodal Cargo Operations: By providing a single digital shipment record accessible across different transport modes (air, road, and sea), redundancies are eliminated, leading to operational excellence.

Cathay Cargo's IoT Integration: ONE Record enables real-time tracking of semiconductor thermal paste shipments, ensuring optimal transport conditions

Digitalization Leadership Charter

Setting new standards for innovation and growth

and customer satisfaction.

Vaccine Transportation: By replacing paper documents with digital records, a major airline successfully enhanced compliance and transparency in vaccine distribution, reinforcing safety and regulatory adherence.

The Future of Air Cargo Digitalization

The industry's push

towards digitalization goes beyond data sharing. The Digitalization Leadership Charter, launched in 2024, outlines key principles such as:

- Ensuring interoperability and widespread adoption of standards like ONE Record.
- Developing unified digital strategies among stakeholders.
- Strengthening cybersecurity and

responsible AI use.

- Enhancing environmental sustainability through digital solutions.

As IATA continues to drive this transformation, air cargo is poised to become more efficient, secure, and sustainable. By embracing innovative technologies, the industry is not only future-proofing operations but also setting new benchmarks for global logistics excellence.



AI IN THE SKY

A UNIFIED APPROACH WITH ICAO



AI in Aviation Takes Center Stage at "AI in the Sky" Conference in Antalya

Over 200 global aviation leaders gathered in Antalya for the highly anticipated "AI in the Sky" conference, a three-day event hosted by the Turkish Directorate General of Civil Aviation (DGCA) with support from the International Civil Aviation Organization (ICAO) and Aviation Turkey as official media partner. The event explored the transformative role of artificial intelligence in shaping the future of global aviation, covering safety, efficiency, and sustainability advancements.

At this prestigious gathering, ICAO Secretary General Mr. Juan Carlos Salazar, along with our Directors from ATB, CDI,

and ANB, provided insights on artificial intelligence, big data, and innovative technologies in the aviation sector.

The event featured a Keynote Speech by Mehmet Nane Chairperson of the Board of Directors,

Pegasus Airlines, Welcome Remarks by Prof.Dr.Kemal Yüksek, Director General of the Turkish DGCA, Opening Speech by Juan Carlos Salazar, ICAO Secretary General, and a speech by Abdulkadir URALOĞLU Minister of Transport and Infrastructure of Türkiye.

Minister Uraloğlu Highlights Turkey's Aviation Innovations at AI in the Sky

In his keynote address, Abdulkadir Uraloğlu, Minister of Transport and Infrastructure of Türkiye, underscored AI's tangible impact: "There is nothing artificial about artificial intelligence – it is delivering concrete results." He underscored Turkey's commitment to leveraging artificial intelligence and indigenous technologies in aviation. He emphasized the country's strategic location, facilitating access to 1.5 billion people across 67 nations with a combined



Mehmet Nane, Chairperson of the Board of Directors, Pegasus Airlines



GDP of \$51.2 trillion. "Recognizing air travel as the fastest, safest, and most comfortable mode of transportation, we have made significant investments to maximize our country's potential," he stated.

Uraloğlu highlighted Turkey's global aviation expansion, with flights to 58 domestic and 347 international destinations across 131 countries. "With new routes launching soon, we will increase our international network to 349 destinations by year-end. Passenger numbers are expected to reach 236 million this year and surpass 250 million in 2025," he added. Over the past 22 years, Turkey has built 32 new airports, reinforcing its position as a global aviation hub.



Abdulkadir Uraloğlu, Minister of Transport and Infrastructure of Türkiye

Türkiye's Advancements in AI-Powered Aviation

The minister stressed the critical role of AI and big data in modernizing aviation operations. "The industry has embraced digital technologies rapidly. From automated baggage sorting in the 1990s to real-time baggage tracking and mobile boarding passes today, AI is now reshaping flight operations and reducing pilot errors," he noted. AI-powered predictive maintenance will enhance

aircraft longevity, cut costs, and improve safety, while big data will optimize air traffic management, reduce emissions, and personalize passenger services.

Strengthening National Security with AI. Turkey is prioritizing cybersecurity through locally developed AI solutions such as Avci, Azad, Kasirga, Atmaca, and Kule. "In our flight operations, we utilize AI-driven indigenous software and systems, ensuring national security and technological independence," Uraloğlu stated.

Innovative Aviation Technologies: IRADE, CARE, and KDM

Turkey has launched its first domestically developed Interactive Radar Analysis and Data Display (IRADE), integrating real-time meteorological data, NOTAMs, AIP, and radar visuals into a single platform. This system is already operational at Istanbul Atatürk and Çukurova airports, with plans to expand to Dalaman. Additionally,



Juan Carlos Salazar, ICAO Secretary General



Prof. Dr. Kemal Yüksek, Director General of the Turkish DGCA

the first national civil surveillance radar (MGR) is set to become operational at Gaziantep Airport.

The Multi-Purpose Radar Display System (CARE) is enhancing air traffic control across over 40 airports, including international deployment in Azerbaijan. Complementing these efforts, Turkey's Corporate Transformation Model (KDM) integrates AI and big data into civil aviation, streamlining training, risk assessment, and operational efficiency in compliance with ICAO regulations.

ICAO Secretary General Juan Carlos Salazar echoed this sentiment, emphasizing that AI and big data analytics are "not just supplementary tools but fundamental enablers of ICAO's strategic vision for safe, efficient, and sustainable aviation."

The UK Civil Aviation Authority and Civil Aviation Authority of New

Zealand shared insights on developing flexible regulatory frameworks that balance innovation with safety. EUROCONTROL presented its machine learning-based delay prediction system, while IATA demonstrated comprehensive data governance frameworks for artificial intelligence implementation.

Global Collaboration for a Safer, Smarter Future

Throughout the sessions, industry leaders reinforced the importance of international collaboration. Prof. Dr. Kemal Yüksek, Director General of the Turkish DGCA, described the event as "a crucial milestone in coordinating global efforts to harness AI's potential while ensuring safe and sustainable aviation development." In his closing remarks, Jorge Vargas, Director of ICAO's Capacity Development and

Implementation Bureau, urged stakeholders to make AI advancements accessible worldwide: "As we move forward with these innovations, we must ensure that no country is left behind in this technological transformation."

The "AI in the Sky" conference served as a powerful catalyst for accelerating AI adoption across the aviation sector. With AI poised to revolutionize operations, safety, and passenger experience, the industry now looks toward implementing these groundbreaking technologies on a global scale.

Key Sessions and Discussions

The conference agenda featured extensive discussions across multiple sessions:

- **Artificial Intelligence and Big Data in Aviation:** Experts from ICAO, including Mohamed Rahma and Michele Merkle, explored

AI's current role in aviation, focusing on its potential to improve economic efficiency, safety, and security while mitigating environmental impacts.

- **Policy-Making and Regulatory Considerations:** Panelists from the UK Civil Aviation Authority, ICAO, and Turkish DGCA discussed the necessity of regulatory frameworks for AI governance, emphasizing global standards for decision-making in critical situations.

- **AI for Operational Efficiency:** Industry leaders from SunExpress Airlines, Kevyan Aviation, and EUROCONTROL shared insights on optimizing flight schedules, tracking aircraft movement, and minimizing disruptions using AI-driven analytics.

- **Advancements in Training and Workforce Development:** Representatives from Turkish DGCA presented on innovative training models, drone programs, and AI-driven corporate transformation strategies.

- **Processing Big Data with AI Algorithms:** Discussions focused on the selection of cloud infrastructures to optimize AI-based big data solutions, featuring insights from IATA and ICAO experts.

- **AI for Passenger Experience and CRM:** This session delved into AI's role in enhancing personalization for travelers, with contributions from Sabiha Gökçen International Airport, Pegasus Airlines, and SOFTTECH.

- AI in Aviation Safety and Aircraft Maintenance: Experts from the UK Civil Aviation Authority, ICAO, and Indra presented on predictive maintenance technologies and AI-driven real-time data analysis for aircraft operations.

In his closing remarks, Mr. Jorge Vargas, Director of ICAO's Capacity Development and Implementation Bureau, emphasized the shared responsibility ahead: "As we move forward with these innovations, we must remain mindful of our shared responsibility to ensure no country is left behind in this technological transformation. I urge all of us to consider how we can make these artificial intelligence advances accessible and implementable across all regions and levels of development."

AI's Transformative Impact on Aviation: Key Takeaways from the Conference

At the conference, key discussions revolved around how AI is reshaping the aviation industry. Experts highlighted the transformative role of AI in optimizing operations, enhancing security, improving passenger experiences, and driving sustainability. Here are some of the critical areas



where AI is making a significant impact:

Forecasting & Planning: AI-driven predictive analytics go beyond traditional models, enabling both short-term forecasting and long-term strategic planning. From air traffic

management to route optimization and demand forecasting, AI enhances decision-making, improving overall operational efficiency.

Security & Cyber Protection: AI is revolutionizing security

with advanced biometric screening, making identity verification faster and more reliable. Additionally, sophisticated cybersecurity solutions powered by AI help prevent data breaches, while real-time threat detection systems ensure safer airports and aircraft.





Sabiha Gökçen Airport Introduces AI-Powered Digital Assistant SAVVy

Istanbul Sabiha Gökçen International Airport (ISG) has unveiled SAVVy, the first generative AI-powered digital assistant designed for airport use, at the “AI in the Sky” conference held in Antalya.

Named after ISG’s IATA code “SAW,” SAVVy is designed to provide instant responses to passenger inquiries, allowing call center staff to focus on more complex issues. Using natural language processing (NLP), SAVVy sets a new standard in airport customer service by enabling real-time, human-like conversations.

Key Features of SAVVy at Sabiha Gökçen:

Flight Information Assistance – Provides real-time updates on flight status, gates, and delays.

Parking Availability – Helps passengers check parking lot availability and guides them to available spots.

Airport Rules & Document Q&A – Answers frequently asked questions regarding airport rules, travel documents, and procedures.

Enhanced Customer Service – Delivers a seamless, automated experience, reducing wait times and improving overall passenger satisfaction.

Passenger Experience:

AI enables hyper-personalized services, tailoring offers based on passenger preferences and travel history. Chatbots and virtual assistants streamline interactions, providing seamless support for check-in, baggage tracking, and in-flight entertainment, enhancing overall travel satisfaction.

Sustainability & Environmental Impact:

AI-driven systems optimize fuel consumption, reduce carbon emissions, and support eco-friendly initiatives. From AI-assisted flight path optimization to predictive maintenance for more efficient engine performance, AI plays a crucial role in promoting greener aviation.

