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VOLUME 6 - ISSUE 31 - YEAR 2025

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Phoenix**
A Country Born from
Its Ashes



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Süreli

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Vietnam, the
Phoenix: A
Country Born
from Its Ashes



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of Limestone
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Vietnam, the Phoenix: A Country Born from Its Ashes



by Ayşe Akalin

I don't know how to describe Vietnam, how to put it into words. As a journalist, I think this has been the most difficult piece I've ever written. Vietnam is a country where words fall short, where photographs feel insufficient, and where emotions are almost impossible to describe without actually feeling the energy there.

Despite all the pain it has endured, Vietnam has never lost its resilience, never abandoned its faith, and has risen from the ashes time and again. Perhaps Vietnam is a spirit that refuses to give up, reborn after every collapse.

There is a cultural proverb: "Nuoc chay da mon" – "The flow of water wears away stone." Perhaps nothing could describe Vietnam better than this saying. Patient, determined, faithful and forgiving like its leader Ho Chi Minh... On its ancient lands, within its unique nature, and despite its painful history, it has never forgotten its silence and the strength that comes from within.

Today, living in peace, Vietnam reveals: its endless determination and diligence in Hanoi;

its tranquility in Ninh Binh – Trang An; its quiet strength beneath the calm waters in Ha Long Bay; its ancient past in Hue; its face turned toward the future in Da Nang; its traditions in Hoi An and its passion for life and joy of living despite everything in Saigon.

As a guest of Vietnam Airlines on this 10-day journey, together with fellow journalists from different countries, we shared in the spirit of Vietnam. We returned to the essence of our existence, found inspiration, healed, reflected, shared, laughed, were moved, and were enchanted. On the way back, I believe we were no longer the same people.

As I share this experience with you, I can say with complete certainty: After seeing Vietnam, life is divided into two—before Vietnam and after Vietnam.

I hope that while reading these lines, you too can hear the melody of Vietnam within you, feel its scent in your soul, and sense that deep resonance that touches the heart.





Flying with Vietnam Airlines:

A Ten-Day Journey Across Vietnam

Flying with Vietnam Airlines set the tone for what would become a ten-day journey across Vietnam, a country as rich in hospitality as it is in heritage. Our adventure began in Paris, boarding an Airbus A350-900 bound for Ho Chi Minh City. The nearly twelve-hour flight in Business Class was more than just a transfer between continents; it was an immersion in Vietnamese warmth and refinement. From spacious seating and thoughtful amenities to the gentle attentiveness of the crew, every detail reflected the airline's dedication to comfort and care. The signature Vietnamese hospitality—graceful, genuine, and effortless—turned the long-haul journey into a serene prologue to our travels.

Our itinerary traced Vietnam from south to north, with stops in Ho Chi Minh City, Da Nang, Hoi An, Hue, Ninh Binh, Ha Long Bay and Hanoi,

offering a sweeping view of the country's vibrant regions. After exploring the bustling energy of the south, we flew on a seamless domestic connection from Saigon to Da Nang, later continuing to Hanoi. Vietnam Airlines' domestic services matched the excellence of its international flights—efficient, comfortable, and remarkably well-catered. The in-flight meals, distinctly flavorful and generous, echoed the culinary pride of Vietnam, reminding passengers that travel is as much about the journey as the destination.

Elevating Vietnam's Spirit in the Skies

Vietnam Airlines, the national flag carrier of Vietnam and a proud member of the SkyTeam Alliance, connects the world through a network of 106 routes, serving 22 domestic and 36 international destinations



across 20 countries, with an average of 400 flights per day.

Since becoming the first Southeast Asian airline to join SkyTeam in 2010, the carrier has positioned itself as a global player while retaining the essence of Vietnamese hospitality.

Vietnam Airlines also leads the way in fleet modernization. In 2015, it became the first airline in the world to simultaneously operate both the Boeing 787-9 Dreamliner and the Airbus A350-900 XWB. Today, it boasts one of Asia's youngest and most advanced fleets, with more than 100 aircraft, including Boeing 787-9 and 787-10 Dreamliners, Airbus A350-900s, and A320/A321neos—delivering exceptional comfort, efficiency, and service across all routes.

The airline's pursuit of service excellence has been consistently recognized worldwide. It has been ranked among the Top 25 World's Safest Airlines (2025) and the Top

20 World's Best Airlines (2025), while also earning titles such as World's Best Value Premium Economy, APEX Global 5 Star Airline, and multiple honors from the World Travel Awards and Skytrax, including a 4-Star Airline rating for four consecutive years. These accolades reflect its ongoing commitment to reaching a 5-Star global standard.

Beyond service excellence, Vietnam Airlines is also at the forefront of sustainability initiatives, pledging to achieve net-zero emissions by 2050 while fostering innovation across the global aviation sector.

For more than 30 years, Vietnam Airlines has led one of the world's fastest-growing aviation markets, sustaining double-digit growth while showcasing Vietnam's unique cultural identity to the world. Today, the airline continues its journey toward becoming a leading 5-star Asian carrier, combining modern standards with timeless Vietnamese charm.







Hoi An: Timeless Charm Between Fields and Sea

In Hoi An, the bold march of progress softens into a gentle stroll. Once a bustling international trading port, the town now moves at a different rhythm—where the Thu Bon River drifts lazily past weathered shop houses and ancient pagodas, and wooden sampans still glide from the old ferry quay. Beyond the historic center, narrow roads cut through emerald rice fields before meeting the golden sands of the central coast.



Hoi An Ancient Town

A designated UNESCO World Heritage Site, Hoi An Ancient Town is one of Vietnam's most enchanting destinations. From the 15th to the 19th centuries, merchants from China, Japan, and later

Europe made their homes here, leaving behind a unique architectural fusion that has stood the test of time. Wandering through its lantern-lit streets feels like stepping into another era. Highlights include the

iconic Japanese Covered Bridge, a graceful wooden structure that has become the town's most famous landmark; the historic Tan Ky Old House, preserved through seven generations; and the ornate Chinese

assembly halls, which still echo with prayers and incense. As dusk falls, colorful lanterns illuminate the Thu Bon River, creating a scene so picturesque it feels like a painting come to life.





An Bang Beach

Just 7 kilometers from the Ancient Town, An Bang Beach offers a different kind of magic. With its wide stretch of golden sand and relaxed atmosphere, it's one of Vietnam's most beloved beaches. Here, travelers can enjoy a quiet morning swim, lounge with a book

under a parasol, or savor fresh seafood while watching the sun dip into the horizon. Whether you're seeking culture or calm, Hoi An's charm lies in the balance it offers between history, heritage, and the simple pleasures of coastal living.





Tra Que Life:

A Day in the Life of a Farmer

Just minutes outside Hoi An's bustling Ancient Town lies an entirely different world—Tra Que Vegetable Village, where time seems to slow down among lush gardens and rice fields. The journey there begins in style: riding a classic sidecar from Victoria Hoi An Beach Resort & Spa. The open ride winds along peaceful village roads, past shimmering rice paddies, tranquil shrimp ponds, grazing buffalo, and fishermen casting nets along the riverbanks. It is the kind of scenery that makes you want to pause, breathe deeply, and let Vietnam's countryside wrap around you.

