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Yayıncı / Publisher Sorumlu Yazı İşleri Müdürü

Hatice Ayşe Akalın
a.akalin@aviationturkey.com

Managing Editor

Cem Akalın
cem.akalin@aviationturkey.com

**Genel Yayın Yönetmeni
Editor in Chief**

Hatice Ayşe Akalın
a.akalin@aviationturkey.com

Baş Yazar / Senior Editor

İbrahim Sünnetçi
Haber Editörü / Editor
Yeşim Bilginöğlü Yörük
y.bilginoglu@aviationturkey.com

Haber Editörü / Editor

Şebnem Akalın
sebnem.akalin@aviationturkey.com

Çeviri / Translation

Tanyel Akman

Muhabir / Correspondent

Saffet Uyanık

**Grafik & Tasarım /
Graphics & Design**

Gülsemin Bolat
Görkem Elmas

Fotoğrafçı / Photographer

Sinan Niyazi Kutsal

İmtiyaz Sahibi

Hatice Ayşe Akalın

**Yayın Danışma Kurulu /
Advisory Board**

Aslıhan Aydemir
Lale Selamoğlu Kaplan
Assoc. Prof. Ferhan Kuyucak
Şengür

Basım Yeri

Demir Ofis Kirtasiye
Perpa Ticaret Merkezi B Blok
Kat:8 No:936 Şişli / İstanbul

Adres / Adress

Administrative Office
DT Medya LTD.STİ

İlkbahar Mahallesi Galip Erdem
Caddesi Sinpaş Altınoran Kule 3
No:142 Çankaya Ankara/Turkey

Tel: +90 212 222 26 36
demirofiskirtasiye@hotmail.com

www.demirofiskirtasiye.com

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The Paradox of Airport Expansions and Higher Defence Spending

At a time when global security threats are reshaping national priorities, an intriguing paradox emerges: while governments are investing billions to modernize and expand airports, they are simultaneously diverting unprecedented sums toward defence. The convergence of these two seemingly distinct trends reveals a deeper truth about the evolving intersection of civil aviation, national security, and geopolitical influence.

In Europe, the Middle East, and Asia alike, the post-pandemic recovery in air travel has reignited massive airport infrastructure projects—from Istanbul to Riyadh, from Singapore to Doha. These expansions are justified as long-term investments in connectivity, tourism, and trade. Yet, they occur amid an era of rising military budgets, intensifying geopolitical rivalries, and a world where the boundary

between civilian and defence infrastructure is increasingly blurred.

Airports are no longer merely commercial gateways; they are strategic assets. Their runways, logistics zones, and communication systems can serve dual-use purposes in times of crisis. For example, recent conflicts have underscored how civilian airfields can rapidly transform into hubs for humanitarian logistics, troop deployment, or surveillance operations. As a result, every major airport expansion carries with it implicit defence implications—whether acknowledged or not.

The paradox deepens when viewed through an economic lens. Higher defence spending often competes with public infrastructure budgets, yet the two sectors are becoming increasingly interdependent. Advanced surveillance systems, cybersecurity solutions, radar technologies, and drone-detection networks originally



designed for military use are now being integrated into the world's largest airports. This fusion not only enhances passenger safety but also reflects a broader strategic convergence between defence and civil aviation industries.

However, the dual expansion also raises ethical and environmental questions. As global powers allocate record sums to both airport construction and arms procurement, sustainability goals risk being sidelined.



The aviation sector, already under pressure to decarbonize, faces scrutiny for expanding physical infrastructure while the world races to reduce emissions. Meanwhile, ballooning defence budgets fuel debates over whether

security is being pursued at the expense of climate responsibility.

Ultimately, the paradox of airport expansion and defence spending illustrates a world caught between mobility and militarization.

Connectivity remains a symbol of progress, but it increasingly depends on technologies and strategies born from conflict. The challenge for policymakers is to ensure that this overlap fosters stability rather than escalation—

and that the skies of tomorrow remain open for passengers, not for power projection.

Ayşe Akalın
Editor in Chief

Airbus Strengthens Its Strategic Footprint in Türkiye and Europe's Sustainable Aviation Future



Ayşe Akalın - Johan Pelissier

As the European commercial aviation market continues its strong recovery and airlines accelerate their transition toward more sustainable operations, Airbus remains at the forefront of shaping the next era of flight. In this exclusive interview, Johan Pelissier, President of Region Europe and Head of Commercial Europe for Commercial Aircraft at Airbus, shares his insights on the evolving dynamics of the European aviation market, the company's digital transformation strategy, and the expanding role of Türkiye within Airbus's global industrial ecosystem.

From Turkish Airlines' historic aircraft order and Pegasus Airlines' pioneering fleet modernization to MNG Airlines' commitment to the next-generation A350F, Pelissier highlights how Türkiye has become a cornerstone in Airbus's long-term vision for sustainable growth, technological collaboration, and industrial innovation. He also reveals new initiatives under the Strategic Türkiye Enhancement Program (STEP) and upcoming opportunities for Turkish suppliers to deepen their integration within Airbus's European and global supply chains.



✈️ Aviation Turkey: How do you assess the current state of the European commercial aviation market, and what key trends will shape Airbus' strategy in the coming years? Looking ahead, what is your long-term vision for Airbus' commercial aircraft business in Europe, and what role do you see Europe playing in the company's global growth strategy?

Johan Pelissier: The European commercial aviation market is demonstrating strong resilience and a rapid return to pre-pandemic traffic levels. The key trends shaping Airbus's strategy are decarbonisation, fleet renewal, market consolidation where we see the formation of strategic alliances and operational

efficiency. Airlines across Europe are keen to replace their previous generation, less fuel-efficient aircraft with new-generation models like the A220, A320neo and A350 families to meet the industry environmental targets and reduce operating costs. Our long-term vision is to be the leader in sustainable aerospace, with Europe at the forefront of this transformation. Europe is not just a market; it's our home base. It's where our industrial core, research and development, and key partnerships are centered. The region is set to continue to be a crucial engine for our global growth, pioneering the shift to sustainable aviation.

✈️ Aviation Turkey: How is Airbus leveraging digital technologies—

such as data analytics, AI, and predictive maintenance—to create added value for its European customers?

Johan Pelissier: Airbus is leveraging digital technologies to create value for our customers primarily through our Skywise platform. Skywise is a data platform that allows airlines to connect their operational data with Airbus's engineering data. This enables advanced analytics for everything from predictive maintenance—allowing airlines to anticipate component failures and schedule repairs proactively—to optimising flight operations for fuel efficiency. AI and machine learning are embedded within Skywise to provide actionable insights, helping

INTERVIEW



our customers improve their operational reliability, reduce costs, and enhance the passenger experience. This digital ecosystem where in total, 54% of the Airbus fleet is connected, is a crucial part of our service offering, ensuring our customers, in Europe and globally, remain competitive and efficient.

Aviation Turkey: Let's focus on Türkiye now. Can you elaborate on the current status of Turkish Airlines' historic Airbus orders that placed in December 2023 and included 250 A321neo (150 firm + 100 optional) and a total of 105 A350 (60 A350-900, 15 A350-1000, 5 A350F; 25 optional) aircraft?

Johan Pelissier: The historic order from Turkish Airlines in December 2023 represents a monumental milestone for both companies. This significant fleet expansion aligns with Turkish Airlines' "2033 Strategy" to grow its fleet to over 800 aircraft. Deliveries are scheduled to begin in the coming years, with a key focus on the highly fuel-efficient A321neo to support the airline's single-aisle network and the A350 Family (including the A350-900, A350-1000, and A350F) to expand its long-haul capabilities and cargo operations. We are working closely with the airline on the delivery schedule and integration of these new aircraft into their fleet.

Looking at the future, it has now been confirmed that Turkish Airlines will use A350-1000s on non-stop routes from Istanbul to Asia Pacific, flying some of the longest routes in the world. The A350-900 and A350-1000 are the only large widebody aircraft capable of serving all major markets, and they use 25% less fuel than previous generation aircraft.

We also see the A220 as a potential future opportunity, with 10+ European airlines and major airline groups having adopted the aircraft. It would fit well in the Turkish Airlines network.

Aviation Turkey: Pegasus Airlines has been an important Airbus partner, especially as an early adopter of the A321. How would you describe this partnership, and what role do you see Pegasus playing in Airbus's future strategy in Türkiye?

Johan Pelissier: It is true Pegasus is a very important partner of Airbus. Pegasus has been a pioneer, they were launch operator for the A320neo powered by CFM engines in 2016, they were also a key partner during the covid pandemic, using the electronic acceptance of aircraft. Another example of how important Pegasus is as a partner, the first ever aircraft delivered from the new Lagardère A321 Final Assembly Line in Toulouse in 2023 was an aircraft delivered to Pegasus.

Pegasus can take pride in having the youngest fleet of aircraft in Türkiye and will be taking delivery of A321neo for several years into the future. All those aircraft need to be supported for many years to come. Airbus remains available to continue to support Pegasus.

Aviation Turkey: SunExpress recently chose to continue its partnership with Boeing. How does Airbus plan to position itself with SunExpress moving forward, and do you see opportunities to collaborate in the future?





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INTERVIEW

Johan Pelissier: While SunExpress has recently made a strategic decision to primarily operate a Boeing fleet, our relationship with the operator remains positive and open. We continue to see opportunities for collaboration, particularly in areas like aircraft leasing and services. Airbus maintains a strong presence in Türkiye, and we respect the operational choices of our airline partners. We believe our product portfolio, especially the A320neo Family, would offer unique advantages in efficiency and capacity to SunExpress operations. We will continue to engage with SunExpress and other airlines to demonstrate the value of our aircraft and services, and we remain confident that there will be opportunities for future collaboration.

✈️ Aviation Turkey: In June 2025 Turkish cargo carrier MNG Airlines has signed an MoU for two Airbus A350F aircraft. What factors influenced MNG's decision to add the A350F to its future fleet?

Johan Pelissier: The decision by MNG Airlines to sign an MoU for the A350F is a clear vote of confidence in the aircraft's next-generation capabilities. The main factors influencing their choice I believe are its superior efficiency, payload capacity,



and environmental performance. The A350F is the only new-generation widebody freighter on the market, offering at least a 20% reduction in fuel consumption and CO2 emissions compared to the previous generation. Its large main deck cargo door and high payload capacity

of up to 111 tons will enable MNG Airlines to expand its global network and carry a wider range of cargo, from e-commerce shipments to heavy industrial equipment, all while meeting modern environmental standards.

✈️ Aviation Turkey: In our previous interview you highlighted

Türkiye's importance with the Strategic Türkiye Enhancement Program (STEP) and long-standing supplier ecosystem. How does Airbus plan to further deepen industrial and technological cooperation with Turkish partners in the coming years?





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INTERVIEW



Johan Pelissier: The Strategic Türkiye Enhancement Program (STEP), a collaboration with Turkish Airlines and Rolls-Royce, is a testament to our long-term commitment to Türkiye. Our plan is to deepen industrial and technological cooperation by focusing on STEP's four main pillars; pillar one supports the development of the Turkish supply chain and the industrial capabilities of Turkish aviation and aerospace sector, pillar two supports Turkish Airlines and its group of companies' growth ambitions and operations, pillar three supports the increase of the aviation sector's skills base, and pillar four supports initiatives in the area of sustainability transformation.

As one of our major steps through the programme we are planning a "Türkiye Industry Day" in Toulouse in the beginning of November to gather Turkish suppliers and key industry partners with Airbus procurement society as well as Airbus international Tier 1 suppliers.

Additionally, we will support the development of a highly skilled workforce through joint training programs and knowledge transfer. This will not only expand our supplier base but also contribute to the growth of Türkiye's aerospace sector and support our collective journey towards decarbonization.

✈️ Aviation Turkey: In our previous interview you mentioned that Airbus already reached €4,6 Billion in value with Turkish suppliers by 2023, with expectations to hit €8 Billion by 2030. What are the main drivers behind this growth? How significant is Türkiye within Airbus's overall European supply chain strategy?

Johan Pelissier: The 4,6bn\$ achievement is a collective achievement based on strong capabilities, capacities and competitiveness that the Turkish aerospace sector has been able to build over the past decades, highly supported by our former cooperation programme called Competitive

Industrial programme (CIP). Continuing on those strong roots, we aim with our new cooperation programme STEP to maintain and grow the sourcing volumes in the country to support our ramp-up as well as offering new business opportunities.

The future "Türkiye Industry Day" that we will organise in Toulouse in the beginning of November is a demonstration of our commitment to Türkiye to maximise opportunities to develop new business opportunities between the Türkiye aerospace sector and the Airbus ecosystem.

✈️ Aviation Turkey: Approximately how many people are employed directly and indirectly through Airbus activities in Türkiye? What future investments or expansions do you foresee in the country?

Johan Pelissier: Airbus generates more than 3,000 direct jobs in the Turkish aeronautical industry (with an estimated more than 10,000 indirectly) and the accumulated volume spent by Airbus in Türkiye

in the last 15 years reached \$4.6 billion. Through its cooperation with Airbus, Türkiye has established a strong foothold in the aeronautics and space industries with European countries.

For 40 years, Airbus has been an important solution partner for Türkiye working closely with commercial airlines but also the defence and security sector. Looking back into the past; Turkish Airlines first began operating the Airbus A310 in 1985 and the Turkish Air Force received the CN235 in 1991. Türkiye has been an integral part of Airbus supply chain for more than 20 years, being a partner in main Airbus programmes. Looking at the future and beyond commercial activity, we will continue to look at opportunities to reinforce our footprint and grow our activities in Türkiye especially in the defence and security sector. Türkiye is also a strong partner on the A400M and will continue to be in the future. The MRTT has been selected by 12 NATO countries either through direct orders or through the successful Multinational Multi-Role Tanker Transport Fleet (MMF) solution. It is a platform that could meet Türkiye's future needs and be an opportunity for further cooperation and further growth of our operations in the country 🇹🇷



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Sabiha Gökçen Airport Tops Europe: Leveraging the Advantage of Being Istanbul's Second Hub

Istanbul Sabiha Gökçen (ISG) International Airport, Türkiye's second-largest airport by passenger volume and the 9th busiest in Europe, is now also the continent's fastest-growing "Major Airport."

According to the latest Airports Council International (ACI) Europe data, ISG achieved a phenomenal 21.5% year-on-year increase in passenger traffic compared to August of last year, securing the top spot among major European hubs.

While the post-pandemic recovery of the European air transport sector—particularly among airports in the EU+ region continues to lag behind expectations, Sabiha Gökçen Airport has captured the continent's attention.

By leveraging its strategic advantage as the secondary, yet crucial, gateway in a major metropolis, ISG has cemented its status as the fastest-growing major airport across Europe.

ISG: Europe's Fastest-Growing Airport

Shatters Records and Redefines Its Strategic Role

Istanbul Sabiha Gökçen (ISG) International Airport is not just growing—it's redefining aviation dynamics. The airport delivered its best-ever monthly performance in August, setting a new all-time historical record by handling a staggering 4.6 million passengers.

• This record volume totaled 4,699,318 passengers, composed of 2,114,900 domestic and 2,584,418 international travelers.

• Building on this momentum, ISG's rapid growth trajectory positioned it as Europe's leader in passenger volume increase for the first eight months of 2025, achieving a 13.3% rise compared to the previous year.

• This outstanding performance propelled ISG into the continent's top tier, securing the 9th position in European passenger traffic with a total of 31.2 million passengers handled between January and August 2025.

Sabiha Gökçen offers strategic value to both passengers and the Turkish aviation sector by operating as a "fast, easy, cost-effective, and digital" secondary airport.

This prompts a crucial question for the industry: What are the key dynamics behind ISG's extraordinary performance and rapid ascent as a secondary airport?

Strategic Positioning and the Evolving Passenger Profile

While primary hub airports are typically defined by serving as the central base for a major airline—characterized by expansive network connectivity and, consequently, higher passenger volume—



secondary airports fulfill a crucial role in supporting the national or regional transportation grid. These facilities often serve as the central base for small-to-regional carriers, allowing them to offer more cost-effective ticket options.

Serving as a critical alternative to a region's main gateway, Istanbul Sabiha Gökçen Airport ranks among the world's most notable secondary airports, joining global peers that serve major metropolitan areas, such as London-Gatwick, Paris-Orly, Tokyo-Narita, Beijing-Daxing, and Milan-Bergamo.

Sabiha Gökçen: The Global Benchmark for Secondary International Hubs

Istanbul Sabiha Gökçen Airport (IATA code: SAW) serves as a vital

secondary international hub in Istanbul's dual-airport system. Its performance has earned global recognition, with CAPA - Centre for Aviation, one of the world's most trusted sources of market intelligence for the aviation and travel sector, citing SAW in 2024 as a prime example to the world of the critical importance of secondary airports in major metropolitan areas.

A testament to its burgeoning role, the two airports serving Istanbul—a jewel of global tourism—handled a staggering total of 86.5 million passengers between January and August of this year. In just eight months, the city's two gateways collectively welcomed a passenger volume greater than the entire population of Türkiye.

According to the data released by the General Directorate of State Airports Authority (DHMI), Istanbul system comprised 55.2 million passengers at the primary hub, Istanbul Airport (IGA), and 31.2 million passengers at the secondary international hub, Sabiha Gökçen Airport (SAW).

SAW, which concluded 2024 with a record-breaking 41.5 million passengers, continues to enhance its contribution to Turkish tourism and offer passengers a more comfortable travel experience, bolstered by the increased capacity provided by its second runway.

The airport's success in achieving all-time high air traffic is intrinsically linked to its strategic advantages in location and accessibility.

The City's Airport: A Strategic Gateway

Known as the "City Airport," SAW is strategically situated on Istanbul's Asian side (Anadolu Yakası) and has become a crucial transportation nexus, particularly for residents of the Asian side and the surrounding provinces.

Its ease of access for people residing in nearby cities like Bursa, Kocaeli, and Sakarya has been a major accelerator of its growth. Local government initiatives, such as frequent bus services from nearby cities like Bursa and Balıkesir, alongside the ongoing Körfezray Rail Project, further support the airport's development.





Post-Pandemic Resilience

SAW's position as the main base for budget-friendly carriers like Pegasus and AJet has made it particularly appealing, especially in the post-pandemic era where price sensitivity among travelers has increased.

The surge in travel demand following the lifting of restrictions fully revealed SAW's potential. With the removal of travel limitations, many initially turned to domestic travel. SAW capitalized on this demand with its extensive domestic flight network. Furthermore, a notable trend has been the shift from business travel towards leisure and holiday-focused journeys. Travelers, eager to satisfy pent-up wanderlust, increasingly opted for shorter-haul and more affordable international destinations.

Today, connecting to 149 destinations in total—39 domestic and 110 international across 53 countries—SAW serves not merely as an "alternative" but as an essential, complementary gateway and one of the largest "entry" and "connection" points for both Istanbul and Türkiye.

Navigating the Post-Pandemic Shift at Sabiha Gökçen

The dynamics of air travel have significantly shifted in the post-pandemic era, and Sabiha Gökçen Airport has showcased a remarkable surge in its international footprint.

Prior to the pandemic, international passengers constituted roughly 40% of ISG's total traffic. Following the global recovery, this proportion has risen sharply

to 53%, signaling a notable increase in international passenger volume.

ISG is strategically positioned as a regional transit hub, primarily connecting Türkiye with key markets across Europe, North Africa, the Middle East, Russia, and Central Asia. This advantageous geographic position fueled record-breaking growth in international passenger traffic throughout 2025, setting a historic daily passenger record of 160K on August 10th, and logging an all-time high for daily flight movements with 855 flights on August 31st, 2025.

Known as the "Efficient Airport" due to its compact terminal design and streamlined operational processes, ISG is committed to enhancing this signature quality.

With the integration of existing terminals, ongoing capital expenditure, and planned infrastructure projects, Sabiha Gökçen is rapidly moving beyond the status of merely a "second airport." It is forecasted to become a preferred hub in the coming years, making its mark on both the regional and global aviation sectors.

ISG's dynamic growth trajectory is more than just a success story; it is evidence of a paradigm shift in the aviation industry. It proves that factors like affordability, accessibility, and operational ease are becoming increasingly decisive in an airport choice.

As Türkiye's second-busiest and Europe's 9th busiest airport, ISG is a trailblazer, demonstrating that regional and secondary airports can compete effectively on a global scale 🌍

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Flying with airBaltic: Discovering the Spirit of the Baltics

I had the chance to fly with airBaltic and experience not just one, but two Baltic capitals – Riga and Vilnius – in a truly memorable way. Departing from Istanbul, within just a few hours, I found myself discovering two cities full of history, charm, and culture. Riga, with its Art Nouveau architecture, vibrant Old Town, and riverside atmosphere, offers a fascinating mix of tradition and modern life. Vilnius, on the other hand, with its baroque beauty, cozy streets, and green surroundings, reflects a uniquely warm and creative spirit.

What makes this journey particularly appealing is the proximity of these destinations to Türkiye. For travelers seeking a new weekend escape, it is perfectly possible to explore two different Baltic capitals in just three days. A short flight from Istanbul takes you to Riga, and from there, Vilnius is only a brief connection away – an ideal combination of history, gastronomy, and design for those who enjoy exploring beyond the well-trodden paths of Europe.

This visit also coincides with an important milestone for airBaltic,



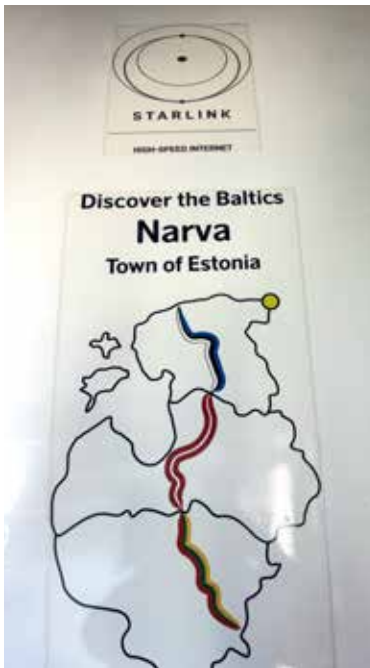
which celebrates its 30th anniversary this September. Over the past three decades, the airline has evolved into one of Europe's most dynamic and reliable

carriers, connecting the Baltic region with more than 80 destinations across Europe, the Middle East, North Africa, and the Caucasus. To mark this occasion, airBaltic

has launched a special website, 30years.airbaltic.com, offering insights into the company's journey, milestones, and commemorative fleet liveries.



FLIGHT & TRAVEL



offers an excellent flying experience, with benefits for passengers such as wider seats, larger windows, more hand luggage space in the cabin and an enhanced in-flight experience overall.

While recognized as a cost-efficient airline, airBaltic stands out for offering a true Business Class service, a rare feature among low-cost carriers. This combination of affordability and comfort reflects the company's mission to deliver premium experiences to a wider range of passengers. The airline's fleet consists entirely of the Airbus A220-300, one of the youngest in Europe, known for its spacious and quiet cabin, large windows, and advanced performance. Flying on the A220 feels remarkably comfortable – modern, airy, and refined.

With its differentiated

Bringing the Baltics Closer to Türkiye

For Turkish travelers, airBaltic offers convenient and growing connections. The airline operates direct Riga–Istanbul flights five times weekly during the Summer 2025 season,

and four times weekly in Winter 2025/26. In addition, a brand-new route between Riga and Antalya will be launched in Summer 2026, extending airBaltic's reach to one of Türkiye's most popular coastal destinations and further strengthening ties between the two countries.

Comfort and Style on Board the Airbus A220

I loved the bright, spacious cabin and the ambient lighting in AirBaltic's signature colors, which created a fresh and modern atmosphere. The Airbus A220-300



passenger offer, airBaltic brings “the best of both worlds” with the benefits of both traditional and low-cost airlines. It provides high-quality service without excessive costs. Passengers can choose Economy Class tickets for flexibility, adding services such as baggage, meals on board, and seat selection, or Business Class tickets for a full-service package, including priority check-in, a front-row seat with extra space, a gourmet meal, and quicker disembarking upon arrival.

Connecting the Skies with Starlink

airBaltic is also at the forefront of digital innovation. It was the first European airline to introduce free SpaceX Starlink internet onboard, allowing passengers to enjoy high-speed



connectivity throughout their flight. I had the chance to experience this service on my return to Istanbul, and it was surprisingly fast – fast enough to upload content in real time from 35,000 feet, a true game changer for frequent travelers.

The airline’s achievements have been widely

recognized. It has been named the Best Airline in the Region by Skytrax for three consecutive years and received the APEX Five Star Major Airline Award 2026. In addition, airBaltic has earned a place among Airline Ratings’ Top 50 Global Carriers, recognized for its safety standards, sustainability, and

passenger satisfaction. Behind these successes stands a dedicated team of nearly 3,000 employees from over 30 nationalities, consistently ranked among the top employers in the Baltic region.

Expanding Horizons Across Europe

In terms of expansion, airBaltic continues to strengthen its network with new destinations and increased frequencies. The Winter 2025/26 season will introduce routes such as Riga–Faro, Tallinn–Madeira, and Gran Canaria–Ljubljana, while Summer 2026 will see the addition of Riga–Kaunas, Riga–Oulu, Riga–Antalya, Tallinn–Athens, Tallinn–Hamburg, and Tallinn–Vienna. Several routes, including Aberdeen, Belgrade, and Yerevan, will also resume operations, reflecting strong post-pandemic demand.



FLIGHT & TRAVEL

Several successful summer routes will now continue into the colder months. Flights from Riga to Pisa and Porto will operate through November, while services to Catania will begin earlier than usual, at the end of February 2026. Popular Egyptian destinations Sharm El-Sheikh and Hurghada will see an increase to three weekly flights each. The airline will also resume flights between Riga and Dublin, operating twice weekly.

Ticket Rush 2026: One of the Year's Biggest Sales

Alongside its expanded winter schedule, airBaltic has launched Ticket Rush 2026, one of its largest annual sales. The promotion, available from now until November 16, 2025, covers travel between November 24, 2025, and September 30,



2026. Passengers can book discounted fares to more than 80 destinations

across airBaltic's network, making it an ideal opportunity to plan next

year's getaways at the best rates.

Financially, airBaltic's performance remains robust. The first half of 2025 marked record results, with revenues reaching EUR 349.6 million, up 3% year-on-year – the highest first-half revenue in the company's history. Passenger numbers also grew to 3.9 million, an increase of nearly 9%, with load factors improving to 78.2%.

