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AVIATION TURKEY



**SHAPING THE
FUTURE OF AVIATION**
AN EXCLUSIVE INTERVIEW WITH JUAN
CARLOS SALAZAR - ICAO SECRETARY
GENERAL

**2024 PERFORMANCE
OF GLOBAL AIR CARGO MARKET &
JANUARY AND FEBRUARY 2025 AIR
CARGO MARKET
REPORTS**

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FOR THE FUTURE OF
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New Horizons in African Aviation – Insights into Air Cargo Trends, Challenges, and Growth

Air Cargo: A Year of Unprecedented Growth and Challenges Ahead

The global air cargo industry soared to new heights in 2024, marking a historic year of record-breaking performance. According to the International Air Transport Association (IATA), air cargo demand, measured in cargo tonne-kilometers (CTK), surged by 11.3% compared to 2023, surpassing even the peak levels seen in 2021. This growth was primarily driven by the rapid expansion of e-commerce, persistent ocean shipping disruptions, and geopolitical tensions that reshaped global supply chains.

Despite facing airspace restrictions that limited capacity on key long-haul routes to Asia, airlines successfully adapted, leveraging strategic network adjustments to meet demand. Full-year capacity, measured in available cargo tonne-kilometers (ACTK), increased by 7.4% year-over-year, helping airlines to accommodate surging volumes. While full-year cargo yields declined slightly by 1.6% compared to 2023, they remained an impressive 39% higher than pre-pandemic levels in 2019, underscoring the

sustained profitability of the sector.

December 2024 reinforced the industry's strong finish, with global demand growing by 6.1% compared to December 2023. Cargo yields for the month were 6.6% higher year-over-year, an indication that market conditions continued to favor air cargo operators even as traditional seasonality effects set in.

Regional Performance and Trade Lane Growth

The air cargo boom of 2024 was not uniform across all regions, with Asia-Pacific airlines leading the way. The region posted a remarkable 14.5% growth in cargo demand, supported by an 11.3% rise in capacity. North America, in contrast, recorded the slowest growth at 6.6%, primarily due to softened consumer demand and improved maritime logistics.

Middle Eastern carriers capitalized on their strategic geographic position, achieving a 13% rise in demand with a comparatively lower 5.5% increase in capacity,

helping to maintain strong yields. Meanwhile, Latin American airlines saw an impressive 12.6% growth in demand, the highest December increase among all regions at 10.9%. European carriers posted an 11.2% year-over-year growth, benefiting from strong transatlantic trade and demand recovery within intra-European markets.

Trade lane performance also provided valuable insights into shifting global trade dynamics:

- *Asia-North America: +8.0% growth, marking 14 consecutive months of expansion, fueled by rising e-commerce shipments to the U.S.*
- *Europe-Asia: +10.3% growth, sustaining a 22-month streak of rising demand, reflecting the ongoing strength of European manufacturing exports.*
- *Middle East-Europe: +6.1% growth, with carriers in the region maintaining a key role in bridging East-West trade flows.*
- *Middle East-Asia: +7.6% growth, reflecting strong cargo flows between Gulf hubs and major Asian markets.*
- *Within Asia: +11.0% growth, benefiting from the resurgence of regional supply chain activity.*



• *Within Europe: +9.1% growth, showing resilience despite macroeconomic challenges.*

• *North America-Europe: +3.4% growth, highlighting the continued stability of transatlantic trade.*

Conversely, Africa-Asia trade experienced a 4.0% decline, indicating potential weaknesses in regional trade flows.

Economic and Geopolitical Considerations for 2025

While 2024 delivered exceptional growth, IATA projects a moderation in air cargo expansion to 5.8% in 2025, bringing the market back in line with historical averages. Several key economic



indicators will influence performance in the year ahead:

- *Global trade in goods grew by 3.6% in 2024, reflecting continued resilience in global commerce.*
- *Manufacturing PMI signals weakness, with both the output index (49.2) and export orders index (48.2) falling below the critical 50 mark, indicating contraction.*
- *Inflation remains a mixed factor, with U.S. inflation rising to 2.9% in December, EU inflation at 2.7%, and China's continued deflationary trend raising concerns about economic slowdown.*
- *Oil prices are trending downward, potentially lowering operating costs for airlines in 2025.*

Geopolitical uncertainty remains a pressing concern. IATA Director General Willie Walsh has warned that the Trump administration's policy stance could pose significant risks to the air cargo market, particularly through the use of tariffs as an economic tool. Such measures could fuel inflation while simultaneously dampening global trade, creating a double burden for the industry.

Adapting to the Future: Strategies for Resilience

Despite these headwinds, the air cargo industry has demonstrated remarkable adaptability and resilience. As we step into 2025, airlines and

logistics providers must embrace innovation to sustain profitability. Key areas of focus should include:

- *Digital Transformation: Enhanced tracking, automation, and AI-driven analytics to optimize cargo operations.*
- *Sustainable Aviation: Investing in fuel-efficient aircraft, carbon offset programs, and sustainable aviation fuel (SAF) adoption.*
- *Diversified Trade Networks: Reducing reliance on single-source supply chains and expanding alternative trade corridors.*
- *Capacity Management: Balancing fleet expansion with demand fluctuations to maintain yield stability.*

The remarkable growth of 2024 has set a high bar for the air cargo industry. While challenges lie ahead, proactive strategies and adaptive business models will enable industry stakeholders to navigate uncertainties and capitalize on new opportunities. The resilience demonstrated by air cargo operators in 2024 is a testament to the sector's ability to thrive even in volatile market conditions, setting the stage for another dynamic year ahead.

Enjoy the issue ... ➔

Ayşe Akalın
Editor in Chief

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

Advancing the Sustainable Growth of Air Cargo : A message by Juan Carlos Salazar, Secretary General of the International Civil Aviation Organization (ICAO)



Air cargo serves as a trade facilitator, increasing the global reach of enterprises, enabling them to get products to the market in a more convenient and faster way. It allows enterprises to be more responsive to customer needs while also improving connectivity between buyers and sellers, including just-in-time inventory management and build-to-order production.

Globally, air freight constitutes 35 per cent of world trade by value despite accounting for less than one per cent by volume. Air cargo is highly diverse in its physical characteristics and value. It may originate from, and be delivered to, almost anywhere in the world, most commonly as goods being sent from a seller to a buyer or from a consignor to a consignee. This is why e-commerce cannot flourish without air cargo services.

Accelerated advancement of aircraft technology, rapid growth of electronic transactions, and reshuffling in the logistics services and its complementarity with other means of transport (intermodal) in the supply chain are increasingly influencing air cargo businesses and the way enterprises interact among themselves, and with consumers and governments.

During the COVID-19 pandemic, air cargo played a vital role in the transport of humanitarian and medical goods, including personal protective equipment and vaccines, while still meeting demand for everyday consumer needs. This is due to aviation's speed and reliability, giving it an advantage over other modes of transport in "same-day" and "next-day" delivery services and transportation of urgent or time-sensitive goods.

In order to continue to optimize the numerous benefits of air cargo services and to assure the sustainable growth of this unique sector, concerted efforts must be made to improve its operating environment by removing operational and regulatory constraints without compromising safety and security. In this regard, it would be necessary to establish a more liberal and flexible market access for air cargo operations and:

- put in place quality infrastructure commensurate with the current and future air cargo development;*
- encourage improved and integrated supply chains under a liberalized marketplace;*
- streamline security and safety measures to improve efficiency;*
- foster the use of technology and innovation to enhance cargo*

processing speed, accuracy and safety;

- optimize the use of Pre-Loading Advance Cargo Information (PLACI) data for risk and aviation security purposes;*
- intensify the use of unmanned aircraft systems to perform tasks of cargo deliveries; and*
- encourage the ratification of the legal framework for global cargo operations, among others.*

The First ICAO Global Air Cargo Summit will provide a unique forum and opportunity for a collaborative approach to address these issues and provide a pragmatic roadmap to improve the efficiency and cost effectiveness of the air cargo operating environment. Having a collaborative and harmonized approach to ensure safety, security, facilitation, economic regulation of air cargo services and resolving any operational challenges and vulnerability in these domains, will define a practical, efficient and viable future for air cargo operations.

The Summit will bring together stakeholders of air cargo services at various levels, including regulators, airlines, freight forwarders, airport operators, academia, and other strategic partners from relevant United Nations agencies.

A message by Prof. Dr. Kemal Yüksek, Director General, Directorate General of Civil Aviation, Türkiye on First ICAO Global Air Cargo Summit



"I'm honored to welcome you to the First ICAO Global Air Cargo Summit, organized in partnership with our Directorate General of Civil Aviation (DGCA) and the International Civil Aviation Organization (ICAO).

We take great pride in hosting this event, which is being held under the ICAO umbrella for the very first time. As you know, our collaboration with ICAO has consistently led to groundbreaking initiatives. In 2022, we hosted the first ICAO Global Implementation Support Symposium (GISS), in 2024, we welcomed the inaugural AI in the Sky event, and today, we are honored to host yet another first: the ICAO Global Air Cargo Summit. I sincerely hope that in the coming years, we will continue to achieve new milestones together with ICAO.

As you are all aware, Türkiye has made remarkable progress in civil aviation in recent years, establishing itself as one of the key hubs in the global aviation network. This growth is not limited to passenger transportation; Türkiye has also significantly increased its capacity in cargo operations, solidifying its position in global logistics and supply chain management.

In line with the theme of our event, I would like to briefly highlight our

development in air cargo rather than passenger transportation. Türkiye's air cargo potential has continued to expand thanks to substantial investments in recent years. Notably, Istanbul Airport, which became fully operational in 2018, has emerged as a critical hub not only for passenger traffic but also for cargo operations. The Turkish air cargo sector played an undeniable role in supporting the global supply chain during the COVID-19 pandemic.

Today, Istanbul Airport serves as a strategic bridge for air cargo operations between Europe, the Middle East, Asia, and Africa. With its modern infrastructure, state-of-the-art logistics centers, and streamlined customs procedures, it continues to enhance its global competitiveness in the air cargo sector.

The development of Türkiye's air cargo sector has been driven by key Turkish air cargo carriers such as Turkish Cargo, MNG Airlines, ULS Airlines Cargo, and ACT Airlines. These companies have played a pivotal role in expanding Türkiye's influence in both regional and international markets.

One of the primary reasons behind Türkiye's strong potential in air cargo is its unique geographical location. Positioned at the crossroads of Europe, Asia, and Africa, Türkiye lies at the heart of global trade routes.