At Tra Que, visitors can join the "A Day as a Farmer" experience, stepping into the shoes of

the villagers who cultivate some of Hoi An's freshest produce. Under the sun, rows of vegetables are watered using traditional methods, herbs are harvested by hand, and the patience and devotion behind this centuries-old farming practice is revealed. The work is humble and demanding, yet there is something deeply grounding about connecting with the land in this way.

Then comes the cooking class. Using the very ingredients picked fresh from the fields, traditional Quang Nam rice pancakes are prepared—simple, fragrant, and utterly delicious. The experience culminates with a full lunch that feels like a celebration of local

flavors.

The menu includes:

- *Fresh spring rolls*
- *Hoi An crispy pancake (bánh xèo)*
- *Fried wonton with sour sauce*
- *Grilled pork*
- *Cao lầu, Hoi An's legendary noodle dish*

The day ends with a soothing herbal foot massage, the perfect reward after hours of farming and cooking. The herbs, grown right in Tra Que's gardens, carry the same freshness and vitality witnessed in the fields.

More than just a tour, Tra Que offers a glimpse into the heart of rural Vietnam, where food, farming, and community are woven into everyday life.





Hoi An Memories: Where History Comes Alive

Step into Hoi An Impression Theme Park, and it feels as though the town's storied past has been brought vividly to life. Part museum, part open-air stage, this cultural park reimagines history not through glass cases or static exhibits, but through performance, sound, and light.

At its heart is the Hoi An Memories Show—Vietnam's largest outdoor spectacle, performed on a vast 25,000-square-meter stage by more than 500 actors and dancers. The show opens in the 16th century, with a simple farmer's home standing alone in a quiet village. From there, Hoi An

begins its transformation. Scenes unfold like turning pages: the rise of the port town as ships arrive from China, Japan, Europe, and America; the crowning of royals and the hum of merchants trading in spices and silk; and the lanterns that first bathed Hoi An's streets in soft, glowing light.

What makes the performance truly extraordinary is not just its grand scale but its intimacy. Without dialogue, without spoken words, the story is told entirely through music, movement, and imagery. It is in the small details—the bustle of daily chores, the tenderness of family rituals,





the rhythm of village life—that Hoi An's true essence is captured. The city itself becomes both character and narrator, while shifting lights and seasons mark the passage of centuries. Sitting in the audience, it's hard not to feel woven into this living tapestry—our present moment entwined with echoes of the past.

The Memories Show runs nightly (except Tuesdays) from 7:30 to 8:45pm, but

the experience begins earlier. From 5pm, the Hoi An Impression Theme Park invites visitors to wander through miniature historical villages, interactive workshops, and smaller performances that set the stage for the evening's spectacle. Together, they create an immersive, multi-sensory encounter with Hoi An that feels more layered and complete than the Ancient Town alone can offer.



where to stay

Victoria Hoi An Beach Resort & Spa



where to eat

Non La Restaurant

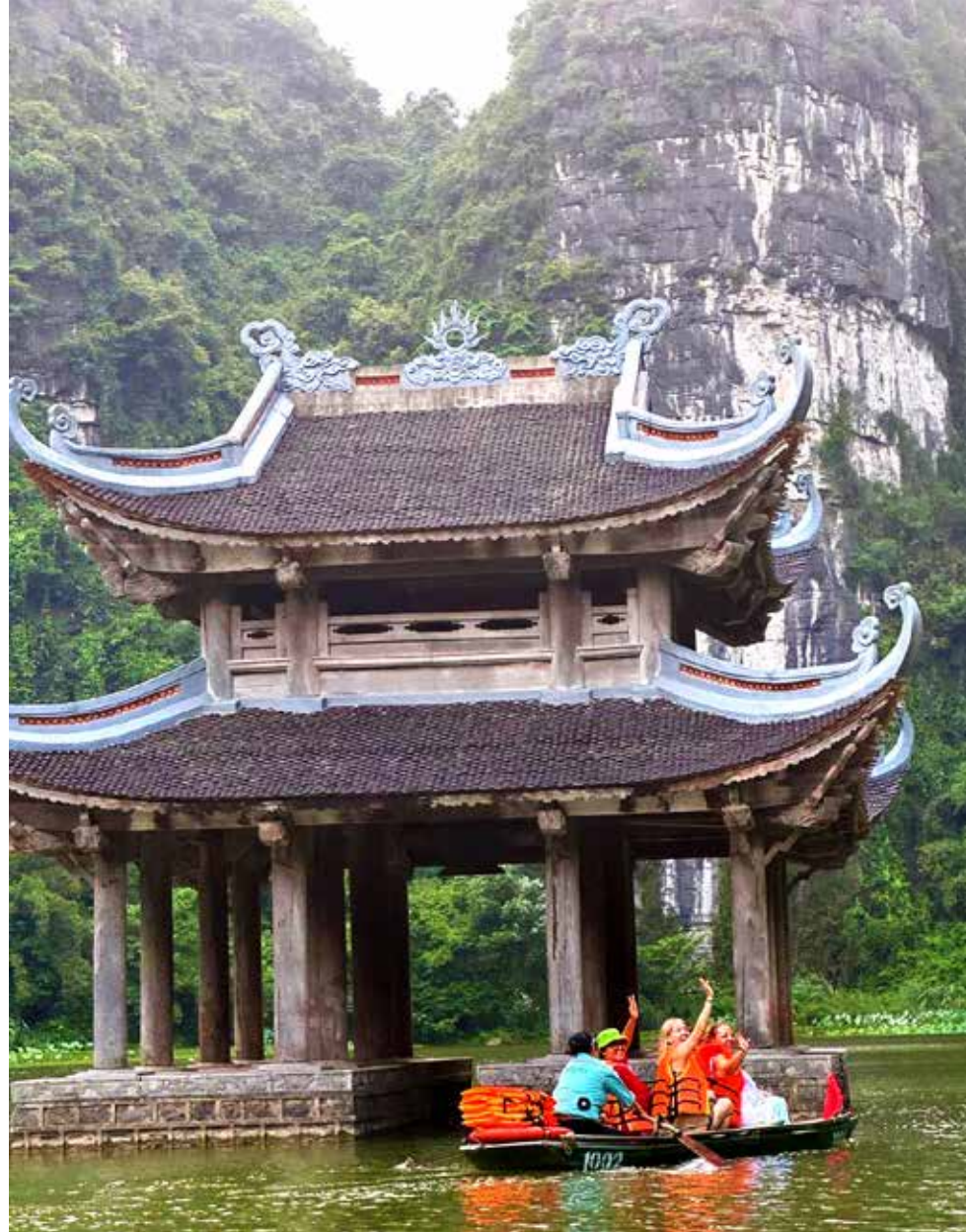




Ninh Binh:

Vietnam's Land of Limestone Peaks and Timeless Traditions

Just two hours from Hanoi, Ninh Binh is one of Vietnam's most captivating destinations. Often called "Ha Long Bay on Land," the province enchants visitors with its dramatic riverine landscapes, where sheer limestone mountains rise from emerald paddies. But Ninh Binh is more than just scenery: it's rich in cultural treasures, recognized as a UNESCO Heritage Site, and offers experiences that range from peaceful boat rides to awe-inspiring temple visits.