After thirty years in the sky, airBaltic continues to embody the spirit of the Baltics: innovative, forward-looking, and deeply connected to its community. From the heart of Riga to the world beyond, the airline has built not only routes but also relationships, linking people, cultures, and economies. As it looks toward the future with new aircraft, expanded destinations, and digital transformation, airBaltic remains a shining example of how regional ambition can lead to global success 🌍



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Riga: From Historic Streets to Hidden Gems

The Latvian capital is the largest and most cosmopolitan of the Baltic trio — a city where the past and present meet in perfect rhythm. Riga charms you instantly with its medieval core wrapped in modern elegance. Wander through the cobbled streets of the Old Town, look up to admire the city’s Art Nouveau facades, and feel the pulse of its vibrant cultural scene.

From the graceful Riga National Opera and Ballet — affectionately called the city’s White House to the breathtaking views atop the Riga Rise Observation Wheel, every corner reveals a story. Explore the grand halls of the Latvian National Museum of Art, taste local life at Āgenskalns Market, and watch the spires of St. Peter’s Church and Riga Dome Cathedral catch the northern light.

Whether you’re drawn by history, architecture, food, or simply the joy of discovering something authentic, Riga answers with a confident yes — it’s absolutely worth the journey.

Exploring Riga’s Old Town

Riga’s Old Town is the heart of the city a charming mix of history, culture, and everyday life. Named a UNESCO World Heritage Site in 1997, it’s one of the first places every visitor should wander



The Three Brothers: Riga’s Oldest Homes

through. Here, centuries of architecture coexist beautifully: Romanesque, Gothic, Baroque, and even touches of classicism and modernism line the streets.

Two landmarks stand out: the Dome Church and St.

Peter’s Church, whose 72-meter-high tower offers breathtaking views of the city. Beyond the historic buildings, Old Town is alive with cozy cafés, lively restaurants, and inviting bars, making it the perfect place to soak in Riga’s

vibrant atmosphere.

Riga’s Three Brothers, from the 15th–17th centuries, showcase the city’s history, from simple medieval living to elegant design, and now house the Museum of Architecture.



A Hidden gem in Riga



Art Nouveau Architecture in Riga

Riga boasts one of Europe's richest collections of Art Nouveau architecture, with nearly a third of its city centre built in this distinctive style. A stroll through the streets reveals buildings that feel more like art than mere structures. At Elizabetes iela 10b, Mikhail Eisenstein's dramatic touch is impossible to miss—bold mascarons, flowing lines, and ornate balconies create a facade that's almost theatrical. Just a short walk away, Alberta iela 1 offers a more restrained elegance, with perfect symmetry and refined proportions that capture the style's subtler beauty. A few steps further, Alberta iela 2a delights with playful details and lavish ornamentation, while the neighbouring houses along Alberta Street form a continuous gallery of early 20th-century creativity.

Every corner feels like a postcard from a bygone era.

Dinner at Rozengrāls Restaurant, a medieval cellar in the Old Town where history, flavors, and atmosphere blend perfectly.

Āgenskalns Market

Open since 1898, Āgenskalns Market is the largest and oldest market in its neighborhood, now beautifully renovated and reopened in May 2022. The ground floor offers a vibrant mix of local produce, artisan goods, and street food, from fresh bread and dairy to fish, meat, and specialty treats like Valmiermuiža beer. Upstairs, visitors can enjoy meals and drinks at lively spots like VEST bar, Marmelāde, and Vīnkalni pizzeria, or take part in educational and cultural events in the co-creation kitchen. With its preserved red-brick

facade and historic interior, Āgenskalns Market blends tradition, community, and modern energy—making it a must-visit for those seeking authentic Riga experiences.

Discover Riga Beyond the Usual Sights

While Old Town's postcard-perfect streets and the city's iconic Art Nouveau facades are must-sees, Riga has a hidden side waiting to be explored. Venture down quiet backstreets to find quirky cafés, contemporary creative hubs, and historic buildings with stories that rarely make the guidebooks. Scenic spots cherished by locals add to the city's charm, offering a more authentic and offbeat experience. For those seeking something different, stepping off the beaten path reveals the Riga that most visitors never get to see ➡



Bastejkalna Park A beautifully landscaped park with winding paths, romantic bridges, and views of the City Canal.



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Vilnius: A Journey Through a UNESCO Treasure

Vilnius isn't just a city you visit—it's a city that gently pulls you into its stories, its streets, and its soul. Named a UNESCO World Heritage site over 30 years ago, the Historic Centre of Vilnius has been captivating travelers for far longer, and it's easy to see why.

Wander the narrow cobblestone streets and you'll feel layers of history beneath your feet. From Gothic spires

to Baroque façades, the city's architecture is a living museum where each building whispers tales of centuries past. Look up, and church towers rise alongside red rooftops, framed by pockets of green that soften the cityscape. Every corner seems to blend meticulous craftsmanship with the energy of a city that has reinvented itself time and again.

Some highlights that made me fall in love with Vilnius:

- *Gediminas Castle Tower – A medieval sentinel watching over the city, it's impossible to miss.*
- *Vilnius Cathedral – Elegant Neoclassical beauty that feels both grand and welcoming.*
- *Church of St. Anne & Bernardine Complex – A Gothic masterpiece*

surrounded by legends.

- *Vilnius University & Church of St. Johns – Hubs of history where ideas once shaped an entire region.*
- *Gate of Dawn & Surrounding Churches – A vivid reminder of the city's religious diversity.*

Beyond these architectural treasures, Vilnius delights in small, intimate ways. I loved strolling through



History buffs will appreciate the KGB Museum, while culture lovers will find treasures in the Jewish Quarter and the striking Basilica of St. Anne.

Pilies Street: The Heartbeat of Vilnius Old Town

Pilies Street is the oldest and most charming street in Vilnius' Old Town, tracing the path from the old castle toward the south, leading historically to Poland and Russia. This main road once connected travelers, kings, papal legates, and envoys to Vilnius Castle, while its branches gradually formed the side streets we see today. Historical records mention Pilies Street as far back as 1530, a testament to its centuries of life and stories.

Walking along Pilies Street is like stepping



The famous Lithuanian potato dumplings "Cepelinai". Made from grated potatoes and filled with meat, cheese or mushrooms and served with sour cream and crsspy bacon.A true taste Lithuania at Etno Dvaras

into a living history book. Architectural styles change from building to building: Pilies 12 and 14 showcase Gothic details, Pilies 4 is a Renaissance gem once belonging to an episcopate college,

and the pediment of the Church of St. John stands proudly in Baroque splendor.

The street was once home to noblemen and wealthy citizens, while Vilnius University occupied an

Pilies Gatvė, where amber jewelry sparkles in quaint shops, and Literatų Street, dotted with tiny art pieces honoring writers and artists. For a modern café vibe, Gediminas Avenue is buzzing, while Town Hall Square mixes historic charm with lively events. Don't miss the quirky Uzupis Republic, a neighborhood with its own artistic constitution, or the reflective walk along the Neris River.





entire quarter beside it, housing professors and even a Botanical Garden established in the late 18th century. Church processions still echo through its path, and the broad sections of the street once hosted bustling markets—the Great Market near the Town Hall and the fish market by St. Paraskeva's Church (Pyatnickaya).

Today, Pilies Street continues to captivate visitors, offering a perfect mix of history, architecture, and the lively rhythm of Vilnius life. Strolling here, you can almost feel the footsteps of centuries of kings, scholars, and townsfolk beneath your own.

Gediminas' Castle Tower

Gediminas' Castle Tower is the only remaining part of the Upper Castle, standing proudly atop the hill that gave Vilnius its legendary start. According to legend, Grand Duke Gediminas dreamed of an Iron Wolf howling here—a prophecy of the great city that would rise on this spot. He first built a wooden castle on the hill, and later, Grand Duke Vytautas completed the city's first brick castle in 1409.

Over the centuries, the tower has served many purposes, including being Vilnius' first telegraph station in 1838. A century ago, the Lithuanian flag



Step into a story of love at Augustas ir Barbora. Cozy corners, sweet moments, and a café that feels like a hug in Vilnius Old Town



City Legend - Poniu Laime.

was raised here for the first time. Today, it houses the Vilnius Castle Museum, part of the Lithuanian National Museum since 1968, offering visitors a window into the city's rich history and breathtaking views from the top.

Don't Miss the Glass Quarter

The Glass Quarter was officially named in 2018, though its history stretches back centuries. Nestled around Stiklių, M. Antokolskio, Gaono, and Žydų streets, the area once thrived as a Jewish neighbourhood of goldsmiths, glassblowers, artisans, and financiers. The Goldsmiths Guild was founded here in 1495,

followed by the Grand Duchy of Lithuania's first glass manufactory in 1547.

Today, the Glass Quarter blends history with modern life. Its streets are lined with jewellers, artisan shops, local galleries, cosy restaurants, and even the historic Stiklių Hotel. The community actively promotes cultural routes, shares hidden stories of Vilnius Old Town, and fosters traditions, making it a vibrant hub for both visitors and locals.

A kingdom of dreamy scents and delicate flavors. From French classics like Madame de Pompadour and macarons to traditional Lithuanian delights 🍷





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From Vision to Reality: 25 Years of TAV Airports' Global Expansion

In this interview, we talked with Serkan Kaptan, CEO of TAV Airports, as the company celebrates its 25th anniversary. Reflecting on a remarkable journey that began at Istanbul Atatürk Airport, Kaptan shares insights into TAV's global growth, major milestones, and vision for the future. From ambitious expansion projects in Antalya, Ankara, and Almaty to bold sustainability and digital transformation goals, TAV Airports continues to redefine the standards of modern airport management.

✈️ Ayşe Akalın: This year marks TAV's 25th anniversary. Looking back, what are the milestones and achievements that have most defined the company's journey so far, and how do you envision TAV evolving in the next 25 years?

Serkan Kaptan: This year marks an important milestone in TAV Airports' history and reflecting on the past 25 years, I am proud to say that we have built a leading global brand in airport management industry. We

have witnessed a lot of ups and downs throughout the years, and I think what sets us apart is our unflinching confidence in the future of aviation and the agility and determination of our people. I am personally humbled to be a part of this exciting journey from the very beginning.

Back in 2000s, when deregulation and privatization efforts were just picking up globally, our founding partners had the vision to invest in this industry. Our first experience at -now defunct- Istanbul Atatürk Airport laid the ground for TAV Airports' global expansion. On our 10th year anniversary, we already had a portfolio of 10 airports, an expert team of airport professionals, a unique business model active in

every touchpoint of the airport experience, and a publicly listed company with a strong corporate culture. Throughout the 2010s we went through an exciting transformation, having Groupe ADP as our main shareholder, reinforcing our portfolio with new airport assets and deploying a new strategic approach where our service companies expanding beyond TAV Airports' portfolio.

Amid the most profound crisis in the history of our industry, the COVID pandemic, during the last four years, we successfully built a foundation for the next 25 years of TAV Airports. A 2.5-billion-euro investment program, the largest in our history, brought the average maturity of our portfolio above 30 years. Extending

our concessions in Antalya and Ankara beyond 2050, adding Almaty Airport -the first asset without a time limitation-, and completing the investments in a short timeframe set the scene for the future development of the company.

To date, we have welcomed more than 1.5 billion passengers at our airports. TAV Airports have been a school for many in our industry. Today we have the next generation of experts building a vision for the company and fulfilling our goal of providing the best possible travel experience for our passengers. I am fully confident that TAV Airports will continue its journey of growth, setting the standards for our industry and creating value for all our stakeholders.



INTERVIEW



Ayşe Akalın: "You have been a regular participant at aviation forums like Riga Aviation Forum. How did these platforms shape TAV's strategies and partnerships, and what trends are you seeing in 2025 that are particularly influential?"

Serkan Kaptan: Riga Aviation Forum is the

leading platform for aviation leaders in the Baltic region and we have been regularly present here for the last 15 years. I always benefit from participating in such events, to understand the ongoing discussions and expectations of our partners and colleagues.

This part of the world had been much more

susceptible to the political and economic repercussions of the ongoing conflict between Russia and Ukraine. Otherwise, Riga is an important hub in Northern Europe and has the potential to develop further. As TAV Airports and our service companies, we have been immensely happy to contribute to the success

of Riga Airport.

Ayşe Akalın: How did TAV Airports perform in the first three quarters of 2025, and which recent investments or projects contributed most significantly to this performance?

Serkan Kaptan: During the first nine months of 2025, we sustained positive momentum across our portfolio despite a mixed macro backdrop. International passenger traffic increased by 4%, supported by strong performance in the majority of our assets. While Antalya Airport experienced softer international traffic growth our consolidated financial performance remained robust. Consolidated EBITDA grew 14% to €467 million in the first nine months.

When we consider the highlights across our portfolio, in Antalya we significantly elevated the duty free, food & beverage, and lounge offerings, enhancing the passenger experience in addition to significant terminal capacity increase. The commercial ramp up continues, with additional fashion, specialty retail, and restaurant openings underway. In Ankara the first full quarter under the new concession of additional 25 years delivered a strong boost to both revenue and EBITDA in the third quarter. Ongoing international traffic growth, supported



by low-cost carriers, is expected to further underpin profitability.

In Almaty, execution of the investment plan launched in the last quarter continues, with total investments estimated at €315 million with a target for completion by the end of 2027. In Madinah construction of a new international terminal has commenced to facilitate the continuous passenger traffic growth. We are the airport operator in the JV while holding a 26% stake. The project is expected to complete by 2028. In Georgia we are in advanced discussions with the local authority regarding a concession extension to end in 2031. The discussion includes an investment to increase capacity to 10 million passengers and an update to commercial terms.

Ayşe Akalın: "With recent developments in Antalya, Ankara, and Almaty, what are the next strategic priorities for TAV in terms of airport expansions and modernizations, and how do these investments support long-term growth?"

Serkan Kaptan: Our strategy is always built on sustainable organic and inorganic growth. In this sense, we continuously develop our existing airports to accommodate demand and develop passenger experience. The largest



ongoing investment is in Almaty, which has witnessed a strong traffic growth.

Otherwise, we are always interested in new projects, and our focus is mainly on developing markets, where growth will be higher compared to developed markets. We have the expertise to provide tailor-

made solutions depending on the particular needs and the outlook of an airport. Our track record is impeccable in terms of building, financing and operating airports of various sizes. Research reveals that aviation will continue to grow and the global passenger traffic is expected to double by early

2040s to around 20 billion. And this growth, mainly in developing markets, Asia, Middle East and Africa, will necessitate around USD 4 trillion in airport investments. I believe that TAV Airports is well-placed to benefit from this growth with its know-how, expert human resources and unique business model.



INTERVIEW



Ayşe Akalin: TAV has been actively investing in sustainability, including solar energy projects and LEED-certified developments. How do you see these initiatives evolving in 2025, and what new sustainability milestones are planned for the coming years?

Serkan Kaptan: Sustainable growth is at the heart of our strategy. We have been reporting our CSR performance in line with international standards since 2010. Our strategy has two pillars. In terms of environmental protection, our goals are to minimize our emissions and the effect of our operations on the environment, and contribute to the overall efforts of industry. We are targeting to go carbon-neutral by 2030 and net-

zero latest by 2050. Today, almost all our airports are participating at the Airport Carbon Accreditation program and four are already carbon neutral. To curb emissions, we have been investing in renewable energy. Additionally, our new investments are LEED or EDGE certified.

The second pillar focuses on thriving with local communities. We always aim to create value for the communities around our airports and contribute to the development of these regions. Specific programs are in place, including volunteering by TAV Airports employees.

Globally, there has been a deceleration of efforts to tackle the climate crisis, poverty and development issues. Nevertheless, these

will remain on the global agenda and they will require a global response. Here, we will continue to be a responsible global citizen.

Ayşe Akalin: TAV Technologies has played a key role in smart airport projects. Which new technological innovations, including AI, are being prioritized in 2025 to enhance passenger experience and operational efficiency?

Serkan Kaptan: AI is driving a huge investment boom. It is a new leap in the technological advancement of humanity and evidently, all our personal and economic activity will be potentially transformed.

Having TAV Technologies as our subsidiary gives us a huge advantage in implementing AI related

services and solutions at our airports. In the fields of security, digital services and resource management, AI will provide efficiencies. On the other hand, our business is and will continue to be about human touch. AI will not replace jobs but help us provide a faster and more comfortable travel experience.

Ayşe Akalin: As TAV celebrates its 25th anniversary, what key message would you like to share with passengers, partners, and the aviation community about the company's vision and commitment moving forward?

Serkan Kaptan: Aviation stakeholders are simultaneously in competition and collaboration with each other. This is a truly global industry, facilitating the exchange of goods and movement of people. By all indications, our industry is set to grow in the long term. Our challenge is to transform it into a fully sustainable model. And this is only possible through collaboration.

I am truly fascinated by our industry and how it contributes to the lives of millions of people. I deeply thank to all the people, who are still with us or have contributed to TAV Airports at a point in time, for building this unique brand that brings joy to thousands of passengers each and every day 🌟

TÜRKİYE'NİN EN YENİ FİLOSU PEGASUS'TA!

Pegasus Hava Yolları olarak Türkiye'nin en yeni uçaklarına sahip olmanın gururunu yaşıyoruz. Toplamda **124 uçağımızla** 3 kıtada, 54 ülkede **156 noktaya** erişerek uçuş ağımızı her geçen gün genişletiyoruz.





Tamer Ciğeroğlu, ATU Latvia Operation Director and Ayşe Akalın Editor in Chief of Aviation Turkey



Hakan Uzunosmanoğlu Country Director of TAV Latvia; Ayşe Akalın, Editor in Chief of Aviation Turkey

Turkish Expertise Shines at Riga Airport

At Riga Airport, I had the pleasure of meeting with Hakan Uzunosmanoğlu, Country Director of TAV Latvia and Tamer Ciğeroğlu, ATU Latvia Operation Director. Our inspiring conversation highlighted how Turkish companies continue to add value to Latvia's aviation ecosystem.

TAV Airports has been active at Riga Airport for over a decade. Ground handling services with Havaş started in 2010, and since 2011, TAV Airports has managed all commercial areas including duty-free shops, F&B outlets, lounges, and leased spaces through its subsidiaries ATÜ-BTA and TAV Operation Services. TAV Technologies, another group company, has implemented AODB and A-CDM systems, providing ongoing technology support to the airport.

Beyond TAV Group companies, Turkish firms are making a strong presence at Riga Airport. Media Port, for example, expanded internationally in 2022 by adding Riga International

Airport (RIX) to its portfolio, marking its first overseas investment. Similarly, Kepler Capsule Hotel, Europe's first capsule hotel, also operates at RIX, offering innovative accommodation

solutions to travelers. These Turkish companies underline the growing influence and expertise of Turkish businesses in the international airport sector.

ATU Latvia: Redefining the Airport Retail Experience

ATU Latvia stands out as a leading example of innovation in airport retailing, seamlessly combining convenience, technology, and local culture. Its dedicated Promotion Zone, which supports Latvian brands and small businesses, has earned international recognition which has been shortlisted as a finalist at the Cannes DFNI Frontier Awards.

Among ATU's most customer-centric



innovations is its Order & Collect online shopping service, designed to make travel retail more effortless than ever. Passengers can browse and purchase their favorite products through www.atudutyfree.lv, completing orders up to 24 hours before departure. Upon arrival at the airport, they simply proceed to the ATU Duty Free pick-up point

over 4,800 pick-up points across the Baltics. This forward-thinking solution has also been recognized at the Cannes DFNI Frontier Awards, underlining ATU's role as a pioneer in travel retail digitalization.

Innovation at Riga extends beyond passenger convenience. The Crew Shop, located landside



located just beyond security, show their confirmation, make payment, and collect their purchases — saving valuable time before their flight.

ATU Latvia has introduced this unique partial delivery service, enabling customers to have their Riga Duty Free purchases delivered to

and exclusively serving aviation personnel, remains the only one of its kind across ATU's global network. In addition, Riga became the first ATU location worldwide to introduce self-payment kiosks, reflecting the company's continuous drive to elevate

operational efficiency and customer experience.

In collaboration with TAV Latvia, ATU has also helped bring Turkish innovation to the Baltic market. One notable example is the Kepler Capsule Hotel, Europe's first capsule hotel operating both landside and airside. Already welcoming more than 2,500 transit passengers, it represents a new benchmark in smart accommodation for modern travelers.

Victoria Secrets

With 7.3 million passengers annually, Riga International Airport — home hub of airBaltic — continues to strengthen its role as a

major regional gateway. Within this dynamic ecosystem, TAV and ATU are shaping a distinct sense of place through 12 retail outlets that blend local brands with global names, including Victoria's Secret, creating a vibrant and uniquely Baltic shopping experience.

TAV Airports: Enhancing the Passenger Experience at Riga Airport

TAV Airports has been a key player at Riga Airport for over a decade, providing comprehensive services that enhance both operational efficiency and passenger satisfaction.



ARTICLE



The company began its ground handling operations in Riga in 2010 in partnership with Havaş, marking 15 years of activity in the Latvian capital. Since January 2011, TAV Airports has managed all commercial areas within the terminal, including duty-free shops, food and beverage outlets, lounges, and other leased spaces, through its group companies ATŪ-BTA and TAV Operation Services.

Additionally, TAV Technologies, a subsidiary of TAV Airports, has implemented the AODB (Airport Operational Database) and A-CDM (Airport Collaborative Decision Making) systems at Riga Airport, continuing to provide crucial technology support under a separate agreement with the airport.

TAV Airports' presence at Riga reflects its broader international footprint. Operating 15 airports across eight countries and providing services at 110 airports in 30 countries through its service companies, TAV Airports brings expertise across a range of areas, from airport management to technology solutions, and food and beverage services.

Riga Airport, the hub for Latvia's national

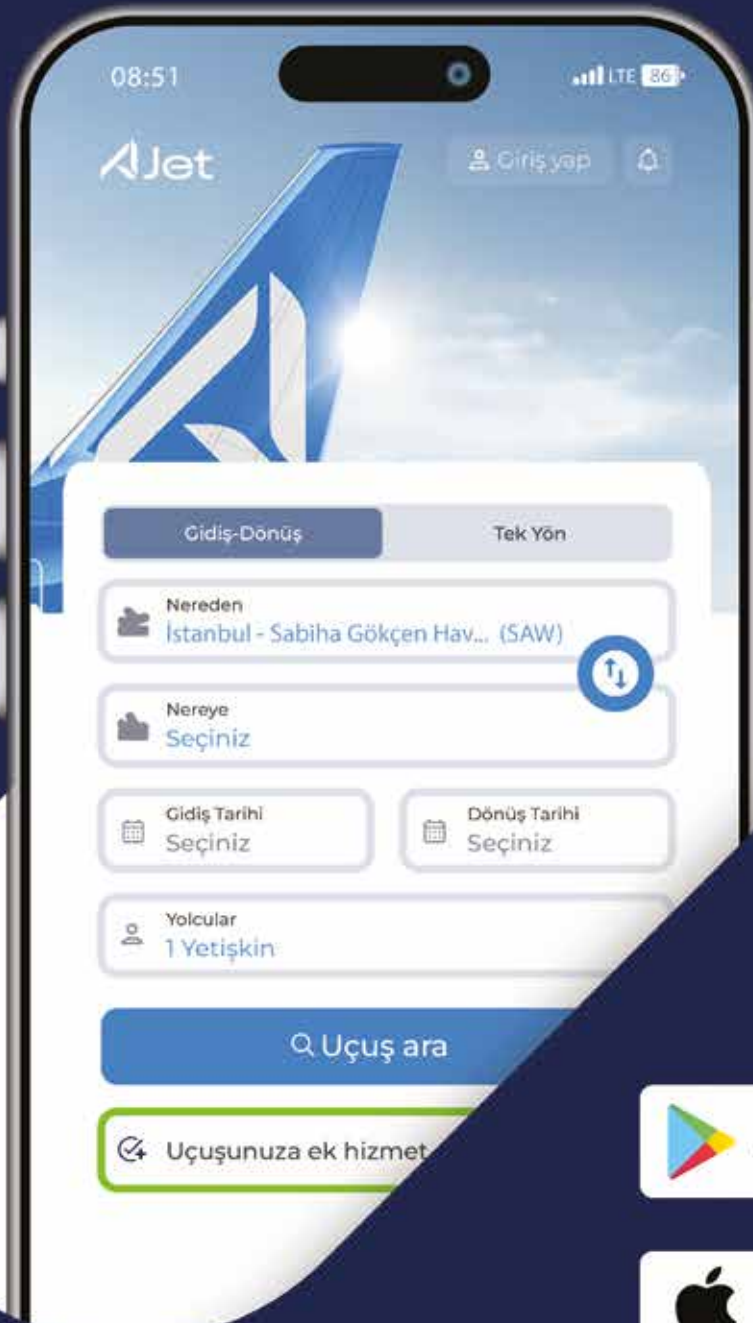
airline Air Baltic, has recently launched an international tender for the management of its commercial spaces. The tender aims to enhance the modern passenger experience and increase non-aviation revenues, both in existing commercial areas and in the upcoming terminal expansion. The extended terminal, nearly double the current size, offers a ten-year operational opportunity for the selected operator(s) across four key areas: duty-free shops, convenience stores, food and beverage outlets, and business lounges.

The tender invites experienced international operators in airport or cruise ship commercial areas to participate, with shortlisted candidates submitting detailed technical and financial proposals. Results are expected in early 2026, and operations under the new agreement are scheduled to begin on 1 January 2027, following the expiration of the current concession with TAV Latvia.

Through these activities, TAV Airports and its subsidiaries continue to reinforce Riga Airport's status as a modern, passenger-focused hub, combining operational excellence with high-quality commercial offerings 🌐

AJet

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Fırsatlardan Anında Haberdar Olun!**



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Katmerciler: Reliability, Efficiency and User-Friendly Solutions in Airport Refuelling Business

Katmerciler offers safe, environmentally friendly and highly efficient solutions for one of the most critical stages of airport operations aircraft refuelling with its Aircraft Refueller Vehicles and Aircraft Fuel Hydrant Dispensers.

In modern airports, uninterrupted operations depend on the safety and speed of ground support activities. Refuelling is one of the most sensitive and strategic parts of these processes. As a leader in Turkey's vehicle-mounted equipment industry, Katmerciler has developed two key solutions for this field, combining its long-standing engineering expertise. Katmerciler provides both diesel and electric systems to meet different operational requirements in aircraft refueling. Without compromising on safety, the company focuses on sustainability and efficiency. Both vehicle types reflect



Katmerciler's common engineering philosophy: high safety standards, user-friendly control systems, durability, and operational efficiency.