This strategic advantage allows for shorter logistics processes, reduced costs, and optimized time efficiency, making air cargo operations more competitive.

Looking ahead, we believe that with our robust aviation infrastructure and strong air carriers, Türkiye will continue to expand its presence in the air cargo sector, becoming one of the most significant transfer hubs between Asia-Pacific, Africa, and the Americas. Alongside Istanbul Airport, we are committed to increasing the capacity of our other airports, strengthening our logistics centers, and investing in digitalization to achieve these ambitious goals.

First ICAO Global Air Cargo Summit presents a valuable opportunity to develop practical solutions and foster collaborations in this field. I am confident that the discussions and decisions made during this summit will help shape the future of the air cargo industry.

On behalf of the Directorate General of Civil Aviation, I would like to extend my sincere gratitude to ICAO, our main sponsor MNG Airlines, and all our esteemed sponsors for their valuable contributions to this event. I would also like to express my deep appreciation to all the distinguished aviation professionals joining us from around the world for their participation and support."

A message by Enes Çakmak DHMI Chairman of the Board and Director General



Over the past 23 years in Türkiye, a major transformation in the field of transportation has taken place, driven by the unparalleled vision of our President, H.E. Recep Tayyip Erdoğan, and the steps taken by the Ministry of Transport and Infrastructure to advance the sector. During this era of remarkable progress and development, the policies implemented and the initiatives undertaken have positioned Türkiye as a major power in aviation, setting an example for many countries through its projects and investments.

As the General Directorate of State Airports Authority (DHMI), we take great pride in contributing to our nation's rise to an esteemed and highly respected position in global civil aviation during what is often referred to as the "golden age" of Turkish aviation.

Drawing strength from its nearly century-long history and its spirit of innovation, DHMI has not only improved the physical conditions of existing airports, transforming them into modern facilities, but has also endowed Türkiye with magnificent airports and new terminal buildings characterized by outstanding architecture, operational excellence, advanced technological infrastructure, and numerous other

superior qualities. In addition to these significant accomplishments, DHMI has become a global brand across all its operational domains through its implementation of various passenger- and environment-friendly projects. Our airports have been honored with numerous prestigious awards in various categories across Europe and the world. The successes we have achieved serve as our source of inspiration as we work towards carrying civil aviation into the future with a renewed vision in alignment with the "Century of Türkiye."

Civil aviation, one of the most crucial pillars of this grand vision, is a dynamic sector that continuously evolves in parallel with global scientific and technological advancements, serving as a lifeline for national economies. As an institution, we conduct our operations in full compliance with international standards, prioritizing safety and security. With this awareness, we have developed a strong capacity for adaptation, continuously reinforcing our aviation infrastructure.

In this regard, we are rapidly implementing initiatives that will allow us to maximize Türkiye's potential in air cargo transportation, a field of growing importance in light of global developments in telecommunications and internet

technologies, digital transformation, and the continuous rise of the e-commerce sector. Recognizing the critical role air cargo operations play in ensuring the sustainability of global trade, we have incorporated the construction of cargo terminals and aprons within our expansion projects at key airports such as Istanbul, Antalya, and Ankara Esenboğa, as well as at other airports where needed. Furthermore, we are making the necessary arrangements in runways, aprons, and taxiway areas to ensure compliance with international standards for air cargo transportation.

In this regard, we are rapidly implementing initiatives that will allow us to maximize Türkiye's potential in air cargo transportation, a field of growing importance in light of global developments in telecommunications and internet technologies, digital transformation, and the continuous rise of the e-commerce sector. Recognizing the critical role air cargo operations play in ensuring the sustainability of global trade, we have incorporated the construction of cargo terminals and aprons within our expansion projects at key airports such as Istanbul, Antalya, and Ankara Esenboğa, as well as at other airports where needed. Furthermore, we are making the necessary arrangements

in runways, aprons, and taxiway areas to ensure compliance with international standards for air cargo transportation. To further expand and enhance air cargo operations nationwide, we provide the necessary support for authorized cargo agents, ensuring the effective and efficient functioning of a vast service network, from warehouse and storage area allocations to ground handling services and security protocols. Additionally, we remain committed to contributing to national and international efforts on environmental sustainability in air cargo operations and continue to conduct our activities with utmost sensitivity in this regard.

As a result of our initiatives, Türkiye has achieved significant success in air cargo traffic. A striking example from Türkiye's nationwide air traffic

statistics for 2024 reveals that the total cargo traffic of 2,166,797 tons represents a notable 29.7% increase compared to 2023. Moreover, our source of pride, Istanbul Airport, has been recognized as the largest cargo airport in Europe with 1.97 million tons of cargo movement in 2024, according to the European air traffic data published by the Airports Council International Europe (ACI EUROPE).

At the same time, we are well aware that Türkiye holds even greater potential in air cargo transportation, thanks to its strategic location and the advancements it has made in civil aviation. In this regard, one of our primary objectives is to transform Istanbul Airport into a cargo-friendly hub and an e-commerce center while increasing its cargo capacity from 4 million to 6.5 million tons. Moreover, we are accelerating our efforts to enhance intermodal transportation models, including the establishment

of railway connections to airports with high cargo growth potential, alongside other initiatives aimed at modernizing air cargo operations and ensuring their sustainable growth.

In this context, the First ICAO Global Air Cargo Summit serves as a significant platform that brings together stakeholders from various segments of the air cargo industry, enabling in-depth discussions and evaluations on key topics such as operational efficiency, cost management, safety, and security in air cargo transportation.

With the firm belief that this Summit will foster the development of new ideas and solutions for the advancement of global air cargo transportation, as well as pave the way for new collaborations, I extend my best wishes for success to all participants. I would also like to express my gratitude to ICAO and all those who have contributed to the organization of this event.





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

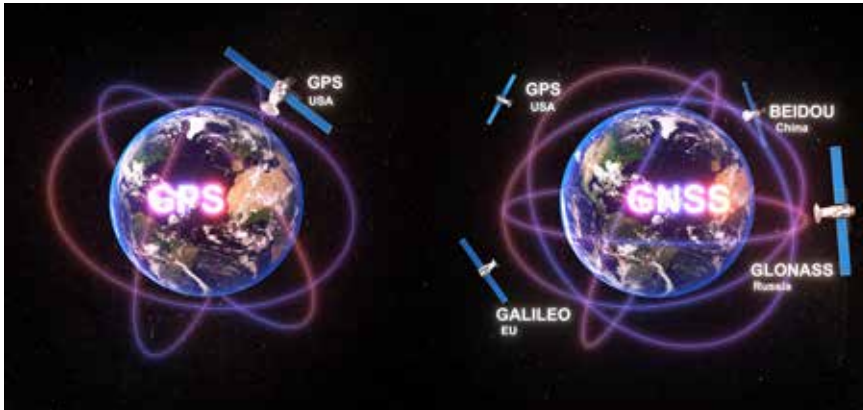
aviation, ensuring they align with established safety and operational requirements.

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.

INTERVIEW



✈️ 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 🌍

2024 Performance of Global Air Cargo Market & January and February 2025 Air Cargo Market Reports



by İbrahim Sünnetçi

The latest data from the International Air Transport Association (IATA) shows impressive growth in the global air cargo market in 2024, driven by strong demand and a favorable operating environment where airlines moved more air cargo than ever before. The growth in the global air cargo market in 2024, as reported by IATA, indicates that the demand for air freight remains robust.

The IATA data for full year 2024 and December 2024 Global Air Cargo Market highlighted an 11.3% year-on-year increase in demand, compared to 2023, driven by e-commerce, shipping disruptions, and

constrained airspace. According to IATA figures full-year 2024 demand exceeded the record volumes set in 2021. This resulted in higher cargo yields, which averaged 39% above 2019 levels despite 1.6% lower than 2023. This growth was also supported by limited airspace capacity on some key long-haul routes to Asia, which kept yields elevated.

In 2024, global air cargo revenues were estimated at \$149 Billion, an increase from \$139 Billion in 2023. While this figure is lower than the 2021 peak of \$210 Billion, it still represents profitable growth.

Some key takeaways from IATA's report include:

- *Global demand increased by 11.3% in 2024, surpassing the record set in 2021.*

- *Measured in available cargo tonne-kilometres (ACTK) the total cargo capacity for 2024 also grew by 7.4%, reflecting continued recovery and expansion in air cargo services.*

- *Although average yields were slightly lower than in 2023, they remained significantly (39%) higher than pre-pandemic (2019) levels, which is bolstered by strong e-commerce demand and ongoing shipping disruptions.*

- *In December 2024, air cargo performance continued to be strong, with a 6.1% increase in global demand year-on-year and a 6.6% rise in yields. However, the global trade environment shows signs of slowing, with key indicators like the PMI for new export orders dipping below the critical 50-mark threshold, signaling a decline in global manufacturing and exports.*

Factors Driving 2024 Growth

- **E-commerce Boom:** *E-commerce remains a key driver of air cargo demand. The rise of online shopping, particularly in North America and Europe, led to increased demand for express shipping services.*

- **Ocean Shipping Disruptions:** *Ongoing capacity limitations in ocean freight pushed many shippers to opt for air cargo, further boosting demand for faster, more reliable shipments.*

- **Airspace and Geopolitical Factors:** *Airspace restrictions in certain regions, particularly Asia, along with the continued geopolitical tensions, helped maintain high yields, as capacity remained constrained on key long-haul routes.*

IATA's 2024 Air Cargo Report also highlighted





strong regional performances, particularly in Africa and the Middle East, where air cargo volumes surged by 22% and 20.9%, respectively. The US and China showed some optimism, while Europe and Japan faced continued contraction. In terms of trade routes, the Middle East–Europe market was particularly strong, with a 39.3% year-on-year growth.

Regional Performance in 2024

• **Asia-Pacific:** 14.5% growth in demand made Asia-Pacific the strongest region for air cargo in 2024. Capacity increased by 11.3%, keeping pace with growing demand. In December 2024, the region saw an 8.4% increase in demand and a 6.3% increase in capacity.

• **North America:** 6.6% growth in demand, the lowest among all regions.

Capacity increased by 3.4% year-on-year, and in December, North America saw a 5.3% increase in demand, with a 2.1% increase in capacity.

• **Europe:** 11.2% demand growth, with 7.8% capacity growth. In December, European carriers saw 5.1% growth in demand, but capacity increased more slowly at 3.7%.

• **Middle East:** 13% demand growth and 5.5% capacity growth. In December, Middle Eastern carriers experienced 3.3% growth in demand and a 0.2% increase in capacity.