Revenue & Marketing Optimization:

Airlines leverage AI for dynamic

pricing, demand analysis, and personalized marketing strategies. AI-driven insights help maximize revenue potential by offering customized promotions and optimizing seat pricing based on real-time demand patterns.

Operations & Safety:

AI enhances safety and efficiency in flight operations through predictive maintenance,

optimizing crew scheduling, and even supporting autonomous navigation. These innovations reduce delays, improve aircraft reliability, and ensure smoother day-to-day operations.

As AI continues to evolve, its influence on aviation will only grow, shaping a smarter, safer, and more sustainable future for air travel.



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Business Jet Market Stabilizes in Q3 2024 Amid Global Economic Growth

The business jet market has continued its stabilization trend in the third quarter of 2024, following a period of unprecedented demand and operational surges in the post-pandemic era. According to the latest report from Global Jet Capital, the sector is displaying remarkable resilience despite a slight year-over-year decline in flight operations, increased inventory levels, and a moderation in Original Equipment Manufacturer (OEM) order intake.

Q3 2024 Market Overview

Flight Operations Remain Strong

While global business jet flight operations recorded a modest 1.3% decline compared to Q3 2023, they remain significantly above pre-pandemic levels, standing 15% higher than in Q3 2019. This continued demand



underscores the industry's value proposition, emphasizing flexibility, safety, productivity, and passenger comfort. Additionally, quarter-over-quarter operations saw a slight 1% increase from Q2 2024, signaling steady activity in the sector.

OEM Performance and Order Backlogs

OEM revenues surged by 15.3% year-over-year, with order backlogs remaining robust at \$45.6 billion. While order intake has slowed from the highs of

2022, it remains 20.4% above Q3 2019 levels, indicating persistent demand for business jets. Despite ongoing supply chain and labor constraints, aircraft deliveries have improved, suggesting a gradual return to production efficiency.

Transaction Volume and Market Liquidity

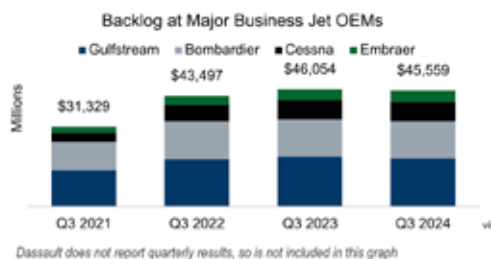
The market for business jet transactions has stabilized after a downturn in 2023. New aircraft deliveries saw a 5.5% increase in Q3

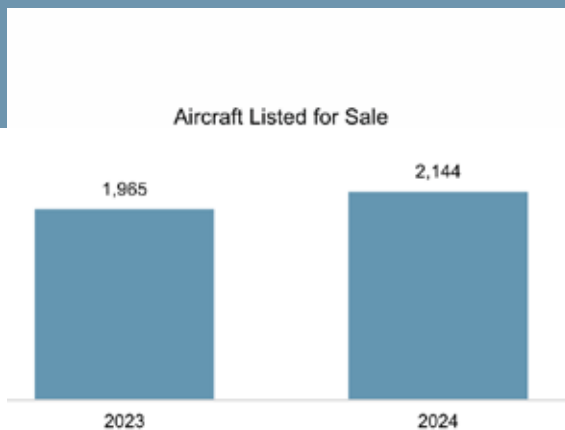
2024, accompanied by a notable 17.3% rise in dollar volume—primarily driven by the heavy jet segment. However, pre-owned aircraft transactions have been slower due to economic uncertainties and a reluctance among sellers to lower prices from their post-pandemic peaks. Nonetheless, stronger transaction activity over the summer, along with new aircraft certifications, is expected to enhance liquidity moving forward.

Inventory and Aircraft Availability

Since 2022, business jet inventory has been on a gradual rise, reaching 7.8% of the global fleet in Q3 2024. While this remains below historical averages, it marks an increase from post-pandemic lows. Notably, availability remains tight for younger aircraft, with only 5.6% of jets under 12 years old currently listed for sale.

OEM BACKLOGS





Global Economic Outlook and Market Shifts

Despite global uncertainties—including geopolitical conflicts and regional economic slowdowns—the global economy maintained stability in Q3 2024, with GDP growth steady at 2.7%. As inflation levels moderate, central banks have begun lowering interest rates, with further cuts expected in 2025. This economic environment, coupled with resilient labor markets in key regions, is likely to support continued growth and stability in the business jet sector.

A key transition in the market has been the shift from a strong seller's market during the pandemic-driven boom to a more balanced landscape in 2024. While aircraft prices have stabilized, newer models have demonstrated less depreciation compared to

older aircraft, reflecting a normalization of market dynamics.

A Resilient Market Poised for Continued Growth

Q3 2024 reaffirms the business jet market's strength and adaptability. Flight operations remain solid, OEMs continue to report healthy backlogs, and transaction activity is showing signs of stabilization after recent volatility. While challenges persist, the sector's flexibility and resilience position it for sustained growth into the final quarter of 2024 and beyond.

As the industry moves toward a more normalized state, business aviation continues to demonstrate its critical role in global mobility, offering unparalleled efficiency and convenience in an evolving economic landscape.

ANA HOLDINGS Expands Fleet with Decision to Place Orders for 77 Aircraft

ANA Holdings president and CEO Koji Shibata announced the decision to order 77 aircraft at the board of directors meeting.

In anticipation of future growth in passenger demand, including strong inbound demand, ANAHD has decided to proactively introduce competitive, technologically advanced aircraft for sustainable growth over the medium to long term. This will be achieved by renewing the fleet that was suspended due to the COVID-19 and placing additional orders for new aircraft. The total number of aircraft in the Group's fleet, including those already ordered and those to be ordered, will be approximately 320 aircraft in FY2030, with approximately 120 Boeing 787 series aircraft. As a result, the ratio of fuel-efficient aircraft will increase to 91%, contributing to environmental measures.

For ANA-branded international routes, in anticipation of strong Asia-North America demand and the re-expansion of Narita International Airport, ANAHD will order 18 Boeing 787-9 aircraft (with GE engines). We will build a foundation for sustainable growth by aggressively introducing new aircraft to international routes, which is the growth area of our business. Compared to FY2023, available seat kilometers (ASK) on international routes is expected to increase by approximately 1.5 times in FY2030.

For ANA-branded domestic routes, in order to adapt to future changes in the business environment, ANAHD will order 20, 100-seat class Embraer E190-E2 aircraft (15 confirmed orders and 5 options) for the first time in Japan. By introducing the latest engines and technologies, ANA-brand will achieve low fuel consumption and noise emissions, and will also reduce operating costs in pursuit of a flexible supply-demand balance on domestic routes over the medium to long term. This aircraft is scheduled to be introduced in FY2028.

In addition to the above, ANAHD will place an order for 14 additional Airbus A321neo aircraft and 12 Boeing 737-8 aircraft (8 confirmed orders and 4 options) to update the current fleets.

Peach will update some of its current fleet with 10 Airbus A321neo aircraft and 3 Airbus A321XLR aircraft, which has superior fuel efficiency and long flight range, to support further growth of the ANA Group.

Apart from the above, ANAHD has also finalized options for 5 Boeing 787-9 aircraft, announced on February 25, 2020, and 10 Boeing 737-8 aircraft, announced on January 29, 2019.

With this aircraft order, ANA Group will promote both the expansion of its international operations and the optimization of supply and demand for domestic flights. We will strive to enhance corporate value by maintaining safety as the foundation of management, improving quality and service from the customer's perspective, and enhance profitability while being conscious of the capital cost to meet the expectations of our shareholders.

Shaping the Future of Aerospace Industry Leaders Meet in Jeddah



by Şebnem Akalın

The Saudi Aerospace Connect Forum, held on February 24-25, 2025 gathered key figures from the aerospace sector to discuss the future of Saudi Arabia's aviation industry. The event focused on a wide range of topics, including localization opportunities, investment strategies, supply chain resilience, workforce development, and emerging trends in MRO and aircraft manufacturing.

The forum kicked off with an opening speech by Eng. Saleh AL-Solami, CEO of the National Industrial Development Center (NIDC), who highlighted Saudi Arabia's commitment to becoming a leading force in the global aerospace sector.

Khalil Ibn Salamah, Vice Minister of Industry and Mineral Resources for Industry Affairs, highlighted the importance of leveraging Saudi Arabia's abundant natural resources, advanced manufacturing capabilities, and skilled human capital during the Forum.

Throughout the event, participants delved into the current state of the aerospace industry, the country's ongoing localization initiatives, and the various investment incentives available to aerospace investors. Discussions also centered on key areas such as



human capital development, innovations in aviation, financing opportunities, and the latest best practices in aircraft reliability and safety. At the forum, which will help shaping the future of the industry, important speakers gave speeches. Such as Wouter Van Wersch, President of Airbus, spoke about the importance of Saudi Arabia in the region and its strategic partnership. Additionally, Prof. Dr. Mahmut F. Akşit, CEO of TEI, delivered a speech at the Aerospace Connect Forum in Jeddah, highlighting TEI's capabilities and the opportunities for collaboration within the aerospace sector. In addition, several other prominent figures shared their insights during the event. Experts also contributed to the discussions in the panels, focusing on key issues and opportunities within the sector.

At the event, several key Memoranda of Understanding (MOUs) were signed, shaping the future of the industry. NIDC signed a Memorandum of Understanding (MOU) with AIRBUS to foster the development and localization of helicopter manufacturing in Saudi Arabia, reinforcing the Kingdom's position in the global aerospace industry. Additionally, a partnership between NIDC, Life Shield, and Auto Gyro



was established to transfer technology and localize the manufacturing of air taxis and helicopters.

In another significant move, NIDC and International Airport Solutions signed an MOU to bolster investor support and strengthen ties with technology partners.

As part of its ongoing efforts to advance local manufacturing capabilities, NIDC signed an MOU with AIC STEEL and AMIC. This agreement focuses on the localization of titanium sponge metal-melting process pipes and aims to enhance Saudi Arabia's



capabilities in advanced materials manufacturing and industrial supply chains. To further expand the Kingdom's aerospace sector, NIDC has also partnered with Jetbase and Jabeen, focusing on localizing aircraft maintenance and overhaul services at Jubail Airport. Additionally, an MOU with The Second Airport Cluster seeks to promote the localization of national industries in aerospace by providing dedicated spaces within airports for specialized aircraft maintenance centers.

Another MOU with Leonardo aims to localize the helicopter industry, contributing to Saudi Arabia's broader goals of strengthening its domestic aerospace capabilities.

As Saudi Arabia continues its drive to diversify its economy and invest in advanced technologies, these partnerships and MOUs play a key role in building a robust, self-sustaining aerospace industry, positioning the Kingdom as a major player in the global market.