Katmerciler Standard in Quality and Safety

Since 1985, Katmerciler has been a pioneering manufacturer of vehicle-mounted equipment, carrying out all production and testing processes in its own facilities. Each vehicle is designed in accordance with international standards and produced through certified quality systems. The company positions itself not only as a manufacturer but also as a strategic partner in airport operations.



Aircraft Refuelling Vehicle

Katmerciler's Refueller vehicles are designed for mobility, allowing refuelling at any point on the apron. Equipped with hose reels for over-wing and under-wing operations. These vehicles enable fast and safe fuel transfer to different aircraft types. With high-capacity fuel tanks, advanced pumping and filtration systems, ergonomic control panels, and low maintenance requirements, Katmerciler Refuellers deliver uninterrupted service even in high-traffic operations.

Aircraft Fuel Hydrant Dispenser

This system transfers fuel directly from underground pipelines to aircraft, offering major advantages in speed and safety for large airports. It features advanced flow measurement systems, hydraulically powered hose reels, and user-friendly control mechanisms. Katmerciler produces these dispensers in both diesel and fully electric versions. Electric models provide an

environmentally friendly, zero-emission alternative and feature a low-profile design for easy under-wing access.

By addressing the evolving needs of modern airports, Katmerciler continues to bring together safety, efficiency, and sustainable technology under one roof.

Katmerciler, a dynamic force in the Turkish defense and specialized vehicle superstructure industry, is proud to announce its participation in the prestigious Dubai Airshow 2025, which will take place from November 17-21 in Dubai. The company will use this global platform to showcase its latest innovation for the aviation sector: the Aircraft Fuel Hydrant Dispenser.

The Aircraft Fuel Hydrant Dispenser is a landmark product featuring the latest examples of modern software and hardware technology. This high-performance unit was meticulously designed by Katmerciler's dedicated engineers and manufactured at the company's state-of-the-art facilities in İzmir, Turkey. Its domestic development and production underscore Turkey's growing capabilities in delivering sophisticated, specialized ground support equipment to airports worldwide.

Efficiency on the ground, safety in the sky.

Designed for precision.
Built for endurance.
Excellence in every
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Aircraft Fuel
Hydrant Dispenser

 Dubai
Airshow

17 - 21 November 2025
DWC, Dubai Airshow Site
Stand: DA Sustainability Zone

AIRPORT PRODUCTS



ADR Fuel Tanker



Aircraft Refueller Trailer



Aircraft Refueller



ADR Fuel Tanker Trailer

40 Years
Anniversary
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Embrace The Change Today to Become the Airline of the Future

Hitit / Nevra Onursal
Karaağaç -CEO



The airline industry is undergoing a large-scale, radical transformation, driven by the principles in the Business Reference Architecture for Modern Airline Retailing (RP1786a). The shift from static fares, booking classes and limited number of ancillaries towards expanded revenue streams and customer-centric retailing practices with the power of big data is going to redefine how airlines design, manage and deliver their products. It will also simplify the complex structures of today, resulting in significant cost savings.

This strategic overhaul will certainly not happen overnight. Airlines will



Hitit

oxygen

need to embrace well-structured transition plans to achieve 100% Offers and Orders, supported by capable partners and future-ready platforms.

Hitit Oxygen: One Breath Ahead

Hitit, dedicated to driving the digital transformation of airlines for over three decades, has been working on this compelling topic that holds a prominent

place on the airline technology agenda. As a result of these efforts, we launched Hitit Oxygen, showing that the airline of the future is just One Breath Ahead.

The mission we have set for Hitit Oxygen, unveiled with Pegasus Airlines at the IATA Offers and Orders Forum in June 2025, is to guide airlines through this modernization journey at their own pace, with confidence, regardless

of their scale or business model. Oxygen is the largest scale Offers and Orders system currently in production mode, and a joint case study with Pegasus is available on hitit.com.

Take a Behind- the-Scenes Look

The transformation with Hitit Oxygen starts with the New Distribution Capability

(NDC), enabling airlines to create personalized offers with rich content in real time. Hitit Oxygen supports dynamic pricing and integrates flights, ancillaries, and third-party services across all channels. These capabilities unlock immediate commercial benefits while laying the groundwork for long-term retailing success.

The Order Management System (OMS) takes the stage once an offer is accepted. It replaces legacy records like PNRs, E-tickets and EMDs with a unified Order ID. The Order is the star that streamlines the entire lifecycle, from booking to delivery and settlement, enhancing customer experience and operational efficiency. Hitit Oxygen ensures compatibility with legacy systems, allowing airlines to manage both channels in harmony during the transformation.

Hitit's leadership in this field is recognized by



the IATA Airline Retailing Maturity (ARM) Index, with the highest number of capabilities in shopping, payment, and order management as a global provider. Our solution suite is already serving over 70 airline partners across six continents, supporting more than 100 million passengers and facilitating over \$8 billion in transactions annually.

Recognizing that each airline has unique needs, we offer tailored roadmaps to support their priorities. Network carriers may prefer phased integration to maintain operational and commercial commitments, while low-cost airlines can focus on rapid deployment for quick wins. Hitit Oxygen's modular platform and strategic guidance enable

airlines to implement features at their pace.

Modern Airline Retailing is the foundation of advanced, digital-first airline business. Airlines embracing this shift today are not just keeping pace, they are shaping the future of travel retailing for decades to come. We are proud to be powering this evolution 🚀





Riga Aviation Forum 2025 Concluded in Riga

The Riga Aviation Forum 2025 took place at the ATTA Centre in Riga, bringing together aviation leaders, policymakers, and industry innovators to discuss the future of the Baltic aviation sector. This year's theme, "Business Continuity: Securing the Future of Baltic Aviation," focused on resilience, sustainability, and innovation in an era of geopolitical, technological, and environmental challenges.

At the opening of the forum, Zigmārs Vestfals, CEO of the Latvian Aviation Association, highlighted aviation's role as both a global connector and a pillar of resilience. He emphasized that business continuity requires adaptation, cooperation, and innovation, and invited participants to

shape a sustainable and secure future together. In his remarks, the speaker underlined that aviation is not only the fastest connector of people, cultures, and economies, but also a pillar of resilience in today's uncertain world.

He emphasized that continuity is not about standing still, but about adapting, cooperating, and innovating together. Highlighting Riga's role as a key Baltic gateway, he invited participants to engage in open dialogue and collaboration to shape

a sustainable, secure, and resilient future for aviation.

Opening remarks were also delivered by Atis Švinka, Minister of Transport of Latvia, setting the stage for a day of high-level discussions.

Global Industry Outlook Highlighted at Future of Aviation Forum in Riga

At the Future of Aviation Forum in Riga, Raimonds Gruntiņš, Director of Regional Affairs Europe at IATA, Europe delivered a comprehensive presentation on the global aviation industry outlook. Opening his remarks, representing IATA, he underlined the



Zigmārs Vestfals, CEO of the Latvian Aviation Association

association's role as a global trade body with 361 members across 120 states, covering around 80% of global air traffic. He noted that IATA's mission is to represent, lead, and serve the airline industry by setting safety standards, advocating on behalf of members, and offering financial and settlement services.

The presentation covered six main themes: IATA's role, key economic indicators, fuel, global capacity, traffic trends, and the financial performance of airlines. Addressing fuel, he stressed the importance of today's spending in enabling future investments in Sustainable Aviation Fuel (SAF). By 2050, fuel could represent up to 50% of airlines' cost base. He recalled how oil prices peaked at \$125 per barrel during the war in Ukraine and are now expected to stabilize around \$85, though he cautioned that predictability remains uncertain.

Capacity, he explained, continues to be a major challenge. Aircraft deliveries have repeatedly fallen short due to supply chain disruptions, labor shortages, strikes, and engine inspection delays. The backlog has now reached 17,000 aircraft, pushing average waiting times for new planes to six years and potentially 14 years to clear the order



Raimonds Gruntiņš, Director of Regional Affairs Europe at IATA

book. As a result, airlines are holding onto older fleets—now averaging nearly 15 years—which increases fuel burn, maintenance costs, and emissions. Leasing costs have also surged 20–30% above pre-pandemic levels, adding pressure on already narrow profit margins.

Turning to traffic, he highlighted that passenger numbers reached a record 5 billion in 2024, surpassing pre-pandemic levels of 4.5 billion. Global demand is projected to nearly double to 8 billion

passengers over the next 20 years, with Asia-Pacific leading growth thanks to strong economies and favorable demographics. Latvia, too, is expected to see air travel demand rise between 1.6% and 4.9%, depending on global stability and regional developments.

On financial performance, he reminded participants that while airlines achieved record profits in 2023 with a 6.8% operating margin, the industry remains a low-margin business—averaging around 2.8% compared

to 30% in banking. This year, revenues are expected to approach \$1 trillion, though margins remain vulnerable to cost pressures from labor, leasing, and supply chain constraints.

He concluded by stressing that collaboration, innovation, and adaptability are critical to managing risks such as climate change, geopolitical instability, and high operating costs—while ensuring resilience and sustainable growth for the aviation industry.

Serkan Kaptan, Member of the ACI Board and CEO of TAV Airports, highlighted the transformative role of public-private partnerships (PPPs) in aviation at the Riga Aviation Forum.

In his speech, he emphasized the importance of public-private partnerships (PPPs) in strengthening the aviation sector, particularly amid recent regional security concerns.



Serkan Kaptan, CEO of TAV Airports; Ayşe Akalin, Editor in Chief of Aviation Turkey Magazine; Ersan Arcan, CEO of ATU Duty Free

ARTICLE

Kaptan explained that Build-Operate-Transfer (BOT) models allow the private sector to invest in and operate airports for a defined period before transferring them back to the state. He underlined that this is not privatization, as ownership remains with the state, but rather a partnership that combines public oversight with private-sector efficiency, financing capability, and commercial expertise.

He noted that PPPs can take various forms depending on airport size and scale—from full management models to terminal and car park operations, which are commonly applied in Turkey. According to Kaptan, such partnerships accelerate infrastructure investment, enabling airports to respond more quickly to rising airline demand while ensuring the state continues to benefit through lease fees or revenue sharing.

Kaptan added that TAV Airports, which operates 15 airports worldwide and is part of the ADP Group, focuses exclusively on the airport business, covering construction, investment, operation, and financing. He concluded that PPPs deliver efficiency, financial flexibility, and speed under state supervision creating a true win-win model for both public and private stakeholders.

He shared how TAV Airports customizes solutions for each airport to meet



Edwards Dalderis, PR Specialist, Airbaltic; Ayşe Akalın Editor in chief of Aviation Turkey; Alise Bethere, SVP Communications of Airbaltic

passenger demand and support growth:

- *Antalya Airport – €850M invested in two terminals. With the first phase of investment, the airport reached 65 million passengers. Seasonal operations optimize costs, while TAV contributes over €7B in lease fees to the state and supports jobs and the wider Antalya economy.*
- *Almaty Airport – \$450M invested in a new international terminal. Following the opening of the new terminal in June 2024, the airport reached*

a 14 million passenger capacity, and traffic has doubled in just two years, enabling airlines like Air Astana to grow rapidly.

• *Ankara Airport – With a €210M investment, it will become Turkey's first carbon-neutral airport, including a new runway, taxiways, and an air traffic control tower to accommodate long-term growth.*

• *Tbilisi Airport, Georgia – Continuous investment over 20 years enabled traffic to grow tenfold, supporting the local economy and airline development.*



Hakan Uzunosmanoğlu Country Director of TAV Latvia; Ayşe Akalın, Editor in Chief of Aviation Turkey

Kaptan emphasized that PPPs accelerate decision-making, financing, and operations, aligning airport growth with airline demand. They expand commercial areas, create jobs both directly and indirectly, and contribute significantly to national GDP, reinforcing that airports are key economic engines for their regions.

Hamdi Nasser, Navigation Expert at Eurocontrol, discussed strategies for navigating evolving aviation threats.

Throughout the day, the forum addressed critical topics including AI in aviation, green fuel technologies, UAV regulation, digital transformation, resilience planning, and civil-military cooperation. High-level panels featured senior representatives from Baltic transport ministries, IATA, ACI Europe, airBaltic, Riga Airport, and leading international aviation experts, including Ersan Arcan, CEO of ATU Duty Free, who took part in panel discussions on airport development and commercial innovation.

The Riga Aviation Forum 2025 served as a strategic platform for dialogue and actionable insight, reinforcing the role of aviation in regional security, economic growth, and sustainable development — helping to future-proof aviation in the Baltics and beyond 🌍

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Deutsche Aircraft's D328eco: Reviving Regional Aviation with Sustainable Innovation

In this interview, we spoke with Deutsche Aircraft CEO Nico Neumann about how the D328eco was developed to address the market need for a modern and efficient regional aircraft.

Nico Neumann - Şebnem Akalın

Şebnem Akalın: What was the market gap or key driver that led Deutsche Aircraft to develop the D328eco? How did the vision for this aircraft originate?

Nico Neumann: The D328eco programme kicked off due to a market need. It was developed as a replacement for aging regional aircraft (jet and prop), as well as a solution for fast-growing

markets like Asia. The D328eco brings operators a modern, sustainable and right-sized regional aircraft with beneficial economics. Building on the proven Dornier 328 platform, our vision was to create an aircraft that combines reliability with future-ready technologies, offering lower emissions, improved economics and versatility for regional missions.

Şebnem Akalın: While the D328eco is not a clean-sheet design, it builds on the legacy of the Dornier 328. What are the most significant technological and operational upgrades introduced in the new model? How do these modifications align with today's operator needs?

Nico Neumann: The D328eco introduces several key upgrades: a 2.1 metre fuselage stretch for increased capacity, the Garmin G5000 Prime avionics suite for enhanced situational awareness and reduced pilot workload, a newly developed landing gear and Pratt & Whitney PW127XT-S engines for improved fuel efficiency and lower maintenance costs. These enhancements directly address operator needs in terms of sustainability, performance and cost-effectiveness, while maintaining the aircraft's renowned reliability and STOL capabilities.

Şebnem Akalın: The aircraft is designed with a 40-seat capacity, targeting a specific niche. Why is this capacity ideal, and which regions or markets are you focusing on first?

Nico Neumann: The 40-seat configuration is ideal for underserved regional routes where larger aircraft are not economically viable. It offers operators flexibility to serve lower-demand routes profitably,



especially in emerging markets and remote areas. We're initially focusing on Europe, North America and parts of the Asia-Pacific, where there's growing demand for sustainable regional connectivity and fleet renewal. In addition, we are actively addressing the U.S. Part 135 market with a flexible dual-class 30-seat layout, which meets regulatory requirements while offering premium service options. This configuration also aligns with the Chinese market, where the Civil Aviation Administration enforces a

30-seat limit for general aviation operators. The D328eco's modular cabin and short-field performance make it an ideal solution for both markets, supporting regional growth and accessibility.

Şebnem Akalın: The 40-seat turboprop market has been quiet, with few ATR 42 orders and no competition from De Havilland. Why do you believe this segment is poised for a comeback?

Nico Neumann: We believe the segment is ripe for a comeback due to several

converging factors: the need for fleet replacement, increasing environmental regulations and a renewed focus on regional connectivity. The D328eco offers a modern alternative with lower emissions, SAF compatibility and operational flexibility — making it attractive to operators looking to future-proof their fleets. The D328eco offers the lowest trip cost in its class, combined with a higher cruise speed. It is the fastest turboprop that offers the experience of a narrow-body jet.



INTERVIEW

Şebnem Akalin: One of the D328eco's standout features is its STOL (Short Take-Off and Landing) capability and suitability for steep approaches. In practical terms, where will these capabilities make the biggest impact?

Nico Neumann: With optional STOL and steep approach capabilities, the D328eco opens up access to airports with short runways or challenging terrain, such as island destinations, mountainous regions and urban airports. This allows operators to serve communities that are otherwise difficult to reach, enhancing regional mobility and economic development.

Şebnem Akalin: Deutsche Aircraft has chosen the Pratt & Whitney PW127XT-S engine. Why did you opt for a conventional powerplant over a hybrid or electric system, and how do you see that evolving over the next decade?

Nico Neumann: We chose the PW127XT-S for its proven reliability, efficiency and readiness for SAF use. Our engineering team is involved in various research and technology streams and we have come to the clear conclusion that we can offer the market the best economics as we move towards 100% SAF.

Şebnem Akalin: Deutsche Aircraft has

chosen Garmin's new G5000 Prime flight deck for the D328eco. What advantages does this third-generation avionics suite bring to pilots and operators?

Nico Neumann: The G5000 Prime offers a modern, intuitive interface with advanced navigation, communication and safety features. It reduces pilot workload, enhances situational awareness and supports future airspace requirements. For operators, it means lower training costs (many young pilots are trained on Garmin which allows easier transition), lower maintenance costs, improved dispatch reliability and easier integration into modern fleets.

Şebnem Akalin: Following the rollout of the test prototype (TAC 1) in May 2025, what are the key certification and production milestones leading up to the aircraft's entry into service in late 2027? How are you managing expectations among customers and suppliers?

Nico Neumann: Following the rollout of TAC 1, we're entering a rigorous flight test and certification campaign. Key milestones include EASA certification, production ramp-up and customer delivery readiness. We continue to maintain close communication with



customers and suppliers, ensuring transparency and alignment on timelines. Our goal is to deliver a certified, reliable aircraft by late 2027, with a robust support ecosystem in place.

Şebnem Akalin: With a production ramp-up plan to eventually build 48 aircraft per year, what are the biggest operational or regulatory risks to achieving that goal?

Nico Neumann: Scaling production to 48 aircraft annually requires careful coordination across the supply chain, workforce and regulatory compliance. Risks include certification delays, supplier bottlenecks

and evolving regulatory standards. We mitigate these through proactive planning, strategic partnerships and continuous engagement with authorities and stakeholders.

Şebnem Akalin: With no confirmed firm orders yet, how confident are you in converting LOIs into actual contracts, and what kinds of operators are showing the most interest?

Nico Neumann: We're confident that we will convert LOIs into firm orders as we progress through certification and demonstrate the aircraft's capabilities. Interest is



strong among regional airlines, government operators and special mission customers. The D328eco's unique value proposition of sustainability, versatility and performance is highly appealing to diverse operator profiles.

Şebnem Akalın: What lessons has Deutsche Aircraft drawn from the history of previous Dornier-related ventures — including Fairchild Dornier and AvCraft — to ensure this programme succeeds?

Nico Neumann: We've studied the past carefully and built our strategy around long-term sustainability, financial

discipline and customer-centric innovation. Unlike previous ventures, Deutsche Aircraft is backed by strong industrial market development and financial foundation based on the changed market environment, with a clear roadmap and experienced leadership. We're committed to learning from history while forging a future that's resilient and forward-looking.

Şebnem Akalın: The D328eco will feature Garmin's new G5000 Prime flight deck and jet-bridge-compatible forward door, which are innovations not typically found in this segment. How are these features being received

by potential customers, particularly in the US market?

Nico Neumann: These features have been very well received, especially in the US market where passenger comfort and airport compatibility are key. The jet-bridge-compatible door enhances accessibility and turnaround efficiency, while the G5000 Prime aligns with pilot expectations for modern avionics. Together, they position the D328eco as a premium offering in the regional space.

Şebnem Akalın: The D328eco has been designed with adaptability in mind. Can you elaborate on the aircraft's potential for multi-role missions such as Medevac, search & rescue and defence operations?

Nico Neumann: Adaptability is a core strength of the D328eco. Its spacious cabin, robust performance and modular design make it ideal for Medevac, SAR and defence roles. We're working with partners to develop mission-specific configurations, ensuring the aircraft can serve both civilian and governmental needs with minimal modification.

Şebnem Akalın: The D328eco is promoted as 100% SAF-compatible. While many modern turboprops can theoretically run on SAF, how are you

positioning the aircraft to stand out in terms of sustainability?

Nico Neumann: We're not just SAF compatible — we're committed. The D328eco is designed to operate efficiently on 100% SAF, and we're actively engaging with fuel providers and operators to support adoption. While infrastructure is still developing, momentum is growing. Our aircraft stands out by combining SAF capability with low emissions, efficient engines and a sustainability-first design philosophy.

Şebnem Akalın: As the CEO of Deutsche Aircraft, you mentioned that Deutsche Aircraft does not intend to remain a single-product OEM. Are there any insights you can share about future aircraft concepts or long-term development goals?

Nico Neumann: At Deutsche Aircraft, we are building a future-focused OEM with a clear commitment to innovation, sustainability and regional connectivity. The D328eco is our main platform, but it is only the beginning. Our long-term development roadmap is shaped by three key pillars: environmental responsibility, operational versatility and digital integration. Ultimately, our goal is to become a trusted OEM that supports the next generation of regional aviation 🌍





Nice: Where Light Is Everything

Flying Pegasus Airlines: A Three-Day Long Weekend Escape to Nice

“Light is everything.” Perhaps this is the one sentence that describes Nice in its purest yet most meaningful way. The city’s soft pastel hues, its gentle warmth that wraps around you, the bright sky that glows in every season, and its deep blue sea... These are just what you see. But Nice is far more than what meets the eye. It has a depth that touches the soul.

Simplicity, ease, and a peaceful serenity... The same tender energy that inspired Matisse’s paintings and encouraged him to experiment with new styles is still alive at the very heart of Nice.

Once discovered by Queen Victoria and the aristocrats of her era, Nice has mastered the art of blending luxury and richness with an effortless sense of simplicity. At every step, you can feel this harmony. With its understated elegance, art seems to be seamlessly woven into the city’s streets and buildings as if it has always belonged there.

From picnics by the sea to family-run cafés passed down through generations, from charming restaurants to the flower and antique markets of Cours Saleya, Nice embraces you like an old friend as you sip

your drink on a small balcony overlooking the sunset. You never feel like a stranger. It’s as if you’ve always belonged here. And it does this so gracefully that even your soul doesn’t notice the moment it happens.

I flew to Nice with Pegasus Airlines and was hosted by the Nice Tourism Office. My dear guide Caterina accompanied me throughout my three-day journey, helping me not just to see the city, but to feel it. Her words stayed with me deeply:

“You can experience Nice with all five senses. You hear the sounds of the people and the sea; you breathe in the scent of coffee, flowers, and the city’s unique aroma. You see art gently hidden on every corner, nature, and the light. You taste Niçoise cuisine and coffee... and you feel it all with your heart.”

Pegasus Airlines operates flights from Istanbul Sabiha Gökçen Airport to Nice every Monday, Wednesday, Friday, and Sunday — a perfect opportunity for a weekend escape or a longer holiday. You can enrich your Côte d’Azur journey with delightful day trips to Eze Village, Villefranche, Menton, Monaco, Antibes, and Saint-Paul-de-Vence.



Flying Pegasus Airlines: A Three-Day Long Weekend Escape to Nice

For those looking to make the most of a long weekend, Pegasus Airlines offers a seamless escape from Istanbul Sabiha Gökçen Airport to Nice, operating flights every Monday, Wednesday, Friday, and Sunday. With a flight time of just around three hours, you can leave the city behind and arrive in the heart of the French Riviera ready to explore.

A Young, Sustainable Fleet

Pegasus Airlines has a modern fleet with an average age of 4.5 years, which means passengers enjoy cleaner, more comfortable cabins and the

reassurance of flying on well-maintained, efficient aircraft. Beyond comfort, sustainability is at the heart of Pegasus' operations.

The airline has been recognized across Europe for its environmental and social initiatives, earning three prestigious awards at the Airline Economics Aviation 100 European & Sustainability Awards 2025.

- *Sustainability Team of the Year: For implementing a*

holistic ESG strategy, including carbon-neutral goals, gender balance initiatives, and transparent reporting practices.

- *European Treasury Team of the Year: Recognized for innovative financial transactions, including aircraft financing,*





Eurobond issuances, and sector-first engine maintenance financing.

• Excellence in Sustainable Aviation Finance: Awarded for the sustainable JOLCO financing of three Airbus A321neo aircraft, linking debt and equity components directly to long-term sustainability goals.

These awards underscore Pegasus Airlines' dual commitment to sustainable aviation and financial innovation, making it a forward-thinking choice for travelers who value responsibility alongside convenience.

Onboard Experience

From check-in to touchdown in Nice,

Pegasus Airlines delivers a professional and enjoyable travel experience:

• Comfortable Seating & Modern Cabins: Young aircraft with well-maintained interiors and seating.

• Sustainability in Action: Environmentally conscious practices throughout the journey.

• Efficient Flight Time: Arrive in Nice in just over three hours, maximizing your time on the ground.



Expanding Destinations

Pegasus Airlines continues to expand its route network. With 156 scheduled destinations across 54 countries, including new services from Izmir to Barcelona and increased flights to Hatay and Ercan, the airline offers both domestic and international travelers unprecedented flexibility.





Nice, Capital of the French Riviera

Bathed in golden light and kissed by the Mediterranean breeze, Nice stands as the radiant capital of the French Riviera, a city that embodies the very essence of southern charm.

A blessed region where the sun shines more than 300 days a year, framed by the mountains and the azure of the Mediterranean, Nice offers a gentle way of life that feels less like a legend and more like a promise kept. Its sublime bay, soft light, and tranquil rhythm have long defined the art of living along the Côte d'Azur.

Even before your plane touches down, the view through the window takes

your breath away: the endless turquoise stretch of the Mediterranean meeting snow-capped Alpine peaks in the distance. It's no surprise that the approach to Nice Côte d'Azur International Airport has been ranked among the world's most beautiful for years.

Once here, you understand why artists, poets, and travelers have been captivated for centuries. Nice is not merely a destination, it is a way of life. From breakfast on a sun-drenched terrace to an evening stroll along the Promenade des Anglais, from the laughter echoing through the narrow alleys of the Old Town to a candlelit dinner



overlooking the Baie des Anges, the city captures the Mediterranean art de vivre like nowhere else.

The old quarter, with its ochre and saffron façades, artisan workshops, and lively squares, forms the beating heart of Nice. By day, the Cours Saleya market bursts with colors

and scents, a sensory celebration ranked among France's most exceptional markets. And from the Colline du Château, the view stretches endlessly over the bay, the harbor, and the city's terracotta rooftops, a panorama that glows differently with every hour of the day.