• **Latin America:** 12.6% demand growth, with 7.9% capacity growth. December saw a 10.9% growth in demand, the highest among regions, and 8.4% capacity increase.

• **Africa:** 8.5% demand growth, but with a 13.6% increase in capacity. December saw a slight

decline in demand (-0.9%) but a 1.8% increase in capacity.

Despite the challenges, the strong demand growth seen in early 2024 underscores air cargo's resilience, aided by factors like e-commerce and the ongoing recovery in the aviation sector.

Looking ahead to 2025, IATA's forecasts suggest a more stable 2025 with 5.8% growth in air cargo traffic, reaching a total of 80 million tons, and 5.7% increase in revenues, reaching an estimated \$157 Billion, which aligns with historical performance, compared to the strong growth observed in 2024. Challenges such as geopolitical shifts and potential trade restrictions remain, but the air cargo industry's resilience and the ongoing growth in e-commerce and trade are expected to support continued positive performance. According to IATA's 2024 Air Cargo Report, rising protectionist sentiments and tariffs, particularly US-China tensions, could slow down global trade and affect air cargo volumes. This evaluation reflects a generally optimistic outlook for the global air cargo market in 2025, driven by economic growth and operational efficiencies. However, external factors such as geopolitical tensions and

trade policies will remain critical variables to watch.

IATA's January 2025 Global Air Cargo Market Report

On February 27, 2025, IATA released data for the January 2025 global air cargo market. According to IATA's data in January 2025, the global air cargo market continued its positive growth trend, with a 3.2% increase in air cargo demand compared to January 2024 (3.6% for international operations). This marks the 18th consecutive month of growth for the sector. However, the January 2025 growth rate was a deceleration from the 6.1% growth seen in December 2024 and fell short of the projected 5.8% growth for the 2025. Measured in available cargo tonne-kilometres (ACTK) the total cargo capacity for January 2025 also increased by 6.8% compared to January 2024 (7.3% for international operations). However, yield and cargo load factors slightly declined. The early 2025 slowdown could be a sign of more subdued demand growth throughout the year. E-commerce, supply chain improvements, and global manufacturing are likely to remain key drivers of air cargo demand in the coming months, but the market will need to

contend with the shifting economic landscape. Factors like capacity management, geopolitical risks, and economic stability will play a crucial role in shaping the future outlook.

As for regional performance, IATA's data highlights the dynamic and varied performance across different regions, with certain regions and trade lanes showing more significant progress than others. In this context, according to IATA's January 2025 Global Air Cargo Market analysis while Latin America and Asia-Pacific showed strong results, the Middle East and Africa faced challenges in January 2025. The decrease in capacity utilization suggests that the industry is facing challenges in matching supply with demand, particularly as fuel prices drop and yields remain volatile.

Regional Performance in January 2025

- **Asia-Pacific:** Saw a 7.5% year-on-year increase in demand for air cargo, with capacity up by 10.9%.
- **North America:** Demand grew by 5.3%, with capacity increasing by 7.5%.
- **Europe:** Demand increased by 1.3%, with capacity rising by 3.5%.
- **Middle East:** Experienced a -8.4% decrease in

demand, the slowest among regions, with capacity declining by 1.2%.

• **Latin America:** Led the regions with an 11.2% increase in demand, the strongest growth among the regions, and 10.6% rise in capacity.

• **Africa:** Saw a 3.4% decline in demand, with capacity growing by 5.4%.

“Most international routes experienced growth in January. Airlines are benefiting from rising e-commerce demand in the US and Europe amid ongoing capacity limits in ocean shipping,” said the report.

Notable Trade Lane Growth

• **Asia-North America:** +6.1% growth, continuing 15 consecutive months of growth, with a market share of 24.4%.

• **Europe-Asia:** +3.2% growth, continuing 23 consecutive months of growth, with a market share of 20.5%.

• **Middle East-Europe:** -7.3% decrease in demand, with a market share of 5.7%.

• **Middle East-Asia:** -3.0% decrease in demand, with a market share of 7.3%.

• **Within Asia:** +7.6% growth, continuing 15 consecutive months of growth, with a market share of 7.0%.

• **North America-Europe:** +9.7% growth, continuing 12 consecutive months

of growth, with a market share of 13.3%.

• **Africa-Asia:** -26.1% decrease in demand, with a market share of 1.4%.

“January marked 18 consecutive months of growth for air cargo, but the month's 3.2% year-on-year growth is a moderation from double-digit peaks in 2024. Similarly, yields, while still above January 2024 levels, saw a 9.9% decline from December, as cargo load factors also declined by an average of 1.5 percentage points. While external factors such as trade growth, declining fuel costs, and expanding e-commerce remain positive for air cargo, it is important to closely watch the evolution of market conditions at this time. In particular, the wild card is the potential for tariff-driven trade policies from the US Trump Administration. Fortunately, the air cargo industry is well practiced at dealing with shifts in the operating environment,” said Willie WALSH, IATA's Director General.

IATA's February 2025 Global Air Cargo Market Report

According to IATA's February 2025 Global Air Cargo Market Report, which was released on March 31, 2025, air cargo demand declined slightly in February 2025. IATA's

February 2025 Report highlighted that total demand in global air cargo market, measured in cargo tonne-kilometers (CTK), declined by 0.1% compared to February 2024 levels (+0.4% for international operations). This marks the first decline since mid-2023. However, there was a positive development as the cargo load factor improved by 0.1 percentage points, reaching 45%, despite the overall 0.4% decline in the total cargo capacity.

IATA explained that the decline in demand was primarily due to the extraordinary growth experienced in February 2024. A combination of factors, including the leap year, Chinese New Year traffic, sea lane closures, and an e-commerce boom, led to a spike in volumes last year, making this February's figures appear lower in comparison.

IATA's Director General, Willie WALSH, commented: “February saw a small contraction in air cargo demand, the first year-on-year decline since mid-2023. Much of this is explained by February 2024 being extraordinary—a leap year that was also boosted by Chinese New Year traffic, sea lane closures and a boom in e-commerce. Rising trade tensions are, of course, a concern for air cargo. With equity markets already showing

their discomfort, we urge governments to focus on dialogue over tariffs.”

Key Economic Indicators

•**Industrial Production:** The industrial production index rose by 3.2% year-on-year in January, marking the highest growth in two years. World trade expanded by 5%.

•**Jet Fuel Prices:** Averaged \$94.6/barrel in February, a 2.1% drop from January.

•**Purchasing Managers Index (PMI):** The global manufacturing output PMI was 51.5 in February, indicating growth. The PMI for new export orders rose slightly to 49.60, remaining just shy of the growth threshold.

•**Consumer Inflation:** Inflation remained elevated in the US, Europe, and Japan, easing slightly from the previous month. However, China recorded its first decline in consumer prices in 11 months, indicating persistent deflationary pressure.

Regional Performance

Regional performance in February revealed varied results:

•**Asia-Pacific airlines** saw a 5.1% increase in demand, with capacity increasing by 2.7%.

•**North American carriers** experienced a 0.4% decline in demand, with a 3.5% reduction in capacity.



•**European carriers** faced a 0.1% drop in demand and a 0.2% reduction in capacity.

•**Middle Eastern airlines** saw the most significant decline, with 11.9% less demand and a 4% decrease in capacity.

•**Latin American carriers** posted 6% demand growth and 7.6% increased capacity.

•**African airlines** experienced a 5.7% drop in demand, with a slight 0.6% decline in capacity.

Trade Lane Growth

•**Asia-North America:** +0.1% growth, marking 16 consecutive months of growth, accounting for 24.4% of the market.

•**Europe-Asia:** +4.7% growth, marking 24 consecutive months of growth, with 20.5% of the market share.

•**Middle East-Europe:**

-14.1% decline in demand.

•**Middle East-Asia:** -6.2% decline in demand.

•**Within Asia:** +9.0% growth, marking 16 consecutive months of growth, with 7.0% market share.

•**North America-Europe:** +4.5% growth, marking 13 consecutive months of growth, representing 13.3% of the market.

•**Africa-Asia:** -30.0% decline in demand.

While February 2025 saw a slight decline in air cargo demand, the first year-on-year decrease since mid-2023, IATA attributes this to exceptional conditions in February 2024, including the leap year and special circumstances like Chinese New Year and shipping disruptions. Despite the decline in air cargo demand, economic indicators like industrial production growth and expanding world trade provide a mixed but

somewhat positive outlook for the air cargo industry in the coming months. On the other hand, while external factors such as trade tensions and rising fuel costs are contributing challenges, some regions, like Asia-Pacific and Latin America, continued to show growth. Nonetheless, trade tensions and inflationary pressures remain concerns, and the air cargo industry must navigate these challenges carefully in the coming months.

Turkish Cargo Reported Remarkable 35% Revenue Growth in 2024

Turkish Cargo, the air cargo division of Turkish Airlines, has been a prominent player in the air cargo sector, with strong performance and continued investment in expanding its capacity and infrastructure.

Turkish Cargo, has achieved a remarkable 35% year-on-year increase in its cargo revenue for 2024, as it continued to invest in specialist product handling and fleet expansion. The airline's total cargo revenue surged to \$3.5 Billion, up from \$2.6 Billion in 2023, driven by strong demand, strategic investments, and an expanding global presence. This is the third-highest annual cargo revenue in Turkish Airlines' history, behind \$4 Billion in 2021 and \$3.7 Billion in 2022. Annual cargo volumes also grew by more than 20%, further cementing Turkish Cargo's position as a global leader in air cargo. According to National Flag Carrier of Türkiye, Turkish Airlines' (THY), report in 2024 the airline carried over 2 million tonnes of cargo (specifically 2,000,873 tonnes), marking a 20.6% increase from 1.66 Million tonnes in 2023. Domestic cargo volumes rose by 8%, reaching 60,483 tonnes, while the international cargo saw a robust 21% increase, amounting to 1,940,389 tonnes. Meanwhile, cargo revenue contributed 15.4% to Turkish Airlines' total revenue in 2024, up from 12% in 2023.

According to data published by the International Air Transport Association (IATA), Turkish Cargo ranked the third-largest air cargo carrier globally with a 5.7% market share (based on Freight Tonne Kilometres,

FTKs), with 99 Billion FTKs in 2024, strengthening Türkiye's position as a global transfer hub.