As Saudi Arabia continues to position itself as a major global aviation hub, the forum offered an essential platform for industry leaders to share valuable insights, foster collaboration, and collectively shape the future of aerospace in the region.



Turkish Airlines Started 2025 with Strong Performance on International and Domestic Routes

National Flag Carrier of Türkiye, Turkish Airlines (THY), which reached 85.2 million passengers (increased by 2.1% compared to 83.4 Million passengers in the same period of 2023) in 2024, started 2025 with strong performance on international and domestic routes.

Turkish Airlines (THY) disclosed its traffic results for January 2025 through the Public Disclosure Platform (KAP) on February 7, 2025. According to consolidated January 2025 Traffic Results (including both Turkish Airlines main brand and AJet data) THY reached a figure of 6.8 Million passengers in January, representing an increase of 8.2% compared to 6.3 Million passengers in January 2024. According to a statement issued by the airline's Press Office, the number of international-to-international guests welcomed onboard increased by 8.5% to 2.8 Million from 2.6 Million

in the same period of 2024. The total volume of Available Seat Kilometers (ASK), which was 20 Billion in January 2024, increased by 7.5% to 21.5 Billion for the same period of 2025. These figures highlight THY's strong growth and operational efficiency.

According to THY's December 2024 Traffic Results, that publicized on January 8, 2025, during the period of January - December 2024, international to international passenger carried increased by 6.4% to 31.7 Million from 29.8 Million in the same period of 2023, while the international passengers



by İbrahim Sünetçi

increased by 2.9% annually to 54.6 Million. This rise is largely credited to THY's aggressive international expansion throughout 2024 which it intends to continue in 2025. The strong passenger traffic in December 2024, particularly the robust growth in international traffic compared to the same period last year, also indicates a continued recovery in passenger traffic.



Meanwhile, according to THY's January 2025 Traffic Results the total passenger load factor improved from 80.3% in January 2024 to 82.4% during January 2025 (2.1 points higher than the same period of 2024). The load factors for international and domestic routes stood at 82.3% and 83.5%, respectively. In January 2025 cargo-mail volume of the airline remained unchanged from January 2024, totaling 149.7 thousand tons. While, the seat capacity of the airline increased by 9.53% compared to January 2024, reaching 98.364,



and the fleet grew from 440 aircraft to 477 by the end of January 2025. The number of destinations served by the airline rose from 340 in January 2024 to 352 by the end of January 2025.

Target Fleet of 530 Aircraft by the End of 2025

In its December 2024 Traffic Results, the airline had disclosed that the number of aircraft in its fleet, which took delivery of its 400th aircraft on February 24, 2023 and carried its 1 Billionth passenger in April, reached 492 by the end of December 2024. Despite aircraft delivery delays and Pratt & Whitney's Geared Turbofan (GTF) engine-related groundings, Turkish Airlines (THY) aims to increase its fleet by 8-10% in 2025, contingent on manufacturer delivery schedules. This would bring the total number of aircraft in THY fleet to approximately 530 in 2025.

Turkish Airlines (THY) is aggressively expanding its fleet, with over 270 aircraft on order, including Airbus A321neos, A350s, and potential new Boeing

orders. This signals the airline's ambition to strengthen its long-haul and high-frequency operations, further cementing Istanbul as a major global aviation hub. With these new aircraft, THY is expected to enhance its ultra-long-haul capabilities, expand into new markets, and increase frequencies on high-demand routes. The addition of fuel-efficient Airbus A321neos and A350s, will not only enhance THY's long-haul and ultra-long-haul capabilities but also optimize operational costs.

THY's strategic plan up to 2033 foresees fleet growth to more than 800 aircraft, transporting more than 170 million of passengers, versus 492 aircraft as of the end of December 2024, and expected 600 aircraft by the end of 2026. Given the strategic location of Istanbul Airport (IST), which serves as a crucial global hub for the airline and bridging Europe, Asia, and Africa, THY's fleet expansion aligns with its goal of becoming one of the world's leading full-service carriers,

competing with leading carriers like Emirates, Qatar Airways, and Singapore Airlines. The fleet growth, coupled with the development of Ajet, THY's low-cost subsidiary, will gradually enhance THY's business profile, reinforcing its dominance in the Europe-Asia-Africa corridor.

THY Sets Guinness World Record™ for “Most Countries Flown to by an Airline”

In December 2024, Turkish Airlines has officially been recognized by Guinness World Records™ for holding the title of the “Most Countries Flown to by an Airline”. The airline, which has held this title since 2012, was presented with the record certificate at Santiago Arturo Merino Benítez International Airport following its inaugural flight to Chile. The ceremony was attended by Turkish Airlines executives and Guinness World Records™ officials. This recognition has solidified the airline's position as a truly global carrier.

ARTICLE

According to Guinness World Records™ evaluation criteria, Turkish Airlines set the record by flying to 120 active countries in 2024. However, when considering temporarily suspended routes and the recent addition of Chile to its network, Turkish Airlines' reach now extends to 131 countries, which is far ahead of competitors like Qatar Airways (90+ countries) and Air France (94 countries in 2022, 73 countries in 2024-2025).

As of February 7, 2025, flying to more international destinations than any airline in the world THY is operating flights to 131 countries worldwide, with 352 destinations, including Türkiye, across 6 continents. Turkish Airlines (THY), which has become an impressive force on the global airline stage in recent years, continues to expand its seamless connectivity through new destinations, while offering

unmatched service quality worldwide.

In January 2025 Turkish Airlines, has resumed its flights to Damascus, which were first started on February 1984 and suspended since April 2012. Starting from January 23, 2025, Turkish Airlines will operate three flights per week to Damascus on Tuesdays, Thursdays and Sundays.

As one of the world's largest and fastest-growing international carriers, Turkish Airlines (THY) is set to launch flights to Minneapolis, USA in April or May 2025 and later to Auckland, Auckland on New Zealand's North Island via Singapore, solidifying its status as the airline with the world's largest flight network. This move aligns with the airline's strategy of strengthening its presence in the South Pacific, following its successful entry into



Australia with flights to Melbourne and Sydney (via Singapore) in 2024. Currently, THY operates a mix of Airbus A350-900s, Boeing 777-300ERs, and

787-9s on its long-haul routes to the region. However, with the arrival of its Airbus A350-1000s in late 2025, the airline is expected to introduce non-stop services on select ultra-long-haul routes. This would enhance connectivity and reduce travel times, making THY even more competitive in the global aviation market. Given the airline's rapid growth and increasing demand for flights between Europe and the Asia-Pacific, these new routes mark a logical and strategic expansion. If the Auckland service becomes a reality, THY would be one of the few





European carriers directly connecting New Zealand with Europe via Istanbul, further solidifying its position as a global aviation powerhouse.

Turkish Airlines (THY) will also expand its African reach further in 2025. Flag carrier resumed its flights from Istanbul to Libya's northeastern city of Benghazi after 10 years on January 14, 2025. Turkish Airlines started flights to Benghazi in May 2009 and operated regularly until suspension in January 2015. The airline is now flying 3 times a week to Libya's second-largest city Benghazi. THY is set to expand

its flight network with 7 new African routes from Istanbul Airport. In this context THY will launch flights from Istanbul to Ouagadougou and Lusaka in June 2025. Beginning March 31, 2025, the airline also plans to replace its existing nonstop Istanbul-Juba service with a new triangular routing via Asmara, Eritrea.

Turkish Airlines had no regular connections to Africa until the early 2000s. Today, the airline serves 64 destinations across the continent, demonstrating its rapid expansion and commitment to strengthening global

connectivity. Of those, Cairo, Tunis, and Algiers in the north of the continent are the most served based on the number of flights. They also have the most available seat capacity. This growth aligns with THY's strategy of making Istanbul a key transit hub between Africa, Europe, and the rest of the world.

Istanbul Airport HUB

Handling 98.8% of all Turkish Airlines (THY) flights Istanbul Airport (IST) serves as flag carrier's primary hub. Istanbul Airport, a world-class facility with a current capacity of 90 million passengers, is set to increase its capacity to 120 million by the end of 2025 with the completion of the second phase of investments. With the fourth phase expected to be completed in 2028, this number is planned to reach 200 million passengers.

THY's biggest advantage is Istanbul Airport (IST)'s geographical location. Situated at the crossroads of Europe and Asia, Istanbul Airport gives THY a natural transit hub advantage allowing narrow-body Airbus A320 and Boeing 737 aircraft to reach over 100 countries and half of the world's population efficiently. Thus, Turkish Airlines can connect 35% of the world's GDP and 50% of trade volume in just 5 hours.

THY's dominance at Istanbul Airport (IST) further strengthens its position in international aviation. Istanbul Airport's expansion plans are one of the key pillars of the Turkish Airlines' (THY) global growth strategy.

THY continues to dominate global connectivity, leveraging Turkish Airlines continues to dominate global connectivity, leveraging Istanbul's geographical location. With a growing fleet and strategic expansions, THY aims to increase market share while maintaining its position as the world's most connected airline.

Fitch Upgraded THY Credit Rating from BB- to 'BB'

On February 5, 2025 the international credit rating agency Fitch upgraded the credit rating of Turkish Airlines (THY) to BB from BB-. The outlook affirmed as Stable. Fitch also affirmed BB+ rating on the flag carrier's USD-denominated Enhanced Equipment Trust Certificates (EETC) issued in 2015.

Despite being exposed to foreign exchange risks and relying on Türkiye as a key market, THY maintains solid EBITDAR margins of approximately 20%. Notably, THY's IDR rating remains one notch above Türkiye's Country Ceiling of 'BB-' 



Uzakrota Global 2024 Travel Summit: Shaping the Future of Tourism in Istanbul

In 2024, Istanbul once again served as the global centre of tourism innovation, hosting the Uzakrota Global 2024 Travel Summit. This prestigious event brought together over 15,000 participants from 110 countries, making it a pivotal gathering that shaped the future of the tourism industry. At the heart of this summit was the powerful synergy between tourism and technology.

Uzakrota Global 2024 brought together key players from around the world in Istanbul, with participants from key regions such as the UK, Balkans, Europe and the Middle East. This international gathering served as a platform to strengthen global collaboration and promote cross-cultural exchange, setting the stage for the development of new, impactful partnerships.

The 2024 Summit was a unique opportunity for those looking to explore the latest innovations in tourism technology. By bringing together the world's largest tourism



Şebnem Akalın - Editor & News Director of Aviation Turkey with Plaza Premium Türkiye Team



Şebnem Akalın - Editor & News Director of Aviation Turkey with Sabiha Gökçen Airport Marketing Team

tech companies with influential regional market players, the event positioned Istanbul as the beating heart of tourism technology. Participants were exposed to the latest advancements and digital transformation trends that are reshaping the industry, sparking new ideas and strategic thinking.