Trang An Scenic Landscape Complex by Boat

Next, head to the Trang An Scenic Landscape Complex. Being threaded through the caves on a small boat, with only the sound of oars and water cascading off rock walls, feels surreal. Clamber aboard a rowboat and settle in for a stunning ride. Jungle-covered karsts tower above, while your guide shares stories of prehistoric inhabitants and

local farmers who still work these lands. Gliding silently through these caves, you feel as if time itself has stopped—the only sensation is lightness, a moment of pure presence.

Trang An even has a touch of Hollywood magic: some scenes from the 2017 movie *Kong: Skull Island* were filmed here. Those lush, mysterious landscapes in the film are the very karsts and caves of Trang An and the surrounding Ninh Binh region.



Tam Coc & Ngo Dong River

The best way to immerse yourself in Ninh Binh's natural beauty is with a paddleboat ride through Tam Coc's flooded cave karst system, part of the larger Trang An Scenic Landscape Complex. Glide

along the Ngo Dong River aboard a bamboo sampan, threading your way past towering limestone cliffs and tranquil paddies. For a panoramic perspective, climb the steps to Mua Cave, where sweeping vistas of mountains, rice fields, and rivers make every step worth the effort.

Cultural Highlights

Ninh Binh is also home to a wealth of history and sacred sites. The Dinh and Le Temples, two of the province's best-preserved national treasures, showcase traditional Vietnamese architecture and are among the top ten must-see attractions in the region. For a truly awe-inspiring experience, visit Bai Dinh Pagoda, the largest Buddhist temple complex in Southeast Asia. Wander among thousands of Buddha statues, admire elaborately carved bells, and ascend the 13-story watchtower to soak in breathtaking views of the surrounding countryside. Plan to spend several hours here—especially during Buddhist holidays, when the site fills with pilgrims

Hoa Lu Ancient Village

Step back in time at Hoa Lu Ancient Village, just a 20-minute drive from Trang An. Once Vietnam's very first capital, Hoa Lu flourished during the 10th and 11th centuries, protected naturally by the surrounding karst landscape. Today, only a few structures remain, but they exude a timeless atmosphere. Wander through leaning archways, explore courtyards lined with layered banyan trees, and admire the weathered brickwork that tells stories of centuries past. Every corner of this site offers a tangible connection to Vietnam's early history, allowing visitors to imagine life in the nation's first capital.

Local Flavors to Try

No trip to Ninh Binh is complete without sampling its signature dishes. Com chay, a crispy fried rice crust, can be eaten as a snack or dipped into a warm stew. De tai chanh, the province's most popular protein, features tender goat meat lightly cured in lemon juice and tossed with chilies, lime leaves, and sesame seeds. For a truly local breakfast, try banh cuon: delicate rice paper rolls filled with diced pork and mushrooms, served with fresh mint and mild fish sauce.



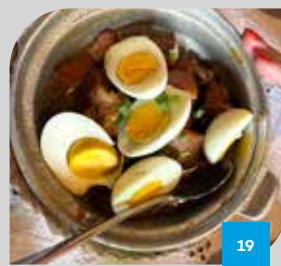
where to stay

Emeralda Tam Coc Resort



where to eat

Okm Restaurant







Halong Bay:

Mysteries of the Emerald Waters

Halong, meaning “where the dragon descends into the sea”, is steeped in myth and magic. Legend tells of a time when the Jade Emperor summoned dragons from the heavens to defend Vietnam against invaders. The dragons scattered jade and emeralds across the water, which transformed into the bay’s spectacular limestone pillars. Today, more than 1,900 craggy islands rise dramatically from the Gulf of Tonkin, their jungle-covered cliffs and hidden caves cloaked in mist.

The best way to experience this UNESCO World Heritage site is by taking to the water. A traditional cruise offers the perfect vantage point to explore hidden lagoons, grottoes, and serene beaches. When the fog rolls in, Halong Bay feels like a living watercolor painting—ethereal, timeless, and unforgettable.



A Journey with The Au Co Cruises

A two-day voyage aboard The Au Co reveals not just the natural splendor of Halong Bay, but also its culture and sustainability efforts. After a warm welcome and safety briefing, the journey sets sail into the heart of Halong and Lan Ha Bays.

Kayaking through the tranquil Ho Ba Ham area is a highlight—gliding past towering karsts into secluded lakes, or pausing on private beaches where silence is broken only by

the lapping tide. Another unforgettable stop is the Cua Van Floating Culture Center, once hailed by Travel + Leisure as one of the world's most captivating destinations. Here, visitors can paddle on traditional rowing boats or kayaks, discovering a way of life that has existed in harmony with the sea for centuries.

Back on board, the sundeck becomes the stage for one of Halong's greatest shows—the sunset. As the sky turns crimson and gold, the bar opens for Happy Hour, offering cocktails with a view that lingers long after the glass is empty.





Floating Fishing Villages

Perhaps the most poignant experience is a visit to a floating fishing village, home to just 70 residents from 30 families. For generations, life here has followed the rhythm of the ocean: boats set out at dusk, return at dawn, and the rest of the day is spent mending nets, sharing meals, and raising families on floating homes. Entire communities were once built on the water—complete with schools, shops, and gathering places—all sustained by the bounty of the sea.

In recent years, many villagers have been resettled inland to improve access to education and healthcare, and to help preserve the bay's fragile ecosystem. Yet, the floating villages remain a testament to human resilience, offering a glimpse into a way of life that is deeply connected to the tides.

Halong Bay is more than just a natural wonder; it is a living tapestry of myth, history, and culture. Between its towering cliffs, emerald waters, and enduring traditions, it leaves visitors with the sense of having touched something truly timeless.







Da Nang: Vietnam's Coastal Gem

Nestled between mountains and the sea, Da Nang is a city where tradition meets modernity, and history flows seamlessly into the present. Once called Co Luy during the Champa period, Da Nang has long been a crossroads of cultures and commerce. It grew into an important port under the Nguyen Dynasty, later became a key base during French colonial rule, and emerged from the Vietnam War to reinvent itself as one of the country's fastest-growing cities. Today, it is a vibrant hub of industry, trade, and especially tourism.

Ba Na Hills:

A Playground in the Clouds

Just a short drive from Da Nang, Ba Na Hills rises above the clouds like a fantasy brought to life. The journey begins with a ride on one of the world's most spectacular cable car systems—routes that have broken multiple world records for both length and height. As the cabin glides upward, the city and coastline fall away behind you, revealing cascading waterfalls, untouched forests, and layers of misty mountains. It feels less like transportation and more like a flight into another world.

At 1,487 meters above sea level, Ba Na Hills enjoys a pleasantly cool climate year-round, earning it the nickname “heaven on earth.” Visitors often remark

that you can experience all four seasons in a single day: a crisp spring morning, a bright summer noon, a breezy autumn afternoon, and a chilly winter night. This refreshing climate made Ba Na Hills a favored retreat for French colonists in the early 20th century, and the spirit of that heritage remains in the design of the French Village. Wandering through its cobblestone lanes, past stone churches and quaint little squares, you'll feel as though you've stepped into the heart of Europe—only here, it's perched high above the jungles of Vietnam.