In 2024, Turkish Cargo continued to invest in its fleet. In 2024, it expanded its freighter fleet with the addition of four Boeing 777Fs, increasing its capacity. In 2023 the airline had placed an order for five Airbus A350F freighters, with an option for 20 more. Turkish Cargo operates with a fleet that includes 24 freighters. Turkish Cargo's dedicated freighter fleet includes:

- 8 Boeing 777Fs
- 10 Airbus A330-200Fs
- 6 wet-leased freighters (3 each of A310-300Fs and A321-200Fs).
- 5 Airbus A350 freighters on order, with an option for 20 more.

At the beginning of 2024, Turkish Cargo expanded its pharmaceutical offerings, by introducing three new service standards: TK Pharma Standard, TK Pharma Extra, and TK Pharma Advanced, each offering various levels of service for sensitive cargo.

In February 2025 Turkish Cargo has been awarded the title of "Fastest Growing International Cargo Airline of the Year" by STAT Trade Times for its outstanding performance in the air cargo industry. The award was presented during the Air Cargo Africa Exhibition and Conference

held in Nairobi, Kenya, from February 19-21, 2025, reflecting the industry's acknowledgment of Turkish Cargo's growing influence and operational efficiency.

The STAT Times International Air Cargo Excellence Awards are based on a two-phase evaluation process involving industry stakeholders. In the first phase, candidates are assessed based on the documents they submit, followed by a voting phase involving industry professionals to determine the winners. Turkish Cargo was recognized for its expanding global flight network, its state-of-the-art SMARTIST cargo facility at Istanbul Airport, innovative logistics solutions, and sustainable growth strategies. In August 2024, Turkish Cargo's SMARTIST facility received the IATA Smart Facility Operational Capacity Certification, ensuring compliance with IATA regulations for cargo handling, temperature control, and the transportation of live animals and perishable goods.

Turkish Cargo's remarkable performance in 2024 demonstrates its ability to adapt and grow in a dynamic air cargo market. With a significant revenue increase, higher cargo volumes, and strategic investments in fleet and infrastructure, Turkish

Cargo is well-positioned for continued growth in the coming years. Looking ahead, Turkish Cargo aims to expand its cargo destinations to 150 by 2033, further solidifying its position as one of the leading air cargo providers in the world, increase the number of cargo aircraft to 44, and raise the capacity of its SMARTIST facility to 4.5 Million tons, while aiming to boost its operational volume to 3.9 Million tons, demonstrating the company's ambition to increase its market share and enhance its capabilities to meet the growing demands of international trade.

Meanwhile, according to Turkish Airlines (THY) January 2025 and February 2025 Traffic Results that disclosed through the Public Disclosure Platform (KAP) on February 7, and March 7, 2025 respectively in January 2025 cargo and mail volume of the airline remained unchanged from January 2024, totaling 149.7 thousand tons and during the period of February 2025 the volume of cargo and mail carried by the flag carrier decreased by 0.5% from February 2024, totaling 148.5 thousand tons. February 2025 Traffic Results revealed that cargo/mail carried during the period of January – February 2025 decreased by 0.1% to 298,600 tons from 299,100 tons in the same period of 2024 🌐



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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

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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.



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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 Sargin: 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 Sargin: 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 🌍



Pegasus Airlines CEO Güliz Öztürk “On the Landmark Boeing 737-10 Order & 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.



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 seeing





✈️ 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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ISTANBUL FLIGHT TRAINING EXHIBITION



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MAYIS
2025

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Kapanış : 18:00

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"Elevating Ground Handling Standards"

An Exclusive Interview with Mete Erna, General Manager of Havaş Ground Handling

As one of the leading ground handling service providers in the region, Havaş plays a crucial role in ensuring seamless airport operations. With a strong presence across Türkiye and international markets, the company continuously enhances its services through innovation and operational excellence.

In this exclusive interview, we speak with Mete Erna, General Manager of Havaş, about the company's latest developments, the evolving landscape of ground handling, and the future of the aviation industry. From sustainability initiatives to digital transformation, Erna shares insights into how Havaş is adapting to the dynamic needs of airlines and passengers alike.

✈️ Aviation Turkey: Havaş is one of Türkiye's most established ground handling brands, serving civil aviation sector for 92 years. Could you tell us more about the current scope of your operations and services?

Mete Erna: At Havaş, we provide services to over 200 airlines at airports across Türkiye and abroad. Our core offerings include passenger and baggage handling, ramp services, aircraft cleaning, load control and communication, cargo and mail handling, flight operations, transportation, representation, and supervision. Additionally, we offer warehousing services at Istanbul, Antalya, Ankara, and Izmir airports. Beyond ground handling, we also operate shuttle transportation between airports and city centers. Internationally, at Kazakhstan's Almaty Airport—operated by TAV—we support the development, marketing, and management of air cargo and warehousing services. We continuously monitor global air cargo markets to identify and evaluate emerging opportunities.

We currently operate at 31 airports in Türkiye and at Riga and Zagreb airports abroad. We also hold a 50% stake in TGS. In other markets, we conduct thorough evaluations

and market analyses as opportunities arise. Aligned with our strategic vision, we continue to focus on expanding our presence in the Middle East, Eastern Europe, Central Asia, and Africa.

We continuously track industry and market trends to enhance our adaptability. Anticipating continued growth in the e-commerce sector, we're placing even greater focus on our efforts in this area.

We deliver high-quality services across diverse areas to our valued

business partners. In our storage facilities, we offer temperature-controlled spaces ranging from +2°C to +25°C for cargo requiring cold chain logistics. We've also introduced dedicated -18°C storage areas, built to meet specific scale requirements. As a provider of refrigerated transport between the cargo terminal and aircraft at Istanbul Airport, we offer strong support to our business partners by ensuring that the cold chain is preserved for all temperature-sensitive shipments.



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In 2023, we joined IATA's CEIV Pharma program and earned certification for our warehouse at Istanbul Airport. As the first operator in the sector to receive the EU GDP (Good Distribution Practices) certification, we've now reinforced our commitment to excellence in pharmaceutical logistics with the CEIV Pharma certification as well.

We've also established secure storage areas for dangerous goods, supporting safe and compliant handling and transport. At the cargo acceptance stage, we use the IATA DG AutoCheck system to minimize human error—proudly becoming the first operator in the sector to implement this solution.

To meet rising demand from the growing e-commerce sector, we've installed "sorter" systems at our facility to process international express cargo and courier shipments. With two units currently in operation, we've reached a daily sorting capacity of 100,000 packages. We continue to invest in similar technologies to support our ongoing growth.

✈️ Aviation Turkey: In addition to Türkiye, Havaş also operates internationally. Could you tell us more about your operations in Riga and Zagreb?

Metė Erna: We've been operating at Riga Airport in Latvia since 2011. In 2022, we expanded our international footprint by acquiring the existing ground handling company at Zagreb Airport, the capital of Croatia.

Our operations in Riga and Zagreb are key pillars of our international growth strategy, helping us strengthen Havaş's presence in the global market.

At Riga Airport, we provide high-quality ground handling services, offering tailored solutions that meet the needs of the local market. Our goal is to ensure safe, efficient, and customer-focused operations for both airlines and passengers.

At Zagreb Airport, in addition to general ground handling services, we also operate in temporary warehousing. Working in a privatized airport environment, we collaborate with our group companies to drive modernization and boost operational efficiency across all service areas.

Our presence in both locations reflects our ability to localize global expertise and adapt to regional market dynamics. These operations not only enhance our standing in the international arena but also open strategic access to broader EU markets. With these developments,



we are steadily advancing toward our goals of balanced and sustainable growth.

✈️ Aviation Turkey: How was 2024 for Havaş, and what are your expectations for 2025?

Metė Erna: The year 2024 marked a period in which the lingering effects of the pandemic on air traffic were largely behind us, while macroeconomic challenges came more clearly to the forefront. In 2025, we aim to continue implementing the operational and commercial measures we have put in place to address these challenges.

We closely monitor technological advancements in the industry and shape our investments accordingly. As part of our long-term planning, we bring together Havaş leaders every two years to define our strategic direction. In April 2024, we convened

with 165 of our managers under the theme "Inspiring Leadership," sharing valuable experiences and insights on impactful leadership.

To better respond to our airline customers' evolving expectations—driven by shifting passenger demand—we are constantly evaluating opportunities for improvement. Our leaders gain hands-on experience across various operational roles at stations and headquarters. The inspirational stories and actionable strategies exchanged during these sessions have helped unlock leadership potential and encourage innovative thinking and best practices in ground handling operations.

In 2022, working closely with our leadership team, we redefined our vision, purpose, and core principles. Our vision is to become a trusted solution partner by delivering



a sustainable aviation experience. Our purpose is to deliver determined, innovative, and reliable service, grounded in the strength of our legacy.

For 2025, our expectations are centered around sustainable growth, technological innovation, and operational efficiency. We aim to increase our market share by continuing our existing investments and developing new strategies.

On the technology front, we plan to further advance our digitalization and automation processes to enhance operational efficiency and improve the customer experience. In line with the rapid growth of e-commerce, we will accelerate infrastructure investments to better meet rising demand in the air cargo sector.

We also remain committed to environmentally responsible practices and are intensifying efforts to meet our sustainability

targets. Expanding our fleet of electric vehicles is a key part of our plan to further reduce carbon emissions.

Finally, we will continue to prioritize employee development and engagement through robust leadership and talent management strategies. In 2025, with a strong organizational structure and an innovative mindset, we

aim to further solidify our position in the industry.

✈️ Aviation Turkey: Sustainability and digitalization have become top priorities in the aviation industry. What initiatives has Havaş undertaken in these areas?

Mete Erna: We remain committed to developing solutions that drive progress in our sector. In collaboration with our technology partner TAV Technologies, we are working on an advanced resource planning and management system designed to optimize resource allocation and minimize unit costs—not only based on customer needs, but also considering the challenges of employee transportation in large metropolitan areas.

We have also developed

specifically tailored for both our employees and customers. Through our internal app, APPRON, employees can easily manage processes such as travel, leave requests, payroll, advances, and transfers—all from their smartphones. The app also offers instant access to announcements, events, and news. Team leaders can view reports and statistics related to their teams via a dedicated management interface. As part of our digitalization efforts, this initiative has already saved approximately 3 million sheets of paper.

To improve customer service, we launched AEROBOT, a digital assistant designed to respond quickly and accurately to questions about our services. AEROBOT supports inquiries on topics like



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warehousing, shuttle transportation, and lost and found services. It operates 24/7 with AI support and also allows live chat with customer representatives for more detailed queries. As the first and only digital assistant integrated with a “Contact Center” in our sector, it provides

a uniquely efficient experience.