With 60 dynamic sessions and 200 expert speakers, Uzakrota Global 2024 offered a deep dive into the most relevant topics in global tourism and technology. Leading experts discussed a

range of critical issues including digitalisation, artificial intelligence and sustainable tourism. These sessions not only equipped attendees with valuable insights, but also inspired them to envision innovative solutions and create new business opportunities.

More than just a conference, Uzakrota Global 2024 was a transformative experience for industry professionals, providing insight and inspiration for shaping the future of tourism and technology.



Cihan Saray, CEO of Wtatil, Şebnem Akalın - Editor & News Director with Cansu Varlık - Managing Partner of Wtatil

Collaboration Between BookingAgora and Lufthansa

BookingAgora has become the NDC partner of Lufthansa Airlines. With this collaboration, BookingAgora aims to make ticketing processes more efficient and cost-effective for travel agencies.

With BookingAgora's vision to lead the digital transformation, this agreement brings the benefits of the Lufthansa Group to a wide sales network, and forecasts strong growth for both parties.

BookingAgora, one of the travel provider brands of the global market, has signed an NDC partnership agreement with Lufthansa Airlines, adding a new one to the strategic steps it has taken with the vision of leading the digital



transformation. Noting that the cooperation foresees strong financial growth for both parties, BookingAgora Co-Founders Kadri Ciga and Murat Kahraman made the following assessment: "This strategic collaboration will not only strengthen our leading position in the industry, but also create more value for our agents and users. NDC connectivity will provide a competitive advantage with advanced technological infrastructure, more innovative and faster

solutions. More flexible and advantageous prices will lead to increased efficiency and service quality, and an expanded product portfolio will offer new opportunities and new sources of income for sales agents."

"This agreement with BookingAgora will allow us to expand our brand reach and make a strong entry into new markets," said Mohammed Nasr, Lufthansa's Regional Manager for Turkey. "We expect to grow our market share and increase our

sales, especially in Asia, the Middle East and Europe. We aim to lead the digital transformation by strengthening customer satisfaction thanks to modern, flexible and fast ticketing infrastructure and to reach a wide audience by increasing our flight occupancy rates thanks to BookingAgora's extensive agency network."

This cooperation in the global travel market is expected to provide gains for both brands BookingAgora and Lufthansa. Thus, more competitive conditions will be created for Lufthansa Group tickets and special prices will be offered to travel agencies. Premium services will be expanded with a wider product portfolio and easy access to the global flight network will be provided.

Honeywell and NXP Expand Partnership to Accelerate Next-Generation Aviation Technology

Honeywell and NXP[®] Semiconductors N.V. announced at CES 2025 an expanded partnership that will accelerate aviation product development and chart the path for autonomous flight. This builds on the companies' existing relationship, which is focused on helping optimize how building management systems sense and securely control energy consumption, announced at CES 2024.

The groundbreaking aviation collaboration will combine Honeywell's deep aerospace expertise, the proven capabilities of Honeywell Anthem avionics and NXP's high-performance computing architecture, enabling AI-driven aerospace technology that helps improve operational efficiency for planning and managing flights. The work will also support faster transitions to new chipsets and technologies. The companies will team to advance large-area displays for next-generation cockpits with thinner, high-resolution screens designed to improve visual clarity and system efficiency. Additionally, they will explore how to simplify and streamline migrations



to newer avionic technologies, as well as extend critical aviation technologies' lifecycles, helping to deliver long-term value for aircraft manufacturers and operators.

"Our industrial domain expertise combined with NXP's best-in-class technology is a powerful accelerator for industrial leaders on the path to autonomy," said Vimal Kapur, chairman and CEO of Honeywell. "Working together, we are developing differentiated solutions and services that shape the future of automation, driving significant customer outcomes and fueling Honeywell's growth."

NXP's domain-based architecture paves

the path to autonomy, featuring high-compute capabilities, integrated cybersecurity and functional safety, including technology developed for the automotive industry. It will now be adapted for aviation applications on Honeywell Anthem, the industry's first cloud-connected cockpit system. This is a continuation of co-creation between the two companies, which includes NXP applications processors embedded in Honeywell's Building Management, Fire Safety and Security products. Looking ahead, the companies are expanding this work to include AI and machine learning in building controllers.

For the aerospace industry, Honeywell will leverage a

variety of NXP processors, including the i.MX 8 applications processors currently leveraged in Honeywell's Advanced Control for Buildings platform and S32N super-integration processors, providing a range of high-performance, intelligent solutions that can be adapted for the needs of various aircraft. With NXP's processors, Honeywell Anthem will deliver faster data processing for real-time AI-driven insights, enhancing safety and optimizing performance both in the air and on the ground.

"Bringing avionics closer to autonomous flight requires a unique combination of high-performance processing and AI, advanced

connectivity and security, and functional safety,” said Kurt Sievers, President and CEO, NXP Semiconductors. “NXP’s broad portfolio and systems solutions approach makes us a natural partner for Honeywell on the journey towards creating innovative, intelligent and autonomous avionics that can sense, think and act.”

One of the early adopters that will benefit from this collaboration is Vertical Aerospace, a leader in eVTOL aircraft that is currently testing its piloted VX4 prototype aircraft featuring Honeywell Anthem.

“By fulfilling the promise of advanced air mobility, electric aircraft like the VX4 represent a bold vision for the future,” said Stuart Simpson, CEO of Vertical Aerospace. “Honeywell Anthem has already proven to be a highly capable platform, and we’re excited to explore how its capabilities can be further enhanced by NXP’s advanced computing to lessen pilot workloads while increasing situational awareness. Together, we see opportunities to make travel quicker, cleaner and safer, supporting our shared vision to transform how the world moves.”



Turkish Technic and Air India Express Expand Partnership Through a New Agreement

Turkish Technic, one of the leading maintenance, repair, and overhaul (MRO) companies worldwide, has signed an agreement with Air India Express, subsidiary of Air India group, covering their Boeing 737-8 and 737-10 fleet.

The agreement covers the component support and solution needs of 190 Boeing 737-8 and 737-10 aircraft, enabling Air India Express to benefit from extensive component services such as component pooling, repair, overhaul, modification, and logistics services of Turkish Technic. Leveraging its extensive global supply chain and technical expertise, Turkish Technic continues to enhance the operational efficiency and fleet reliability of Air India Express’s fleet.

Commenting on the agreement, Mikail Akbulut, CEO and Board Member of Turkish Technic, said: “We are happy to further strengthen our partnership with Air India Express through a new agreement. The continuation of our cooperation is a testament to our reliability in component support, supply, and solution services. We are confident in our capabilities and global supply chain network to continue enhancing

their operational efficiency. We thank Air India Express for choosing us as their trusted solution partner. We are excited to contribute to the elevation of Indian aviation.”

Regarding the continuation of the partnership, Alope Singh, Managing Director, Air India Express said: “We are happy to have Turkish Technic as our partner for the component support and solution service for the B737-8 and B737-10 aircraft. The collaboration will further bolster our repairs and maintenance competencies for the airline’s rapidly growing B737 family of aircraft and enhance our reliability and availability of components for aircraft operations.”

Turkish Technic has been a trusted solution partner for Air India Express, providing various maintenance solutions over many years. This agreement further solidifies the mutual trust and collaboration between the two companies and reinforces Air India Express’s dedication to operational efficiency as Turkish Technic ensures uninterrupted, seamless operations for the carrier.

Mankiewicz will Present a 3-in-1 Lightweight Solution At AIX Hamburg

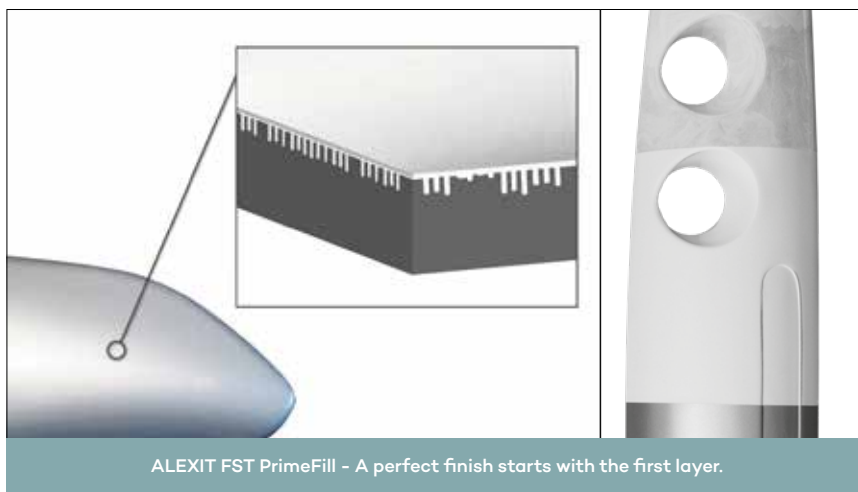
Sustainable Lightweight Layers

Coatings are an inherently lightweight solution for creating high-tech surfaces that bring design into the cabin. The latest product innovation from coatings manufacturer Mankiewicz focuses on the underneath of the visible surface as well as the efficient topcoat.

Below the surface: innovative filler and primer layer

At AIX, Mankiewicz will present a 3-in-1 lightweight solution: ALEXIT® FST PrimeFill. It is a pore filler, primer, and filler in one, saving time during application and weight during operation. Another notable sustainability feature is, that it is a water-based product that eliminates the intermediate drying time between filler and primer.

These technical advances do not affect the decorative effect of the final layer. Without compromising the visual appearance, ALEXIT FST PrimeFill is a lightweight solution that even helps to prevent the so-called telegraphing effect. Regardless of whether the airline is looking for a high quality design effect finish or a long lasting, highly



ALEXIT FST PrimeFill - A perfect finish starts with the first layer.

economical textured surface, PrimeFill is the enabler for a high performance finish.

When it comes to making aviation more sustainable, every kilogram counts. Multiply the weight savings of each aircraft by the size of the fleet, and you will have a significant sustainability impact.