For families and adventurers, Fantasy Park delivers endless amusement with carousels, racing simulators, and quirky themed rides.



Street performances, lively festivals, and a variety of international dining options keep the atmosphere buzzing. Yet, the true centerpiece of Ba Na Hills—the sight that draws travelers from across the globe—is the Golden Bridge.

Unveiled in 2018, this extraordinary pedestrian bridge appears to be held aloft by two massive stone hands emerging from the mountain. Stretching nearly 150 meters, it offers sweeping views of rolling hills, the East Sea glimmering in the distance, and on foggy mornings,

a dreamlike atmosphere that feels otherworldly. The bridge quickly became a global sensation, featured in magazines, on travel lists, and across social media. Standing there, suspended between sky and earth, it's easy to see why.

Whether you come for the thrill of the cable cars, the charm of the French Village, the fun of Fantasy Park, or simply to take in the breathtaking views from the Golden Bridge, Ba Na Hills is more than a day trip—it's an experience that lingers long after you've descended back into the bustle of Da Nang.





Often nicknamed the “City of Bridges,” Da Nang dazzles with its iconic structures spanning the Han River. The most famous, the Dragon Bridge, is a striking yellow span

designed to resemble a Ly Dynasty dragon soaring toward the sea. Each weekend, crowds gather to watch the dragon breathe fire and water, a spectacle that has become symbolic

of the city’s creativity and resilience. For a more romantic moment, the Love Bridge offers couples the chance to leave padlocks along its wooden pier, while the much-

photographed Golden Bridge—though located just outside the city in Ba Na Hills—remains one of the most extraordinary modern landmarks in Vietnam.



Cham Museum

To understand Da Nang’s deeper roots, step inside the Cham Museum of Sculpture, home to the world’s largest collection of Cham artifacts. Built in 1915, the museum houses exquisite sandstone and terracotta pieces dating from the 7th to the 15th centuries. Each sculpture tells the story of

the Champa Kingdom, a once-flourishing civilization that ruled much of Central Vietnam and left behind temples and ruins scattered across the region. Walking through its galleries is like tracing the spiritual and artistic heartbeat of an ancient culture, and it remains one of the most important cultural stops in the city.



where to stay

Hotel Novotel Danang Resor

Hai Chau District Da Nang
Da Nang



where to eat

Bep Trang

24-26 Le Hong Phong
Phuoc Ninh, Hai Chau, Da Nang

Da Nang's food scene is a delicious reflection of Central Vietnam's culinary soul. Start with a steaming bowl of mì Quảng, the city's signature noodles served in a rich peanut and pork broth. Sample delicate Hue-style dumplings like bánh bèo and bánh nậm,

soft yet savory bites that melt on the tongue. Don't miss the city's beloved bún chả cá, rice noodles paired with fragrant fish cakes in a light, flavorful broth. Each dish tells a story of tradition, local pride, and the vibrant flavors of Vietnam's central coast.



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Hue:

Vietnam's City of History, Culture, and Flavor

Hue is a city brimming with stories. The kings of the Nguyen Dynasty built their feudal capital along the fertile riverbanks and forested hills, but their imperial legacy is just one reason to visit. The city's refined cuisine is legendary, and its leafy streets are lined with moss-covered pagodas, Art Deco mansions, and vibrant markets. Running through it all is the Perfume River, setting a leisurely pace that the city happily follows.





Hue Imperial Citadel

A UNESCO World Heritage Site, the Hue Imperial Citadel represents the pinnacle of Nguyen Dynasty architecture. Built hundreds of years ago, the sprawling complex houses over 100 magnificent

structures, including Ngo Mon Gate, Dien Tho Palace, the Forbidden Purple City, and Thai Hoa Palace. Explore the palaces, pavilions, and theaters to get a glimpse of Vietnam's last royal dynasty, and make time to visit the tombs of Emperors Tu Duc, Minh Mang, and Khai Dinh.



Khai Dinh Tomb

Perched on a hillside, Khai Dinh's tomb is a striking fusion of Vietnamese and European architecture. The exterior, darkened over time, exudes a Gothic feel, while the interior dazzles with colorful ceramic mosaics. Khai Dinh, known as the most eccentric Nguyen king, embraced French

colonial influences and spared no expense on his tomb. The site features climbing platforms rather than flat landscaped grounds and incorporates Chinese, Vietnamese, French, and Cambodian design elements. The contrast between the tomb's modest exterior and opulent interior is breathtaking.



Tu Duc Tomb

The resting place of the poetic and romantic Emperor Tu Duc, this tomb is designed to harmonize with nature. It is considered one of the four most beautiful tombs on Hue's tourist map and is recognized by UNESCO as a World Cultural Heritage Site. Tu Duc, who ruled during a period of French colonial

pressure, chose to retreat into art, poetry, and the construction of his tomb rather than fight a losing battle. He often visited the site to write poetry and fish in its lake. Rumor has it that his true burial location remains unknown, hidden to protect his treasures. Between the tomb's modest exterior and opulent interior is breathtaking.

Thuy Xuan Incense Village

Located on the outskirts of Hue, Thuy Xuan is famous for its traditional incense-making craft. The aromatic incense produced here

plays an important role in religious ceremonies and local culture. Visitors can watch artisans at work and immerse themselves in the village's serene atmosphere, experiencing a unique slice of Hue life.



Moon River Cruise

A journey along the Perfume River offers a gentle, scenic way to experience Hue. The

Moon River Cruise allows travelers to enjoy the harmonious flow of royal culture and traditional folklore while soaking in the city's tranquil beauty.



where to stay

Pilgrimage Village

Pilgrimage Village Resort & Spa is ideally located in the quiet countryside in a rustic village setting surrounded by lush tranquil gardens, yet near famous historical landmarks and the city of Hue. With 173 rooms and villas, the resort is as warm and inviting as it is fresh and full of vision, feeling private yet inclusive. Pilgrimage Village's

interior is a country's centuries -old tradition. Guests will discover the allure of its unique architecture, adorned with intricate wood carvings, ceramic tiles, and luxurious textiles. Designed with premium natural material, the rooms combine modern comfort with traditional architecture features, with soothing views over the gardens of our Zen Resort.



where to eat

Madam Thu Restaurant 45 Vo Thi Sau Str, Hue City





Vedanā Lagoon Resort & Spa offers a new concept with stylish interior decoration on an area of 27 hectares of undulating land and lagoon surface in a calm and picturesque landscape. With 95 luxury rooms & villas 144 bedrooms, the resort is as warm and inviting as it is fresh and full of vision. Each of the villas and bungalows are individualized and have their own private sundeck,

and a balcony that leads out onto the immense lagoon or into a private garden. The highlight of the resort is the first over-water bungalows in Vietnam.

private walkway leading to the Water Villa, one feels already disconnected from the outside world, with the vast lagoon as a peaceful companion. Each villa will have a different choice of modern and traditional interior design.



where to stay

Vedana Lagoon Resort & Spa



Ho Chi Minh City: A City That Never Stands Still

Vibrating with energy, innovation and traffic – endless streams of traffic – Ho Chi Minh City, formerly known as Saigon, is the economic heart of Vietnam and the beating pulse of the country's southern region. A freewheeling, cosmopolitan metropolis, Saigon brings together the old and the new in the most compact of spaces. Here, French colonial architecture meets glass towers, and street vendors sit side by side with high-end restaurants.