In an effort to minimize wait times for vehicles, we internally developed and launched the Online Vehicle Appointment System (OARS). Integrated into our digital platform, this system allows customers to drop

off and collect goods with significantly reduced waiting times.

We are committed to environmental sustainability through targeted initiatives, including investments in electric and hybrid vehicles, renewable energy systems, and advanced

waste management technologies. As part of our efforts to reduce the carbon footprint of ground handling operations, we are replacing diesel-powered equipment—such as belt loaders and passenger stairs—with electric alternatives. This initiative supports our long-term strategy to lower greenhouse gas emissions. In 2024, we achieved a 3.9% reduction in Scope 1 emissions compared to the previous year.

At Havaş, we prioritize environmentally friendly investments, focusing on the procurement of equipment that incorporates electric and hybrid technologies. As part of our corporate strategic goals, we continue to increase the share of electric and hybrid vehicles in our equipment fleet. While electric vehicles made up 12% of our fleet in 2019, we aim to raise this figure to 22% by 2025 and 26.2% by 2027.

Additionally, by implementing Genesys Cloud as a cloud-based communication hub combined with speech analytics tools, we aim to boost operational efficiency, reduce costs, enhance customer experience, and gain the flexibility required to adapt to the dynamic nature of contact center operations.



Through our Project Management Office, we collect and evaluate improvement ideas each year. These ideas are analyzed with the participation of relevant departments, and a significant number are brought to life. These projects create measurable value in areas such as process optimization, operational efficiency, and employee satisfaction. Recognizing the impact of these projects empowers us to pursue even greater improvements.

✈️ Aviation Turkey: During the pandemic, the ground handling sector faced serious challenges, especially in Europe and the United States. What measures have you taken in workforce management?

Mete Erna: During the pandemic, Havaş—along with TAV Airports Holding and all of its subsidiaries—implemented a comprehensive crisis management approach. Departments such as Human Resources, Procurement, Management Systems, Sales & Marketing, Finance, and Budget worked collaboratively, navigating the period successfully with a shared culture and strong coordination. With the support of TAV Airports Holding, we were able to manage this difficult period effectively.



At Havaş, we prioritized our employees' well-being and did not part ways with any team members during the crisis. With the support of government programs such as short-term employment benefits and salary subsidies, we adopted more flexible workforce models that helped increase our operational agility. We also saw this period not just as a crisis, but as an opportunity to build a more agile human resources system. Our internal communication and process management platform, APPRON, played a critical role. Even during the most uncertain times, we maintained clear, consistent communication with our colleagues through the platform, ensuring they stayed informed. These strong connections gave us a significant advantage during the return-to-work phase.

We are committed to supporting the professional development and motivation of our employees. We implement a range of strategies to support this goal. We offer regular internal and external training programs to help employees develop their skills and advance their careers. We also invest in leadership development through specially designed programs based on our company values and the Havaş Leadership model.

In addition, we conduct performance evaluations to identify both strengths and areas for development, providing feedback that helps guide employees toward their individual and team goals. We value diverse talents and perspectives, viewing them as essential to our organizational culture. Through regular surveys and one-on-one meetings, we foster a culture of

open and transparent communication—gathering feedback that allows us to refine our processes and cultivate a more efficient, engaging work environment. To recognize and celebrate achievements, we have implemented incentive programs designed to reward success and boost motivation. We see our people not merely as a workforce, but as one of our greatest assets, and we remain committed to continually investing in their growth.

We are also proud to share that this year, we were certified as a Great Place to Work® by the Great Place to Work® Institute, which has been researching workplace culture and excellence for over 30 years. It's a great source of pride to offer a work environment built on fairness, trust, respect, pride, and team spirit 🌟

Airbus A350F

The New Flagship for Air Cargo Transport

The air cargo market is entering a period of transformation, and Airbus is taking the lead with its newest widebody freighter currently under development: the A350F. Launched in July 2021, the A350F is Airbus' response to the growing demand for more efficient, sustainable, and capable cargo aircraft.

Since its market launch, the A350F has won over the trust and commitment of operators: 10 customers have placed 63 firm orders and 36 additional commitments so far, bringing the market share to a remarkable 53% market share as of today.

A Freighter Born from the proven platform of the A350 passenger aircraft

The A350F draws its strength from the highly successful A350 passenger family, which has become a cornerstone of Airbus' widebody offerings. With 1,363 A350s sold and more than 655 aircraft currently in service, the mature platform has proven itself across diverse operational environments. The A350 family has accumulated more than 11 million flight hours, consistently operating over 1,000 flights daily worldwide.

Operational reliability has always been a core Airbus value, and the A350F upholds this legacy. The aircraft benefits from the A350's established 99.5% operational reliability, while its Rolls-Royce Trent XWB engines — recognized as the most efficient large jet engines currently in service — deliver an industry-leading 99.95% engine reliability. For freighter operators, where schedule adherence is critical to maximizing yield and maintaining cargo supply chain integrity, such reliability offers significant commercial value.

The A350F is not a repurposed passenger jet. Instead, it is a purpose-built freighter, leveraging the A350's technological advancements while optimizing for the specialized demands of the cargo sector.

Meeting Market Needs and Regulatory Requirements efficiently

The A350F is the only next-generation freighter that is fully compliant with



ICAO's upcoming 2027 CO2 emissions standards. In terms of fuel efficiency, the A350F is designed to burn 40% less fuel compared to the 747F, and 20% less fuel compared to the 777F. As such, less CO2 emissions are achieved when operating a truly modern freighter.

This is achieved thanks to the fact that the A350F is being made from 70% of advanced materials, including carbon fiber reinforced plastics, titanium, and modern aluminum alloys. These allow the A350F to be approximately 35 tons lighter in Operating Weight Empty (OWE).

These efficiencies have a direct impact on operating costs and emissions — a double-win for cargo operators looking to future-proof their fleets while lowering their carbon footprint. In today's competitive cargo landscape, where profit margins are tight and sustainability is under increasing scrutiny, the A350F's advantage in fuel economy will likely prove decisive.

More Capability for enhanced cargo capacity

Beyond its efficiency, the A350F brings unprecedented versatility to the market. Airbus has engineered the freighter to handle not just today's cargo but tomorrow's as well. A standout feature is its Main Deck Cargo Door (MDCD), the largest of any freighter currently on the market. Measuring 175 inches (4.45m) in cut-out width and offering a 169.5-inch (4.3m) clear opening, it is 15% larger than the cargo doors found on both the 777F and 777-8F, and even wider than the famed 747F nose door.

This added space allows the A350F to accommodate all existing and future oversized cargo, including the next generation of ultra-large jet engines, which cannot be loaded on existing large freighters without complex disassembly procedures. With 111 tons of maximum payload capacity, the A350F offers flexibility



for all types of cargo, from heavy machinery and outside freight to valuable e-commerce goods and perishables.

Furthermore, the A350F features a stronger main deck floor than the 777F, enabling operators to transport denser or heavier loads. Combined with the aircraft's 30 main deck pallet capacity and 40 lower deck LD3 container positions, this freighter offers exceptional flexibility and revenue-generating potential.

The First Digital-Native Freighter

In addition to its structural and performance advantages, the A350F is the world's first digital-native freighter. Airbus has integrated the most advanced connectivity and data systems into the aircraft, enabling predictive maintenance, advanced health monitoring, and real-time flight data analysis. These capabilities are increasingly essential in a world where uptime, operational efficiency, and supply chain transparency

are becoming crucial competitive advantages.

Fleet managers can use these digital tools to streamline maintenance, reduce unplanned downtime, and optimize flight operations, providing cargo airlines with significant savings over the aircraft's service life. The A350F also benefits from over 98% spares commonality and 99% airframe tooling commonality with the A350-1000 passenger version, making it an ideal choice for existing A350 operators looking to diversify into cargo.

Entering the Market at the Right Time

The cargo sector is witnessing robust demand driven by the rise of e-commerce, globalized manufacturing, and the need for resilient supply chains. Meanwhile, existing freighter fleets, particularly 747Fs and older MD-11Fs, are approaching retirement, creating a gap for operators seeking modern replacements.

The aircraft is currently under production with first production milestones reached, with components and major sections being manufactured across Airbus' global industrial footprint. With the final assembly to begin in the course of 2025, the aircraft is set to enter service in the second half of 2027, perfectly timed to meet the growing need for next-generation freighters as airlines phase out older, less efficient aircraft.

Setting the Benchmark for the Future

With the A350F, Airbus is not just filling a market niche; it is setting a new benchmark for freighters. Combining class-leading fuel efficiency, reduced emissions, superior payload capacity, and the industry's most advanced digital capabilities, the A350F is designed to fully meet the requirements of cargo operators and their respective customers on different shipping levels.

Operators are responding positively to Airbus' vision of what a modern freighter should be like. As the aviation industry pushes towards more efficient, cost-effective, and flexible operations, the A350F is positioned not only to meet the needs of today but to be best suited to cater for the cargo market of the next decade 🌐





"We Operate in 69 Countries with 74 Offices Worldwide"

An Exclusive Interview with Edgar Lacker, CEO at AVIAREPS GROUP

✈️ 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 🌍

"Women Leading the Way in Aviation PR"

Interview with Nova PR Co-founders
Ayşin Basmacı - Serena Karamızrak





The aviation industry is one of constant evolution, where strategic communication plays a pivotal role in shaping public perception, managing crises, and fostering brand loyalty. In this high-stakes environment, PR professionals must navigate rapid regulatory shifts, industry disruptions, and an ever-changing media landscape.

As female entrepreneurs in this dynamic sector, Ayşin Basmacı and Serena Karamızrak, co-founders of Nova PR, have built a thriving agency specializing in aviation and beyond. With over 15 years of experience, they have worked with global giants like Airbus, Lufthansa, and SunExpress, helping to shape narratives, strengthen reputations, and bridge the gap between brands and their audiences.

In this exclusive interview, they share their journey as women in aviation PR, the unique challenges and opportunities within the industry, and the trends shaping the future of aviation communications.

✈️ Aviation Turkey: As female entrepreneurs in the aviation PR industry, what challenges have you faced, and how have you overcome them?

As female entrepreneurs in the aviation PR industry, we've certainly faced our share of challenges, but we've been fortunate to have started our careers at M3 Public Relations, an agency founded by strong women who not only paved the way for us but also created a supportive environment where women help each other thrive. Working alongside influential women in a company with a deep understanding of the aviation sector gave us the confidence to navigate this high-stakes industry and collaborate with major aviation players, helping us establish our place in the field.