Finishing touch in one layer

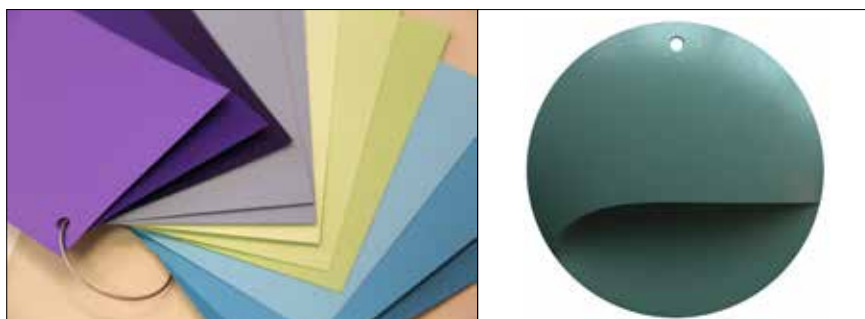
Focusing on the final layer in combination with process

advantages, ALEXIT® FST SelfTex is a efficient and high-quality one layer system to create uniform textures. You can achieve outstanding visual effects in a wide color and effect range. The self-texturing topcoat is available in metallic, translucent, frosted glass effect as well as in solid colors.

The textures directly from the spray gun are applicable as water and solvent based system and they come along with FST properties

and durability in regard to abrasion and scratch resistance.

The lightweight duo helps to optimize process times and minimize the layer structure. And it is only one of many developments that Mankiewicz has driven forward in the last decade to contribute to environmental protection and sustainability. Mankiewicz will be exhibiting its latest highlights at AIX, stand 7E40.



ALEXIT FST SelfTex - As single layer and self-texturing topcoat.

Pegasus Airlines has Introduced Locally Produced BMC NEOPORT Apron Buses into Service

Pegasus Airlines put into service at Sabiha Gökçen Airport the locally produced NEOPORT apron buses developed by BMC, the world's leading and Europe's second largest apron bus manufacturer, in order to increase passenger safety and comfort.

Pegasus Airlines is raising the safety and comfort standards in passenger transportation by adding 6 locally produced BMC NEOPORT apron buses to its fleet at Istanbul Sabiha Gökçen Airport. With these new buses, specially designed by BMC, the world's leading and Europe's second largest apron bus

manufacturer, Pegasus takes its goal of improving the guest experience one step further by adopting innovative solutions in aviation.

NEOPORT apron buses, specially designed for Pegasus by BMC, Turkey's leading commercial vehicle manufacturer, and produced in accordance with the company's corporate colors, have been developed to make transportation between

the aircraft and the terminal safer and more comfortable. With their large capacity and ergonomic structure, these vehicles offer Pegasus guests a more enjoyable journey.

Developed by BMC's Turkish engineers, the 14-meter-long NEOPORT buses facilitate passenger boarding and alighting with their full low-floor and tilting in both directions. The

state-of-the-art engine positioned in the front section offers a large and spacious passenger area in the cabin. NEOPORT, which is the leader in its class with a total capacity of 110 passengers (12 seated and 98 standing), minimizes vibration thanks to its advanced suspension system, maximizing passenger and driver comfort.

This investment, realized in cooperation with BMC, reflects the importance Pegasus attaches to safety and comfort in passenger transportation and demonstrates its determination to support domestic production.



TAV Business Services to Operate Turkish Airlines Lounge at Narita International Airport

TAV Business Services will operate the Turkish Airlines Lounge at Narita International Airport, marking its first operation in the Far East in collaboration with its Japanese partner, WAI Lounge Japan Inc.

TAV Business Services continues its vision to create end-to-end and customer-focused experiences in the airport passenger hospitality

industry, reinforcing its commitment to combine local cultural richness with operational excellence. The new Turkish Airlines Lounge at Narita International Airport sets a new standard in airport passenger hospitality services in the Far East.

On February 5, 2025, the inauguration ceremony was attended by Franck Meryde, Chairman of



the Executive Committee and Managing Director of TAV Airports; Aude Ferrand, CEO of TAV Operation Services and CCO of TAV Airports; Yuki Onishi, CEO of TAV-WAI Airport Services; Ahmet Tuğcu, Director of Turkish Airlines Japan; and Ümit Develi, Vice President of Asia and Far East Sales of Turkish Airlines.

With a total area of 1,476 square meters, the Turkish Airlines Lounge is designed to redefine the travel experience for passengers. The lounge will be opened in two phases, with the first phase offering a premium service area of 800 square meters to passengers. This area offers guests high-end services and experiences that reflect Turkish Airlines' global standards and the unique fabric of Japanese culture.

This strategic collaboration is a testament to the strong partnership between TAV Business Services and Turkish Airlines, while also furthering TAV Business Services' cooperation with TAV-WAI Lounge Japan Inc. The lounge concept aims to offer a unique experience for





passengers by blending Turkish hospitality with the elegance of Japanese culture. Every detail reflects the elegant harmony of Turkish and Japanese traditions, from the elegant architecture to the carefully selected gastronomic delicacies, from the rich buffet to the mesmerizing beauty of the aircraft view, from the exclusive VIP rooms offering privilege and comfort to the spacious shower areas. The passenger lounge offers a fascinating and unique airport hospitality experience for its guests.

The new lounge will be operated by TAV-WAI Airport Services, a 50%-50% joint venture between TAV Operation Services and Japanese partner WAI Lounge Japan Inc (WAI). WAI's

expertise in the Japanese market and meeting passenger expectations ensures that the lounge will best meet the needs of those traveling in the region.

Aude Ferrand, CEO of TAV Business Services and CCO of TAV Airports, shared his vision for the new investment and partnership with the

following words: "As a leading global passenger hospitality company, we are delighted to bring our expertise in customer experience to Narita International Airport. In the airport hospitality industry, understanding guests and developing tailored services for them is of utmost importance. In line with this vision, the design of the Turkish Airlines Lounge has been meticulously crafted to enhance passenger comfort and offer personalized experiences. We will offer our guests a blend of two rich cultures in terms of design and sensory elements, as well as a variety of flavors from Turkish and Japanese cuisines. In addition to Turkish Airlines, we have collaborated with WAI Lounge Japan Inc., a local partner specializing in airport and passenger services, to best meet

the needs of our guests from the region." Ferrand also said: "This lounge is more than just a service area; it is a destination where Turkish and Japanese cultures meet, offering our guests an unforgettable hospitality experience."

Ümit Develi, Turkish Airlines Vice President, Far East and Oceania Sales, said: "We are delighted to open our largest international lounge at Narita Airport in Japan, which blends Turkish hospitality with Japanese elegance and symbolizes the close relations between our countries that span more than a century. The Turkish Airlines Lounge at Narita International Airport reflects our commitment to enhancing the travel experience and our aim to further strengthen our presence in the Asia-Pacific region."





Emirates' First A350 Flight: Dubai to Edinburgh

Emirates marked a significant milestone as its first Airbus A350 entered commercial service, operating its inaugural flight from Dubai to Edinburgh. Emirates newest aircraft combines next-generation cabin design and exceptional passenger comfort paired with outstanding onboard service.

The aircraft, featuring Emirates' latest cabin products is the first of 65 A350s joining the airline's fleet over the coming years.

Adnan Kazim, Emirates' Deputy President and Chief Commercial Officer said: "This marks

a pivotal moment in Emirates' journey as we introduce the A350 into service. Our first Airbus A350 making its maiden journey to Edinburgh also underscores the strategic importance of the UK within our global network. The Emirates A350 offers the best of our latest inflight products, with new features and enhancements in every cabin. As we continue to expand our A350 fleet, we're not just adding new aircraft – we're setting new standards for global air travel."

Kate Sherry, Chief Commercial Officer (Aero) at Edinburgh Airport said:

"Starting the new year with a brand-new aircraft is exactly the way we want to bring in 2025 at Edinburgh Airport. It's a privilege to welcome the A350 to Scotland and to see Emirates selecting the Edinburgh to Dubai route for its maiden journey. It's a clear show of confidence in the route and of the importance that Emirates places on a modern aircraft, raising the standards for passenger experience."

Emirates' A350 showcases the latest in cabin innovation and has been designed to maximise customer comfort. Standout features include

a newly-designed, more comfortable Economy Class cabin; upgraded Business Class and Premium Economy cabins; the best image quality on any aircraft with 4K and 4K HDR ultra-responsive touchscreens; extra-high ceilings with wider aisles in all classes; and faster Wi-Fi with uninterrupted global connectivity across all A350 destinations.

The most fuel-efficient large widebody aircraft in commercial service today, the A350 also offers the quietest twin-aisle cabin of any aircraft. Emirates has configured its A350 to provide three spacious cabin classes,



accommodating 312 passengers in 32 next-generation Business Class lie-flat seats, 21 Premium Economy seats, and 259 generously pitched Economy Class seats.

In the coming months, customers can look forward to experiencing the Emirates A350 on flights to eight more global destinations: Mumbai, Ahmedabad, Kuwait, Bahrain, Colombo, Lyon, Muscat, and Bologna.

Connecting Scotland to the world

The Emirates A350's arrival in Edinburgh follows the airline's resumption

of services to Scotland's capital in November 2024. The airline operates 14 weekly flights to Scotland, including an A380 service to Glasgow – offering customers enhanced connectivity to more than 140 destinations across its extensive global network.

Emirates' A350 flight EK23 departs Dubai at 14:50hrs local time, and arrives in Edinburgh at 19:05hrs, local time. The return flight EK24 departs Edinburgh at 20:40hrs and arrives in

Dubai at 08:05hrs, local time the following day.

Business Class customers onboard the inaugural A350 flight from Edinburgh to Dubai enjoyed the special delicacies of Scotland with the airline's specially curated menu featuring dishes like rich broccoli and Lanark Blue cheese soup made with Lanark Blue cheese produced in Ogcastle, Lanarkshire; a Scottish smoked salmon dome, paired with caviar, dill, cranberries, and a

citrus dressing; tender seared Angus beef fillet from Aberdeen; Balmoral chicken served with traditional tatties and neeps; and a delicious cranachan cheesecake topped with raspberry coulis.

Economy Class passengers also enjoyed a refreshing potato champ salad with Scottish smoked salmon, cheddar cheese with Nairn's oat biscuits and Walker's shortbread biscuits 🍪



Turkish Airlines Adopts CAE's Next-Generation Unified Task Board and Crew Management Solutions



CAE announced that Turkish Airlines has signed a long-term agreement to implement CAE's next-generation Crew Management product and the Unified Task Board – a new situational awareness and disruption management solution for airline operations control centres (OCCs). In addition to Crew Management and Unified Task Board, Turkish Airlines is a longstanding user of CAE's Flight Plan Management product.

Designed from the ground up and in close alignment with airline partners, the Unified Task Board provides situational awareness of the operation across the OCC. It optimizes disruption and recovery management by integrating data from multiple systems into a single view to support decision-making. The platform auto-calculates disruption scenarios for

common and complex day-of-operations issues in real time and allows users to sort, filter, and evaluate solution trade-offs to identify the most beneficial resolution pathway.