From Humble Origins to Aristocratic Elegance: How Nice Became the Jewel of the Riviera

Long before it became a magnet for the elite of Europe, Nice was a modest fishing village clinging to the curve of the Mediterranean. Its destiny changed in the mid-18th century, when the first waves of British visitors began arriving in search of sunshine, tranquility, and the healing power of the sea air. Among them was the Scottish writer Tobias Smollett, whose vivid travel accounts introduced the world to the luminous beauty of Nice and in doing so, helped give birth to winter tourism on the Riviera.

From that moment, Nice would never be the same. The British gentry transformed this quiet coastal town into a fashionable winter resort, building elegant villas in what soon became known as “Little London.” In 1822, when harsh weather brought famine to the region, an Anglican clergyman named Lewis Way organized a public works project to employ the locals. The result was a seaside

walkway known as *le chemin des Anglais*, or the English Path. Today, the Promenade des Anglais remains one of the city’s most iconic symbols, a timeless ribbon of light along the Mediterranean.

As the 19th century unfolded, aristocrats, artists, and crowned heads followed. Sea bathing became the new luxury, and the hills above the city were soon dotted with villas and palaces. Even Queen Victoria herself spent several winters here, residing at the splendid Excelsior Regina Palace in Cimiez - later home to Henri Matisse. The noon cannon that still echoes from Castle Hill each day is said to recall another British gentleman’s whimsy: Sir Thomas Coventry’s way of reminding his talkative wife that lunch was ready.

Yet the British were only the first chapter of Nice’s cosmopolitan story. Soon after, the Russian nobility arrived, drawn by the same gentle climate and luminous sky. They built their own landmarks, including the magnificent Russian Orthodox Cathedral of Saint Nicholas, completed in 1912 on the very spot where Tsarevich Nicholas Alexandrovich, son of Alexander II, had died decades earlier.

The Russian presence transformed parts of the city into a glittering enclave of exiled aristocracy, their palaces and gardens still whispering tales of imperial grandeur.

The Italian influence, too, is written in every stone and façade. Once under the rule of the House of Savoy, Nice absorbed the colors and artistry of Turin, Genoa, and Piedmont. The warm hues of ochre, coral, and sienna that paint its buildings are an enduring legacy of this transalpine past. Even Garibaldi, the great hero of Italian unification who was born here, forever torn between his Italian heritage and the city’s French destiny.

And through the centuries, exiles and dreamers have continued to find refuge here including Nilüfer Hanım Sultan, granddaughter of Sultan Murad V, who settled in Nice with her mother in 1924 after the Ottoman exile.

Once a humble coastal town, Nice reinvented itself as the Riviera’s radiant stage — where every winter sunset seems to echo the footsteps of queens, writers, and wanderers who once came in search of light, and never quite left.



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Nice: A UNESCO World Heritage Treasure

Since 2021, Nice has held a distinguished place on the UNESCO World Heritage List, recognized as the “Winter Resort Town of the Riviera.” This honor celebrates the city’s exceptional universal value — its harmonious blend of architecture, landscape, and urban planning shaped by centuries of international cultural influence.

A true open-air museum, Nice invites visitors to admire an extraordinary architectural heritage from the elegance of the Belle Époque to the bold lines of Art Deco, from Baroque façades to modern creations. Simply look up, and you’ll find a skyline alive with beauty, diversity, and refinement.

For generations, artists have been captivated by Nice’s luminous light, that ethereal glow that seems to dance between sea and sky. Painters, sculptors, and writers have all drawn inspiration here — from Matisse and Chagall to Le Clézio, Apollinaire, Aragon, and Nietzsche. Their works, many of which can be discovered in the city’s museums and galleries, reflect the creative spirit that continues to define Nice Côte d’Azur.

To delve deeper into this rich cultural story, the Nice World Heritage Centre, chaired by former Minister of Culture Jean-Jacques Aillagon, offers an immersive experience that traces the city’s journey toward UNESCO recognition. Within its

Interpretation Centre — home to a permanent, freely accessible exhibition — visitors can explore a spectacular 3D model and discover how Nice evolved into the Riviera’s most cosmopolitan winter resort.

Breathtaking Scenery from Castle Hill: Where the city meets the sky

Rising gracefully between sea and mountains, Castle Hill Park (Parc de la Colline du Château) is without doubt one of Nice’s most captivating vantage points. The ascent may ask for a little effort, but the reward is nothing short of spectacular. As you climb, the city unveils itself in a series of unforgettable tableaux: the shimmering Baie des Anges, the terracotta rooftops of Old Nice, and the vibrant hues of Port Lympia, each scene more mesmerizing than the last.

The Castle Hill Botanical Park offers a viewpoint over the Bay of Angels, Old Nice and the Port. It has become popular for its cool shaded areas and surprising waterfall. It’s a

a green oasis where locals walk their dogs, unroll yoga mats beneath the whispering pines, or simply lose themselves in a book as the Mediterranean light softens around them.

For those who prefer a gentler route, an elevator from Rue des Ponchettes provides easy access to this panoramic escape.

This tunnel was created by the artist SARKIS ZABUNYAN or just SARKIS. Born in Istanbul in 1938 of French nationality and Armenian origine he lives and works now in Paris. For SARKIS the Porte Fausse marks the transition between the historic „Vieille Ville”, which is the Old Nice district and the modern town. These stairs of gold and marble guide our steps towards a mystiacal beyond.



Cem Akalın, Managing Editor, Aviation Turkey & Ayşe Akalın, Editor in Chief, Aviation Turkey & Caterina Prochilo, Public Relations Development Manager, Office de Tourisme Nice Côte d’Azur

The Colourful “Pointus” of Port Lympia

Lined up gracefully in the calm waters of Port Lympia, the small, vividly painted fishing boats known as “pointus” have become one of Nice’s most charming emblems. “Pointus”, timeless icons of Nice’s fishing heritage, painted in the colours of the Mediterranean. Their distinctive design with both

bow and stern tapering into a perfect point speaks of centuries-old maritime craftsmanship that still thrives along the Riviera.

Lovingly restored and maintained by passionate locals, these wooden boats are not merely remnants of the past; they are living pieces of heritage that continue to animate the port with colour and character. Painted in joyful shades of azure, ochre, coral and lemon, each pointu

reflects a personality, a story, a memory together forming a painter’s palette that comes alive beneath the Mediterranean sun.

Under the Arcades of Cours Jacques Chirac

Tucked between the legendary Cours Saleya and the Promenade des Anglais, the elegant Cours Jacques Chirac is Nice’s latest architectural delight — a radiant promenade

where history meets modern allure. Inaugurated only last February, the site pays tribute to France’s former President with a statue that now graces its sunlit centre.

Framed by graceful arcades, the walkway is a haven for photographers. Throughout the day, the light dances across the columns, casting geometric shadows that shift with the rhythm of the sun. Stand beneath the arches and gaze out toward the palm-lined





Promenade and the endless blue of the Mediterranean. It's a scene that feels effortlessly cinematic. Visit in the late afternoon, when the sun filters through the arcades and the light turns the stone a soft golden hue, the perfect hour for a photograph.

Place Masséna: An Open-Air Museum of Light and Elegance

If the Promenade des Anglais embodies the glamorous spirit of Nice, Place Masséna captures its artistic soul. Framed by graceful arcades and shimmering façades painted in deep Venetian red, this square feels like stepping into a living canvas one where light and geometry play in perfect harmony.

From the very first step, your eyes are drawn to its iconic black-and-white chequered pavement, bold and timeless, as if inviting you to join a giant game of draughts. To the north,

elegant arcaded buildings stand in quiet symmetry; to the east, the soft outline of Tuscan hills unfolds in the distance.

But Place Masséna has more to offer than postcard beauty. It's a place where art, people, and architecture converses literally. The seven ethereal figures imagined by Spanish artist Jaume Plensa, collectively titled *Conversation in Nice*, rise above the square like

luminous messengers. At night, they glow in shifting hues - blue, pink, amber-engaged in a silent dialogue that bridges continents and cultures.

Henri Matisse: The Artist Who Fell in Love with Light

Henri Matisse once said, "Most come here for the light and the picturesque beauty. I am from the

North. The large colourful reflections in January, the brightness of the day are what attracted me to settle here."

Those words, written in 1952, still echo through the streets of Nice—a city that shaped Matisse as much as he shaped its cultural identity.

It was December 1917 when Matisse first arrived in Nice. What began as a temporary escape from the grey skies of Paris soon became a lifelong love affair. The gentle Mediterranean light, the pastel façades, and the serene rhythm of the Côte d'Azur infused his work with warmth and radiance. Here, he painted, sculpted, and eventually created his famous paper cut-outs—vivid compositions that captured the essence of pure color and form.

Until his death in 1954, Nice remained Matisse's sanctuary and his muse.





The Régina, Cimiez hill

Matisse bought a flat in this former hotel designed to welcome Queen Victoria at the end of the 19th century

Every corner of the city, from the old town's ochre walls to the tranquil sea views, seemed to mirror his artistic evolution.

Musée Matisse — A Sanctuary of Color and Spirit

Set within a fully renovated 17th-century Genoese villa nestled among olive trees in the peaceful Cimiez

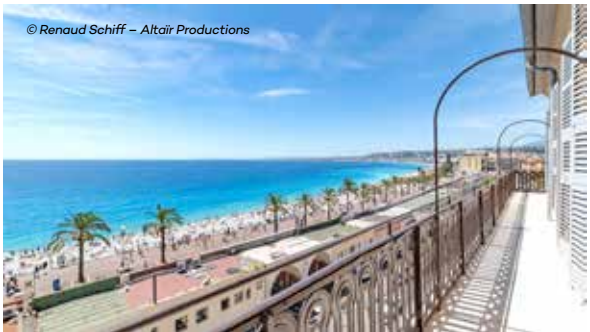
Gardens, the Musée Matisse offers one of the world's most comprehensive looks at the artist's evolution. This single-artist museum traces Matisse's creative journey from the 1890s to the late cut-out gouache papers that marked his final artistic chapter.

Home to nearly 600 works, the museum's collection stems from the generous donations of Matisse and

his heirs to the City of Nice. Paintings, sculptures, drawings, and engravings unfold in intimate progression, revealing the artist's continuous search for harmony and balance. Beyond the masterpieces, the museum also preserves Matisse's personal belongings — sketchbooks, furniture, and cherished objects— that bring visitors closer

to the inner world of his creation.

Temporary exhibitions regularly offer new perspectives on the master, shedding light on lesser-known facets of his work or placing him in dialogue with contemporaries and those he continues to inspire. The 2026 exhibition will explore "Matisse and Fashion."



Matisse rented a flat on the 3rd floor in the Pierlas Caïs Palace before moving to the 4th floor in 1927. From then on, he spent half of the year in Nice. In his flat/studio he positioned his models in carefully arranged and highly theatrical settings, using an array of props, furniture and fabrics from his own collection. Still-lives, interiors, nudes and odalisques are key features of his "Nice period".



Markets — Where the Spirit of Nice Comes Alive

To discover Nice, begin not with its museums or monuments, but with its markets, the beating heart of Mediterranean life. Here, mornings unfold in a harmony of sounds and aromas: the hum of conversation, the scent of basil and citrus, the rustle of fresh leaves wrapped in paper. Every stall is a story of local growers, coastal fishermen, and artisans whose craft preserves the city's authentic charm.

Cours Saleya-The Soul of Old Nice

Tucked between the ochre façades of Old Nice, Cours Saleya is not just a market, it is a ritual. Classified among France's exceptional markets, it comes alive from Tuesday to Sunday, from early dawn until early afternoon, with an energy that feels timeless.

Beneath its striped awnings, vivid blooms spill over wooden tables, mingling with the scent of ripe peaches, lavender, and the sea breeze. Fresh vegetables from the hills of Nice, glistening fish, and hand-made delicacies form a vibrant mosaic that captures the city's generous spirit.

The antiques and second-hand dealers make a date with lovers of vintage objects and good deals every Monday in Nice, on the Cours Saleya's antiques market. The square fills with antique dealers and collectors offering Belle Époque jewelry, silver cutlery, old postcards, and curiosities from another time



A Morning at Liberation Market

There's a different kind of beauty in the Liberation District — one that isn't framed by the sea, nor captured in the postcards of the Promenade des Anglais. It's the beauty of everyday life.

Just a short tram ride from the Old Town, the Marché de la Libération awakens with the first light of day. Stalls open one by one, revealing piles of glistening fish, baskets of sun-warmed tomatoes, and flowers still heavy with morning dew.

Here, the air is thick with aromas — rosemary, citrus, salt, and freshly baked bread. Local farmers from the nearby hills greet familiar faces, their voices blending into the gentle hum of conversation and the clatter of coffee cups from nearby cafés.

This is not a market designed for tourists, but a ritual of daily life — a meeting place where Niçois residents come to choose the ripest fruit, share a recipe, or simply linger beneath the striped awnings as the city slowly comes alive.

You'll find everything here: glistening sea bass and prawns, baskets of figs and lemons, fragrant honey from the Var countryside, creamy goat cheese, and delicate blooms in soft pastel shades. It's a sensory portrait of Nice — fresh, colorful, and alive.



Marché à la Brocante Saleya- The antiques Market

The antiques and second-hand dealers make a date with lovers of vintage objects and good deals every Monday in Nice, on the Cours Saleya's antiques market. The square fills with antique dealers and collectors offering Belle Époque jewelry, silver cutlery, old postcards, and curiosities from another time



But Cours Saleya is also where you taste Nice itself. Try a warm slice of Socca, the iconic chickpea pancake, crisp on the outside and soft within; a Pan Bagnat, filled with tuna, olives, and sun-kissed vegetables; or a savory Pissaladière, layered with caramelized onions and anchovies.



Beyond Nice: Discovering the Riviera's Timeless Villages

Just beyond the sun-drenched streets of Nice, a string of coastal gems and hilltop villages unfolds like a living postcard — each with its own rhythm, its own light, its own story. Along this dazzling stretch of the Côte d'Azur, beauty takes many forms: the shimmer of the sea, the quiet dignity of stone walls, the aroma of lemon trees, and the echo of centuries-old craftsmanship.

Set out towards Villefranche-sur-Mer, Saint-Jean-Cap-Ferrat, Èze and Menton names that evoke the spirit of Mediterranean holidays and artistic inspiration. From the fishing ports with pastel façades to perched villages overlooking the turquoise coastline, every stop invites you to slow down and simply take it all in. On one side, the horizon

stretches endlessly across the sea; on the other, the Alps rise in the distance, their snow-capped peaks gleaming under the Riviera sun.

Along the coast, the Mediterranean continues to call with its secret coves, golden beaches, and deep-blue waters inviting sailors, divers, and dreamers alike.



The Timeless Charm of Villefranche-sur-Mer

Nestled between Nice and Cap-Ferrat, Villefranche-sur-Mer unfolds like a painting — a cascade of ochre, coral, and sun-washed facades tumbling gently toward the sea. One of the Riviera's most enchanting harbours, this maritime town combines centuries of history with the timeless allure of the Mediterranean.

Once a modest fishing village, today Villefranche-sur-Mer welcomes elegant yachts alongside traditional pointus — the brightly painted wooden boats that still sway gently in the bay. The sweeping curve of its shoreline, framed by pastel buildings and the deep sapphire of

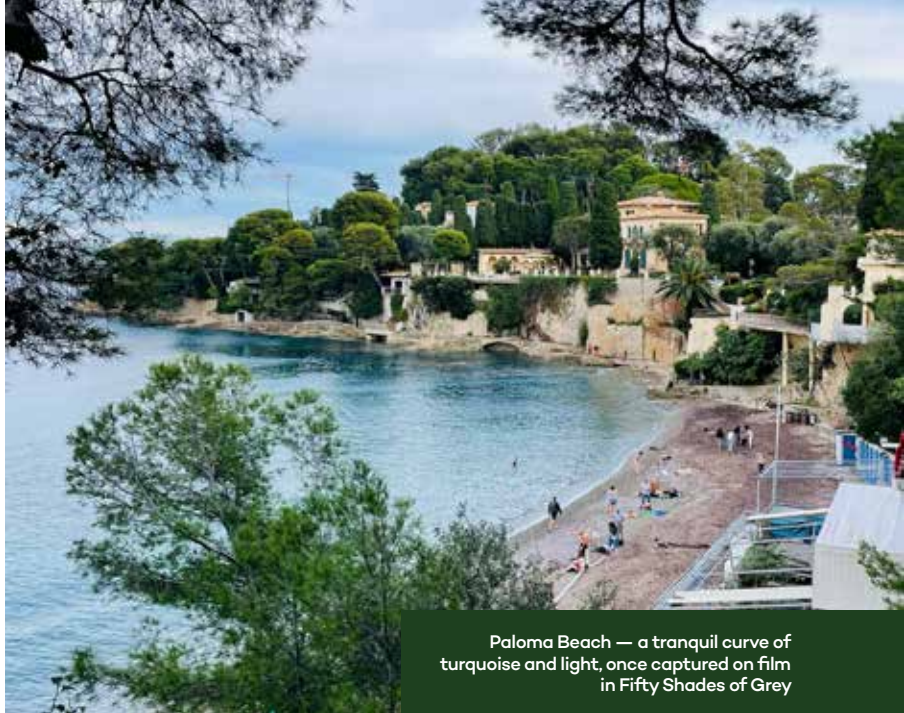
the water, creates one of the most iconic views on the Côte d'Azur. No wonder artists and filmmakers have long been captivated by its light and atmosphere.

At its heart stands the 16th-century Citadel, a remarkable fortress that now houses the Volti and Goetz-Boumeester Museums, each offering a glimpse into the town's rich artistic soul. Stroll through the Old Town, where narrow cobbled streets lead you beneath vaulted passages like the mysterious Rue Obscure, and onward to the sea. Along the way, pause at the Saint-Pierre Chapel, its walls adorned with evocative frescoes by Jean Cocteau

— an intimate masterpiece blending spirituality and surrealism.

Life here unfolds slowly, to the rhythm of the waves. Spend the morning exploring the harbour and the Port Royal de la Darse, once home to the royal shipyards. Linger over a leisurely lunch on a seaside terrace, where every plate celebrates the flavours of the Riviera olive oil, lemon, and sea salt. And when the afternoon light softens, let yourself be drawn to the bay, perhaps for a swim or a quiet sail under the pink-gold glow of sunset.





Paloma Beach — a tranquil curve of turquoise and light, once captured on film in *Fifty Shades of Grey*

Saint-Jean-Cap-Ferrat: The Riviera's Secret Peninsula

Once a modest fishing village, Saint-Jean-Cap-Ferrat blossomed into one of the Riviera's most exclusive retreats in the early 20th century, when aristocrats and art patrons discovered its secluded beauty. Drawn by the peninsula's tranquillity and dazzling light, wealthy families built magnificent villas overlooking the Mediterranean — none more iconic than the Villa Ephrussi de Rothschild, a rose-hued palace surrounded by themed gardens that seem to float between sky and sea.

Artists, too, found their muse here. Jean Cocteau, captivated by the peninsula's poetic calm, adorned Villa Santo Sospir with

dreamlike murals that still whisper of an era when creativity and elegance mingled effortlessly along these sunlit shores.

Today, Saint-Jean-Cap-Ferrat remains an enchanting escape, where luxury never overshadows nature. A 10-kilometre coastal path encircles the cape, offering breathtaking views of the sea, cliffs, and villas framed by pine and bougainvillea.

Èze: The Medieval Village on the Hilltop

Èze Village is one of the most captivating hilltop gems of the French Riviera, a medieval marvel that seems to float above the sea. Its narrow cobbled lanes, golden stone façades, and cascades of bougainvillea transport visitors to another era, one where time slows and every turn of a corner reveals a new wonder.





Built in the Middle Ages, Èze clings to the mountainside between Saint-Jean-Cap-Ferrat and Monaco, its streets twisting upward toward the Baroque church of Notre-Dame de l'Assomption, which crowns the village with serene grace. From here, the panorama is breathtaking the endless blue of the Mediterranean stretching far below, the sky melting into the sea.

Èze's quiet magic has long drawn dreamers, artists, and philosophers. Friedrich Nietzsche once lived here, walking daily along the steep path that now bears his name — the Nietzsche Trail — seeking inspiration (and perhaps solace) in its dizzying views. Alfred Hitchcock chose the village as a setting for his 1955 classic *To Catch a Thief*, and even Swedish royalty once called the Château d'Èze home.

Despite its fame, Èze remains small and intimate — a village of only around 60 residents in winter, swelling to a few thousand in the summer months. Cars are not allowed within its stone walls, preserving an almost sacred silence. Only the



sound of footsteps, the sea breeze, and the distant cry of gulls accompany your walk.

Wander through the labyrinth of lanes lined with art galleries, ateliers, and small boutiques, where local crafts and fine fragrances await discovery. Every doorway seems to open into another story — a painter's studio, a sculptor's hideaway, or a glimpse of everyday life behind shuttered windows.

Above it all, the Jardin Exotique d'Èze crowns the village like a natural crown. This extraordinary garden of succulents and exotic plants offers a 360° panorama that defies description — the kind of view that silences you, where the blue of the sky and sea seem to merge into infinity. Among

the terraces, sculptures and ruins of the medieval castle add an air of timeless poetry.

Menton: A Riviera Story Written in Lemons

Where Italy meets France, Menton stands as the Riviera's most graceful border town — a sunlit blend of art, history, and Mediterranean charm. With its pastel façades, lush gardens, and sea views that melt into the horizon, Menton is both elegant and effortlessly alive.

Awarded the Ville d'Art et d'Histoire label, the town holds centuries of stories in its narrow streets. Wander uphill to the Baroque Saint-Michel Basilica, where the climb rewards you with sweeping views over Les Sablettes Beach and the

old port. Every corner of the old town reveals a new shade of colour, a whisper of Italy, and a trace of the Riviera's timeless romance.

But Menton's true emblem is its golden fruit — the famous Menton Lemon. Cultivated here since the 17th century, this citrus treasure is celebrated each February during the vibrant Fête du Citron®, when parades, sculptures, and festivals fill the streets with fragrance and joy.

And when summer fades, Menton continues to glow. Its mild climate and gentle light make autumn a secret season quieter, softer, and perhaps even more beautiful. Here, art, gardens, and gastronomy intertwine, offering an experience that feels both intimate and eternal.



Anantara Plaza Hotel, Nice

Niçoise Cuisine: A Taste of the Riviera

To truly experience Nice, one must begin at the table. Here, every meal is a celebration of freshness, crisp salads, perfectly grilled fish, seasonal vegetables, and a glass of local wine under the Mediterranean sun.

Nice's cuisine is all about authenticity and balance. It draws its essence from the land and sea, with olive oil — harvested on the surrounding hills and proudly bearing the Protected Designation of Origin (AOP) at the heart of every recipe.

Carrying the label "Cuisine Nissarde, le respect de la tradition," this culinary art form has become part of France's intangible cultural heritage and is now on its way to UNESCO recognition. From hidden bistros in the old town to elegant terraces overlooking the Baie des Anges, each table tells a story one of sunlight, simplicity, and the timeless taste of the Riviera.



1-Pesca, Nice

On the rooftop of DoubleTree by Hilton Nice Centre Iconic. You can pick your fish, they prepare it for you, and it's served fresh at your table inside or on the terrace and enjoy the view with wide selection of wines.





Mafoudia Toure, Director of Sales and Marketing, warmly hosting us at Le Bistrot, the restaurant of Hotel du Couvent, with an extraordinary menu.

2-Le Bistrot des Serruriers, Nice

Hidden in the heart of Old Town, this cozy spot is full of local charm stone walls, vintage decor, and a warm, relaxed vibe. The menu changes with the seasons, but don't miss les farcies Niçoises for a true taste of Nice.



With Rafael and his son Charly in front of Acchiardo Restaurant, representing the last two generations of this family-run Niçoise institution, serving authentic flavors since 1927.



3- Acchiardo Restaurant, Nice

Since 1927, this family-run gem in Old Town has been serving authentic Niçoise flavors through 4 generations. Try local favorites like daube, panisses, and stuffed vegetables , a true taste of Nice!



4-Anantara Plaza Hotel Rooftop Terrace, Nice

Start your day on the rooftop terrace with a delicious buffet breakfast and breathtaking views of Baie des Anges. Enjoy fresh pastries, eggs made to order, and signature sweet treats while soaking in the sparkling sea.

Every Sunday from 12:30 PM to 3:30 PM you can experience a lavish brunch at SEEN by Olivier Nice. Savour a curated selection of Mediterranean delights, Asian flavors, and Japanese specialties from fresh fish, sushi, and seafood to an indulgent cheese and dessert buffet. All this, accompanied by live music and breathtaking views of the Mediterranean Sea.





Where to Stay:

Anantara Plaza Nice: A Revival of Riviera Elegance

In December 2018, the iconic Hôtel Plaza Nice closed its doors for a major renovation. Four years later, under the ownership of Covivio Hotel — Europe’s leading hotel real estate investment company — the landmark property re-emerges as Anantara Plaza Nice, operated by Minor Hotels.

More than a mere name change, the transformation elevates the hotel to one of the Riviera’s most prestigious five-star destinations, perfectly honoring its original 19th-century design, intended to welcome Europe’s aristocracy. The extensive renewal project revives the golden era of hospitality while introducing a new standard of modern services and experiential luxury.

Accommodation: A Distinct Vision of Luxury

Overlooking the Albert I Gardens, the Mediterranean

Sea, and Old Town, Anantara Plaza Nice offers 151 rooms and suites that merge comfort with elegance, reflecting the French Riviera’s unique charm. Guests can enjoy king or twin beds with goose-down duvets, a pillow menu for

personalized comfort, and palatial bathrooms.

Pastel tones, marble, wood, and Mediterranean textures create a serene and sophisticated ambience, accentuated with gilt edges and crystal details. Throughout the hotel,



photographs celebrate the Côte d'Azur's golden age, while private balconies and terraces invite guests to bask in breathtaking views.

Whether arriving for leisure or business, Anantara Plaza Nice sets a new benchmark for Riviera luxury, combining heritage, elegance, and contemporary refinement in one unforgettable experience.

Hotel du Couvent: Serenity in the Heart of Old Town

Nestled in the heart of Nice's Old Town, Hôtel du Couvent offers a refreshing departure from the glitz and excess often associated with the French Riviera. This historic property, once a convent, has been lovingly restored by hotelier Valéry Grégo, preserving its timeless charm while introducing modern comforts.

The hotel's gardens—one traditional, one tropical—are a sanctuary in themselves, inviting guests to linger and soak in the serene atmosphere. Yet, for those eager to explore, the vibrant streets and hidden gems of la vieille ville de Nice are just steps away.