The aviation industry, by its very nature, is highly dynamic and susceptible to crises—whether economic downturns, regulatory changes, or operational disruptions. This creates an environment where strategic communication and crisis management are not just important but essential. The pandemic was

perhaps the most profound example of this, as aviation became one of the hardest-hit sectors, facing unprecedented restrictions, grounded fleets, and shifting passenger behaviors. During that period, we had to be more agile than ever—navigating uncertainty, providing clear and reassuring messaging, and helping our clients adapt to rapidly changing regulations and public sentiment.

Early in our careers, we sometimes questioned whether we could truly make our mark in such a technical and high-stakes industry. But after 15 years of working with aviation clients, successfully navigating countless crises—both big and small—we not only proved our capabilities but also discovered just how much we love what we do.

✈️ Aviation Turkey: Do you think the aviation PR industry is becoming more inclusive for women?

Aviation has long been perceived as a male-dominated industry, and public relations within this sector is no exception. There was a time when being a woman in aviation communications meant having to work twice as hard to prove your

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expertise. However, just as in many other fields, significant progress has been made over the years. Women are not only entering the industry in greater numbers but also stepping into leadership roles, challenging outdated perceptions, and bringing fresh perspectives to the field. While there is still room for improvement, the shift toward a more inclusive and diverse industry is undeniable, and we are proud to be part of this progress.

Aviation Turkey: What advice would you give to young women aspiring to enter aviation PR?

For young women aspiring to enter aviation PR, our advice would be to stay curious, confident, and adaptable. The aviation industry is dynamic, fast-paced, and constantly evolving, making it an incredibly exciting field to be part of. It's important to stay connected to the industry's ever-changing landscape, keeping an eye on emerging trends, regulations, and global developments. Being alert and aware of the latest updates will help you anticipate challenges and respond quickly. Build a solid foundation in communication, crisis management, and industry knowledge, and don't let the traditionally male-dominated nature of the field discourage you. Your unique perspective, strong



relationships, and keen attention to detail are your greatest strengths. Seek out mentors, continue learning, and remember that passion, persistence, and a strong work ethic will guide you through this thrilling industry.

After years of experience working with clients across various industries in many communication agencies, we founded Nova PR as two entrepreneurial women determined to carve our own path in communication. To young women aspiring to enter aviation PR, we say: be bold, take risks, and never doubt your power to shape this industry. Your unique voice and determination are exactly what will make a difference.

Aviation Turkey: How does PR influence brand perception and customer loyalty in aviation?

PR plays a crucial role in shaping brand perception and fostering customer loyalty in the aviation industry. Through strategic communication, PR helps airlines and aviation companies build trust, manage their reputation, and effectively communicate their values, services, and the unique qualities that set the brand apart from its competitors. By handling crises well, providing transparent information, and consistently engaging with customers, PR can enhance an airline's credibility and positive image. This connection, built on trust and open communication, leads to stronger customer loyalty. When customers feel heard and valued, especially during challenging times, they're more likely to remain loyal and choose the brand again for future

travel. In aviation, where competition is fierce and customer experiences matter deeply, PR becomes an essential tool in driving both perception and long-term loyalty.

Aviation Turkey: What are the key elements that make aviation PR different from other industries?

It is truly one-of-a-kind because it thrives in an environment where quick thinking, managing high-pressure situations and staying calm under pressure are key. The industry players are constantly impacted by factors such as fluctuating regulations, unexpected events, and global crises, requiring PR professionals to be incredibly adaptable and proactive. Additionally, air travel carries a deep personal significance for many people, making effective communication about safety, reliability, and customer experience even more crucial. It isn't just about promoting a service; it's about fostering trust, ensuring transparency, and connecting with passengers on an emotional level, all while navigating the complexities of the industry's ever-changing landscape.

In this environment, it's also essential to be available whenever the client needs you, establish strong relationships with the media, and respond

quickly to their inquiries. Building those connections and maintaining a rapid response time are critical for ensuring clear, accurate, and timely communication, which ultimately strengthens the brand's reputation and trust with the public.

✈️ Aviation Turkey: Can you share a campaign or PR initiative that you are particularly proud of?

One of the initiatives we are most proud of is a project we worked on with SunExpress. The project involved a painting competition for students with the theme "My Holiday". The 17 winning children, many of whom came from economically disadvantaged backgrounds, had never seen the sea and had never flown before. They were invited to Antalya to experience the vacation of their dreams. The most rewarding part of this project was witnessing their pure joy and wonder as they explored an aircraft, visited new places, and experienced the sea for the first time. Initiatives like these remind us of the profound impact we can have on others' lives, and being part of this journey has been an incredibly meaningful experience for us.

✈️ Aviation Turkey: How would you describe the current landscape of aviation PR in Turkey?



The current landscape is dynamic and rapidly evolving, reflecting the growth and transformation of the aviation industry itself. With an increasing number of both domestic and international airlines operating in the country, the demand for strategic and effective communication has never been higher. There is a growing emphasis on transparency, safety, and customer experience, particularly in an era where the public is more informed and concerned about environmental sustainability and operational reliability. Additionally, digital media and social platforms have become essential tools in shaping brand perception and engaging with a broader audience. As the industry continues to expand, PR professionals are increasingly focusing

on building stronger emotional connections with passengers, highlighting not just the service, but the values and stories behind the brands they represent.

✈️ Aviation Turkey: What are the biggest challenges in working with Turkish aviation companies compared to global brands?

As professionals with experience working with both global and local brands, we've learned that the fast-changing nature of Turkey's environment can pose challenges for foreign brands. Local companies have a better understanding of these dynamics, which allows for quicker adaptation and more tailored strategies. However, working with Turkish brands requires quick thinking and flexibility, as we must stay

one step ahead to guide them effectively and adapt to the ever-shifting landscape.

✈️ Aviation Turkey: How do Turkish aviation clients approach PR differently from international clients?

Given the rapidly changing political, social, and economic landscape in Turkey, local brands often prioritize quick adaptation to current events and trends, making their PR strategies highly responsive. They are more attuned to the local audience's immediate concerns, which requires more real-time adjustments and a personalized approach. On the other hand, international clients tend to focus more on global consistency and broader strategies, sometimes requiring more time to adapt to local nuances.

✈️ Aviation Turkey: Which brands have you worked with in the aviation sector throughout your career? Do you primarily work with airlines, airports, MRO companies, aviation technology firms, or other industry stakeholders?

We've had the privilege of working with a diverse range of prestigious brands during our career. One of our longest-standing partnerships has been with Airbus, the European planemaker that operates across aviation, defense, and space. This long-term collaboration

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has not only provided us with valuable insights into the complexities of the industry, but also allowed us to develop a deep understanding of the intersections between these dynamic fields. Alongside Airbus, we've had the pleasure of working with renowned airlines such as Emirates Airlines, Eurowings and Lufthansa. Our partnership with SunExpress holds a special place, as it continues to thrive, reflecting the strength and longevity of our collaboration. A particularly unique aspect of our experience was working with MEADS air defense system, which has

enriched our expertise in the defense sector. With 15 years of experience in this sector, we continue to grow and adapt to the evolving world of aviation and defense, always focused on delivering the best service to our clients.

Aviation Turkey: In your experience, what are the most common misconceptions aviation clients have about PR?

In our experience, one of the most common misconceptions aviation clients have about PR is that it's simply about media coverage or just issuing press releases. While media exposure is

important, effective PR is much more than that—it's about building long-term relationships, shaping public perception, and strategically managing a brand's reputation. Many also underestimate the importance of tailored communication strategies that resonate with specific audiences, whether it's passengers, industry stakeholders, or regulators. In the aviation sector, it's crucial to maintain a consistent and authentic narrative, especially given the complexities and ever-evolving nature of the industry.

Aviation Turkey: What are the biggest challenges in working with Turkish aviation media?

Having worked in the aviation industry for many years, we've built strong, trust-based relationships with the Turkish aviation media, which makes navigating this fast-paced environment a lot smoother. One of the biggest challenges we face is the need for quick turnarounds, especially when urgent issues arise. We truly value the close connections we've developed over time, and we appreciate that our media partners always reach out to us for accurate information, trusting that we'll provide them with timely and reliable communication. It's this mutual trust and collaboration that allows us to deliver the best for our clients.



✈️ Aviation Turkey: What trends do you see shaping the future of aviation PR?

The future of aviation PR is being shaped by several key trends. First and foremost, digital transformation and the increasing importance of social media are significantly altering how brands communicate with their audiences. Aviation companies are placing a stronger emphasis on real-time communication and engaging directly with customers through platforms like Twitter, Instagram, and LinkedIn. Additionally, sustainability has become a central focus, as both consumers and stakeholders are increasingly interested in how aviation brands address environmental concerns. Transparency and authenticity are becoming more important than ever, with brands needing to clearly communicate their efforts toward sustainability and social responsibility.

Another trend is the rise of data-driven PR, where the use of analytics and insights helps tailor messaging and measure campaign effectiveness. Personalized content and experiences are also gaining traction, as aviation companies aim to create more meaningful connections with their customers. Finally, crisis management and reputation recovery are key areas of focus, especially as airlines and aviation



companies navigate unexpected disruptions or challenges. Overall, aviation PR is evolving to be more dynamic, customer-centric, and responsive to both industry changes and public expectations.

✈️ Aviation Turkey: What's next for Nova PR? Any upcoming projects or goals?

At Nova PR, while aviation continues to be at the heart of our expertise, we are proud to extend our services to clients across a wide range of industries. We consider ourselves an integral part of our clients' teams, working alongside them with unwavering commitment and dedication. Our focus is always on representing

them with the highest level of care and integrity, ensuring that we never compromise on the quality of service we provide. Looking ahead, we remain committed to delivering innovative and impactful communication strategies that foster long-term growth and success for our clients, no matter their field 🌍



New Horizons in African Aviation – Insights into Air Cargo Trends, Challenges, and Growth

The African air cargo industry is steadily expanding its capability by gathering more investments to improve its effectiveness. This sector has undergone significant changes since Magma Aviation, the innovative air cargo solutions company, started operating on this continent over a decade ago. This year, as the company's 15th anniversary approaches, the CEO of Magma Aviation, Peter Kerins, shares his insights about the ever-changing Air Cargo Industry in Africa.

Changes in African Cargo Demand

The International Air Transport Association (IATA) data for January 2025 global air cargo markets shows the total demand, measured in cargo tonne-kilometers (CTK), rose by 3.2% compared to January 2024 levels (3.6% for international operations) for an 18th consecutive month of growth.