Walking through its bustling streets, you sense both the city's history and its boundless future.

The city's main landmarks are well-known and worth every visit: the War Remnants Museum, the Notre Dame Cathedral Basilica, and the iconic Ben Thanh Market. Yet Ho Chi Minh City is much more than its highlights; it is a place to wander, to pause, and to watch life unfold in front of you.



Downtown Stroll: Dong Khoi & Nguyen Hue

Begin your exploration on Đồng Khởi Street, the city's elegant boulevard. Here, the red-bricked Notre Dame Cathedral stands proudly, its twin bell towers watching over the neighborhood since the late 19th century. Just across lies the Central Post Office, a masterpiece of

Renaissance architecture often mistaken as the work of Gustave Eiffel. Step inside and you'll find a soaring arched ceiling, Victorian-era phone booths, historic maps lining the walls, and a giant portrait of Ho Chi Minh overseeing the room. It remains a functioning post office today—why not buy a postcard and mail it from here, as travelers did a century ago?





A short walk away, the Saigon Opera House awaits, an ornate building that adds a touch of Parisian charm to the city's modern skyline. Continue to Nguyen Hue Walking Street, the city's grand promenade stretching from City Hall to the riverfront. In the afternoon, families,

couples, and groups of friends gather here to stroll, chat, and watch the city glow as neon signs flicker to life. At the northern end, the majestic French colonial City Hall, now home to the People's Committee, dominates the view—a postcard-perfect backdrop for any evening walk.





History Up Close: Independence Palace & the War Remnants Museum

No visit to Ho Chi Minh City would be complete without stepping into history. On the site of the old Norodom Palace stands the Reunification Palace, once the residence and workplace of the President of South Vietnam. Architect Ngô Viết Thụ's 1960s design is striking, with its airy corridors and wide meeting halls. Walking through the

preserved rooms, you can almost hear the echoes of critical decisions made during the Vietnam War.

Just nearby, the War Remnants Museum offers a stark, unflinching perspective of that same era. With powerful photography—including Nick Ut's Pulitzer-winning "The Terror of War"—and relics of battle such as tanks and fighter planes, the museum is not easy to visit, but it is deeply important. It's a place that lingers with you long after you leave.



Ben Thanh Market: A City Within a City

At the very heart of HCMC lies Ben Thanh Market, a buzzing labyrinth that has stood for more than a century. Its history dates back to the 17th century, when it began as a riverside market, before moving to its current location under French colonial rule in 1912. Today, under its iconic clock tower, the market is a microcosm of Saigon

itself—colorful, chaotic, and endlessly fascinating.

Inside, narrow aisles overflow with everything from silk scarves to lacquerware, fragrant spices to robust Vietnamese coffee. The aroma of sizzling bánh xèo and freshly baked bánh mì fills the air, drawing visitors toward the food court at the market's heart. Sit down on a small plastic stool, order a bowl of phở, and enjoy the city's rhythm as vendors call out prices and tourists bargain for souvenirs.



Liberty Central Saigon Riverside Hote

17 Ton Duc Thang Street, Sai Gon Ward, Ho Chi Minh City

where to stay



Ngon Restaurant

160 Pasteur, District 1, Ho Chi Minh

where to eat







Hanoi: The Heartbeat of Vietnam

Founded over a thousand years ago, Vietnam's capital is a city where the past and present live side by side. Hanoi's roots run deep from the streets of its rambling Old Quarter, dating back to the 14th century, to the

French colonial villas lining the boulevards. Wandering its tree-shaded lanes past crumbling facades feels like stepping back in time. Yet, Hanoi is no museum piece. Today, the city brims with modern cafés, buzzing

art galleries, world-class restaurants, and rooftop bars that sparkle at sunset. This is the cultural heartbeat of Vietnam, a place that surprises, charms, and overwhelms in equal measure.



A City of Dragons and Legends

Founded along the Red River, Hanoi was originally called Thăng Long the “soaring dragon” by Emperor Lý Thái Tổ in 1010. Over the centuries, it has endured wars, floods, and

dynastic changes, growing from swampy ground into the charismatic capital of today. Every detail tells a story: the ancient gates, the sound of a thousand motorbikes weaving through narrow streets, the taste of freshly brewed bia hơi in a bustling alley.



The Old Quarter and Hoan Kiem Lake

No visit begins without a ride through the Old Quarter by xích lô, the local cycle rickshaw. The maze of streets reveals centuries-old houses, temples, and shopfronts. At its heart lies Hoan Kiem Lake, home to Ngọc Sơn Temple, built in the 18th century to honor the

guardian spirit of Hanoi. Cross the iconic red bridge to the island and feel the hum of history beneath the city's calm surface.

Nearby, stroll down Trang Tien Street past the elegant Hanoi Opera House and the legendary Sofitel Legend Metropole. The French Quarter unfolds in wide boulevards, shaded parks, and grand villas.





The Ancient House at 87 Ma May Street

The Ancient House at 87 Ma May Street offers a rare glimpse into Hanoi's past, right in the heart of the bustling Old Quarter. Originally built in the early 19th century, during a period of rapid cultural and social development, the house reflects the ingenuity of local merchants and tradespeople. Like many homes in this district, it was designed as a classic "tube house"—a style defined by its narrow facade and deep, elongated interior. This architectural approach emerged in response to high land costs and tax policies based on street-front width. The result

was not only a practical use of space but also a surprisingly airy and livable design that has endured for centuries.

Restored in 1999 to preserve its authenticity, the house remains a vivid emblem of Hanoi's traditional lifestyle. Beyond its historical importance, it is a living example of feng shui principles, where every detail—from its orientation to its layout—was carefully chosen to create balance, harmony, and positive energy for the family who lived there.

Today, the Ancient House at Ma May Street is more than a museum—it is a living reminder of how design, tradition, and philosophy intertwined to shape the homes of Hanoi's past.



Water Puppets and Ancient Temples

Hanoi's heritage is also found in its performances. Dating back to the 11th century, water puppetry is a uniquely Vietnamese art form. Puppeteers stand waist-deep in water, bringing lacquered wooden figures to life in folk tales and village scenes. It's enchanting, timeless, and unlike anything else in the world.

Among the city's most revered sites is the Temple of Literature, Vietnam's first university, founded in 1070 and dedicated to Confucius. With its courtyards, stone turtles, and scholarly atmosphere, it remains a national symbol of education and culture. Another landmark, the Thăng Long Imperial Citadel — a UNESCO World Heritage Site — showcases the city's millennium of political and military history with its ancient gates and excavated palaces.



Train Street: A Hanoi Original

Few experiences capture Hanoi's energy better than Train Street. In this narrow alley, cafés hug the railway tracks so closely that,

when the train thunders through, tables and chairs vanish in seconds. The air stills. The ground shakes. And then the train is gone, leaving behind laughter, relief, and another unforgettable memory.