Herbal Shop

The resident herbalist offers personalized advice, bespoke remedies, and teas crafted from local



herbs grown in the hotel's garden, blending wellness with tradition.

Roman Bath

Inspired by ancient Roman practices, the bath circuit at Hôtel du Couvent is a journey of progressive relaxation. Begin in the warm tepidarium, move into the hot caldarium, and conclude with a refreshing plunge in the cool frigidarium—an experience designed to invigorate both body and mind.

Hotel Yelo Marengo

Yelo Marengo features a seamless blend of comfort, style, and history. This stunning hotel was designed in 1907 by renowned architect Jean-Baptiste Pachtiaudi. Its intricate wrought-iron railings, expansive windows, and elegant sandstone showcase the beauty of Art Deco architecture. Relax in your sun-filled room, equipped with Chromecast streaming for entertainment,

or catch a quick workout in the fitness center. Breakfast is also available for purchase every morning. Step outside and discover the vibrant transformation of Gare de Sud — a converted train station now home to a cinema and food hall. Walk to bustling Avenue Jean Médecin for endless shopping, or take advantage of the tram stop right outside for easy access to every attraction. Let Yelo Marengo be your perfect base to explore the best of Nice.



Never Ending Korea



K-Tourism Connection in Istanbul 2025 Strengthens Korea– Türkiye Tourism Ties

The K-Tourism Connection in Istanbul 2025, organized by AVIAREPS Turkey, successfully took place on September 2025, bringing

together key tourism stakeholders from Korea and Türkiye to explore new pathways for collaboration and growth.

Hosted at a prominent venue in Istanbul, the event featured representatives from the Korea Tourism Organization (KTO), Asiana Airlines, and five leading Destination Management Companies (DMCs) from Korea, alongside Turkish tourism professionals, agencies, and institutional representatives.

Distinguished guests included Woosung Lee, Consul General of the Republic of Korea in Istanbul; Jiman Jung, Director of KTO MENA; Gukhee Kim, General Manager of Asiana Airlines; Ozan Ortaç, Corporate Communications and International Projects Director at the Türkiye

Tourism Promotion and Development Agency (TGA); and representatives from the Istanbul Convention and Visitors Bureau (ICVB).

The program began with a dynamic travel fair, offering B2B meetings between Korean DMCs, Asiana Airlines, and Turkish tourism companies—creating new networking opportunities and fostering long-term partnerships between the two markets.

Following the business sessions, guests gathered for an evening reception and dinner in the hotel's ballroom. The formal addresses by Consul General Woosung Lee and KTO MENA Director Jiman Jung highlighted the growing synergy between the two nations in tourism and cultural exchange. A special video presentation showcased Korea's diverse attractions and unique tourism offerings, followed by an insightful destination presentation delivered by Aslı Erkan, General Manager of AVIAREPS Turkey.

Adding a vibrant cultural touch to the evening, the K-pop dance group Subak captivated the audience with a high-energy performance that drew enthusiastic applause.

The night concluded with an engaging raffle featuring prizes that reflected both Korean



tradition and innovation — from cultural souvenirs to Samsung Galaxy Tabs, culminating in the grand prize: a round-trip flight from Istanbul to Korea, presented by Consul General Woosung Lee

and sponsored by Asiana Airlines.

With overwhelmingly positive feedback from participants, the K-Tourism Connection in Istanbul 2025 successfully

reinforced the tourism and cultural bridge between Korea and Türkiye, laying the groundwork for enhanced cooperation, mutual promotion, and increased travel exchange between the two nations 🌐





AJet Connecting Ankara to the World

As Türkiye's youngest airline, AJet continues to expand its international network, strengthening the role of the Capital Ankara as a regional hub.

As of October 1, AJet has launched Ankara–Tbilisi flights with four weekly frequencies. With this new route, AJet now operates flights from the Capital to 31 destinations across 24 countries, making it the airline with the widest international network from Ankara.

Rapidly expanding its international reach, AJet is further reinforcing its presence in Europe by launching direct flights from Ankara to Madrid and Barcelona in October. Tickets are available starting from €99. With this milestone, AJet has become the first airline to connect Ankara directly with Spain. The airline is also working to add

Brussels, Milan, and Rome to its growing network.

On October 26, AJet inaugurated its Ankara–Erbil direct flights, operating twice weekly with fares starting from \$79.

Beyond flight connectivity, AJet aims to position the Capital as a rising tourism and business hub through the “Ankara+ Project.” The initiative promotes Ankara and its surrounding regions — stretching from



by İbrahim Sünnetçi

Cappadocia to Konya — as an integrated destination offering visitors a diverse experience that spans gastronomy, health tourism, culture, and history.

Each new route represents more than just a flight; it is a bridge to the future. With new connections to Tbilisi, Madrid, Barcelona, and Erbil, AJet continues to bring the world closer to Ankara.

... AJet Builds an Air Bridge Between Ankara and Spain

AJet has become the first airline to operate direct flights from Ankara to Spain. The airline launched its inaugural flight to Madrid on



Ahmet Bolat - Chairman of Turkish Airlines & AJet



October 23, 2025, followed by Barcelona on October 24. Flights to Barcelona operate four times a week (Monday, Wednesday, Friday, and Saturday), while flights to Madrid are operated three times a week (Tuesday, Thursday, and Sunday). Tickets are available starting from €99.

AJet CEO Kerem SARP stated on social media:

“As the airline operating the highest number of domestic and international routes from Ankara, we are proud to introduce two new destinations. From Europe to the Caucasus, from North Africa to the Middle East, we are connecting our Capital to the world. With our continuously growing and modernizing fleet, we will keep working to fly from Ankara to even more countries.”

Ahmet Bolat, Chairman of Turkish Airlines and AJet, also commented on the

airline’s new international routes and the Ankara+ Project:

“With the launch of the Tbilisi route, Ankara is now connected to 31 cities in 24 countries. We take pride in being the only airline flying to the highest number of domestic and international destinations from the Capital.

By the end of October, with the start of flights

to Madrid and Barcelona, Ankara will be connected to 33 cities across 25 countries. Our efforts continue to begin operations to Brussels, Milan, and Rome.

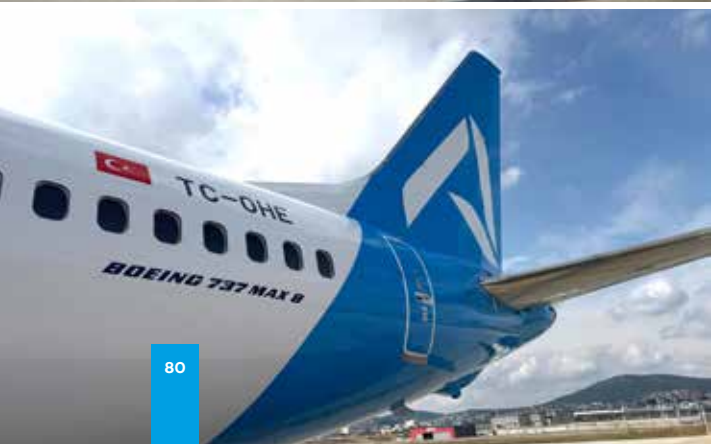
Together with our partners — chambers of commerce, industry associations, and tourism institutions — we expect support in promoting these routes in the respective markets.



We are not only building air bridges to Ankara, but also launching an extensive promotional campaign to position the city as a rising tourism center.

One of the most important pillars of this vision is the ‘Ankara+ (Plus) Project.’ With this initiative, we aim to make Ankara and its surrounding provinces attractive tourism hubs. We want our guests to spend two days in the Capital and continue their journeys to nearby destinations — from Cappadocia to Konya. By offering experiences from gastronomy to health tourism, we are building a sustainable ecosystem that benefits all stakeholders — from tourism and trade to healthcare and culture.

Every bridge we build in the sky is a new gateway to the future. Our steps with Tbilisi, Madrid, and Barcelona clearly reflect our vision of connecting Ankara with the world.”



Brussels, Milan and Rome Next

Following its Spain expansion, AJet plans to add three more major European destinations — Rome, Milan, and Brussels — to its network soon. These upcoming routes will further strengthen the airline's European footprint, directly linking Türkiye's heart, Ankara, with key capitals and business centers across the continent.

... AJet Opens New Air Corridors to Iraq

Through new routes from Ankara and Istanbul, AJet is strengthening air connectivity between Türkiye and Iraq, launching direct flights to four major Iraqi cities: Erbil, Baghdad, Sulaymaniyah, and Basra.

As of October 27, 2025, AJet has started direct flights from Ankara to Erbil, operating twice weekly (Thursday and Sunday), with fares starting from \$79.

AJet CEO Kerem SARP noted:

"We continue to connect our Capital to the world. Following the launch of flights to Erbil, we will expand these air bridges with new destinations."

Following Erbil, Ankara–Baghdad flights will begin on November 3, 2025, operating three times a week (Monday, Wednesday, and Friday), linking Ankara directly with another major regional hub.

Ahmet BOLAT, Chairman of Turkish Airlines and AJet, emphasized the strategic significance of this route:

"We are launching direct flights to Baghdad, a city with which we share deep historical and cultural ties. By connecting Ankara to 34 cities around the world, we continue to make our Capital an important center in the international flight network."

AJet's expansion in Iraq is not limited to Ankara. The airline will launch Istanbul–Sulaymaniyah flights on December 2, 2025, operating four times a week (Tuesday, Wednesday, Saturday, and Sunday), and Istanbul–Basra flights on December 5, operating three times a week (Tuesday, Friday, and Sunday).

With these new routes, AJet continues to strengthen the air bridge between Türkiye and Iraq, connecting Ankara and Istanbul with Iraq's key northern and southern cities, while furthering its mission to expand Türkiye's regional and international air connectivity.

AJet Welcomes Two More Boeing 737-8 MAX Aircraft to Its Fleet in October!

Türkiye's youngest airline, AJet, continues its rapid fleet modernization and expansion efforts at full speed. Strengthening its operations with fresh additions, AJet has taken

delivery of another brand-new Boeing 737-8 MAX aircraft, the TC-OHF, the latest in its series of factory-fresh deliveries.

Departing from Boeing's facilities in Seattle, USA, the aircraft successfully completed a nonstop 13-hour flight before landing at İstanbul Sabiha Gökçen Airport on October 19, 2025. Following final technical inspections and cabin configurations, the aircraft is expected to enter scheduled service very soon, further enhancing AJet's growing flight network.

With this latest delivery, the total number of factory-fresh Boeing 737-8 MAX aircraft received by AJet since August has now reached six. However, AJet's plans extend well beyond this milestone — the airline aims to induct nearly 10 brand-new Boeing 737-8 MAX aircraft into its fleet by the end of 2025.

Earlier in the same week, AJet received another Boeing 737-8 MAX, registered TC-OHE, which landed at İstanbul Sabiha Gökçen Airport on October 17, 2025, after another 13-hour delivery flight from Seattle. Once cabin fittings and seat installations are completed, the aircraft will commence scheduled operations.

AJet's "Zero-Kilometer Delivery Series," which began in early August with the arrival of TC-OHA and



TC-OHB, continued with TC-OHD later that month. The fourth aircraft, TC-OHC, arrived in İstanbul on September 7 after a 12-hour transatlantic flight from the United States. After undergoing hangar preparations and cabin installations, it successfully completed its

first commercial flight on September 13.

Commenting on the airline's latest fleet expansion, AJet CEO Kerem SARP emphasized that with the addition of new Boeing 737-8 MAX aircraft and locally manufactured next-generation passenger seats, AJet continues

to accelerate its growth strategy without slowing down.

With its rapidly growing fleet, AJet is now able to offer flights to a wider range of destinations, supporting travel diversity and contributing to economic growth through enhanced connectivity 🌐



GLOBE MEETS B2B NETWORKING EVENT 2025



GlobeMeets 2025 Strengthens Global Travel Ties in Istanbul

Hüseyin Kurt - Ayşe Akalın

The GlobeMeets B2B Networking Event 2025 successfully took place at Rixos Tersane Istanbul, gathering a diverse international community of airlines, national tourism boards, destination management companies (DMCs), and

travel professionals. The event once again confirmed Istanbul's position as a leading hub for global tourism and business travel.

Hosted under the theme of "Building Bridges in Global Tourism," this year's edition offered a

dynamic platform for forging partnerships, exploring emerging travel trends, and expanding cooperation between international stakeholders. Over the course of two days, hundreds of meetings and negotiations took place, paving the way for new collaborations across continents.

The opening ceremony was attended by distinguished guests including Adil Karaismailoğlu, Chairman of the Parliamentary Commission on Public Works, Development, Transport and Tourism; Firuz Bağlıkaya, Chairman of the Board of TÜRSAB; Server Aydın, Chief Commercial Officer of



Hüseyin Kurt

iGA Istanbul Airport; as well as foreign missions, consuls, and TÜRSAB board members. Their participation underscored the event’s importance as a key meeting point for both the Turkish and international travel industries.

In his remarks, GlobeMeets Chairman Hüseyin Kurt emphasized the global appeal and continued growth of the event:

“Today we are realizing a dream: Istanbul has become a hub for tourism and business travel. The event grew 20 percent compared to last year, and demand was so high that all tables were fully booked months ago. Our

mission is not just growth, but creating real value by connecting the right services with the right providers.”

Representing more than 60 countries, GlobeMeets 2025 featured strong participation across all sectors of the travel industry. Nearly 20 international airlines were represented, including Air Arabia, Air Europa, Air France, KM Malta, KLM, ANA, Air Astana, Asiana Airlines, Emirates, EgyptAir, flydubai, Gulf Air, Korean Air, Oman Air, Qatar Airways, and Saudia Airlines.

The event also welcomed 11 national tourism boards, among them

Azerbaijan, Cuba, Discover Qatar, Korea Tourism Organization, Lucerne, Nepal, Malaysia, and Malta. More than 200 DMCs and tour operators engaged with buyers, service providers, and airline representatives, highlighting the event’s role as a truly comprehensive networking platform.

Beyond business meetings, the two-day program offered valuable insights into evolving travel patterns, digital transformation in tourism, and the increasing role of sustainability in destination management. Participants noted the exceptional organization and the productive

business atmosphere that has become the hallmark of GlobeMeets.

With its proven success and expanding global reach, GlobeMeets continues to strengthen Istanbul’s standing as a key bridge between East and West — a city where global partnerships take root and future travel trends are shaped.

Organizers have already announced that the next edition of GlobeMeets will be held on 10–11 September 2026, once again in Istanbul, promising an even broader international presence and new opportunities for collaboration across the global tourism and aviation sectors ➔



Server Aydın

Platinum Lounge



Innovating on the Ground: Çelebi Aviation's Strategic Expansion and Digital Transformation

Ayşe Akalın: Çelebi Aviation has been a prominent player in ground handling since 1958. How has the company evolved over the decades to become a global leader in aviation services?

Osman Yılmaz: With over 65 years of experience, Çelebi Aviation operates on a global scale. As of today, we provide services across 3 continents. With our broad service portfolio, we are positioned as a reliable solution partner at airports around the world.

One of our most strategic recent moves was

expanding into Indonesia. Having entered this market with ground handling services in 2024 through the acquisition of PT. Prathita TitianNusantara (PTN), we extended our operations in 2025 by opening a modern cargo terminal at Kualanamu Airport in Sumatra. This investment represents a key milestone in our growth strategy for Southeast Asia and will soon scale to serve 26 airports across the country.

In the European market, Hungary stands out particularly through our achievements in digitalization and customer

satisfaction. Our operations at Budapest Airport, where we manage both Çelebi Lounge services and ground operations, exemplify how Çelebi has elevated its service quality beyond European standards.

Meanwhile, in Germany, our operations at Frankfurt Airport are distinguished by our strong focus on sustainability. With 95% of our equipment now electric and a shift toward hybrid vehicles across our fleet, we have achieved a 20% reduction in emissions since 2021. Our implementation of gate management systems, electric transfer vehicles,

and Robotic Process Automation (RPA) in cargo processes showcases our innovation-led approach.

In Tanzania, we are proud to operate with fully carbon-neutral equipment. Our transition to electric tractors and commitment to environmentally friendly technologies demonstrate our ability to deliver high standards even in developing aviation markets.

At the heart of our global growth strategy lie four critical priorities: delivering tailored solutions to local needs, accelerating digital transformation, placing sustainability at the core of

our operations, and investing in our human capital. At Çelebi, we aim to create long-term value in every market we enter, and we are committed to sustainable growth across all regions where we operate.

✈️ Ayşe Akalın: Operating in 3 continents worldwide, your ground handling services cover a broad range—from passenger services to aircraft cleaning. Which of these areas are currently seeing the most innovation or demand?

Osman Yılmaz: Each area of ground handling plays a critical role in ensuring smooth and safe airport operations. However, in today's landscape, digitalization-focused solutions and enhancements to passenger experience, particularly in passenger services and VIP offerings, are gaining the most traction.

For instance, using digital technologies such as terminal automation, biometric access systems, and self-check-in, we offer passengers a faster and more comfortable travel experience. Additionally, we're seeing a rising demand for personalized services within our VIP operations.

On the cargo side, there's growing interest in solutions tailored to specific needs, such as temperature-controlled transportation, secure handling of valuable goods, and live animal logistics. In these areas,

we continually enhance both our infrastructure and expert teams, integrating technology to drive operational excellence.

✈️ Ayşe Akalın: Çelebi is active in countries like Türkiye, Hungary, Germany, Tanzania, and Indonesia. Can you enlighten us about your activities in operating in such varied markets?

Osman Yılmaz: Each market has its own operational requirements, regulations, and cultural dynamics. We develop locally relevant solutions without compromising our global standards.

In Germany, process security and quality expectations take precedence. At Frankfurt Airport, our focus on digital automation and emission reduction technologies has led to major gains in operational efficiency.

In emerging markets such as Indonesia and Tanzania, infrastructure development and talent cultivation become critical focus areas. In Tanzania, for example, we have implemented carbon-neutral equipment fleets, while in Indonesia, our entry has been marked by compliance excellence and rapid capacity building in both ground handling and cargo operations.

Rather than seeing this diversity as a challenge, we view it as an opportunity for learning and growth. By incorporating experiences

from each market into our global knowledge base, we can offer stronger, more agile solutions across different geographies.

✈️ Ayşe Akalın: Budapest and Diyarbakır, you've recently opened a new Çelebi Platinum Lounge at Çukurova Airport. What makes these lounges stand out in terms of design and passenger experience? What was the strategic vision behind entering the lounge segment?

Osman Yılmaz: When we launched the Çelebi Platinum Lounge concept, our goal was not just to create a comfortable waiting space for travelers, but to offer a premium experience that delivers a sense of quality and exclusivity throughout their journey.

Our latest lounge at Çukurova Airport, our third facility of this kind, is the most current expression of this vision. Spanning a total area of 788 m² across domestic and international terminals, these lounges feature private workspaces, unlimited Wi-Fi, childcare units, flight information screens, and premium food and beverage options. We serve an average of 250 passengers per day.

These investments go beyond customer satisfaction; they also enhance the overall image of the airports we serve. Our expansion in the lounge space is part of a broader

strategy to extend premium service quality across the entire passenger journey.

✈️ Ayşe Akalın: What types of services does Çelebi Aviation specifically provide to air cargo carriers, and how are these tailored to meet the unique operational and logistical needs of freight operators?

Osman Yılmaz: Our cargo operations are designed to meet the complex logistical demands of air transport. We operate with specialized teams in areas such as temperature-controlled cargo handling, secure management of valuable and sensitive shipments, and fast transit of perishable goods.

We also provide internationally compliant solutions for highly sensitive services like live animal transport. With modern infrastructure and digital tracking systems in our cargo warehouses, we can monitor every stage of cargo movement, achieving a well-balanced approach to continuity, security, and speed. This allows us to offer our partners flexible and reliable solutions tailored to diverse logistical requirements.

✈️ Ayşe Akalın: What technological and digital advancements has Çelebi Aviation implemented in its ground handling operations, and how are these innovations improving efficiency, safety, and customer satisfaction?

INTERVIEW

Osman Yılmaz: Digitalization plays a strategic role in our pursuit of operational excellence. Today, our operations incorporate a wide range of innovations, from AI-supported planning systems and mobile crew management apps to IoT-based equipment tracking and virtual reality training.

Particularly in apron management, smart systems have enabled more precise aircraft scheduling, while real-time data monitoring helps minimize errors. Our digital feedback systems, which allow us to instantly track passenger and customer satisfaction, help us continuously improve our service quality.

In Frankfurt and Budapest, we have implemented Robotic Process Automation (RPA), mobile service forms for ramp agents, and digital warehouse management systems that optimize cargo operations and improve security screenings.

Ayşe Akalın: Sustainability is becoming increasingly critical in the aviation industry. What initiatives has Çelebi Aviation undertaken to reduce its environmental footprint, particularly in ground handling and premium lounge services?

Osman Yılmaz: For us, sustainability is not only a matter of corporate responsibility, but also a core pillar of our growth strategy. Thanks to our investment in electric and low-emission

equipment, 38% of our fleet is now electric, and we aim to raise this to over 60% in the short term. Our LEED Gold-certified facility at Istanbul Airport is one of Türkiye's pioneering examples in this field. We operate high-capacity electric equipment in Türkiye, Hungary, Germany, and Tanzania, and continue converting fossil-fuel vehicles into electric ones.

In our lounge services, we partner with local supply chains to lower carbon emissions, and we adopt digital and resource-saving initiatives for an environmentally conscious approach. We also comply with international environmental management standards such as ISO 14001. Additionally, we run regular training programs to raise employee awareness, integrating a sustainability mindset into our corporate culture. In other words, we're working toward a greener and more responsible future—both operationally and culturally.

Ayşe Akalın: Looking ahead, what are Çelebi Aviation's priorities for growth and innovation in the next five years?

Osman Yılmaz: In the coming period, our priorities include strengthening our presence in existing markets and expanding into new geographies. We're planning strategic partnerships and investments in markets with high potential in Asia, Africa, and Europe. Digitalization

will remain a key focus. We continue investing in technologies that make operational processes faster, more efficient, and transparent.

We also aim to implement new practices that enhance employee experience and customer satisfaction. In areas like premium lounges, which directly influence passenger experience, we plan to expand and extend our premium service network to new locations. So, we're heading into a period marked by bold and innovative steps—both in terms of technological transformation and service diversification.

At the same time, we will continue investing in our human capital, focusing on employee development and well-being. By building on our current strengths, we aim to evolve into an even more agile, innovative, and globally minded Çelebi in the future.

Ayşe Akalın: As Çelebi Ground Handling (ÇHS), what is your strategy for forming new airline partnerships? Could you share recent developments in this area?

Osman Yılmaz: At Çelebi Ground Handling, forming new airline partnerships is central to our growth strategy and operational vision. We work closely with carriers to understand their specific needs and provide customized ground handling services that support smooth, safe and

high-quality operations from day one.

Recently, we have supported several inaugural flights in Türkiye by partnering with both national and international airlines. For instance, we provided full ground handling services for Azerbaijan Airlines' new Çukurova–Baku route, successfully managing their first operation at Çukurova Airport.

In Antalya, we supported the first Riyadh and Jeddah flights operated by both Saudi Arabian Airlines and Flynas—demonstrating our ability to handle high-volume operations with efficiency and precision during the busy summer season.

We also partnered with AJet for the launch of its Diyarbakır–Skopje service and with Aegean Airlines for the new Thessaloniki–Izmir route. In each case, Çelebi Ground Handling teams ensured seamless first-day operations and a strong passenger experience, helping airlines establish a reliable presence in new markets.

These collaborations reflect our proactive approach to growing alongside our airline partners. Whether it's expanding into new cities or launching seasonal routes, we stand as a trusted ground handling provider committed to operational excellence, safety and customer satisfaction from the ground up 🌍



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Almina Özer, Ayşe Akalın, Banu Karamuk, Zeynep Bilinmez

From Storytelling to Strategy: Pegasus' Journey in Building a Modern Airline Brand

With a strong digital-first vision, Pegasus Airlines has redefined how an airline can communicate with its passengers, stakeholders, and the wider industry. In this exclusive interview, Banu Karamuk, Communications Consultant of Pegasus Airlines and Founder of BN Strategic Communications shares how Pegasus builds trust, strengthens brand identity, and turns challenges into opportunities in one of the world's most competitive sectors.

✈️ Aviation Turkey: Could you tell us about your career journey and how you came to lead corporate communications at Pegasus Airlines?

Banu Karamuk: My career has always been centred around communication, reputation, and storytelling. Over the years, I've worked across various industries where clear, effective, and empathetic communication

has been essential. Joining Pegasus Airlines was a natural step because it combined two of my passions: aviation and corporate reputation. As Türkiye's pioneering low-cost carrier with a strong digital-first strategy, Pegasus presents me with both challenges and opportunities. As head of corporate communications, I can shape the way the airline connects with stakeholders, manages its brand voice, and builds long-term trust.

✈️ Aviation Turkey: Aviation is a highly competitive industry. How does your team ensure a strong and consistent brand identity across all markets?

Banu Karamuk: Consistency is key in a global industry like aviation. Since 2018, the Pegasus team has adopted the motto "Your Digital Airline". More than a tagline, these words act as a guiding principle across all communication touchpoints. Whether through our mobile app, social media, or sponsorships, we ensure



Banu Karamuk

that our messaging consistently conveys value to our guests, promotes accessibility, and showcases innovation. We also adapt our communications to local sensitivities while maintaining one clear global brand voice, which helps us remain distinctive, reliable, and relevant.

✈️ Aviation Turkey: What communication strategies do you use to build trust and loyalty among passengers?

Banu Karamuk: Trust and loyalty stem from transparency and a customer-centric approach. We always make a point of communicating openly, whether it's about pricing, flight changes, or service

updates. Our loyalty programme, BolBol, is also a key platform for engagement, offering clear, easy-to-understand benefits that passengers value. Additionally, we invest in personalisation, utilising data to deliver relevant offers and updates tailored to each individual, rather than relying on generic messages. This approach demonstrates to customers that we value them as individuals. By embracing technology and utilising data to make communication more personalised, our communication strategies enable us to build stronger bonds and foster long-term loyalty.

INTERVIEW



Aviation Turkey: How do you differentiate your airline's voice and image from competitors?

Banu Karamuk: Pegasus is a challenger brand by nature. We differentiate ourselves through a voice that is modern, digital-first, and approachable, reflecting our DNA as a low-cost yet innovative airline. Our communication is designed to be practical, direct, and engaging. We also focus heavily on demonstrating value: we want our guests to see Pegasus not only as affordable but also as innovative and digitally advanced, an airline that embraces the potential of evolving technologies to offer a seamless experience from booking to boarding.