Last year airlines in Africa saw an 8.5% rise in air cargo demand. This year projected growth is slow, but promising, especially considering the changes and improvements in the

infrastructure, expansion, technology integration, and process optimization.

Africa's unique geographic position between Asia, Europe, and the Americas remains a valuable advantage, for this reason, multiple airports across the continent are developing centralized networks. According to Peter Kerins, Nairobi is the busiest cargo airport in the continent, followed by Cairo and Johannesburg. Other important hubs are Addis Ababa, Casablanca, and Lagos.

One reason for the rising demand for air cargo in the continent is the rapidly expanding middle class. There is an increased need for cargo services for delivering international and higher-value goods, particularly in urban centers. Another is the rapid expansion of e-commerce. This market is anticipated to grow at a compound annual growth rate (CAGR) of 8.46% from 2025 to 2029, reaching an estimated value of \$56.03 billion by 2029. International e-commerce has created new demand for quick air freight services, as internet access increases and mobile shopping becomes more common.



“As a result, global e-commerce companies, such as Amazon, are entering the African market, while local platforms like Jumia and Takealot are expanding their operations. With the rise in online shopping, there is a greater need for efficient logistics solutions. Air cargo is preferred for high-value and time-sensitive goods,” says the CEO of Magma Aviation.

The African Continental Free Trade Area (AfCFTA), consisting of 55 African Union member countries, works to improve intra-African trade by reducing trade barriers and coordinating regulations. It is expected that the initiative will increase

the demand for air cargo services, simplifying the movement of goods across the continent.

Airports in Africa are ramping up investments in infrastructure to meet the rising demand for air cargo. For example, Cairo International Airport is amid a major expansion, which includes building a new terminal and upgrading its facilities, to become a key global aviation center. Over the past few years, several African airports and distribution systems have seen significant upgrades, as numerous countries work to modernize their infrastructure to manage increasing demand and improve cargo processing efficiency.

Growing Trends of Cargo Shipments in African Air Cargo

The African air cargo sector is experiencing impressive growth in the export of cut flowers. Countries like Kenya, Ethiopia, and Tanzania are leading this expansion, with Kenya alone accounting for approximately 40% of all cut flowers sold in Europe.

Perishable goods, such as fresh fruits and vegetables, flowers, and seafood, have become dominant in African air cargo shipments. Kenya, Ethiopia, and South Africa are major exporters of perishable goods, specifically to Europe and the Middle East. This has increased investment in refrigerated cargo facilities and cold chain coordination at African airports.

The transportation of pharmaceuticals, particularly vaccines, is growing in Africa as well. This also drives the need for improved cold chain logistics and several airports have upgraded their cargo facilities to support temperature-

controlled storage and transport.

High-value goods like electronics, precious metals, and luxury items are a substantial part of African air freight, caused by increasing demand for products such as

smartphones and laptops. Exporting precious metals and diamonds from countries like South Africa, Ghana, and Tanzania, further contributes to this demand.

In many African countries, elections require the timely delivery of materials

such as voter registration documents, ballots, and voter education materials, often using air freight for remote areas. Currency shipments, including newly printed banknotes and coins, also rely on air freight for secure and timely delivery.



The Biggest Challenges Facing the Air Cargo Industry in Africa

One of the main challenges is high expenses, including cargo handling fees, high fuel costs, and freight taxes. Because of the elevated prices, the value proposition of air cargo services decreases, making it more challenging to maintain profitability.

Another issue is infrastructure. More than 50% of Africa's airports lack sufficient cargo infrastructure. The deficient infrastructure obstructs the optimized movement of goods, resulting in delays, increased handling times, and potential damage to perishable goods.

Geopolitical instabilities also play a crucial role in the African air cargo industry, causing longer travel times and safety threats. "Political instability and regional conflicts, such as those in Sudan, can lead to airspace closures and longer travel times. Additionally, security risks like smuggling and threats to crew safety pose significant challenges to cargo operations," explains Peter Kerins.

To optimize goods movement, airports modernize cargo facilities. Nairobi's Jomo



Kenyatta International Airport has undergone upgrades to improve cargo handling capabilities. Industry stakeholders are collaborating to expand connectivity and streamline operations.

"It is important for the industry to embrace advanced technologies, improving operational efficiency, safety, and compliance. This includes implementing digital platforms for cargo tracking and adopting automated systems for cargo handling," adds Peter Kerins.

Importance of Expansion and Development

In recent years, accommodating the growing demand for air freight, African airports and logistics infrastructure have notable developments, with many countries investing in their facilities. The expansion of airport

terminals and cargo facilities is one of the key improvements in the African air cargo industry. Major airports like Nairobi's Jomo Kenyatta International Airport, Cape Town International Airport, and Lagos' Murtala Muhammed International Airport have undertaken wide-ranging renovations to improve their capacity for both passenger and cargo handling, such as construction of new cargo terminals, enhanced warehousing capabilities, and improved customs procedures.

Some airports are increasingly adopting automation and advanced technology in cargo handling, including automated sorting systems, elevated tracking systems for cargo, and better integration with supply chain management tools. Addis Ababa Bole International Airport has invested in specialized cold storage and handling

facilities to cater to the growing demand for perishable goods, a vital aspect of Africa's export markets.

Airports should enhance intermodal transport links as well, such as road and rail connectivity, facilitating smoother cargo movement from airports to inland destinations. Additionally, there could be a stronger emphasis on fostering public-private partnerships to mobilize resources for upgrading facilities and improving service delivery.

Many African countries are investing in improving their port infrastructure, making sea freight more competitive in cost and capacity. This could challenge air freight, especially for bulk commodities and non-perishable goods, where cost-efficiency is essential.

"With better infrastructure and logistics solutions in place at African ports, sea freight could take a larger share of the cargo market, potentially reducing demand for air freight services, particularly in sectors where speed is less of a priority. As a result, the air cargo industry may face increasing pressure to adapt and innovate to maintain its competitive edge in these evolving market dynamics," notes the CEO of Magma Aviation [👉](#)

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Boeing will be Meeting Demand by 2030, Predicts Chief of World's largest Wet Lessor

Boeing will be meeting delivery demand for its commercial aircraft by 2030, predicts Gediminas Ziemelis, the chairman and founder of the world's largest ACMI and wet-lease provider, Avia Solutions Group.

Ziemelis made the comments after visiting Boeing's facilities in Seattle for a ceremonial signing with Boeing Commercial Airplane's CEO, Stephanie Pope, for Dublin-based Avia Solution Group's order for up to 80 737MAX8, placed in November last year. The order is split between 40 firm aircraft and 40 options.

Both Airbus and Boeing have encountered significant supply chain disruptions since the pandemic, hindering their ability to build on their 2018 delivery records. Boeing delivered 348 jets in 2024, leaving it with a total backlog of over 5,500 unfilled orders. Airbus managed to deliver 776 aircraft in 2024, four below its official target.

However, Ziemelis reckons Boeing will have successfully overcome its production issues within the next five years.

"I've seen first-hand as a customer that Boeing



is turning the corner on its production issues. I anticipate a gradual return to 2018 production levels from both Airbus and Boeing as we progress through the rest of the decade. This year, and perhaps 2026, will be the last years when the industry will experience any real impact from missed deliveries. By 2030, I expect both manufacturers, to have resumed normal operations," says Gediminas Ziemelis,

chairman of Avia Solutions Group.

"The more vocal critics of Airbus and Boeing are likely being opportunistic, seeking to leverage current challenges for better deals. When we placed our inaugural direct order with Boeing last year, we did so based on our confidence in the aircraft and the company. This conviction remains unwavering."

The new Boeing deal solidifies the Group's

connection to the US market. In 2021, Certares Management, a U.S. investment management firm focusing on the travel and tourism sector, together with Knighthead Capital Management, an investment advisory firm, invested EUR 300 million in the Group. The chairman, Gediminas Ziemelis, also recently participated in the inauguration ceremony of the 47th President of the USA, Donald Trump, in Washington.

Dublin-based Avia Solutions Group is a leading global provider of aviation services to the world's leading passenger and cargo airlines. The Group has offices in Ireland, the USA, the United Arab Emirates, Lithuania, Australia, Asia Pacific, and South Africa.



Qatar Airways Cargo Revolutionises Semiconductor Transport with the Launch of TechLift

Qatar Airways Cargo has unveiled its latest product innovation – TechLift. This dedicated product vastly enhances air cargo transportation for the full spectrum of the semiconductor industry – a key and growing trade.

Designed to meet the specialised handling and logistics requirements of today's semiconductor industry, TechLift leads the industry in offering unique protection, including targeted shock absorption for all ground and aircraft equipment, while moving all types of semiconductor products: integrated circuits, chipsets, microchips, urgent semiconductor manufacturing machinery and pieces such as capital and testing equipment, doped chemicals, cutting, stripping and etching wafers.

Mark Drusch, Chief Officer Cargo at Qatar Airways Cargo commented: "Nearly every aspect of modern-day life relies on semiconductors – from smartphones to data centres and cloud computing, to automotive, electric vehicles and industrial applications, and now, to an ever-increasing extent, AI and the Internet of Things.



"For all these applications to function correctly, semiconductors must be delivered in pristine condition. Their transport is best carried out by established cargo professionals, as it demands absolute precision, expertise, and highly trained staff," he explained. "At Qatar Airways Cargo, we have perfected every aspect of the transportation for semiconductor products to leave absolutely nothing to chance and have developed a world-leading dedicated service to cater for this."

TechLift has been carefully defined to ensure that all semiconductor shipments are handled with the greatest of care from acceptance to delivery. The product allows a

higher loading priority, the use of approved data loggers, specialised handling techniques as per commodity-specific operational guidelines and protection from adverse weather conditions. In addition, customers can combine the product with the following AirPlus Solutions:

Q-Climate – Temperatures are kept at an optimum level, including using refrigerated trucks with extra shock absorption to mitigate movement during ground transfers in Doha

Q-Plus – For even higher loading priority

Q-Prime – Highest priority on capacity constrained

flights with the added benefit of continuous monitoring by Qatar Airways Cargo's Control Tower

"Qatar Airways Cargo has invested heavily in the latest high-tech equipment to create the best conditions for semiconductor transportation. We operate shock-absorbing 20-ft and 40-ft transport dollies in Doha, allowing us to offer a 90-minute minimum connection time and quick ramp transfer. And our extensive network enables full global reach. Whatever your semiconductor shipping requirements, I am convinced that no one does it better than Qatar Airways Cargo's TechLift team," concluded Drusch.