Markets and Everyday Life

For a taste of local life, start with an egg coffee at Café Phở Cổ, hidden behind a silk shop in the

Old Quarter. Then wander through Đồng Xuân Market, Hanoi's oldest and largest, where vendors sell everything from spices to silk. This is Hanoi at its most authentic: noisy, colorful, and alive.





Hanoi by Vespa: Streets, Bridges, and Stories

To truly feel Hanoi's pulse, hop on a vintage Vespa. The ride winds from the Opera House through hidden alleys to Long Biên Bridge, a century-old iron giant stretching over the

Red River. Once Hanoi's lifeline during wartime, the bridge still shelters small communities living in boats beneath its spans.

From here, descend to Banana Island, a peaceful patchwork of farmland and river life — a stark contrast to the city's chaos just above. Continue



to Trấn Quốc Pagoda, Hanoi's oldest Buddhist temple, perched serenely on West Lake. On nearby Trúc Bạch Lake, visit the John McCain monument marking the site where his plane was shot down during the Vietnam War.

The ride also reveals poignant sites like Hữu

Tiếp Lake, where the wreckage of a downed B-52 bomber rests as a reminder of Hanoi's wartime resilience. Pass the botanical gardens, the Presidential Palace, and finally the Ho Chi Minh Mausoleum, before stopping for one of Hanoi's most famous inventions: rich, creamy egg coffee.



where to stay

Grand Mercure Ha Noi
9 Cat Linh, O Cho Dua Ward,
Hanoi, 100000 Hanoi





Tucked away at the end of 3B Alley, Hang Tre Street, Hidden Gem Café is an eco-friendly sanctuary in the heart of Hanoi's bustling Old Quarter. Recognized as the largest recycling café in Vietnam, it turns sustainability into an art form. Every corner tells a story: repurposed furniture, upcycled décor, and creative details that reflect a deep commitment to protecting the environment.

But Hidden Gem is more than a café—it is an eco-home. Guests are welcomed with warm, attentive hospitality, creating a space that feels as inviting as it is inspiring. Alongside exceptional Vietnamese coffee, including the must-try Egg Coffee, the menu features healthy, organic, and authentic Vietnamese cuisine prepared with care.

Whether you come for a quiet break from the city's energy or to soak in the café's blend of culture, art, and eco-conscious design, Hidden Gem Café offers a truly memorable experience of Hanoi.

Menu highlights for a light lunch include a refreshing Papaya Salad, freshly baked Vietnamese Bread, delicate and flavorful Pho Rolls, and a hearty Southern-style Five-color Beef Noodle Soup. To complete the experience, don't miss Vietnam's iconic Egg Coffee—a rich and velvety blend of robust Vietnamese coffee topped with a frothy layer of whipped egg yolk, sugar, and condensed milk. This indulgent creation is often described as a "liquid tiramisu," offering a uniquely smooth, sweet, and aromatic finish.



Hidden Gem Café Hanoi

where to eat



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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



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 ➡️



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 Titian Nusantara (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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Türkiye Technology Center 25th Anniversary Celebration

Opening Speech

 Speaker:

Dr. Aybike MOLBAY

General Manager GE Aerospace Türkiye Technology Center

25 Years of Innovation: How Türkiye Technology Center is Powering GE Aerospace's Global Future

 **Aviation Turkey:** Looking back at 25 years of TTC's journey, how has the center evolved in terms of its engineering capabilities and its role within GE Aerospace's global strategy - and how is it preparing for what's next?

Dr. Aybike Molbay: At GE Aerospace, our mission is clear: to invent the future of flight, lift people up, and bring them home safely. Over the past 25 years, the Türkiye Technology Center has evolved from an engineering support site to a vital innovation hub with this mission in mind. Today, more than 500 skilled engineers working on advanced aviation technologies, including breakthrough next generation technology programs like CFM RISE*, among others.

The Türkiye Technology Center supports GE

Aerospace customers, shops, and suppliers around the world. As one of GE Aerospace's global Technology & Operations centers, the Türkiye site works on advanced analytics, engine performance optimization, and technical problem-solving in compliance with all export control and regulatory requirements.


 **Aviation Turkey:** Looking ahead, what's on the horizon for Türkiye's aerospace sector—and where does GEA see the biggest opportunities and challenges in that landscape?

Dr. Aybike Molbay: Türkiye is emerging as a global aerospace hub due to its strategic location, industrial ambition, and expanding commercial aviation market. It serves as a vital hub with significant opportunities in commercial aviation,

defense, and aerospace manufacturing.

GE Aerospace is committed to supporting Türkiye's aerospace ecosystem. Key opportunities include the modernization and expansion of fleets by major international carriers and the development of Türkiye's defense ecosystem. Through strategic partnerships and our manufacturing joint venture with TEI, GE Aerospace is investing in local capabilities, strengthening Türkiye's role in the global supply chain, and fostering innovation in high-tech production.

GE Aerospace is also advancing new technologies for the future of flight to meet our customers' needs.

 **Aviation Turkey:** Over the past few years, GE Aerospace has made substantial technology investments in Türkiye

through TTC. Could you share some of the key initiatives and R&D focus areas that are shaping both local capabilities and global innovation – and explain why these technologies matter for the future of flight?

Dr. Aybike Molbay: We recognize that the future of flight depends on bold innovation. In recent years, the Türkiye Technology Center has led key initiatives that enhance local engineering capabilities and significantly to GE Aerospace's global innovation portfolio.

To me, the most exciting technological advancements at GE Aerospace focus on are those driving progress towards more efficient aviation. Our engineers are contributing to next-generation commercial aviation programs, targeting

significant efficiency improvements to improve fuel burn and meet customer expectations for durability.

Additive manufacturing is another critical enabler. The Türkiye Technology Center leads initiatives to design cutting-edge part designs to produce lighter, more durable components with faster manufacturing cycles. This can accelerate delivery timelines and expand design possibilities—key factors for maintaining competitive advantage.

I am incredibly proud that our team at TTC plays a pivotal role in developing technologies across all these fronts.

✈️ Aviation Turkey: Türkiye has become one of the key hubs for GE Aerospace. How do these contribute to GE Aerospace's global strategy and growth?

Dr. Aybike Molbay: As mentioned, we are actively engaged in advancing GE Aerospace's strategic priorities and long-term growth, with Türkiye playing a vital role through our support of commercial and defense customers, the Türkiye Technology Center, and our long-standing joint venture with TEI. TEI is both a valued partner and one of our top suppliers. In fact, TEI was recently honored as GE Aerospace's "2025 Supplier of the Year," reflecting the strength of our collaboration. Beyond being a key manufacturing partner, TEI also works closely with our teams at



TTC on critical programs, reinforcing Türkiye's integral role within our global innovation and supply ecosystem.

Together, our commercial and defense footprint, and the Türkiye Technology Center and TEI form a powerful combination that enables GE Aerospace to maintain technological leadership, optimize its supply chain, and respond effectively to evolving market demands.

✈️ Aviation Turkey: Your engineering team in Türkiye tackles product development and adaptation every day. What would you say is their secret sauce—that competitive edge nobody else has?

Dr. Aybike Molbay: At the Türkiye Technology Center, our engineers are passionate innovators who are naturally curious, collaborating globally to master complex aerospace technologies.