Aviation Turkey: Aviation is often in the spotlight, especially during crises such as flight disruptions, safety incidents, or global events. How do you prepare for and manage crisis communication?

Banu Karamuk: Preparation is everything. At Pegasus, we maintain detailed crisis communication protocols and conduct scenario planning so that we can act quickly and consistently. Transparency and empathy guide our approach. In times of disruption, passengers want timely updates and reassurance, while stakeholders expect accountability and transparency. By ensuring our internal teams and external channels are aligned, we can communicate clearly, provide accurate

information, and maintain trust even in the most challenging circumstances.

Aviation Turkey: Could you share an example where effective PR helped turn a challenge into an opportunity?

Banu Karamuk: A good example is how we communicated during the pandemic. It was an unprecedented challenge for aviation, but it also enabled us to demonstrate agility and a customer-focused approach. We used our digital channels extensively to keep

passengers informed about safety measures, flexible travel policies, and operational changes. By being proactive and transparent, we strengthened customer trust and reinforced Pegasus as a reliable airline during uncertain times. That experience also accelerated our digital communications strategy, which continues to benefit us to this day.

Aviation Turkey: How important are digital platforms and social media for your airline's communication strategy?

Banu Karamuk: They are absolutely central. Today's passengers expect real-time information and engagement, and it's digital platforms that make this possible. Social media enables us to connect directly with our audience, not only to share updates and offers, but also to listen, respond, and foster meaningful relationships. Our website and mobile app are equally critical, offering customers convenience and control. We are also constantly developing innovative digital tools, such as our new AI-powered Pegasus Assistant, a 24/7 digital assistant that provides instant help with everything from flight details and travel updates to check-in and baggage information, to ensure our communications remain modern and efficient.



✈️ Aviation Turkey: Sustainability is becoming central in aviation. How does your communication team highlight the airline's green initiatives?

Banu Karamuk: Sustainability is a priority for Pegasus, both operationally and in our communication. We are committed to cutting CO₂ emissions per passenger kilometre by 20% by 2030 and achieving net zero by 2050. Through all our channels, PR, and marketing campaigns, we track and share our progress transparently through our online Sustainability Hub, highlighting our array of practices that reduce emissions. These include investment in our fuel-efficient fleet, which is now one of the youngest in the world.

At the same time, we emphasise our broader commitments to social responsibility in our communications. With a female CEO and a workforce that is 35% women, including 129 women pilots - a statistic that makes Pegasus unique in a traditionally male-dominated industry - we see it as our duty to lead by example, as seen in our many Diversity, Equity, and Inclusion initiatives launched through our Harmony programme. By consistently sharing these efforts across our channels, we help passengers and stakeholders see that



Pegasus not only offers great value and is innovative but also responsible and forward-looking.

✈️ Aviation Turkey: How do you maintain strong relationships with journalists, regulators, and industry stakeholders?

Banu Karamuk: We believe in transparency and accessibility. Our team maintains regular dialogue with media, regulators, and industry partners, ensuring they are informed and have open channels of communication with us. We also prioritise timely responses and proactive engagement, whether through press briefings, industry events, or one-to-one meetings. Strong

relationships are built on trust and reliability, and we ensure that Pegasus is perceived as a credible, responsive, and cooperative partner.

✈️ Aviation Turkey: What communication trends will shape the future of the airline industry?

Banu Karamuk: I see three major trends shaping the future: Personalisation at scale - using data and AI to deliver tailored communications and services; Real-time engagement - passengers increasingly expect instant updates and interactions across digital channels; and Purpose-driven communication - airlines will need to show not just

where they fly, but what they stand for, whether on sustainability, inclusivity, or innovation. At Pegasus, we are already investing in these areas, ensuring that our communications and brand evolve in line with technology and the changing priorities, expectations, and values of our customers.

✈️ Aviation Turkey: What advice would you give to young professionals who want to build a career in aviation communications?

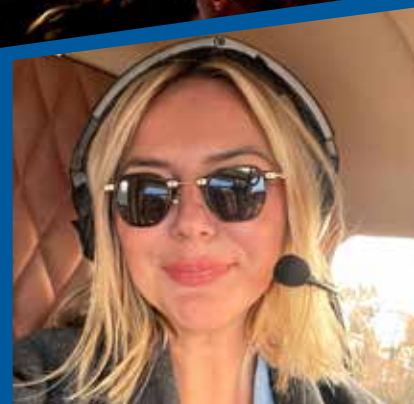
Banu Karamuk: First, be curious about both aviation and communications. This is an industry where passion really matters.

Second, develop your adaptability. Aviation is fast-paced and dynamic. The sheer pace of change is truly remarkable to witness. That means that the ability to stay calm and clear under pressure is invaluable. The skills of today will inevitably evolve in the future, so being open to change and willing to adapt are the most important qualities needed for long-term career success.

Third, focus on empathy. At its heart, communications is about people, whether passengers, colleagues, or stakeholders. If you can combine technical skills with genuine compassion and curiosity, you'll find communications in aviation a truly rewarding career ➡



A Worldwide Forum for Aviation and Travel: AIRTRAVEL SOCHI 2025



by Şebnem Akalın

As an invited guest of ATO Events, I had the privilege of attending AIRTRAVEL SOCHI 2025, held in the stunning city of Sochi, Russia—a destination that immediately captivated me with its natural beauty, diverse tourism offerings, and the vibrant dialogue on aviation that unfolded throughout the event.

Widely known as the host of the 22nd Winter Olympic Games in 2014, Sochi has since evolved into a year-round destination. From its wide range of hotels and a dynamic culinary scene to ski slopes for all levels and a family-friendly

atmosphere, Sochi offers something for every traveler.

A Global Platform for Aviation and Tourism

The forum brought together over 350 delegates, including representatives from 40 airlines (24 of them international), 24 airports, and 41 tour operators across 24 countries—such as Türkiye, Russia, the UAE, Iran, Qatar, China, Kenya, and India. This turnout reflected Sochi's growing importance in global aviation and tourism discussions.

Over five themed sessions, 40 industry leaders shared insights, strategies, and solutions focused on enhancing international air connectivity, forging new partnerships, and navigating the challenges and opportunities of the post-pandemic travel landscape.

“Our main goal is to promote inbound international tourism to Sochi and showcase the city's appeal as an exciting travel destination,”

said Alexander Nikonov, Deputy General Director for Commercial Activities, Aerodinamika LLC.

Voices Shaping the Future of Travel

The second day of the forum featured a full agenda of expert-led panels, networking opportunities, and high-level discussions aimed at shaping the future of regional and global aviation.

Opening remarks came from prominent figures including:

- *Alexander Ruppel, Acting Deputy Governor of the Krasnodar Region*
- *Sergey Krivonosov, Deputy Chairman,*

*State Duma
Committee on Tourism
and Infrastructure
Development*

- *Alexey Starostin,
General Director,
Aerodinamika LLC*

The opening session, *Air Travel as the Basis of Tourist Flow*, was moderated by Zlata Vorontsova, Head of Marketing and PR at TCH. Speakers explored how air travel remains a cornerstone of tourism development. Notable contributors included:

- *Dmitry Gorin, Chairman,
Association of Air
Transport Agencies;
Board Chairman,
Vipservice*

- *Barathan Pasupathi,
CEO, Jazeera Airways*

- *Anton Mattis, Deputy
General Director and
Commercial Director,
Nordwind Airlines*

- *Alexander Nikonov,
Aerodinamika*

Another engaging session, moderated by Vasily Torgashin, Director of PR at Aerodinamika, focused on branding, communications, and market positioning in an increasingly competitive industry.

Led by Viktor Titarev, Senior Partner at Radium Investments, the panel *Developing International Relations and Expanding Tourist Routes* addressed strategic efforts to broaden

global connectivity and enhance cross-border tourism collaboration. It highlighted real-world cases of successful partnerships between airlines and destinations—key to building resilient tourism ecosystems.

“This forum is a unique platform for building strategic partnerships between business and technology. We were proud to present our solutions and are now focused on implementing them in the coming year,”

said Alexey Fedorov, CEO of MILE-ON-AIR and general sponsor of the forum.

Sochi: Where Innovation Meets Experience

AIRTRAVEL SOCHI 2025 was more than just an industry forum—it was a celebration of Sochi's transformation into a modern, accessible, and globally relevant destination. From insightful sessions to panoramic mountain trails, I witnessed firsthand how the city seamlessly blends aviation innovation with tourism excellence.

From Skyparks to Ski Slopes: Sochi Beyond the Conference

The forum's rich agenda was complemented by





curated tours, offering delegates the chance to experience Sochi's diverse attractions.

We began at Skypark, home to Russia's longest suspended pedestrian bridge, offering stunning views over lush forests, sea, and mountains.

A visit to the oldest and largest trout farm in Russia followed, where clear spring-fed ponds nurture the country's prized "royal fish."

The journey continued to Krasnaya Polyana and

Rosa Khutor, two world-class mountain resorts. A scenic cable car ride to 2,200 meters unveiled the Olympic legacy nestled in snow-covered peaks. Walking through Rosa Khutor's charming alpine village underscored how seamlessly Sochi combines sport, leisure, and culture.

We also toured a local eco-cosmetics farm, which uses natural, sustainable ingredients—a great example of how Sochi's innovation extends beyond tourism and sports.





A VIP Perspective: Sochi from the Skies

Perhaps the most unforgettable experience was a private VIP helicopter tour organized by Solaris Aviation Center. Aboard a BO105 helicopter, we soared over Sochi's breathtaking terrain—mountains, rivers, and the Black Sea coastline—gaining a new appreciation for the city's scale and beauty. The company's fleet includes eight modern helicopters by Robinson, Airbus Helicopters, and AgustaWestland (with seating capacity from 3 to 5 passengers), enabling both private and corporate flights.

From the skies, we glimpsed Olympic venues, luxury resorts, and untouched natural landscapes. Solaris Aviation offers these exclusive year-round tours (weather permitting),

providing travelers with a rare and stunning view of the region.

Sochi's Star is Rising

AIRTRAVEL SOCHI 2025 proved to be more than a conference. It served as a global hub for aviation and tourism leadership, a launchpad for new partnerships, and a showcase for Sochi's multifaceted identity—as a city of sport, nature, business, and forward-thinking travel.

Having explored it from the conference floor to mountain peaks—and even from the skies—I can confidently say that Sochi is no longer just Russia's Black Sea getaway. It has become a true global meeting point where aviation innovation and tourism excellence converge 🌐





Vilnius Airport – Lithuania’s Renewed Gateway

Vilnius Airport, Lithuania’s main international gateway, is undergoing a remarkable transformation redefining passenger experience while strengthening the country’s position as a dynamic aviation hub in the Baltic region.

Managed by Lithuanian Airports Group, which also operates Kaunas and Palanga airports, the network welcomed 7 million passengers last year, with Vilnius alone handling around 5 million. Together, the three airports connect Lithuania to nearly 100 destinations worldwide, a network that continues to expand as demand for air travel grows.

Expanding Connectivity

During the 2025 summer season, flights from Vilnius Airport serve 47 destinations, operated by

major carriers including airBaltic, Wizz Air, SAS, Ryanair, LOT Polish Airlines, and Finnair.

Seasonal and charter operations also play a

key role in the airport’s network. Summer routes connect Vilnius with popular holiday destinations such as Alanya, Bodrum, Burgas, Antalya, Hurghada, Sharm El Sheikh, Rhodes, Madeira, and Tenerife.

When it comes to Türkiye, Turkish Airlines remains the only carrier offering direct scheduled flights to Istanbul, linking Lithuania with Asia, the Middle East, and beyond. In addition, airBaltic provides one-stop options to Istanbul via Riga, while Antalya continues to be one of the top leisure destinations served by frequent charter flights.



Gintare Norvilaite-Tautevice CCO of Lithuanian Airport met Ayse Akalin, Editor in Chief of Aviation Turkey Magazine in Vilnius Airport.



Infrastructure and Modernization

The most visible symbol of Lithuania's aviation renewal is the new departures terminal at Vilnius Airport, inaugurated in February 2025. The project represents the airport's largest infrastructure investment in decades, significantly expanding capacity and improving operational efficiency.

In summer 2025, the airport also began the reconstruction of its old terminals, part of a wider transformation program set to continue until the end of 2026. The renovation covers every detail from structure and energy systems to passenger areas and will introduce new commercial zones, including a walk-

through duty free shop in the former departures hall.

A design competition is also underway for a new arrivals terminal, reinforcing Vilnius Airport's long-term development vision.

Key upgrades include:

- *New departures terminal (opened February 2025)*
- *Self-service check-in and baggage drop facilities*
- *Advanced baggage handling systems*
- *Next-generation C3 security scanners for faster, safer screening*

Retail and Passenger Experience

Passenger comfort and commercial experience are central to the airport's modernization plan.

- *Phase 1 of the new retail and duty free area is set for completion in May 2025.*
- *Non-Schengen and passport control areas will be ready by October 2026.*
- *A tender for the new business lounge and duty free operator will be launched this October, with openings planned for May 2026.*

These upgrades aim to create a more seamless, traveler-oriented environment, blending modern design with Lithuanian hospitality.

On the ground, BGS and Litcargus remain the airport's key ground handling



partners, supporting growing flight operations with efficient and reliable services.

Vilnius Airport's ongoing transformation clearly reflects Lithuania's broader ambition — to deliver a modern, sustainable, and passenger-focused air

transport system. With continuous investment, improved connectivity, and a strong focus on service quality, Vilnius Airport is not only renewing its terminals but also redefining its role as the renewed gateway to Lithuania and the wider Baltic region





Lithuanian Airports Maintain Strong Growth Momentum Through 2025

Lithuanian Airports (LTOU), the operator of Vilnius, Kaunas, and Palanga airports continues to demonstrate impressive operational and financial growth in 2025, supported by major infrastructure investments and a strong commitment to sustainability.

In September 2025, the Lithuanian airport network handled over 670,000 passengers, marking an increase of almost 6% compared to the same month last year. Kaunas and Palanga Airports achieved particularly dynamic results, with passenger traffic growing by 10% and 19%, respectively. Vilnius Airport, the largest hub in the country, also posted a 4% year-on-year increase, serving nearly 490,000 passengers.

The total number of flights across the three airports

reached 5,507, up 3% from September 2024. Public satisfaction with Lithuanian air transport remains exceptionally high — a recent nationwide survey showed that nine out of ten citizens believe air travel quality has improved, thanks to greater route diversity, convenient flight schedules, and more reliable service.

Steady Growth Reflected in Strong Financial Performance

The positive operational trends seen in September reflect the broader growth trajectory observed throughout the first half of 2025. According to unaudited results, Lithuanian Airports

generated revenues of €33.8 million, representing a 9.1% increase compared to the same period last year. Passenger traffic in the first six months of the year reached 3.3 million, up by nearly 9%, while total flights grew by 6% to 28,500 operations.

Aviation-related activities generated around two-thirds of total revenues, reaching €22.3 million, while non-aviation revenues increased to €11.5 million, despite ongoing reconstruction and modernization projects. The company's adjusted EBITDA for the first half of the year remained stable at €11.1 million, underlining its effective cost management amid rising passenger volumes.

Major Infrastructure Projects Underway

Lithuanian Airports invested approximately €15 million in infrastructure during the first half of 2025. The new departures terminal at Vilnius Airport, inaugurated in February, stands as the largest aviation infrastructure project in Lithuania in decades. Its design and operational concepts are now being applied to the reconstruction of Kaunas Airport's terminal, set for completion in October 2025, which will expand both arrival and departure areas and increase handling capacity from four to six flights per hour.

Further investments include a new multi-storey car park at Kaunas Airport and the modernisation of airport vehicles. In Vilnius, the reconstruction of the old terminal continues, alongside preparations for a new arrivals terminal designed by Zaha Hadid Architects, whose proposal won an international design competition.



Exploring Bavaria's Best: "Taste of NUE" Brings Nuremberg Closer to Türkiye

The "Taste of NUE" event in Istanbul, hosted by Albrecht Dürer Airport Nürnberg, brought together valuable partners and tourism stakeholders to highlight the strong and growing connection between Türkiye and Nuremberg.

Silvia Arai Hoffmann, Robert Nehr, Tino Krannich, Bülent Bayraktar and the representatives from Albrecht Dürer Airport Nürnberg, Rothenburg Tourism Office, Ingolstadt Village, Wertheim Village, Bavaria Tourism and Dornauers also attended, showcasing the many unique experiences awaiting Turkish travelers in the region.

Currently, Turkish Airlines, Pegasus Airlines, Corendon Airlines, SunExpress, and Freebird Airlines operate between Türkiye and Nuremberg.

Why Nuremberg? A Hidden Gem at the Heart of Europe

Nuremberg and its surrounding region offer a captivating blend of history, culture, and modern luxury — making it one of

Europe's most enchanting destinations year-round.

During the winter season, the world-famous Christkindlesmarkt in Nuremberg and the nearby "Christmas City" of Rothenburg transform the region into a fairytale setting, attracting visitors from across the globe with their festive lights, handcrafted gifts, and heartwarming traditions.

Beyond its seasonal charm, the region is also a haven



Ayşe Akalın, Silvia Arai Hoffman, Şebnem Akalın

for shoppers. Ingolstadt Village and Wertheim Village deliver a world-class luxury shopping experience, featuring over 110 carefully curated brands and year-round discounts of up to 60%.

For food lovers, Nuremberg offers a feast of authentic flavors. The city's culinary heritage ranges from its EU-protected gingerbread and sausages to its distinctive red beer. With the highest per-capita concentration of Michelin-starred restaurants in Germany, Nuremberg is a true gourmet destination.

Connectivity adds yet another layer to its appeal. In 2023, more than 4.1 million passengers traveled through Nuremberg Airport, with nearly a quarter flying between Türkiye and Nuremberg. This strong connection highlights the Turkish market as one of the most vibrant and significant for the region.

Whether for shopping, gastronomy, or seasonal magic, Nuremberg stands as a perfect gateway to experience the best of Bavaria and beyond 🇹🇷



Ayşe Akalın, Robert Nehr



Data Innovation at Airports and Airlines: Redefining Passenger Experience Through Smarter Operations

by Mehmet Keyvan, CEO and Chairman KEYVAN Aviation

The aviation industry has always been shaped by technology, but in the 21st century, it is data that is reshaping how airlines and airports operate, managed, satisfied the customers or simply lost the profit. Every flight produces an enormous trail of information including with routes, traffics, aircraft performance

parameters, weather forecasts, passenger flows, baggage movements, gate availability, and more. In the past, much of this data was siloed, analysed after the fact, and used mostly for compliance or reporting for safety purposes. Today, the shift is toward real-time data integration and predictive analytics, which is main

focus is more than just safety. Airlines and airports are no longer satisfied with reacting to disruptions, they want to anticipate and prevent them. This new approach is not simply about operational excellence. It is also about improving the passenger journey while keeping ticket prices competitive in an increasingly tight

market. I try to divided my today article to the following sections, which explore how data innovation across airside management, taxi and holding time optimization, weather and navigation forecasting, and cost control is enabling the aviation sector to balance efficiency, resilience, and passenger satisfaction.

Airside Operations: The Ground Game of Efficiency

Most of the passengers only enjoy the terminal experience, they are happy with fast-track security and passport controls, buggies and free shops, but their travel may be affected by airside experience. Airside operations, the activities that take place between the terminal and the runway, are a crucial battleground for efficiency. Aircraft turnarounds, refuelling, catering, ground handling, baggage loading, and gate assignments all happen in a highly choreographed sequence. Any deviation in timing can ripple through the system, leading to delays and dissatisfied passengers. With the help of real-time operational dashboards, airports are gaining visibility into every element of the turnaround process. For instance, sensors and IoT devices track the arrival of ground service equipment, while digital platforms coordinate cleaning crews, fuelling teams, and catering suppliers. By consolidating this data, operations control centers can identify potential

bottlenecks before they escalate. Equally important is runway and taxiway optimization. Traditionally, departure sequencing was largely dependent on manual coordination between tower controllers and airlines. Now, advanced decision-support tools simulate different departure scenarios, reducing congestion at runway thresholds and minimizing idle time with engines running. The result is faster departures, reduced fuel burn, and a smoother passenger experience. Reducing the waiting time for the passenger is the main goal for the airlines and airports which helps them to increase the slots.

Taxi Time: Every Minute Counts

Taxi operations, may appear mundane to passengers, but for airlines they are a significant cost driver. Industry data suggests that an aircraft consumes anywhere from 15 to 25 kilograms of fuel per minute depending on the aircraft model, fleet age and engine type, during taxi with engines running. Multiply that by dozens of aircraft at a hub airport and the cost, both financial and environmental, becomes clear.

Data-driven systems now enable airports to analyze historical taxi patterns and forecast future demand.

For example, by studying weeks of data, airports can predict which taxiways are prone to congestion during peak hours. This insight helps controllers allocate traffic more efficiently, balancing the load across parallel taxi routes. Airlines are also experimenting with predictive pushback sequencing, where ground controllers coordinate departures based on real-time gate availability and inbound arrivals. Instead of a first-come, first-served model, sequencing tools factor in connection times, fuel optimization, and even crew duty limits. For passengers, this translates into fewer missed connections and reduced delays once airborne. In the busy airports, average taxi time may increase

up to 25 minutes per flight, and by considering the 1,000 flights per day including with Arrival and Departure flights, the result would be around 25,000 minutes of taxi time per day, which is equal to 416 hours of taxi time. Reducing 1 minute of taxi time in such busy airport will save 16 hours per day and tons of the fuel.

Weather and Navigation: Turning Uncertainty into Predictability

Few factors disrupt aviation as profoundly as weather. Thunderstorms, crosswinds,

fog, and snowstorms can ground fleets and cause cascading delays across global networks. The traditional challenge has been that weather is inherently uncertain. Recent advances in meteorological modelling and big data analytics are turning weather into a more manageable variable. Airlines now integrate high-resolution forecasts with flight planning tools, enabling dispatchers to simulate different routing options hours before departure. For example, a carrier anticipating strong headwinds on a transatlantic route may choose a slightly longer but more fuel-efficient track that avoids turbulence and minimizes arrival delays. This capability depends heavily on navigation databases and airspace data. By combining weather forecasts with navigation datasets (including NOTAMs, airspace restrictions, and route availability), airlines can dynamically adjust their flight plans. In turn, pilots can reduce airborne holding times, avoid last-minute diversions, and enhance fuel efficiency.

In the long run, this integration of weather and navigation data not only improves punctuality but also reinforces safety by ensuring pilots and controllers make decisions based on the most accurate, up-to-the-minute information.

Delay and Holding Time Management: From Reaction to Anticipation

Delays are costly for everyone in the aviation chain. Airlines, airports, and passengers. In the United States alone, flight delays are estimated to cost airlines more than \$30 billion annually when fuel, crew overtime, passenger compensation, and lost productivity are considered. A significant portion of delays comes from holding times, whether in the air waiting for landing clearance or on the ground queuing for departure. Traditional air traffic control methods often relied on tactical decisions, assigning holding stacks or delaying pushbacks as problems arose. Data innovation is changing this approach. Airlines and ATC now share integrated platforms that provide predictive delay management. Using live feeds from radar, weather sensors, and airport operations, these systems forecast congestion hours in advance. Decision-support tools then recommend adjustments: rerouting aircraft, reassigning gates, or shifting departure slots to spread the load. For instance, an airline that knows in advance about likely holding patterns at a hub airport can proactively delay departure at the origin,

saving fuel and avoiding unnecessary airborne waiting. This reduces both costs and emissions, while passengers benefit from more predictable arrival times.

Cost Efficiency: Data as a Strategic Asset

At the heart of data innovation is a simple truth which is operational efficiency reduces costs, and lower costs enable airlines to keep ticket prices competitive.

Fuel, representing up to 25–30% of airline operating expenses, is the most direct beneficiary of data-driven optimization. By reducing taxi times, cutting holding patterns waiting times, and fine-tuning flight plans with better weather and navigation data, airlines save millions in fuel annually. Crew costs are another area of improvement. Predictive delay management minimizes unplanned overtime, reduces the risk of crews exceeding duty limits, and lowers disruption expenses such as hotel accommodations. Moreover, efficient operations mean better fleet utilization. An aircraft that spends less time idling or waiting in holding patterns can be turned around faster and scheduled for additional rotations. This higher productivity allows airlines to spread fixed costs across more flights, directly contributing to

more affordable ticket pricing.

Passenger Experience: Data as an Invisible Service

While passengers rarely see the complex data systems behind their flights, they feel the benefits in tangible ways. Fewer delays, shorter taxi times, smoother connections, and more reliable schedules create a travel experience that is less stressful and more enjoyable. Airlines are also beginning to share operational data directly with passengers, through mobile apps that provide real-time updates on gate changes, baggage status, and expected arrival times. This transparency builds trust, even when disruptions occur, as travellers appreciate timely and accurate information. For frequent flyers, predictability is a form of value. A passenger choosing between two airlines may favor the carrier with a reputation for punctuality and efficient service, even if ticket prices are similar. Data innovation, therefore, becomes a competitive differentiator not only in cost control but also in customer loyalty.

Beyond cost and passenger benefits, data innovation plays a central role in aviation's sustainability journey. Reduced taxi and holding times translate into lower carbon emissions,

helping airlines meet international targets for greener operations. As the industry moves toward digital air traffic management and greater integration of unmanned aerial systems, the role of data will only intensify. Artificial intelligence, machine learning, and cloud-based platforms will provide even deeper insights, enabling real-time optimization at a scale previously unimaginable.

The competitive pressures on airlines and airports are unlikely to ease. Passengers demand affordable fares, punctual service, and transparency. Regulators are tightening efficiency and sustainability requirements. Investors expect profitability even in volatile markets. In this landscape, data is the strategic enabler. By integrating airside analytics, weather and navigation intelligence, predictive delay management, and cost optimization, aviation stakeholders can transform both operations and the passenger journey.

Passengers may not see the algorithms that optimized their taxi route or the predictive models that pre-empted a delay. But they experience the outcome: smoother journeys, fewer disruptions, and fairer ticket prices. In the end, that is the true measure of success in aviation's data-driven era. And likely very happy passenger 🌍

Aviareps and Air Serbia Connect with Türkiye's Travel Trade

Aviareps recently hosted a special Air Serbia presentation event in Istanbul, bringing together leading Turkish travel agencies for an engaging evening dedicated to Serbia's flag carrier.