"With the integration of CAE's Flight Plan Management, Crew Management and Unified Task Board solutions, Turkish Airlines is equipping its team to enhance operations and maximize overall performance," said Pascal Grenier, CAE's Division President of Flight Solutions." The Crew Management platform aims to boost crew productivity, optimize efficiency and resolve disruptions when time is of the essence. Additionally, the Unified Task Board will enable Turkish Airlines to efficiently manage operational disruptions by offering a comprehensive, real-time view of alerts,

contextual details, and system-generated recovery scenarios in a single interface, enabling the Crew Management teams to take more informed decisions faster."

"We are committed to maintaining our competitive edge and delivering the high-quality travel experience our guests rely on with Turkish Airlines. To achieve this, we continuously seek innovative solutions to enhance our operations. Building on the success of CAE's Flight Management software, we are excited to move forward with the integration of the company's Crew Management software and Unified Task Board. We are confident these solutions will increase efficiencies, reduce disruptions for our guests, allow faster disruption recovery, and create an even better working environment for our

crew," said Ahmet Acar, Senior Vice President of crew Planning at Turkish Airlines.

CAE's suite of Flight Operations Solutions includes Crew Management, Flight Management, Airport Management, In-Flight Services Management, Operations Control, Training Management and Unified Task Board. Using data from the suite of products, Unified Task Board enhances situational awareness and breaks down silos to enable users to work collaboratively and make proactive informed decisions. CAE's Flight Operations Solutions allow airlines to make faster decisions and push real-time changes. Each software package offers improved efficiencies through automated workflows and intuitive, user-friendly interfaces, seamlessly integrating with other service-oriented architecture.

flydubai Unveils New Business Class Lounge at Dubai International

The Dubai-based carrier, has unveiled its new Business Class Lounge at Terminal 2, Dubai International (DXB). The carrier's dedicated lounge opened its doors earlier today to welcome Business Class passengers, underscoring the carrier's commitment to offering an enhanced travel experience for its customers.

The official opening of the lounge was attended by Hamad Obaidalla, Chief Commercial Officer at flydubai, H.E. Major-General Obaid Muhair bin Suroor, Deputy Director-General of the General Directorate of Residence and Foreigners Affairs (GDRFA), Major-General Talal Ahmed Al Shanqiti, General Director Assistant of the GDRFA, Major-General Ali Atiq bin Lahej, Acting Assistant Commandant for Ports Affairs, H.E. Jamal Al-Hai, Deputy Chief Executive Officer at Dubai Airports and Majed Al Joker, Chief Operating Officer at Dubai Airports, along with other key stakeholders and members of the media.

The modern 900-square-metre Business Class Lounge can accommodate more than 200 passengers. The lounge is conveniently located after the passport control and security lanes at Dubai International's Terminal 2 Departure area.



The boarding gate for Business Class passengers is located in the lounge where passengers can board the dedicated Business Class buses for their flights.

Commenting on the opening of the new Business Class Lounge, Hamad Obaidalla, Chief Commercial Officer at flydubai, said: "this year, flydubai is celebrating a milestone in its journey marking 15 years of operations. We remain committed to constantly evolving and investing in enhancing customer experience whether in the air or on the ground. The new lounge will provide an enjoyable and seamless travel experience for our Business Class passengers from Terminal 2 in Dubai. We would like to thank the airport authorities for their support to officially welcome customers to the new beautifully designed space."

The new lounge features modern aesthetics incorporating natural light in its simple and elegant design that draws inspiration from the serene and timeless beauty of desert dunes. The warm tones and minimalist aesthetics feature some of Dubai's most iconic skylines and create a comfortable space both for relaxation and productivity.

The lounge features a glass facade offering uninterrupted tarmac views and inviting natural light. The welcoming space offers a variety of seating configuration areas including dining, lounging and a quiet space for relaxation. Inside the lounge, customers can look forward to a wide range of dining options whether from an internationally inspired buffet or an à la carte option. The lounge also has shower facilities, a thoughtfully designed prayer room and other

practical amenities such as complimentary Wi-Fi, workstations and multiple charging stations.

Mohamed Hassan, Senior Vice President of Airport Services & Cargo at flydubai, said: "lounges are a key component for the seamless and comfortable travel experience we aim to provide to our customers. The new flydubai Business Class Lounge and boarding gate provide added convenience to our passengers who are looking for a more personalised and efficient travel experience, whether they are travelling for business or leisure. We are looking forward to welcoming many of our passengers just in time for the busy holiday travel period."

Emirates Skywards members can also enjoy select benefits of the new Business Class Lounge depending on their membership tier.

Earlier in October this year, the carrier officially opened its new Business Class check-in at Terminal 2, Dubai International (DXB). The dedicated space offers flydubai's Business Class passengers a unique and smooth check-in experience with a personalised Meet and Assist service, seated check-in and a Fast Track service through passport control and security lanes.

Airbus Reports 766 Commercial Aircraft Deliveries in 2024

Airbus delivered 766 commercial aircraft to 86 customers around the world in 2024. The Commercial Aircraft business registered 878 gross new orders. As a result, its 2024 year end backlog stood at 8,658 aircraft.

Christian Scherer, CEO Commercial Aircraft at Airbus said, "2024 confirmed sustained demand for new aircraft. We won key

customer decisions with most important customers and saw phenomenal momentum for our widebody orderbook, complementing our leading position in the single aisle market. On deliveries, we kept our trajectory and celebrated several landmark firsts. These include the first ever A321XLR as well as first A330neo and A350 deliveries to several customers globally."



"Given the complex and fast-changing environment we continue to operate in, we consider 2024 a good year. It has been a massive team effort to deliver this 2024 result. A big thanks to

Team Airbus who do what they do, every day, for our customers. And a big thanks to our customers for continuing to put their trust in us and grow our partnerships across the world", he added.

First Choice of Domestic Passengers in Türkiye in 2024; Istanbul International Sabiha Gökçen Airport

The data for Istanbul Sabiha Gökçen (ISG) International Airport, Turkey's second largest airport, for 2024 has been announced. ISG, which is the "airport of the city" with its proximity to central points, stands out as an ideal transfer point in transportation with its air, land, sea, underground and aboveground rail system connections. The airport won the title of "the most used airport by domestic passengers" in 2024 thanks to the ease of transportation it offers to its guests.

Istanbul Sabiha Gökçen Airport, which celebrated its 24th anniversary recently, completed the year 2024 with a record number of 41 million 488 thousand 653 passengers. The total number of

domestic passengers at ISG, which is the home base of Pegasus Airlines and AJet, one of the largest airline companies of our country, was 19 million 530 thousand 169 and the number of international passengers was 21 million 958 thousand 484 throughout the year. In 2024, the number of transfer passengers at the airport was 3 million 785 thousand 593 people.

In 2024, 110 thousand 695 domestic flights

and 131 thousand 672 international flights were made at Sabiha Gökçen, while the total number of flights was calculated as 242 thousand 367.

ISG brought the distant closer by adding a total of 16 new destinations, 15 international and 1 domestic, to its connection network in 2024. In 2024, Sabiha Gökçen International Airport brought Istanbul, one of the most visited cities in the world, together with 141 destinations in 51 countries, including 38 domestic and 103 international routes.

The most preferred international routes in 2024 were Lefkoşa, London and Cologne on while the top three popular domestic destinations were Antalya, Izmir and Trabzon.



Plaza Premium Group Served 1 Million Passengers in 2024

Plaza Premium Group (PPG) came together with its valuable business partners, customers and stakeholders in Turkey at the New Year Event, where it welcomed 2024.

In his speech, PPG Group Deputy CEO Ali Bora İşbulan, who attended the event, stated that Plaza Premium Group has entered its 4th year in Turkey and emphasized that they will serve 1 million passengers by 2024 with lounge, fast track and special passenger welcome services at Istanbul Sabiha Gökçen Airport.

İşbulan stated that the contribution of Istanbul Sabiha Gökçen Airport management, valuable airlines, business partners and team was great in this success.

Stating that PPG operates in more than 150 countries around the world and that they aim to further strengthen their operations in Turkey, İşbulan shared their plans to realize innovative travel experiences and achieve great success for 2025.



Plaza Premium Area General Manager Emrehan Ergin, Plaza Premium Deputy CEO Bora İşbulan, Plaza Premium Sales Director Emel Yasemin Akçay, Aviation Turkey Editor & News Director Şebnem Akalın

Piaggio Aerospace and Baykar Signed Preliminary Contract

The preliminary contract for the transfer of the business complexes of Piaggio Aero Industries and Piaggio Aviation – the two companies operating under the Piaggio Aerospace brand – to the Turkish Company Baykar, a leader in the development and production of UAV (unmanned aerial vehicle) systems and advanced aerospace technologies, has been signed.

The Italian Ministry of Enterprises and Made in Italy authorized the transaction on December 27, 2024.

The agreement was signed by Piaggio Aerospace's Extraordinary Commissioners Carmelo Cosentino, Vincenzo



Nicastro and Gianpaolo Davide Rossetti – with the assistance of BonelliErede law firm – and by the CEO of Baykar, Haluk Bayraktar, with the assistance of Gianni & Orioni law firm.

The closing of the transaction is expected in spring once a series of conditions have been met, including authorization from the Italian Presidency of the Council of Ministers (Golden Power).

In the coming weeks, a consultation with Trade Union representatives is also scheduled, during which, among other things, Baykar will present its plan for the relaunch of the business complexes of the two Italian companies.

Bahrain Ministry of Interior Orders 9 Airbus H145 Helicopters

Airbus Helicopters has signed a contract with His Excellency, Sheikh Rashid bin Abdullah Al Khalifa, Minister of Interior of Bahrain, for the purchase of nine H145 helicopters. These aircraft will be operated by the Police Aviation Command for law enforcement missions and emergency medical services in the kingdom.

“We are very proud that the Ministry of Interior of Bahrain has chosen to become a new member of the H145 worldwide community,” said Olivier Michalon, EVP for Global Business of Airbus Helicopters. “We are sure that the H145 will quickly become a valuable new asset for the Bahraini police. As a truly multi-role helicopter, the H145’s versatility makes it a key asset for public safety missions around the world and in the region. More than 60 H145s are already in service in the Middle East and demand for this type of helicopter continues to grow for a vast array of missions: emergency medical services, operations in the energy

sector, law enforcement and utility missions,” he added.

The new version of Airbus’ best-selling H145 light twin-engine helicopter adds a new, innovative five-bladed rotor to the multi-mission aircraft, increasing the useful load of the helicopter by 150kg. The simplicity of the new bearingless main rotor design also eases maintenance operations, further improving the benchmark serviceability and reliability of the H145, while improving ride comfort for both passengers and crew.