Their continuous learning, teamwork, patience, and persistence enable them to effectively tackle challenging engineering problem.

In essence, the "secret sauce" lies in the unique blend of technical excellence, strong collaboration, and unwavering commitment to quality and innovation that defines our Türkiye team's approach to product development and adaptation.





✈️ Aviation Turkey: How do you envision TTC's strategic engineering role evolving both globally and in Türkiye over the next five years?

Dr. Aybike Molbay: The growth of the aviation industry will provide the Türkiye Technology Center the opportunity to continue to expand its contributions across critical technology and innovation programs.

✈️ Aviation Turkey: When it comes to career development and talent acquisition, what does TTC offer to its current team and to young professionals aspiring to build a future in the aerospace industry?

Dr. Aybike Molbay: We are proud that our engineers are an integral part of the global GE Aerospace family. Our diverse teams draw from Türkiye's top technical universities and beyond, contributing directly to groundbreaking projects.

For early-career professionals, the Edison Engineering Development Program (EEDP) provides a strong start through a two-year rotational experience across three disciplines complemented by targeted courses from leading universities. EEDP participants build foundational skills in engineering, project management, and collaboration, preparing them to become future aerospace leaders.

Career development remains a priority as our teams grow, with comprehensive technical and soft-skills training programs to support continuous professional growth. Our engineers engage in meaningful projects and benefit from robust mentoring to deepen their expertise.

Reflecting GE Aerospace's dynamic culture, TTC

also actively supports Employee Resource Groups (ERGs), including GE Aerospace Volunteers, Women's Network, Pride Alliance, Sustainability Network, and Disability Advocacy Network, all led by passionate employees who volunteer their time to be a part of them. These groups lead impactful community projects in Türkiye.

✈️ Aviation Turkey: Are there any recent or upcoming investments or expansions planned at TTC that will further enhance its global capability and influence?

Dr. Aybike Molbay: Over the years, we have worked closely with the Ministry of Industry & Technology and TÜBİTAK through research and development support programs, which have been instrumental in advancing our efforts in Türkiye.

Most recently, we inaugurated our certified

R&D facility in Kartal, Istanbul. This expansion strengthens our ability to attract talent, collaborate with leading academic institutions and innovative small and medium enterprises (SMEs), and explore new development opportunities under clear collaboration frameworks.

✈️ Aviation Turkey: Could you talk about the role of digitalization and artificial intelligence in TTC's current projects and future strategies?

Dr. Aybike Molbay: Digitalization and artificial intelligence (AI) play a pivotal role in the Türkiye Technology Center's current projects and future strategies. Our engineers support the development and ongoing upgrades of GE Aerospace's in-house physics-based 3D simulation, design, and modeling software, and AI-based solutions deployed worldwide. These activities are integral to enhancing engine performance, optimizing fleet operations, and advancing cutting-edge solutions.

Looking ahead, the center's strategies are deeply rooted in expanding the use of AI and digitalization to develop next-generation technologies.

*RISE, or Revolutionary Innovation for Sustainable Engines, is technology development program CFM International. It is not a product 🌐

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Hitit Grew by 31% in the Second Quarter of 2025, Reaching a Turnover of \$19.8 Million

Hitit (HTTBT), Turkey's global technology exporter in the field of aviation and travel technologies, completed the second quarter of 2025 with strong growth. The company, which provides aviation software solutions to 72

partners in 50 countries across six continents, reported EBITDA of \$7.9 million and an EBITDA margin of 40%.

August 12, 2025, Istanbul – Hitit (HTTBT), the second-largest airline reservation

system provider in Europe and Africa and the third-largest in the world, continued its steady growth in the second quarter of 2025. The company achieved a 31% increase in sales revenue, reaching 19.8 million dollars in turnover. Hitit, which conducts 77% of its sales in foreign currency, reported a foreign revenue ratio of 60%. The total cash and cash equivalents amounted to \$16 million, with a net cash balance of \$5.9 million as of June 30, 2025.

“With our technology, we are at the heart of aviation on six continents.”

Hitit General Manager Nevra Onursal Karaağaç stated that the company, which is a pioneer in the airline and travel technology sector in Turkey with its 30-year history, is moving forward with confidence in line with its global growth targets: Nevra Onursal Karaağaç said, “We provide solutions to the needs of our partners with different business models in 850+



airports in 50 countries across six continents with 72 partners. Passenger numbers increased by 36% compared to the same period last year. This increase came not only from new partnerships but also from the growing operations of our existing partners. We are maintaining our leadership in the IATA ARM (Airline Retail Maturity Index). Additionally, we are making a difference in the industry with our new and comprehensive Offers and Orders, which enable airlines to completely

overhaul their operations, and our Modern Airline Retail System Hitit Oxygen product. Hitit Oxygen is currently the only product actively in use as the world's largest modern airline retailing application." Karaağaç added the following information about Hitit Oxygen, which went live in June at the IATA headquarters in Geneva: "It is expected that Oxygen will serve over 12 million passengers in its first year. This system is the most comprehensive Quotation and Order solution to go live on a global scale."

Other projects developed by Hitit are also progressing rapidly. The first phase of software development for the Hitit Payment Services Platform (HPO) has been completed. User testing began in the second quarter. The system will first be integrated with the Agency Distribution System (ADS), followed by full integration with the Crane PSS platform.

Karaağaç emphasized that Hitit is determined to continue its social responsibility projects with a focus on sustainability. He stated that the sustainability approach has been integrated into the company's business processes in many areas, from climate change mitigation to energy efficiency R&D, gender equality, and equal opportunities in education. Karaağaç continued,

"The cooperation protocol we have signed with Darüşşafaka, the implementation of the 'Flying Rackets' social responsibility project's Turkey Championship, and our cooperation with Özyeğin University on the Artificial Intelligence Platform are among the important steps we have taken as Hitit in the field of sustainability in the second quarter of 2025."

"Our Growth Forecasts for the End of the Year Are Positive"

Sezer Tuğ Özmütlu, Deputy General Manager of Finance and Procurement, said the following about the company's financial data as of the end of the second quarter:

"We continued our steady growth in the second quarter of 2025. Our company achieved a 31% increase in sales revenue, reaching a turnover of \$19.8 million. We conducted 77% of our sales in foreign currency. Our foreign revenue ratio was 60%. Our total cash and cash equivalents amounted to \$16 million, and our net cash balance as of June 30, 2025, was \$5.9 million."

Emphasizing that the company continues to invest in technology and marketing, Özmütlu continued: "We made 8.7 million dollars in R&D investments in the first half of 2025. Additionally,

we made 1.6 million dollars in investments in licenses, hardware, and fixed assets. The field research project we completed in Indonesia provided significant contributions to our market strategies. We will see the effects of these investments on revenue and profitability more clearly throughout the year."

Özmütlu made the following assessment regarding the company's financial outlook for the end of the year: "We aim to close 2025 with a strong financial performance. We are maintaining our previously announced forward-looking expectations. We have the potential to achieve revenue growth of 33% to 38% in USD terms, an EBITDA margin of 43% to 48%, a net profit margin of 25% to 30%, and an investment/revenue ratio of 30% to 35%."