Following the airline's presentation, guests enjoyed a lively prize draw. Two agencies won detailed Air Serbia aircraft models, while two others received complimentary round-trip tickets between Istanbul and Belgrade.

Founded in 2013, Air Serbia is the national airline of Serbia and one of the ten oldest carriers still operating in the world. The airline currently operates a modern fleet of 29 aircraft, including four Airbus A330-200s, three A320s, ten A319s, and ten ATR 72-600 turboprops.

Air Serbia serves more than 90 destinations across Europe, the Middle East, China, North America, and Africa. In Türkiye, the carrier connects Istanbul and Izmir with Belgrade, operating eight weekly flights from Istanbul and two weekly flights from Izmir.

Through an extensive codeshare network with partners such as KLM, Air France, Turkish Airlines, Air Europa, Bulgaria Air, Aegean, Qatar Airways, Air China, Air Baltic, JetBlue, and Etihad Airways, Air Serbia provides



global connectivity beyond its own network.

The airline offers four fare categories — Economy Light, Economy Standard, Economy Comfort, and Business All-Inclusive — designed to meet the diverse needs of travelers.

In addition to scheduled operations, Air Serbia has organized thousands of charter flights worldwide, collaborating with travel agencies, corporations, associations, and other organizations. The airline

also provides special cargo charter services on demand.

Passengers in Business Class enjoy a premium experience that includes:

- Dedicated business check-in counters and priority boarding
- Fast-track security and access to the Air Serbia Premium Lounge at Belgrade Nikola Tesla Airport
- Fully reclinable leather seats converting into 75-inch (190 cm) beds

• On-demand dining with freshly prepared Serbian dishes

• A wide range of inflight entertainment options, including the latest movies and TV shows

• Two pieces of checked baggage allowance (32 kg each)

With its growing network, modern fleet, and customer-centric approach, Air Serbia continues to strengthen its presence in Türkiye and beyond.



Association of All Aircraft Suppliers: Institutionalizing a Dream Strength from Our Roots

by Aslıhan Aydemir

Aviation is more than the wings we see in the sky. It is the harmony of thousands of parts, the expertise of professionals, and decades of accumulated knowledge. My life has unfolded in this world of parts—across supply chains, hangars, workshops, and bridges of trust with global customers.

As Türkiye's aviation sector grew, I realized suppliers, MRO providers, and logistics partners—the “invisible heroes”—were striving separately. Each was successful in its own story, but without a united vision, reaching our rightful place in the global arena was difficult. This led to the foundation of the Association of All Aircraft Suppliers, together with 10 pioneering companies.

Havacılık Parça ve Servisleri Dış Ticaret Limited Şirketi, DNR Havacılık Hizmetleri İthalat İhracat Sanayi ve Ticaret Limited Şirketi, Mabayco Endüstriyel Ürünler Limited Şirketi, Stareast Air Turkey Havayolları ve Kiralama Sanayi Ticaret Limited Şirketi, BSL Havacılık ve Danışmanlık Ticaret Limited Şirketi, Vega Havacılık Taşımacılık ve Danışmanlık Hizmetleri Ticaret Limited Şirketi, UTE Technics Havacılık Sanayi Ticaret



Limited Şirketi, TDT Havacılık Bakım ve Ticaret Anonim Şirketi, Sezer Havacılık Ahmet İlhami Sezer, Wencor.

Why an Association?

Aviation is never a one-man show. Just as hundreds of components must work in flawless synchronization for an aircraft to fly, our sector thrives on cooperation. As suppliers, we are stronger by rising together.

Global MRO Market Dynamics

A sound strategy begins with data.

Infographic 1: Global MRO Market (2024–2025)

- Global MRO market value in 2024: USD 90.85 billion
- Expected in 2025: USD 90.96 billion
- Long-term forecast: CAGR 5.2% (2025–2034), reaching USD 135.2 billion

- Engine MRO expected to grow from USD 37.5B (2022) to USD 59B (2030)

- MRO software market: USD 7.4B in 2024 and expanding rapidly

These figures highlight the strategic importance of MRO within the global aviation ecosystem—and Türkiye has immense potential to claim a larger share.

Türkiye's Rising Potential

Türkiye is not only a fast-growing passenger market but also a future hub for MRO, spare parts, and support services.

Infographic 2: Türkiye's Aviation Highlights (2024)

- 230.22 million passengers served in 2024 (95.3M domestic, 134.7M international)
- 83.4 million passengers carried by Turkish Airlines

- 31.7 million international passengers flown by Turkish Airlines in 2024

- 1.4 million commercial flights handled nationwide

These figures underline Türkiye's position as a rising regional hub with strong infrastructure and engineering talent.

Strategic Priorities of the Association

Our vision is built on three pillars:

Infographic 3: Three Strategic Axes

1. Development & Capacity

- Training, certification, and standardization
- Joint R&D in additive manufacturing and composites
- University–industry collaboration

2. Representation & Cooperation

- Joint stands at global fairs and exhibitions
- Partnerships with authorities and OEMs
- Promotion of export–import collaboration

3. Innovation & Sustainability

- Blockchain traceability and digital twins
- Carbon-neutral processes
- Support for Türkiye's SAF (Sustainable Aviation Fuel) policies

A Mission Beyond Today

Our mission is not merely to protect current commercial interests but to help launch the aviation vision of the future from Türkiye.

Infographic 4: Spotlight – Empowering the Next Generation

- Skills through training and certification
- Access to global fairs & markets
- Visibility for women, youth, and entrepreneurs

We aim to:

- Strengthen workforce skills
- Encourage innovation
- Represent Türkiye globally
- Empower women and young leaders in aviation



Gateway to the Future

Aviation today goes far beyond traditional manufacturing. Digitalization, artificial intelligence, blockchain traceability, and carbon-neutral flights are reshaping the industry. As the Association of All Aircraft Suppliers, we

aim to stand at the heart of this transformation—working to position Türkiye as a regional aviation hub, powered by its logistical advantages, young engineering talent, and entrepreneurial spirit.

A Personal Note

Founding this association is not just a professional milestone, but the

realization of a dream. Behind every aircraft are countless unseen parts and heroes. With this association, we aim to make them visible and carry their contributions to the world.

The Association of All Aircraft Suppliers is more than an institution—it is the embodiment of vision, unity, and Türkiye's journey into the skies.

"People Would Hang Me For That!"

General Zeki Doğan and Türkiye's Threshold of Dependent Aviation Modernization in the Late 1940s

Few quotes in Turkish aviation history are as famous -or as misunderstood- as that of General Zeki Doğan, Commander of the Turkish Air Force in the late 1940s. As Şükrü Er notes in his book *Teşebbüs Hürriyeti*, Doğan made this statement shortly after the establishment of the Turkish Aeronautical Association (THK) Gazi Engine Factory -a time when Türkiye had just begun to produce its own engines. His words therefore carried more than economic meaning; they revealed a turning point where foreign aid began to overshadow domestic industrial ambition:

"I cannot place an order with you, because the Americans are giving us aircraft engines for free. People would hang me for that!"

At first glance, it sounds like a simple justification. But behind these words lies a deep transformation in Türkiye's industrial mindset. Doğan's remark marks the turning point between the early Republic's vision of independence through production and the Cold War's new logic of security through alliance.

In the 1920s and 1930s, aviation was not just a

military ambition; it was the symbol of modernization and national pride. The first factories TOMTAŞ (1925), later on Kayseri Aircraft Factory (from 1931), the THK Etimesgut Aircraft Factory in the 1940s and Vecihi Hürkuş and Nuri Demirağ's private initiatives in Istanbul were driven by the dream of building Türkiye's own aircraft. Yet they all suffered from the same issues: limited budget and technical expertise, lack of trained engineers, and almost no R&D infrastructure.

Until 1941, Türkiye had no school capable of training aircraft engineers. There were no wind tunnels,

engine test centers, or proper material laboratories. Most aircraft were short-range, wooden, fabric-covered models and many of them simplified copies of European designs. The state lacked mechanisms to evaluate technical performance; what was often celebrated as "domestic production" in Ankara was, in practice, a handful of barely flightworthy prototypes.

The first formal attempt to train aeronautical engineers came with the establishment of an aviation branch at the Istanbul Engineering School (Mühendis Mektebi, today Istanbul Technical



Credits: <http://www.hvkk.tsk.tr>



by Dr. Emir Öngüner
Freelance Researcher in
Aviation History

University). However, the program could only graduate its first class in 1943 and there were just six of them. Most of the instructors at the time were Polish specialists who had taken refuge in Türkiye during World War II, bringing valuable but limited experience. This late and limited start clearly shows how Türkiye's industrial ambitions had outpaced its educational and technical capacity. In short, the country could assemble airplanes, but it could not yet truly engineer them.

After World War II, the global order changed dramatically. With the Truman Doctrine (1947) and Marshall Plan (1948), the United States positioned Türkiye as a frontline ally against Soviet expansion. The aid packages included not just funds, but modern aircraft, engines, and full maintenance support. The arrival of jet fighters like the P-47, F-84 and T-33 opened a new era.

For Türkiye, producing equivalent aircraft domestically was nearly impossible: the economy was fragile, foreign exchange reserves almost nonexistent, and the engineering base



underdeveloped. Faced with this reality, General Zeki Doğan had one clear mission: modernizing the Air Force. His options were limited: on one side, outdated piston-engine planes built with local means; on the other, brand-new jet fighters offered for free by a strategic ally. His choice was not ideological; it was inevitable.

When Doğan said "the nation would hang me", he was not speaking from fear, but from realism. His statement reflected three layers of truth:

- *Economic reality: Türkiye lacked the capital and scale to sustain an aircraft industry.*

- *Military reality: Rejecting modern jets would have left the country far behind regional competitors like Greece, which was also receiving U.S. aid.*

- *Political reality: In the new multi-party environment, turning down American assistance could easily have been branded "anti-Western".*

Doğan stood at the intersection of these pressures. His acceptance of American aid ensured short-term modernization, but it also shaped the long-term structure of Turkish defense industry.

The decision was rational, but it came with a cost. Türkiye quickly aligned with NATO standards and established maintenance networks under American supervision. However, this also ended the momentum of domestic aircraft production. The

Etimesgut Aircraft Factory was handed over to the Machinery and Chemical Industry Corporation (MKE) and after NATO membership in 1952, U.S.-supplied aircraft made local designs irrelevant.

Zeki Doğan's remark can be read in two ways. From a pragmatic perspective, he did what had to be done. From a historical one, it marks the moment when Türkiye's aviation ambitions shifted from independent production to dependent modernization. Both views are true. Doğan fulfilled his duty as a commander, but the state failed to turn necessity into an industrial strategy.

His famous quote reveals the subconscious of a nation standing between two eras. They remind us that modernization without industrialization always carries a price. The "free airplanes" came at the expense of local engineering. Türkiye's greatest missed opportunity was not accepting U.S. aircraft; it was failing to learn from them, to reverse-engineer and to build upon that technology for its own future.

Nearly eight decades have passed since Zeki Doğan's words were spoken, yet discussions around that moment still lack a rational and realistic perspective. In popular culture, this statement is frequently misused, stripped of its historical depth and turned into a slogan. Such interpretations reflect how poorly Türkiye still understands its own industrial and engineering history.

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Why Efficiency Is Aviation's Engine of Transformation

by Michael Scheidler, CEO of Skymetrix



As airlines balance rising costs and mounting climate obligations, operational efficiency is emerging as the bridge between profitability, resilience, and sustainable growth.

The aviation industry has recently returned to profitability, but it continues to fly through one of its most turbulent transitions. Airlines face rising fuel prices, supply chain volatility, and the challenge of transforming into a net zero sector by 2050. In this environment, efficiency has become more than an operational goal – it is the engine of competitiveness and long-term sustainability.

The Cost Butterfly Effect

Direct Operating Costs (DOCs) account for more than half of an airline's expenditure. They include fuel, airport and navigation fees, and security – costs

that fluctuate by aircraft, route, and timing. A single flight can generate up to 50 separate charges. When multiplied across hundreds of thousands of flights a year, even a marginal 1% overcharge can erode profitability by more than 10%.

I call this the airline Butterfly Effect: small variations in cost or performance on a single flight can ripple across entire networks, undermining route economics and leaving less room for inward investment. The only way to counter this effect is through precise, real-time cost visibility – powered by intelligent handling of data and automation.

Airlines need oversight of every cost variable – from crew deployment and aircraft utilization to fuel consumption and ground handling. Many still operate with fragmented data that hides the full

picture of performance. By connecting information across operations, airlines can see where costs arise, act on inefficiencies in real time, and plan with greater confidence. With the transition to net zero on the horizon, efficiency is no longer just about saving money – it's about building the agility and resilience needed for sustainable growth.

Beyond Compliance: Turning Regulation into Strategy

The shift to Sustainable Aviation Fuel (SAF) represents the industry's most significant transformation – and it's already underway. Under the EU's 'RefuelEU Aviation' regulation, airlines refueling at European airports must now use at least 2% SAF, rising to 70% by 2040. This first large-scale

effort to replace fossil jet fuel has come with challenges: limited global supply, uneven pricing, and complex compliance requirements.

Meeting these mandates competitively will depend as much on efficiency as on innovation. Success will hinge on how effectively airlines can integrate, source, and use new fuels within tight operating margins. Efficiency is what allows decarbonization to scale – keeping the transition financially viable as demand for cleaner fuel accelerates.

The 'Mission Possible Partnership' estimates that achieving net zero by 2050 will require a doubling of fuel-efficiency while scaling SAF production and carbon capture capacity. That makes operational efficiency not just a cost strategy but a climate strategy: every percentage gain in fuel use, load factor,

or routing efficiency frees up the capital and capacity for low-carbon investment.

Across aviation, the next wave of emissions reductions is being driven not just by new fuels, but by smarter, more efficient operations. Google, for instance, is using AI to map and predict how subtle adjustments to flight paths could reduce the formation of heat-trapping contrails. In trials with American Airlines, small route changes lowered contrail formation at a lower cost per-tonne of emissions than using SAF itself.

As airlines adopt new fuels and innovation on the path to net zero, their greatest test will be managing new complexity - without losing sight of efficiency.

AI: The New Engine of Airline Efficiency

AI offers a way through this growing complexity. By turning data into predictive insight, it can anticipate fluctuations before they occur, and provide adaptive, real-time decision support. In doing so, AI identifies inefficiencies faster, learning continuously from operations, and enables better decisions that strengthen both financial performance and environmental outcomes.

At Skymetrix, we work with airlines representing over 30% of global commercial

flights to manage their critical costs, integrating the entire 'procure-to-payment' lifecycle - from automating SAF compliance to eliminating manual inefficiencies. In 2024, we processed nearly 13 billion data points across fuel, airport, navigation, crew, catering, and ground handling - transforming data into insight that drives measurable returns. Our AI-powered invoicing solution, for example, creates time and cost savings of over 90% through digitization and precise, line-level validation - showing how AI is transforming airline efficiency and performance.

Efficiency as the Engine of Resilience

Airlines have always operated on thin margins. But for the industry to grow sustainably, the ability to control cost, optimize performance, and sustain profitability through intelligence is vital.

Efficiency is the bridge between today's operational realities and tomorrow's sustainability goals. Airlines that embed cost intelligence into every decision will not only strengthen their competitive edge - but also chart a course toward a leaner, smarter, and more sustainable future for global aviation.

Airtelligent
by Skymetrix

The cost data challenge for airlines in a new era of growth

Airlines generate a vast, and ever-increasing amount of direct operating cost data.

- Up to 18 changes per flight
- 50 data sources per flight
- 30 data sources per flight
- 300* flights per week
- 468,000 data connections per year
- 780,000 change events per year that need tracking and processing

Small errors, discrepancies and overpayments have a BIG impact on profitability

- 3% Error rate for airlines using manual handling and legacy systems
- 23,400 Average inaccurate entries tracked across the year
- 30-120 mins Industry average for discrepancy resolution

11,700+ Hours per year spent on manual handling

- 5.6 Full-time employees @ 10hr working hours per year
- \$50 - \$200 Cost per error**
- \$1.17m - \$4.68m Potential cost of errors

Passenger traffic is expected to double by 2040.

Airlines need automation and modern cost management platforms to reduce manual handling and error rates. This leads to huge time savings and improved profitability.

- Automated flight event data collection
- ONE, real-time view of direct operating costs
- Validate data with actuals not estimations
- Gain accurate, timely insights into direct operating costs
- Improve financial performance
- Standardize formats, detect discrepancies, and improve real-time processing
- Integrate and normalize data from diverse sources

100% Automated calculation of expected costs achieves 100% real-time cost determination

30+ Data integrations

100% Public, South America Airlines up to 100% time savings on volume of public airport and navigation data.

100% Automation delivers up to 100% time savings on invoice verification

5% Up to 1% cost savings. Reduce errors, discrepancies, and overpayments. Streamline processes and enhance accuracy

50-80% Integrated workflow management reduces CO2/SAF, fuel, and other on-board discrepancies.

Unlimited Automated calculation of expected costs achieves 100% real-time cost determination

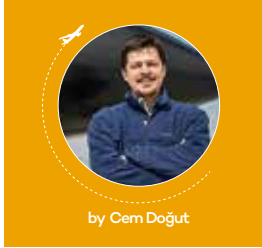
100% Audit-ready, compliant data

Skymetrix

Accuracy | Efficiency | Automation | Scalability | Compliance



Sivrihisar Air Show



by Cem Doğut

Sivrihisar Airshow 2025 was held at the Sivrihisar Aviation Center (Sivrihisar Havacılık Merkezi / S.H.M.) on September 20-21. The M.S.Ö. Air and Space Museum was established at the Sivrihisar Aviation Center in 2018. Many aircraft in the museum's inventory are not only on display but also in flying condition. The largest participants in SHG Airshows are the classic aircraft from the Museum's inventory.

The SHG Airshow, held for the first time in 2015, occasionally features military aircraft alongside civilian aircraft. This year's military participants were the Solo Türk from the Turkish Air Force and the Typhoon Display Team from the Royal Air Force. The demonstrations began with parachute jumps on Saturday morning and continued with formation flights of two Boeing Stearmans, modeled 1940 and 1943. The 1940 Boeing Stearman, serial number 75-863, is the oldest

aircraft flying in Turkey. The Vecihi XIV, designed and built in 1930 by Vecihi Hürkuş, a prominent figure in Turkish aviation history, was the first aircraft to receive certification in Turkish aviation history. A replica of this aircraft was built using the Boeing Stearman's engine and participated in the demonstrations for the first time this year.

The Tiger Moth, serial number T7471, located in the inventory of the M.S.Ö. Aviation Museum, was manufactured in 1942. One of the most significant aspects that makes this Tiger Moth special is its status as a "movie star." It was the aircraft with serial number T7471 featured in the 1996 film "THE ENGLISH PATIENT."

Another aircraft participating in the show was a 1940 Douglas DC-3 Dakota, number 2204. Purchased in 2009 by the Swiss-based Super Constellation Flyers Association, the DC-3 continued its flights under Breitling sponsorship. In 2017, it completed a full world tour sponsored by Breitling and earned the title of "oldest aircraft to circumnavigate the globe." During its world tour, the DC-3 traveled 45,400

km, logged 258 flight hours, and completed 147 takeoffs and landings, visiting 27 countries and 62 cities. In March 2019, the DC-3 was added to the inventory of the M.S.Ö. Air & Space Museum and named Turkish Delight.

A 1953 T-6G Texan, serial number SA079, continues to fly in the same condition it served in the South African Air Force. Having trained thousands of pilots from dozens of countries over the years, the T-6 aircraft has earned its place among the legends. Texans, which were used in the Turkish Air Force for many years, hold a significant place in our aviation history. Their agile maneuvers delighted spectators and captivated photographers with their Texan livery. Another training aircraft, a 1955 T-28B TROJAN, serial number 138354, added color to the show in US Air Force colors.



The star of the show was undoubtedly the 1944 P-51D "Ferocious Frankie," serial number 44-73149. The Mustang is painted to represent the mount of 374th Fighter Squadron, 361st Fighter Group ace Wallace E. Hopkins. Watching the Mustang whistle during maneuvers, thanks to the removal of its .50 cal machine guns from its wings, is a true sensory experience.

A 1945 Spitfire Mk.IX, serial number E517, which was





added to the museum inventory last year, is painted as it flew in the Turkish Air Force. The Turkish Air Force received a total of 196 Mk.IX Spitfires from the United Kingdom between January 1947 and February 1948. They served as standard fighters until the P-47D entered service. Another rare aircraft participating in this year's shows was the Polish Lim-2 (a license-produced version of the Mig-15bis). Despite being 70 years old,

this classic aircraft, still as fast and agile as its first day, was a major draw at the shows.

A true oasis in the desert for Turkey, the SHM serves as a bridge from past to present through its air shows. We hope to see you next year at this special venue, which preserves aircraft that hold significant places in aviation history and ensures their visibility for future generations 🌟



Uzakrota Dubai Became the Meeting Point for Tourism Leaders From the Balkans to Africa

Uzakrota, the Turkish summit brand that is one of the “world's 10 most influential tourism events,” has added another country to the list of over 30 countries where it has held events to date. The Uzakrota summit, held for the first time in Dubai, had a significant and innovative impact across a spectrum stretching from the Balkans to Africa and from the UK to the CIS. Held at the Sheraton Grand Dubai, the summit brought together over 400 brands, including tourism technology brands, regional operators, airlines, hotels, DMCs, outbound, and MICE companies, providing global business opportunities for participating brands and the region. The event featured 43 stands and was supported by regional provider Dubai Business Events, with airlines such as Turkish Airlines, Pegasus, FlyDubai, Air Arabia, and Tailwind Airlines participating. Following two panels, B2B meetings commenced.

Gökhan Erdoğan, founder of Uzakrota, stated that they plan to organize next year's Dubai summit, which they held for the first time, as a much larger and more extensive event, saying: "It was very important for a Turkish brand to hold an event here. We achieved



this and received very positive feedback. We believe we made a

Uzakrota has once again proven itself to be one of the most important events



significant contribution both for our participants and for regional tourism.

in the region, spanning from the Balkans to the Far East and Africa. We

brought together regional operators and global tourism and travel brands positioned in Turkey and neighboring countries, along with DMC, outbound, and MICE companies. The reason we held this event in Dubai was that tourism, travel, and movement around the world are beginning to concentrate most heavily on the Eastern axis. Major global players in the sector are now making plans to establish a presence in this region, even opening offices. Major operators



in the Arab world are positioning themselves in the Balkans, the Far East, and Baku. In this context, we at Uzakrota are also shifting our focus in this direction. We have been trying to position ourselves in the Balkans and the East for some time now. That is why we added the Dubai summit to our journey for the first time this year. In terms of the results and the impact it created, we saw that Dubai will be on our route again next year, and we plan to organize an even larger event."

The tourism summit with the widest participation will once again be held in Istanbul. Uzakrota Global'25 will take place on November 28 at the Hilton Bosphorus Convention Center. Over 15,000 tourism professionals from more than 100 countries and the world's largest tourism technology companies will gather at this summit. The Istanbul summit will once again discuss the present and future of the tourism and travel industry with 200 influential speakers.

Regional tourism offices, travel agencies, hotels, airlines, cruise companies, and tour operators will come together at Uzakrota Global'25, with the pulse of the global tourism sector beating in Istanbul.



Turkish Airlines Expands Fleet with Major Boeing Order

The flag carrier has finalized an agreement with Boeing for a total of 75 widebody 787-9 and 787-10 Dreamliners—50 firm orders and 25 options—to be delivered between 2029 and 2034. In parallel, negotiations continue with Rolls-Royce and GE Aerospace regarding the engine selection. The agreement also includes advanced talks on an additional 150 Boeing 737-8/10 MAX aircraft, of which 100 are firm and 50 optional, pending successful completion of negotiations with engine manufacturer CFM International.

Aligned with its 2033 Vision, Turkish Airlines aims to expand its fleet

to over 800 aircraft by its centennial decade, with next-generation aircraft making up 90% of the fleet by 2033 and 100% by 2035.

Professor Dr. Ahmet Bolat, Chairman of the Board and Executive Committee of Turkish Airlines, emphasized:

"This is not merely a fleet expansion, but a reflection of our commitment to innovation and operational excellence. Adding the latest-generation Boeing aircraft will be pivotal in reaching our 2033 vision."

Stephanie Pope, President and CEO of Boeing Commercial Airplanes, added:

"We are proud that Turkish Airlines has once again chosen the 787 Dreamliner and 737 MAX to support its future growth. As a partner of Türkiye's aviation sector for over 80 years, we look forward to contributing to its continued success."

With more than 200 Boeing aircraft already in its fleet, Turkish Airlines will soon add the 787-10—the largest member of the Dreamliner family offering 25% fuel efficiency and enhanced capacity for both passengers and cargo. The 737 MAX aircraft, meanwhile, will deliver flexibility, efficiency, and expanded cargo capabilities on short- and medium-haul routes.

Emirates Named Best International Airline Across Global Award Platforms

Emirates has earned multiple international accolades this month, including Best International Airline, Best International First Class, and Best International Airline Lounge from the Forbes Travel Guide Verified Air Travel Awards, alongside titles from the World Travel Awards, The Times and Sunday Times Travel Awards, and the Condé Nast Readers' Choice Awards.

For the second consecutive year, Emirates was voted Best International Airline by over 9,000 travel industry professionals, praised for continually refining every aspect of the passenger experience. Forbes highlighted the airline's new First Class and Skywards Platinum lounge-style check-in area and its autism certification, with more than 30,000 staff trained to support travellers with autism.

At The Times and Sunday Times Travel Awards 2025, Emirates was named Best Long-Haul Airline for its exceptional cabin crew, luxurious First Class suites, and flagship A380 fleet. The airline also achieved a score of 87.86 in Condé Nast's Readers' Choice Awards and was crowned Middle East's Leading Airline Brand at the World Travel Awards 2025.



As the world's largest operator of international First Class travel, Emirates won Best International First Class for its Boeing 777-300ER suites featuring floor-to-ceiling doors, zero-gravity seats, Bulgari amenities, and caviar service. Its First Class Lounge in Dubai was also

named Best International Airline Lounge for its fine dining, spa, and direct boarding.

Earlier in 2025, Emirates collected further honours, including Best Long-Haul Airline at The Telegraph Travel Awards, Most Recommended Global

Brand by YouGov, and multiple wins at the Business Traveller Middle East Awards, such as Best Airline Worldwide (12th year running) and Best First Class. Emirates Skywards also claimed Best Global Airline Loyalty Program at the International Loyalty Awards 2025.