In total, there are more than 1,700 H145 family helicopters in service, logging a total of eight million flight hours. Powered by two Safran Arriel 2E engines, the H145 is equipped with full authority digital engine control (FADEC) and the Helionix digital avionics suite. It includes a high performance 4-axis autopilot, increasing safety and reducing pilot workload. Its particularly low acoustic footprint makes the H145 the quietest helicopter in its class, while its CO2 emissions are the lowest amongst its competitors.



BGS Strengthens Partnership with Ryanair

BGS, an international provider of ground handling, aircraft fueling, and logistics services, has announced strengthening the partnership with Ryanair, Europe’s No.1 airline and ranking as third airline by traffic in the world. BGS will continue to provide the airline with into-plane fueling at Riga Airport and Tallinn Airport for one more year.

Vitalis Dudys, Head of Commerce at BGS, commented: “Partnership with Ryanair is important for BGS. Our history started eight years ago, in 2016. Since then, we are glad to have the opportunity to provide into-plane fueling services for a company serving almost all countries in Europe. This extension of an agreement reflects the trust and satisfaction both companies have in each other’s capabilities.”

Steven Fitzgerald, Head of Sustainability and Finance at Ryanair, shares: “We are delighted to continue our partnership with BGS. Ryanair has been extremely satisfied with the into-plane fuelling services our partners provide, we had no hesitations about the possibility of prolonging our partnership. I am highly confident about their exceptional standards of service.”

Oriens Aviation Marks 10 years of Operations

Oriens Aviation is celebrating 10 years of operations this month. Recently settled into its expanded hangar facilities at its London Biggin Hill Airport HQ, the company is looking forward to imminently welcoming an additional PC-12 on to its Air Operator’s Certificate, which will primarily be tasked with air ambulance missions. Later this Spring it will add the first PC-24 to its charter operation, alongside an existing Part-NCC HondaJet.

Oriens Aviation has diversified and grown significantly since it was first incorporated in 2015 by CEO Edwin Brenninkmeyer, with one employee. It has evolved into a thriving Authorised Centre for Pilatus and Tecnam and since summer 2022, a Cirrus Aircraft MRO partner.

Originally founded as a consultancy helping start-up companies write business plans and secure funding in the very light jet (VLJ) sector, Oriens Aviation today supports a 43-strong workforce in various sales, operations and MRO disciplines. Oriens invests in the local community through its apprenticeship scheme and has ambitious plans for its MRO expansion.



SAS Among the World's Top 10 Most Punctual Airlines

SAS achieved a punctuality rate of 81.4% in 2024, ranking as the second most punctual among Europe's major airlines (following Iberia Group) and securing a position in the global top 10 for on-time performance. As a member of the SkyTeam alliance, SAS shares this achievement alongside its partners, with SkyTeam members dominating the global rankings. "Our colleagues have joined forces to address one of the most important aspects of air travel: punctuality," says Anko van der Werff, President & CEO of SAS.

This result marks a significant improvement from 2023 and reflects a concerted effort across the organization, including daily monitoring, regular follow-ups, and targeted actions to address operational challenges.



Punctuality directly impacts passenger trust and satisfaction, while also aligning with SAS' commitment to more sustainable travel. By minimizing delays, SAS reduces unnecessary fuel consumption, contributing to more efficient and responsible operations.

Since January 2024, SAS has made punctuality a central operational focus, fostering accountability and teamwork across the organization. To sustain its performance during winter, SAS prioritizes safety, efficiency, and reliability,

ensuring operations remain robust even in severe weather.

"Our colleagues have joined forces to address one of the most important aspects of air travel: punctuality. This achievement highlights the dedication and teamwork across SAS, and it wouldn't have been possible without the incredible efforts and hard work of our colleagues. I want to personally thank everyone for their commitment and contribution to this success. By empowering teams and focusing on consistent follow-up, we

have made meaningful progress that benefits our customers," says van der Werff. "Punctuality is about fulfilling our promise to passengers while supporting more sustainable travel. By managing the unique winter challenges in Scandinavia—snow and freezing temperatures for several months each year—SAS continues to provide reliable service. This underscores what we can accomplish with clear focus and collaboration, van der Werff adds.

The on-time performance data comes from Cirium, the world's leading aviation analytics provider. Among global airlines, SkyTeam members dominate the rankings, with Aeromexico taking the #1 spot, followed by Saudia and Delta Air Lines in second and third place respectively.

Aircalin Discloses Order for the A350

Aircalin, the international airline of the South Pacific French territory of New Caledonia, has disclosed an order with Airbus for two long-range A350-900 aircraft. This order will enable Aircalin to support fleet adaptation and the carrier's long haul network expansion.

Currently the airline's widebody fleet comprises two A330neo aircraft. The airline plans to configure its A350s in a three class premium layout offering accommodation for more than 320 passengers. This would include an enlarged business class and represent



an increase in capacity of 15% compared with the A330neo.

"As a continuation of our long-standing partnership with Airbus, we have selected the A350-900 to join our fleet in the coming years. These aircraft are

essential for operating our recently inaugurated Nouméa-Paris via Bangkok route. They will open the doors to very long-haul flights and enable Aircalin to pursue its development strategy," said Georges Selefen, Aircalin CEO.

"We are pleased with Aircalin's decision to add the A350 to its fleet. This will allow Aircalin to further develop its potential and open up more long haul routes. The order is yet another endorsement of the A350 as the undisputed long-range leader, bringing fuel efficient service on some of the world's longest networks, while offering passengers the highest levels of comfort" said Benoit de Saint-Exupery, EVP Sales of the Commercial Aircraft business.

UAS Charter Welcomes a Bombardier Global Express

Trip support solutions provider UAS International Trip Support (UAS) is delighted to announce the inclusion of a Bombardier Global Express to its newly revamped international air charter fleet, as well as the addition of aircraft sales and management solutions to its charter offering. The company, which in 2017 managed the worldwide charter of the only VVIP configured B787 - The Dream Jet - is pleased to be firmly back in the air charter space as the Middle East experiences a charter boom.

Renowned for its exceptional performance and luxurious accommodation, the large-cabin, long-range Global Express is now available through UAS' Charter Division, positioned from Sharjah International Airport. This central location offers strategic access to key destinations in Europe, Asia, and Africa, making it an ideal hub for business executives and VIP travellers. At Sharjah, clients can embark the aircraft by airside vehicle straight up to the aircraft.

Combining the ultimate in cabin luxury with advanced technology, the aircraft features three zones,

comfortably seating up to 12 passengers, making it an excellent choice for both business and leisure travel. For longer journeys, the seats can be converted into beds, allowing up to five passengers to sleep comfortably. This feature ensures that travellers arrive at their destination well-rested and ready for their engagements.

UAS' strategy is to vertically integrate broader scopes of business to truly become a one-stop shop of every aviation need for its global clients. The addition of comprehensive aircraft sales and acquisition services is another step towards this goal, as well as a reflection of UAS' commitment to delivering unparalleled expertise and support in every aspect of aviation.

Led by Director of Charter, Philip du Preez, UAS' Charter team of experienced aviation professionals provides expert guidance and personalised assistance to help clients navigate the complexities of aircraft transactions. From identifying the ideal aircraft to meet specific needs, to managing advertising, negotiations, and delivery, UAS ensures



a smooth and successful experience. With a focus on transparency, professionalism, and client satisfaction, UAS is a trusted partner for finding the perfect aircraft or achieving optimal returns on an existing one.

UAS Founder and Executive President, Mohammed Husary said: "We are delighted to be expanding into aircraft management and sales. With almost 25 years of international trip support success, as well as our in-depth regional expertise, we are perfectly placed to offer these charter solutions. It's a natural progression for us as we are acutely aware of clients' desires

and have the expertise and resources to deliver."

"The Global Express is one of the most sought-after executive jets, so its arrival is key to our charter network expansion strategy," he added.

UAS Director of Charter, Philip du Preez said: "It's not about just one aircraft, but an entire business line as can be seen in the recently launched UAS Charter App that allows users to easily compare prices, charter a corporate jet, manage their reservation, and subscribe to empty leg notifications with the touch of a button. It's all about empowering greater ease and transparency."

Star Alliance Chief Executive Board Elects Michael Rousseau as New Chairperson

Michael Rousseau, President and CEO of Air Canada, has been elected as the new Chairperson of the Star Alliance Chief Executive Board (CEB). He succeeds Scott Kirby, CEO of United, who held the post since December 2020.

Assuming the role as the Chairperson, Mr. Rousseau said: "I am looking forward to working with the board over the next two years to continue our progressive work in delivering a seamless customer experience. At Star Alliance, we are

committed to the vision of an effortlessly connected world, and I invite every member of our Alliance to join me in making this vision a reality in 2025 and beyond."

In his new role as CEB Chairperson of the largest airline alliance in the world, Mr. Rousseau will lead the two annual board meetings and serve as the spokesperson for the board, guiding the strategic direction of the Alliance, which consists of 25 global member airlines.



Congratulating Mr. Rousseau on the appointment, Star Alliance CEO Theo Panagiotoulis said: "I am delighted to welcome Michael Rousseau, one of the most seasoned CEOs on the board, as the new Chairperson and look forward to working closely with him as we bring the renewed vision of the Alliance to fruition. I also extend my heartfelt

gratitude to Scott Kirby for his guidance and support to Star Alliance during his successful four-year term."

Each of the 25 member airlines is represented by its CEO on the CEB, which serves as the Alliance's governing body and sets the overarching strategic direction.

Luxair Orders More Embraer E195-E2s



Luxair, flag carrier of the Grand Duchy of Luxembourg, has signed a firm order with Embraer for two E195-E2; the most efficient aircraft in the single aisle segment. The E195-E2 small narrowbody aircraft will complement the larger narrowbody aircraft the airline has on order.

In exercising the two options secured in their 2023 firm

order for four E195-E2 aircraft, Luxair now has a total of six E195-E2s on order. Three purchase rights remain, with conversion rights to E190-E2 as required. Luxair's first aircraft delivery, from the 2023 order, is scheduled to fly early 2026. Luxair's new order secures additional delivery slots in 2027.

"The E195-E2 is a critical

investment in Luxair's future, enabling us to balance growth with our commitment to a greener and quieter future. Starting in 2026, these aircraft will mark the beginning of a new era for Luxair, bringing quieter operations, superior fuel efficiency, and unmatched passenger comfort to our customers. With a focus on a remarkably quiet interior cabin and low noise emissions, the E195-E2 aligns perfectly with our vision for a more sustainable, efficient, and customer-focused regional airline," said Gilles Feith, CEO of Luxair.