The First of Emirates SkyCargo's Freighters Receives New Signature Livery

Emirates SkyCargo freighter A6-EFV was delivered in July 2024 without livery and was deployed immediately to serve the booming global demand. This week, it has rolled out of Emirates Engineering as the first freighter to don the airline's distinctive new livery colours.

Over the course of eight days, a team of specialists from Emirates Engineering's in-house paint shop applied the refreshed livery. The biggest change is to the UAE flag on the tailfin, which has been a staple of the Emirates branding since the very beginning. Now, the design is more dynamic and flowing, with 3D effect artwork; likewise, the iconic gold

lettering across the main body in English and Arabic is bigger and bolder. The Arabic calligraphy on the engines remains, as does the iconic red branding on the aircraft belly, ensuring key elements of

the airline's identity remain consistent.

Nadeem Sultan, Senior Vice President of Cargo Planning and Freighters, Emirates SkyCargo said: "Emirates SkyCargo freighters are some

of the most instantly recognizable aircraft in the skies, flying valuable commodities to and from 38 destinations worldwide. The investment in new livery represents our ongoing commitment to modernise our fleet, as we continue to build our capacity and unlock new opportunities to serve our global customers."

The new livery, which was first unveiled in March 2023, is the third iteration of Emirates' iconic aircraft brand colours since launch in 1985. All 10 Boeing 777 freighters in Emirates' fleet will be gradually scheduled for their paint jobs and new freighters, of which Emirates SkyCargo has 13 on order, will come fully decked out on delivery.





Embraer Commercial Aviation Expands its Sales Organization With the Global Leasing and Freighter Team

Embraer Commercial Aviation has formed a dedicated Global Leasing and Freighter team as it continues to strengthen its strategic position in the cargo and leasing markets. The new team is based in Amsterdam, a key hub for global aviation, and brings together expertise in E-Jet Passenger to freighter conversions and commercial aviation leasing activities under one unified structure.

Oliver Gerg will lead the team and has been appointed Senior Vice President (SVP) Global Leasing and Freighter. Oliver brings a wealth of experience to this position through his leadership of the Global Leasing team and having played a pivotal role in the launch of the E-Freighter in 2022. The role reports directly to Martyn

Holmes, Chief Commercial Officer at Embraer Commercial Aviation.

Martyn Holmes, Chief Commercial Officer, Embraer Commercial Aviation, said, "The creation of the Global Leasing and Freighter team is a critical step in

our strategy to capitalize on opportunities in the growing cargo and leasing markets. Oliver's leadership, industry expertise, and deep understanding of our business make him the ideal person to lead this initiative. We are confident that, under his guidance, this

team will deliver exceptional value to our customers and stakeholders."

This strategic realignment underscores Embraer's commitment to innovation and customer focus, positioning the company to meet the evolving needs of the global aviation market.



ECS Group Subsidiary AVS GSA Thailand Appointed as GSSA for Air Macau in Thailand



ECS Group's subsidiary, AVS GSA Thailand, has been selected as the GSSA for Air Macau in Thailand. This new contract, effective from February 1, 2025, marks a significant milestone in the partnership between AVS GSA and Air Macau.

Under the terms of the two-year agreement, AVS GSA Thailand will oversee cargo sales from Thailand to Air Macau's extensive network. The company will also provide operational services support, ensuring seamless freight movement for a range of commodities. With Air Macau operating triple daily flights to Thailand—two from Suvarnabhumi Airport and one from Don Mueang Airport,

utilizing A321 and A320 aircraft—this partnership will enhance air cargo connectivity between Thailand, Macau, and key destinations across North Asia, particularly Mainland China and Taiwan.

Key commodities transported on Air Macau's flights include perishables such as orchid flowers and seafood from Macau, betel leaves and fresh foodstuffs to Kaohsiung (KHH) and Taipei (TPE), as well as electronic parts and general cargo destined for Mainland China.

This new agreement is a testament to AVS GSA Thailand's exceptional

track record, having previously served as a sub-GSSA for Air Macau since May 2024. Over this period, AVS GSA successfully generated substantial revenue, leading to its direct appointment as GSSA. Jean Ceccaldi, CEO of ECS Group, commented on the news, stating, "We are delighted with this strategic partnership, which strengthens our presence in the Thai market and further solidifies our collaboration with Air Macau. AVS GSA Thailand has demonstrated outstanding performance, and we are confident in their ability to drive continued success."

Chirasak Chandratat, Managing Director of AVS GSA Thailand, added, "AVS GSA is very proud to play a significant role in the success of Air Macau's cargo operations. Our team is committed to delivering outstanding sales results and providing top-tier operational services. We look forward to strengthening our cooperation with Air Macau and expanding our collaboration in the future."

This appointment underscores ECS Group's commitment to delivering excellence in cargo sales and operational support, reinforcing its leadership position in the global air cargo industry.

AEGEAN and Mondial Airline Services GmbH Join Forces to Enhance Cargo Operations in Germany

Global GSA Group is proud to announce that its subsidiary, Mondial Airline Services GmbH, has been appointed by AEGEAN as the General Sales Agent for the airline's cargo operations throughout Germany.

The agreement, signed by AEGEAN and Mondial Airline Services GmbH, became effective on February 19, 2025. Under this new partnership, Mondial Airline Services GmbH will oversee cargo sales across AEGEAN's extensive network connecting Germany to Greece and beyond. The agreement covers 80 weekly flights from Germany to Greece, including daily connections to Athens (ATH) and Thessaloniki (SKG) from multiple German cities, with expectations of more flights during the summer season.

In addition to ATH and SKG, customers will gain access to over 80 international destinations, including

strategic routes to Yerevan (EVN), Larnaca (LCA), Tbilisi (TBS), Tel Aviv (TLV), Malta (MLA), and Tirana (TIA), offering a wide range of cargo options. The weekly cargo capacity will accommodate general cargo, spare parts, and machinery components—commodities vital to various industries. The flights will be operated by the modern fleet of AEGEAN, ensuring reliable and efficient service.

Leveraging the extensive global network and advanced digital tools of Global GSA Group, this collaboration will enhance the cargo operations of AEGEAN by optimizing capacity utilization, streamlining bookings, and providing real-time data analytics. It will also give customers access to cutting-edge digital

solutions that improve transparency and efficiency in cargo management. These innovations are expected to strengthen AEGEAN's competitive position in the German market while offering businesses more reliable and flexible cargo solutions.

Zafer Aggunduz, Chief Commercial Officer of Global GSA Group, commented: "AEGEAN is a highly valued partner, and we are thrilled to represent them in the German market. With their extensive network and reputation as Greece's leading airline, we believe this partnership will yield strong results and look forward to developing it further."

Ismail Durmaz, Chairman of Global GSA Group, added: "We are delighted that AEGEAN has chosen

Mondial Airline Services GmbH for this important role. With daily flights from key German cities and over 3,500 flights expected during the summer season, this partnership offers great potential. Our team is committed to delivering outstanding results and expanding our cooperation with AEGEAN in the future."

AEGEAN, the Greek flag carrier, offers a comprehensive network and high-quality service. The collaboration with Mondial Airline Services GmbH aims to strengthen cargo connectivity between Germany and Greece, providing reliable solutions to customers across both regions. Through this partnership, AEGEAN will benefit from Global GSA Group's expertise in sales, market intelligence, and digital innovations—ensuring a more dynamic and responsive cargo operation.



Turkish Cargo Returns to Maastricht Aachen Airport

Maastricht Aachen Airport (MST) has welcomed back Turkish Cargo with the resumption of its twice-weekly Quito-Miami-Maastricht-Istanbul route. The airline cited MST's top-tier ground handling services and operational efficiency as key factors behind its decision.

The flights will facilitate the transport of flowers, perishables, and general cargo, benefiting from MST's status as an Authorized Economic Operator (AEO). This certification enables faster customs clearance due to the airport's stringent security protocols and streamlined processes.

"Our dedicated in-house cargo hub was selected for its fast and efficient service, operating as a one-stop-shop that enhances our handling capacity and tailored logistics solutions," said Dean Boljuncic, Head of Commercial Development at MST.

"We take great pride in our team's commitment to excellence, which has once again attracted Turkish Cargo to Maastricht. To remain competitive, we rely on our specialized cargo professionals to provide flexibility and high-quality service."

In 2023, Royal Schiphol Group acquired a 40% stake in MST, further strengthening the airport's cargo capabilities. Historically, MST has been a key hub for delivering shipments to Aalsmeer, home to the world's largest flower auction, with speed comparable to Amsterdam Schiphol Airport.

MST's strategic location next to major highways and minimal dwell times enable flowers to be transported within two hours of landing, ensuring rapid distribution to markets.

"Our customer-centric approach, operational excellence, and strong partnerships have been instrumental in bringing Turkish Cargo back," added Boljuncic. "Two years ago, we were honored with an excellence award from Turkish Airlines, and it's rewarding to see the airline return as a testament to our service quality."

With no slot restrictions and a prime logistical position, MST aims to sustain steady cargo volume growth throughout the year.

World's Largest Express Transportation Provider Adds 10 ATR 72-600F to its Feeder Fleet

ATR, the leading manufacturer of regional aircraft worldwide, today announced a major contract with FedEx Corp., the world's largest express transportation provider, for the acquisition of 10 ATR 72-600F. This order adds to a previous commitment of 30 aircraft, and deliveries are scheduled between 2027 and 2029.

The only in-production regional freighter on the market, the ATR 72-600F incorporates the latest technology featured in the ATR -600 series while being specifically designed for cargo operations. A bulk configuration helps in optimising the available volume - up to 75 m³ - thanks to the nine vertical nets, attachment points on the floor and lateral tracks. In addition, with a large cargo door, cargo loading system and wide cross section, the ATR 72-600F can accommodate industry-standard Unit Load Devices (ULDs) and interline with larger freighters.

This purpose-built design, with its 9.2t payload, makes the ATR

72-600F a key asset in FedEx's fleet, replacing its legacy ATRs, and helping optimise its network capabilities worldwide. Its high versatility allows for seamless operations across multiple countries, logistical frameworks and environments, from the warm climates of Miami, Florida, to the cold temperatures of Anchorage, Alaska. FedEx's fleet of ATR 72-600F handles critical feeder operations, playing a vital role in the company's coverage of smaller markets.

"FedEx's decision to order additional ATR 72-600F underscores their trust in our aircraft's performance and versatility. Our freighter variant is an essential component of the ATR family, offering significant advantages over traditional passenger-to-freighter conversions, including enhanced reliability and availability, and longer-term planning" added Alexis Vidal, Senior Vice-President Commercial of ATR.





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