Gulfstream Introduces the All-New Gulfstream G300

Gulfstream Aerospace Corp., a wholly owned subsidiary of General Dynamics, announced the all-new, super-midsize Gulfstream G300 as the latest aircraft to join its next-generation fleet. The aircraft will replace the Gulfstream G280 and feature signature Gulfstream Panoramic Oval Windows as well as an all-new Harmony Flight Deck, which includes next-generation avionics to enhance safety and operational efficiency.

Gulfstream announced the G300 at its exclusive Discover the Difference customer event in Savannah. During the event, Gulfstream President Mark Burns revealed a full-scale mock-up of the G300 and showed photos of the first aircraft in production.

“Fueled by a decade of investment and our future-forward approach, the Gulfstream next-



generation fleet offers our customers the most innovative family of aircraft,” said Mark Burns, president, Gulfstream. “We know how important the super-midsize cabin segment is to our customers, so building on the highly successful G280 program, the G300 will reenergize the category with its heightened technology and safety enhancements, alongside the legendary comfort and styling of a Gulfstream.”

The G300 combines trans-Atlantic range with short-field agility, covering 3,600 nautical miles/6,667 kilometers at Mach 0.80 or 3,000 nm/5,556 km at Mach 0.84. The aircraft features a maximum cruise altitude of 45,000 feet/13,716 meters and the lowest cabin altitude in its class at 4,800 ft/1,463 m when flying at 41,000 ft/12,497 m. This comes alongside 100% fresh air, a plasma ionization air purification system and 10 Gulfstream

Panoramic Oval Windows. With the longest cabin in its class and two living areas, the G300 accommodates up to 10 passengers.

The G300 Harmony Flight Deck includes six touch screens, paired with Phase-of-Flight intelligence, bringing intuitive technology to pilots. A Synthetic Vision-Primary Flight Display depicts runways and terrain in 3D imagery to boost pilot situational awareness, and Gulfstream’s award-winning Predictive Landing Performance System dynamically displays the runway stopping point in real time.

With an ideal combination of size, advanced avionics and aerodynamic design, the G300 is primed for fast, efficient flight with its high-thrust Honeywell engines, coupled with the clean, swept Gulfstream wing to support fuel-efficiency.

Pegasus Airlines Connects Izmir and Barcelona with New Direct Flights

Pegasus Airlines has strengthened its European flight network with the launch of direct flights between Izmir Adnan Menderes Airport and Barcelona. Connecting the “Pearl of the Aegean” with Spain’s capital of art and culture, the new route offers travellers greater convenience and

accessibility between the two Mediterranean cities.

Starting from 24 October, Turkey’s leading low-cost carrier will operate direct flights between Izmir and Barcelona twice a week — on Mondays and Fridays. Flights will depart from Izmir at 10:55 and from Barcelona at 14:30, with the return time moving



to 13:30 after the winter schedule takes effect on 27 October. Beginning 7

December, Pegasus will also add Sunday flights to the route.



Condé Nast Traveler Readers Have Spoken: İGA Istanbul Airport Once Again Named “World’s Best”

Readers of Condé Nast Traveler, the New York and London-based publishing giant, have once again voted İGA Istanbul Airport as the “Best Airport in the World.”

Strengthening its position as a global transfer hub with flights to over 330 destinations worldwide, İGA Istanbul Airport has been crowned “World’s Best Airport” once again by the readers of , one of the most prestigious travel magazines.

Commenting on the achievement, Selahattin Bilgen, CEO of İGA Istanbul Airport, said:

“This recognition from the experienced and discerning readers of Condé Nast Traveler is the clearest testament to our commitment to customer

experience and the high quality of the services we deliver with great care. Being named one of the world’s best airports is not only proof of our robust infrastructure, but also of the importance we place on our human capital and customer satisfaction. I believe this success is the result of the right steps we have taken in our journey of sustainability and innovation—priorities we integrate into all areas of our work—as well as the value we place on our guests. We will continue to exceed expectations while ensuring the highest levels of comfort and trust for our passengers.”

The rankings are determined by hundreds of thousands of votes cast by travel enthusiasts in the “Readers’ Choice” survey conducted by Condé

Nast Traveler, the luxury travel magazine of Condé Nast, a publishing group with a 116-year history headquartered in New York and London. Following its victory in 2024, İGA Istanbul Airport has once again secured the top spot in 2025. The airport had also been named “World’s Best” in 2022 and consistently ranked among the top in previous years.

According to the list announced by Condé Nast Traveler, the world’s top airports in 2025 are:

1. İGA Istanbul Airport (IST) – Türkiye
2. Changi Airport (SIN) – Singapore
3. Hamad International Airport (DOH) – Qatar
4. Dubai International Airport (DXB) – United Arab Emirates

5. Zurich Airport (ZRH) – Switzerland

6. Seoul Incheon International Airport (ICN) – South Korea

7. Hong Kong International Airport (HKG) – Hong Kong

8. Indira Gandhi International Airport (DEL) – India

9. Tokyo Haneda Airport (HND) – Japan

10. Vancouver International Airport (YVR) – Canada

Also named “World’s Best Airport” two years in a row by Travel + Leisure magazine, İGA Istanbul Airport has once again reaffirmed its global success, continuing to be a source of pride for Türkiye on the international stage.

AEGEAN Airlines Expands Fleet with New ATR 72-600, Two More on Order

AEGEAN Airlines, through its subsidiary Olympic Air, has welcomed a brand-new ATR 72-600 to its fleet, marking a significant step in its regional fleet renewal strategy. In a further vote of confidence in ATR's latest-generation aircraft, AEGEAN has also placed a direct order for two additional ATR 72-600s, scheduled for delivery in December 2026.

This new order underscores AEGEAN's and Olympic Air's long-term commitment to fleet modernisation and sustainability, while also reflecting their confidence in the ATR product. Operating turboprop services across domestic routes within Greece and nearby international destinations, Olympic Air currently flies a fleet of 15 ATR aircraft (12 ATR 72-600s and three ATR 42-600s).

Michalis Kouveliotis, Deputy Chief Executive Officer of AEGEAN Airlines, commented: "We are pleased to welcome the new ATR 72-600 to our fleet and anticipate the arrival of two more aircraft by December

2026. These additions reflect AEGEAN's and Olympic Air's ongoing commitment to fleet renewal, operational efficiency and sustainability. We remain confident that ATR's latest-generation aircraft will enable us to further enhance connectivity across Greece, continuing to deliver high-quality service to our passengers, while reducing our environmental footprint."

Nathalie Tarnaud Laude, Chief Executive Officer at ATR, added: "AEGEAN Airlines and Olympic Air's role in delivering accessible and inclusive connectivity throughout Greece is commendable. The ATR 72-600 is ideally suited to their regional network, offering unmatched fuel efficiency and reliability. Its low operating costs and minimal environmental impact make it the perfect aircraft for maintaining profitable operations on low-density routes, especially in winter when air travel becomes a lifeline for island communities. This partnership reflects our shared vision for a truly essential and profitable regional aviation landscape."

TrueNoord Places Firm Order for 20 Embraer E195-E2 Aircraft and Secures Purchase Rights for up to 30 Additional Jets

TrueNoord, the specialist regional aircraft leasing company, has signed a firm order agreement with Embraer to acquire twenty factory-new E195-E2 aircraft. The agreement also includes purchase rights for up to twenty additional new E195-E2 aircraft and up to ten new E175-E1 aircraft. At list price, the firm order is valued at USD 1.8 billion.

"This landmark agreement represents TrueNoord's first direct order with an aircraft manufacturer – a milestone in the company's journey" comments Anne-Bart Tieleman, CEO of TrueNoord. "It marks an important stepping stone in our continued growth as a global leasing platform, underlining our commitment to investing in next-generation, fuel-efficient regional jets.

"The Embraer E-Jets combine efficiency, flexibility and performance, making them ideally suited to TrueNoord's customers

around the world. Partnering with Embraer allows the business to further strengthen its offering and support airlines with aircraft that deliver superior economics and environmental benefits."

Arjan Meijer, CEO of Embraer Commercial Aviation, comments, "This first direct order from TrueNoord is a strong endorsement of the E2 family's capabilities and success in the market, and a testament to the trust and collaboration between our teams. The E195-E2 delivers exceptional performance and efficiency, making it the ideal choice for lessors and operators looking to future-proof their fleets. This agreement also sends a strong signal to the market – reinforcing the momentum behind next-generation small narrowbody aircraft and the growing demand for sustainable, right-sized aircraft."



Strategic Collaboration Between Pegasus and UC Berkeley to Shape the Airline Experience of the Future

As scientific knowledge guides technological progress and technology accelerates scientific advancement, the lines between the two continue to blur. In today's world, competitiveness is no longer solely defined by the ability to produce goods and services; it is increasingly measured by technological capability and the speed at which knowledge is generated. Recognising this, Pegasus is building strong partnerships with universities, which are essential drivers of innovation, sustainable growth, and global competitiveness.

As part of this vision, The Pegasus Innovation Lab, established in Silicon Valley to guide the company's innovation agenda, is entering a new era through its strategic partnership with UC Berkeley, a powerhouse of academic knowledge and research. Together, the two institutions aim to develop data-driven, user-focused, and efficiency-enhancing innovations that will shape the future of the aviation sector.

This robust collaboration reinforces Pegasus' international innovation

vision by combining UC Berkeley's academic expertise with the practical, technology-led focus of Pegasus Innovation Lab.

Innovation Through Artificial Intelligence

This partnership will bring together Pegasus' industry know-how with the academic strength of the Institute for Business Innovation at the Haas School of Business at UC Berkeley, one of the world's foremost research institutions, to carry out joint projects in operational efficiency, flight safety and AI-based data-driven innovation. Through this collaboration, Pegasus aims to accelerate the development of next-generation business models by transferring academic insights into practical applications.

Seamless Air Travel Experience: Designing the Future Together with Students

A key pillar of this collaboration is the

'Seamless Air Travel' project, which is being carried out in partnership with UC Berkeley's MBA ecosystem. This initiative focuses on creating an end-to-end self-service travel experience, with a particular emphasis on digital aviation, user experience and guest-centric solutions. By combining the creative energy of academia with operational needs, Pegasus seeks to transform innovative ideas into tangible outcomes.

Creative Solutions for Aviation Challenges Through the Innovation Hackathon

Jointly organised with Berkeley, the Innovation Hackathon aims to generate creative solutions for the aviation sector's digitalisation and efficiency-driven needs, particularly in areas such as AI-powered guest experience and operational processes. The ideas developed during the hackathon will not only contribute to Pegasus' technology strategy but also lay the groundwork

for inspiring practices across the wider industry.

AI and Data Analytics Training to Deepen Competencies

An educational programme will be offered to Pegasus employees to deepen their knowledge of artificial intelligence and data analytics. Beyond technical training, the initiative aims to foster a culture of innovative thinking and data-driven decision-making across the organisation.

A Strategic Partnership for Sustainable Impact

This partnership is not just a project-based collaboration, but part of a long-term strategic vision. Believing that university-industry partnerships deliver not only technology development but also knowledge exchange, collective intelligence and talent growth, Pegasus is committed to designing the future through this multifaceted cooperation with UC Berkeley.



AirAsia X Launches Direct Flights from Istanbul to Kuala Lumpur

AirAsia Group's subsidiary AirAsia X, which operates medium- and long-haul flights, is officially launching a new direct flight route between Istanbul Sabiha Gökçen and Kuala Lumpur. This new route represents an important milestone in strengthening travel, trade, and tourism ties between Southeast Asia and Turkey via Malaysia.

AirAsia X will begin operating four weekly round-trip flights between the two cities using Airbus A330 wide-body aircraft starting November 14, 2025. The new route offers an affordable and convenient travel alternative for passengers, students, and business travelers in both regions.

As part of the launch, AirAsia X is offering promotional one-way fares starting from 9,999 TL for a limited number of seats and one-way fares starting from 35,100 TL for its award-winning Premium Flatbed class. Tickets, which went on sale on October 17, are valid for travel between November 14, 2025, and September 14, 2026, and can be purchased until November 9, 2025. Reservations can be made via airasia.com and the AirAsia MOVE app.

This new route, connecting East and West, represents an important growth step for AirAsia X. The airline, which operates direct flights to 23 destinations from Kuala Lumpur, is strengthening its presence in the Association of Southeast Asian Nations (ASEAN), North Asia, Central Asia, and Australia. With Malaysia preparing for its "Visit Malaysia 2026" year, this new connection offers travelers from Turkey the opportunity to discover the region's rich cultural heritage, natural beauty, and vibrant cities.

AirAsia X CEO Benyamin Ismail said, "We are very proud to announce the

new flights between Istanbul (SAW) and Kuala Lumpur (KUL), which will commence on November 14. These two dynamic cities, which bring Asia and Europe closer together, offer significant opportunities in terms of trade, tourism, education, and cultural exchange. Our guests can easily connect to Indonesia, Australia, Singapore, China, Thailand, and many other destinations without having to recheck their luggage thanks to our Fly-Thru service via Kuala Lumpur. Similarly, passengers from Southeast Asia can now easily reach Turkey's unique beauty. As the world's best

low-cost airline, we continue to make long-haul travel accessible to everyone and offer a comfortable flight experience," he said.

The Ambassador of the Republic of Turkey to Malaysia, Mr. Emir Salim Yüksel, said: "We are delighted to establish another new connection between our countries. This route will increase interaction between our peoples and make important contributions in cultural and economic terms. Malaysia is a geographically distant but emotionally close neighbor. Despite the distance between us, our hearts are always close. I believe that such concrete steps will bring the Turkish and Malaysian people together more often and strengthen the bonds of friendship. I congratulate everyone who contributed to the launch of this new route."

The new Kuala Lumpur-Istanbul route takes AirAsia X's vision of establishing affordable, long-haul connections between Asia and Europe via Malaysia one step further. The airline continues to hold the title of the world's best low-cost carrier thanks to its innovative approach, accessibility, and the high value it offers.



Benyamin Ismail - AirAsia X CEO

The Duty Free Shopping Experience at Sabiha Gökçen Airport is Being Transformed

The third phase of the renovation of the duty-free area at Istanbul Sabiha Gökçen International Airport, featuring a 'walk through' (uninterrupted passage) concept, has been completed. Passengers pass through the duty-free shops after passing through international passport control, reaching the boarding gates with a more comfortable experience.

As part of the 'Passenger Flow Improvement Project' carried out at Istanbul Sabiha Gökçen (ISG) International Airport with the aim of increasing passenger satisfaction and operational efficiency, the duty-free shopping area has also been renovated.

At Istanbul Sabiha Gökçen, 'The City's Airport', optimization efforts to meet increasing demand amid high growth rates are being carried out in a planned manner without affecting passenger traffic. One of these efforts was the renovation of the DUFY store, operated by Switzerland-based Avolta. Parallel to the 'Passenger Flow Improvement Project' that has been ongoing at the airport since 2024, the duty-free shops, which are exempt from customs duties, have also been renovated with a modern concept to provide guests with a unique customer experience.



A new space was designed with a 'walk-through' concept in a large area of 4,364 square meters, where Sabiha Gökçen passengers can shop comfortably. This allows guests to shop for chocolate, perfume, cosmetics, tobacco and alcohol products, clothing, and electronics after passing through international passport control.

A new space has been designed with a 'walk-through' concept, covering an area of 4,364 square meters, where Sabiha Gökçen passengers can shop comfortably. This allows guests to pass through the DUFY area, which offers a stylish atmosphere and sells chocolate, perfume, cosmetics, tobacco and alcohol products, clothing, and electronic devices,

after passing through international passport control and before reaching the boarding gates.

The new open-sided area, which offers a comfortable shopping experience with the feeling of spaciousness it provides, creates a modern atmosphere suitable for the airport's increasing passenger capacity and dynamic structure when boarding the plane.



The project is seen not only as a physical change at the airport but also as a strategic step that directly contributes to passenger satisfaction. With the completion of phase 4 at the end of the year, a grand opening is planned.

Providing information about the renovation work, ISG Technical Services Director Levent Çelik stated that the most important of the arrangements within the scope of the Passenger Flow Improvement Project was carried out at the international flights passport control point, saying, "At this point, we changed the locations of the security control and passport counters. Our goal is to ensure that passengers complete passport control first, pass through security comfortably, and spend their dwell time, or waiting time, as efficiently as possible."

Çelik stated that in order to renovate the international passport control point, the duty-free area, which was previously located at the rear, was moved to the street concept along the passengers' walking route to the gates, and that the third phase of this commercial area revision, which had been ongoing for months without affecting daily

passenger operations, had been completed.

Stating that the new arrangement prevents congestion at security and passport control at the International Gate and speeds up circulation in these areas, Çelik said that after passing through the control points, guests can freely shop at duty-free stores or spend time comfortably in the food and beverage areas.

DUFY Store Manager Hakan H. Döker stated that the staff working at the stands during the day supported the renovation project with great dedication, sometimes working night shifts as well. "Before the store concept, we implemented a street concept on the walkway to the gates, and now, in this third phase of the renovation, we have implemented a walk-through concept. During this process, we underwent a serious reorganization process in the duty-free shopping area, day and night, without disrupting operations or obstructing passenger flow. It was not easy to carry out this work during operating hours without affecting our guests' travel experience. Today, we are witnessing the success story of the third phase."



LUMINAIR Expands Fleet and Capability with Passenger Pleasing Falcon 900LX

German operator LUMINAIR has taken delivery of a brand-new Falcon 900LX, the first of three 900LX aircraft ordered last year.

The management teams of LUMINAIR and Dassault Aviation gathered today at Dassault's Paris-Le Bourget facility for an official ribbon-cutting ceremony marking the handover.

The factory-new Falcon 900LX, registered D-AJES, features an elegant, contemporary cabin designed to deliver exceptional comfort on long-range flights.

This delivery marks another milestone in LUMINAIR's rapid fleet expansion. Founders and industry veterans David Bergold (CEO), Alexander Stevens (COO), Julia Müller (CXO), and Algernon Trotter have led the company to become Europe's fastest-growing private jet operator. The new Falcon 900LX joins its sister aircraft, which entered the fleet earlier this month. Two more Falcon 900LX deliveries will complete LUMINAIR's fleet of Falcon 900LX aircraft.

Air Astana Appoints İbrahim Canlıel as New CEO

The Board of Directors of Air Astana JSC has announced that Peter Foster will retire from his position as President and CEO, as well as from the Board of Directors, at the end of March 2026. Mr. Foster will continue his association with the Group as a Senior Advisor to the Board. Chief Financial Officer İbrahim Canlıel will be appointed as CEO effective from that date





Vietnam Airlines Upgrades Mumbai-Ho Chi Minh City Route with Wide-Body Aircraft

Vietnam Airlines, the flag carrier of Vietnam, is pleased to announce a significant upgrade to its service on the Mumbai (BOM) to Ho Chi Minh City (SGN) route. The airline will now deploy modern wide-body aircraft, including the state-of-the-art Boeing 787 and Airbus A350, to meet the growing demand for travel between India and Vietnam. Driven by high demand and strong customer loyalty from Indian travelers, this strategic move aims to deliver a luxury flying experience at competitive fares.

This strategic upgrade underscores Vietnam Airlines' strong commitment to the Indian market, following the successful introduction of wide-body flights on the Mumbai-Hanoi route due to soaring demand from Indian travelers. The new wide-body operations on the Mumbai-Ho Chi Minh City sector are a direct

response to this demand, promising a world-class travel experience with enhanced amenities. With this upgrade, Vietnam Airlines is now operating daily wide-body flights from Mumbai, offering passengers superior comfort and service.

The Boeing 787 and Airbus A350 are renowned for their advanced technology, spacious cabins, and superior in-

flight comfort. Passengers can look forward to a premium journey with features such as full-flat beds in Business Class, extensive in-flight entertainment across all cabins, and specially curated meal options, including a dedicated Indian menu.

Mr. Nguyen Trung Hieu, Country Manager India at Vietnam Airlines, stated, "Following the incredible

response to our wide-body operations from Mumbai to Hanoi, we are thrilled to expand this enhanced service to our Mumbai-Ho Chi Minh City route. This upgrade reflects our dedication to offering Indian travelers unparalleled comfort and convenience. We are confident that this will further strengthen the air bridge between our two nations and cater to



the booming tourism and business travel demand."

Mr. Abhishek Goyal, CEO & Executive Director, Aeroprime Group, added, "The decision to deploy wide-body aircraft on this vital route is a testament to Vietnam Airlines'

forward-thinking strategy and its commitment to the Indian market. As the proud All India GSA of Vietnam Airlines, we are fully committed to supporting this initiative, which not only boosts connectivity but also sets a new standard for travel

between Mumbai and Ho Chi Minh City. Vietnam has become a top-tier destination for Indian tourists, and this upgrade is perfectly timed to meet that demand with superior service and capacity."

The upgrade is expected

to provide seamless connectivity for Indian travelers not only to Ho Chi Minh City but also to key destinations across Vietnam and other parts of Asia-Pacific, including China, Japan, Korea, and Australia, via Vietnam Airlines' extensive network.

Bombardier Unveils Comlux as Global 8000 Aircraft Customer, Delivery Confirmed for 2026

Bombardier is proud to announce that Comlux, a leading business aviation company, will take delivery of the industry-defining Global 8000 aircraft in 2026. Renowned for its expertise in long-range operations with aircraft such as the Bombardier Global 6000 and Global 6500, Comlux is strategically enhancing its charter offering with Bombardier's flagship jet. With its industry-leading ultra-long-range capabilities and top speed, the Bombardier Global 8000 aircraft is the ideal complement to Comlux Aviation's fleet—delivering exceptional performance, comfort, and efficiency for premium global travel.

"The Bombardier Global 8000 aircraft integrates perfectly into our long-range fleet, in between our wide-body fleet and our Global 6500 fleet," said Comlux Aviation CEO, Andrea Zanetto. He continues: "At Comlux, we offer comfort in ownership



and luxury in flight! We have built our reputation on delivering premium global travel solutions and this aircraft allows us to offer ultra-long-range. Comlux continuously elevates its fleet to offer clients an unmatched charter experience across the globe with a diversified fleet. The delivery of the Global 8000 will mark the beginning of an exciting new chapter, as we continue to attract more clients to manage the operation of Global 7500 and Global 8000."

"The Bombardier Global 8000 jet offers the perfect balance of ultra-long-range

performance and refined passenger experience—an ideal fit for Comlux's discerning clientele," said Éric Martel, President and CEO, Bombardier. "As our valued business relationship continues to grow, the Global 8000 aircraft will deliver its exceptional performance and signature smooth ride to Comlux's customers around the world."

The Global 8000(1), the world's fastest purpose-built business jet, represents a new era of performance, comfort and innovation. With its unmatched speed and a range of

8,000 nautical miles, the aircraft is designed to meet the needs of the most discerning travelers—delivering seamless connectivity between global cities with exceptional onboard luxury.

Comlux's upcoming delivery marks a significant milestone in the continued adoption of the Bombardier Global 8000 jet by leading operators worldwide. The aircraft's advanced technology and refined cabin experience make it a standout choice for those seeking the ultimate in private aviation.



Swiss International Air Lines Takes Delivery of its First A350-900

Swiss International Air Lines (SWISS), member of the Lufthansa Group, has taken delivery of its first of ten A350-900. Supporting the airline's fleet modernisation programme, the latest-generation widebody is set to become SWISS's flagship aircraft. The A350 will be operated on long-haul routes from its home base in Zurich to destinations like Boston, strengthening the airline's global network.

The Airbus A350-900 is the first aircraft in the SWISS long-haul fleet to be equipped with the new SWISS Senses cabin. Designed to provide a more personal and comfortable air travel experience for passengers in all seating classes. The aircraft cabin is configured with a four-class layout, offering three suites up to four seats in First Class, 45 seats in Business, 38 in Premium Economy, and 156 in Economy.

The A350 is the world's most modern widebody aircraft and has set new standards for intercontinental travel. The A350's all-new design includes state-of-the-art technologies and aerodynamics delivering unmatched standards of efficiency and comfort. Its new generation engines and use of lightweight materials bring a 25 per cent advantage in fuel burn, operating costs and carbon dioxide (CO₂) emissions, compared to previous generation competitor aircraft. The A350-900 is equipped with a comfortable and spacious Airspace cabin, wide seats, high ceilings and alluring ambient lighting.

As with all Airbus aircraft, the A350 aircraft is already able to operate with up to 50% Sustainable Aviation Fuel (SAF). Airbus is targeting to have its aircraft up to 100% SAF capable by 2030.

Turkish Airlines and Air Algérie Sign to Broaden Strategic Partnership and Codeshare Expansion

Turkish Airlines, the flag carrier of Türkiye, and Air Algérie, the flag carrier of Algeria, have signed a Memorandum of Understanding (MoU) to strengthen cooperation and revise Codeshare Agreement with a broadened scope.

Agreements were signed by the Turkish Airlines CEO Bilal Ekşi and Air Algérie CEO Hamza Benhamouda at Air Algérie's Headquarters in Algiers with senior executives from both airlines in attendance.

The MoU establishes a framework for enriched cooperation, including an expanded codeshare agreement. In addition to increased connectivity, the two carriers will explore joint initiatives in cargo interline services, aircraft leasing, catering, lounge access, maintenance and ground handling operations. Turkish Airlines and Air Algérie also plan to cooperate on environmental projects, sustainability initiatives, and training programs. The partnership aims to support business growth while fostering cultural, social, and economic exchange between Türkiye and Algeria.

Commenting on the agreement, Turkish Airlines CEO Bilal Ekşi stated: "Our continuing partnership with Air Algérie reflects our commitment to long-term, sustainable collaboration. This agreement marks a key step in deepening ties between both airlines. As the airline flying to more countries than any other, we remain committed to expanding cooperation across multiple areas to provide greater benefits and options for our guests. We are confident this partnership will enrich cultural and economic connections between Türkiye and Algeria and drive mutual growth."

Air Algérie SpA CEO Hamza Benhamouda said: "We are honored to welcome the Turkish Airlines delegation to our headquarters in Algiers, as we continue to strengthen the ties between our two airlines and our two countries. We are very pleased with this new milestone in our strategic partnership with Turkish Airlines. This comprehensive agreement, covering multiple areas of cooperation and the exchange of expertise, will undoubtedly bring mutual benefits to both our companies and to our passengers."

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