Marie-Louise Philippe, SVP Sales and Marketing, Head of Region Europe and Central Asia, Embraer Commercial Aviation, said, "We thank Luxair for the trust they have shown in

Embraer with this follow on order, coming before the delivery of their first E2s next year. The E2 is perfectly suited to Luxair's operations and ambitions, closely complementing Luxair's existing and on-order fleet, ensuring the maximum level of fleet and network optimization to the airline for the long-term. The E2's advanced features, new technology, low noise and environmental footprint, make it possible for airlines to manage both their growth and sustainability goals."

Luxair's E195-E2 will be configured in a comfortable single class layout with 136 seats in Embraer's signature two by two seating; meaning no middle seats. Luxair has selected the popular Recaro seating which is now available as SFE (Supplier Furnished Equipment).

EcoPulse Paves the Way for More Sustainable Aviation

EcoPulse – the distributed hybrid-electric propulsion aircraft demonstrator developed jointly by Daher, Safran and Airbus – has concluded its flight test campaign, delivering crucial insights to meet the decarbonization goals for air transport by 2050. This collaborative project, which is emblematic of the French aerospace sector, has provided unique experience in the design, certification, production, and operation of hybrid-electric aircraft.

EcoPulse performed its first hybrid-electric test flight on November 29, 2023, from Tarbes–Lourdes–Pyrénées Airport. Since its maiden flight, EcoPulse accumulated 100 flight hours and performed some 50 test flights with the distributed hybrid propulsion system, the last of which took place in July 2024. These tests enabled the demonstration of unprecedented onboard electric power levels for distributed electric propulsion, with a network voltage of approximately 800 volts DC and a power output of 350 kilowatts.

The flight tests yielded significant findings, including an objective evaluation of hybridization technologies' maturity, a performance assessment when integrated into the aircraft, and an identification of operational limitations.



For instance, the tests showed that the synchrophasing of the ePropellers (electric motors) can reduce interior noise. This synchrophasing is an additional benefit of the innovative flight control computer, primarily designed to maneuver the aircraft – substituting traditional control surfaces – by adjusting the distribution of electric power among the ePropellers.

Technological challenges for the future

More broadly, EcoPulse identified key challenges in decarbonizing aviation:

Electric and hybrid-electric architectures, Development of key components: batteries (performance and operational range) and high-voltage management systems (>400 V), Pilot assistance with specialized interfaces, Demonstration logic for airworthiness,

Optimization of weight and

noise; and Skills associated with managing complexity.

The flight test campaign laid the groundwork for compliance documents to meet regulatory requirements for hybrid-electric propulsion flights, establishing the basis for certifying the safety of innovative aircraft configurations.

An exemplary collaboration at the heart of aerospace innovation

The EcoPulse project showcases the strength of high-level cooperation between Daher, Safran, and Airbus. By pooling their expertise and test resources, the partners demonstrated significant synergies between general aviation and commercial aviation.

"We are particularly pleased with the success of the EcoPulse program and its results. This was the first time we tested a complete hybrid-electric propulsion system in flight, and

these trials represented a significant milestone in our technology roadmap," said Eric Dalbiès, Senior Vice President - Strategy & Chief Technology Officer at Safran. "The lessons learned enable us to continue validating decarbonization technologies."

"EcoPulse has enabled Daher to take a crucial step forward in developing a low-carbon aircraft. This project not only helped us design an operational system for a demonstration prototype but also tackle critical technological hurdles. Thanks to this rich and unprecedented collaboration, we have made significant progress toward hybridization," emphasized Pascal Laguerre, Chief Technology Officer of Daher.

"This EcoPulse campaign allows us to advance certain hybrid-electric technologies, such as high-voltage batteries, and integrate them into future aircraft, helicopters, and air mobility solutions," said Jean-Baptiste Manchette, Head of Propulsion of Tomorrow at Airbus. "With distributed electric propulsion, we achieved our goal of modeling flight physics and energy management at the aircraft level, key elements for shaping the next generation of aircraft," he added.



Keyvan Aviation and Singapore International Aviation Innovation Center Joined Forces

Keyvan Aviation, an aviation and navigation database production company, has been selected by the International Centre For Aviation Innovation, a sub-unit of the Civil Aviation Authority of Singapore, for its database solutions. This preference is a strong indication of the trust in Keyvan's innovative and reliable solutions among its competitors in the industry. Thus, Keyvan Aviation will strengthen its leadership position in the global market by adding Singapore to its global customer network and will assume an important role in innovation-based projects in the Asia-Pacific region.

The International Aviation Innovation Center is a hub that works with governments, research institutes and industry partners to accelerate aviation innovations. The center aims to add value to the industry by focusing on areas such as next-generation navigation technologies, smart and automated airport solutions, integration of unmanned aerial vehicles (UAVs) into urban airspace and sustainable aviation solutions.

With the services it will provide to Singapore International Aviation Innovation Center, Keyvan Aviation aims not only to contribute to innovations in aviation technologies, but also to further increase its impact in the international arena with its growing customer base and expanding market share.

Keyvan Aviation, which has increased its influence in the Asia-Pacific region after Europe and the Middle East and added new ones to its international customer base, continues to reinforce its leadership in the sector with innovation and international collaborations. Thus, while supporting its global growth targets, the company also pioneers the sustainable and technology-oriented transformation of aviation.

Ascend Airways UK Expands Fleet with Boeing 737 MAX 8

Ascend Airways UK, a subsidiary airline of Avia Solutions Group – the largest ACMI (Aircraft, Crew, Maintenance, and Insurance) provider, has announced the addition of a Boeing 737 MAX 8 to its fleet. This move strengthens the airline's position in the UK market and supports its strategic growth initiatives as the airline expands into counter cyclical markets to Europe.

The aircraft, subleased in December 2024 from Avia Solutions Group's subsidiary, SmartLynx, was manufactured in 2017. Speaking about the addition, Alastair Willson, CEO of Ascend Airways UK, commented:

"This aircraft aligns perfectly with our strategy of offering the latest technology and most fuel-efficient aircraft to customers. The MAX 8 reduces CO2 emissions by 20% and has a 40% lower noise footprint compared to previous-generation aircraft. This enables our customers to reduce the environmental impact when adding capacity."

The new aircraft currently features 189 all-economy

seats but will also be available in a two-class cabin layout with 12 business class seats and 150 economy seats. This update reflects Ascend Airways' strategy to provide flexible capacity options tailored to customer needs. "We will adjust our aircraft configurations seasonally, shifting to an all-economy configuration during summer to meet higher leisure travel demand, while maintaining a two-class setup during winter to target Middle East and Southeast Asian markets," added Alastair Willson.

Currently, Ascend Airways UK operates two aircraft – a Boeing 737-800 and a Boeing 737MAX 8. The airline plans to further expand its fleet with three additional aircraft in the first quarter of 2025 and aims to operate a total of six aircraft by summer 2025.

As part of its long-term vision, Ascend Airways UK continues to strengthen its operations and market presence by focusing on sustainability and flexibility in fleet management, ensuring its ability to meet diverse customer and market needs.



Patria's Professional Civilian Pilot Training Subsidiary Acquired by Airways Aviation

Patria has signed an agreement with Airways Aviation Group ('Airways Aviation') on them acquiring the entire share capital of its subsidiary Patria Pilot Training Oy ('Patria's Pilot Training'). As of 1 February, 2025, all employees, operations and ongoing training courses of Patria's Pilot Training will be transferred to Airways Aviation.

Patria's military pilot training activities will not be impacted by these changes.

Significant efforts were made to find an external successor for the operations since the change negotiations were held in Patria's Pilot Training operations on its possible termination during 2025 in the summer of 2024. The function is mainly focused on arranging professional civilian pilot training in Pirkkala in Tampere and Vantaa, Finland and in Córdoba in Spain. These operations employ 30 people in Finland and 5 in Spain.

Airways Aviation Group with over 45 years of experience is a privately owned aviation education and training organization with its headquarters in the UAE (Dubai) and active operations in more than 10 countries in Europe, Africa, Middle East and Asia-Pacific. It owns and operates one of the world's largest fleets of training aircraft, including Europe's largest fleet of Diamond DA40 and DA42 aircraft.

The group provides high-quality education and training pathways for Airline Pilots, Military Pilots, Cabin Crew, Ground Handlers, Aircraft Maintenance Technicians, and University-qualified Administrators and Managers, boasting a proven track record in aviation training, having successfully trained over 10,000 pilots, 14,000 cabin crew and 20,000 maintenance technicians and ground staff.

Patria's Pilot Training operations will now be fully integrated into Airways Aviation's global training network and will be rebranded as Airways Aviation Nordic, expanding the group's footprint in the region.



Abelo Expanded its Fleet by Firming up Orders for three ATR 72-600

Regional aircraft manufacturer ATR, and leading turboprop lessor Abelo, have strengthened their partnership with significant fleet updates. Abelo has converted its initial order for 10 ATR 42 STOL (Short Take-Off and Landing) aircraft into a mix of five ATR 42-600 and five ATR 72-600. Additionally, Abelo has expanded its fleet by firming up orders for three ATR 72-600.

This strategic decision, finalised in late 2024, underlines the confirmed interest from the regional aviation market for the 50-seater turboprop segment, where Abelo has historically demonstrated a strong presence and anticipates significant replacement opportunities, including among its current lessee base.

Further solidifying the enduring partnership between ATR and Abelo, the three additional ATR 72-600 come from the conversion of options agreed upon during the Dubai Airshow in 2023.

This continued collaboration is testament to the lessor's renewed confidence in the ATR programme and its commitment to leveraging the exceptional capabilities of ATR aircraft to support regional

operators in meeting passenger demand while advancing low-emission aviation practices.

Stephen Gorman, Chief Executive Officer at Abelo, said: "Abelo is dedicated to enabling sustainable regional connectivity by championing turboprops as a low-emission solution. By diversifying our fleet with ATR 42-600 and 72-600 aircraft and adding three new ATR 72-600, we continue to provide our customers with exceptional performance, reduced emissions, and enhanced passenger comfort. This investment strengthens our ability to meet the evolving needs of regional aviation."

Nathalie Tarnaud Laude, Chief Executive Officer at ATR, stated: "With delivery slots secured until 2029, this fleet expansion reaffirms the long-term collaboration between ATR and Abelo and underscores our shared vision of enhancing regional connectivity and providing top-tier air transportation solutions to passengers across diverse networks. These additional ATR 42s and 72s will enable Abelo to continue matching aircraft demand efficiently, leveraging the industry's most cost-effective regional aircraft while promoting the transition towards responsible aviation."

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