Hitit published its first Sustainability Report, sharing its activities in the environmental, social, and governance (ESG) areas with the public. The report, which was announced on the Public Disclosure Platform (KAP) and covers the results for 2024, was prepared in accordance with TSRS 1 and TSRS 2 standards, and also took into account the sector-based sustainability standards developed by the Sustainability Accounting Standards Board (SASB).



Global Aviation Leaders Converged in New Delhi for IATA's 81st AGM and World Air Transport Summit

The International Air Transport Association (IATA) held its 81st Annual General Meeting (AGM) and World Air Transport Summit (WATS) in New Delhi, India, from 1–3 June 2025. Hosted by IndiGo, the event marked the return of the AGM to India after a 42-year interval, underscoring the country's growing importance in the global aviation landscape. More than 1,700 participants—including airline executives, government officials, and international media—gathered for three days of strategic discussions, networking, and forward-looking debates.

A Symbolic Return to India

India's Prime Minister, Shri Narendra Modi, delivered a keynote address during the plenary session, highlighting

the government's vision for the aviation sector as a driver of national development. Willie Walsh, IATA's Director General, emphasized how dramatically India's aviation market had transformed in recent years, citing record aircraft orders, infrastructure development, and rapid passenger growth.

Pieter Elbers, CEO of IndiGo and Chair of the IATA Board of Governors, welcomed the global airline community, remarking: "This is India's time." He underlined the dual role of aviation in boosting socio-economic growth and connecting India more closely with the global economy.

Strategic Discussions and Key Outcomes

The AGM's agenda included the election of new Board

members, approval of financial statements, and reports on governance reforms. Delegates also approved the location of the 82nd AGM in 2026. Beyond procedural matters, the sessions sparked debate on the industry's financial health, regulatory challenges, and the roadmap toward net zero.

At the WATS, thought leaders and policymakers examined pressing issues such as:

- **Financial Outlook:** IATA's Chief Economist, Marie Owens Thomsen, presented projections for 2025, noting both opportunities and headwinds.
- **India as a Case Study:** Panels explored how air connectivity was catalyzing India's tourism, trade, and investment growth.

• **Sustainability and Energy Security:** Experts debated pathways for renewable energy, Sustainable Aviation Fuel (SAF), and alternative energy sources.

• **Financing Net Zero:** Industry and finance leaders confronted the \$4.7 trillion cost of decarbonization, exploring innovative funding models.

• **Taxation and Payments:** Sessions assessed the implications of shifting global tax regimes and the rising cost of payment systems for airlines.

• **Operational Challenges:** Chief Operating Officers shared candid insights on infrastructure limitations, conflict zones, workforce shortages, and safety imperatives.

A Platform for Leadership Voices

One of the highlights was the CEO Panel, moderated by CNN's Richard Quest, featuring Pieter Elbers (IndiGo), Joanna Geraghty (JetBlue), Adrian Neuhauser (Abra Group), and Richard Smith (FedEx). The panel offered an unfiltered look at the sector's challenges and opportunities, from competitive dynamics to sustainability imperatives.

Other sessions, such as "The Big Picture" and the IATA Diversity and Inclusion Awards, reinforced the industry's broader responsibilities—both geopolitical and social—while showcasing aviation's role as a force for global good.

Networking and Collaboration

Beyond the plenary sessions, delegates engaged in receptions, exhibitions, and private meetings hosted by industry leaders including Airbus, Boeing, Rolls-Royce, and GE Aerospace. Hospitality and social events celebrated India's cultural richness while providing opportunities for dialogue among stakeholders.

India's Time on the Global Stage

The 81st IATA AGM and WATS positioned India not only as a rising aviation



powerhouse but also as a symbol of how air transport could fuel national and global development. The event concluded with a renewed commitment to collaboration, innovation, and sustainability—setting the tone for the industry's collective journey in the years ahead.

Turkish aviation was strongly represented at the IATA AGM in New Delhi by Ahmet Bolat, Chairman of Turkish Airlines; Bilal Ekşi, CEO of Turkish Airlines; Mehmet T. Nane, Chairperson of Pegasus Airlines; Güliz Öztürk, CEO of Pegasus Airlines; and Dr. Max Kownatzki, CEO of SunExpress.



LATAM Airlines to Host 82nd IATA AGM in Rio de Janeiro

At the close of the 81st IATA Annual General Meeting (AGM) in New Delhi, the International Air Transport Association announced that its 82nd AGM and World Air Transport Summit would be held in Rio de Janeiro, Brazil, in June 2026, with LATAM Airlines Group as the host airline.

The decision marked a symbolic return of the AGM to South America for the first time since 1999, when it was also hosted in Rio. Willie

Walsh, IATA's Director General, welcomed the move, noting: "It will be a great opportunity to take stock of changes over two decades of development that have seen strengthening air connectivity successfully support major world events like the FIFA World Cup and the Olympics. By meeting in the largest aviation market in South America, the AGM will highlight the great potential for aviation to be an even more powerful strategic force driving social and economic prosperity."

LATAM's Role and Vision

Roberto Alvo, CEO of LATAM Airlines Group, expressed pride in hosting the upcoming event: "LATAM is proud to host the IATA AGM in Brazil in 2026, the main market for our airline group connecting South America to the world. In addition to facilitating a successful gathering of our industry leaders, we look forward to showcasing the contributions and enormous potential for aviation in Brazil and



throughout South America. We are confident that Rio de Janeiro, one of the most spectacular cities in the world with its unparalleled hospitality and beauty, will ensure a warm welcome and a memorable experience for all attendees.”

With 153 destinations across 27 countries, LATAM has become the largest airline group in Latin America. In 2024, the airline carried a record 82 million passengers, underscoring its expanding role in fleet modernization, regional connectivity, and environmental sustainability.

Brazil's Aviation Legacy

Hosting the AGM in Rio carried symbolic significance beyond commercial aviation. Brazil holds a unique place in aviation history through the pioneering work of Alberto Santos-Dumont, celebrated as one of the fathers of flight. His landmark powered flight in 1906 stood as a milestone not only for Latin America but also for the advancement of global aviation.

Brazil previously welcomed IATA delegates in Petropolis in 1947 and in Rio de Janeiro in 1999. The 2026 edition therefore promised both continuity and a fresh perspective, as aviation leaders prepared to address the challenges and opportunities shaping the industry in the next decade.

Aviation at a Crossroads: Willie Walsh's Industry Report at the 81st IATA AGM

Director General Willie Walsh delivered his annual report on the state of the airline industry. His address painted a picture of resilience and recovery, but also exposed persistent challenges in profitability, capacity, regulation, and sustainability.

The speech was not only a review of the numbers; it was also a call to action for governments, manufacturers, and industry partners to match airlines' determination with their own commitments.

A Profitable Industry with Fragile Margins

Walsh began by acknowledging the industry's renewed strength. Passenger numbers were set to surpass 5 billion annually, while air cargo — 69 million tons moved each year — continued to represent one-third of global trade by value. In 2025, airlines were forecast to generate \$36 billion in net profit on \$979 billion in revenue.

Yet behind these figures lay a sobering truth: profitability remained razor thin. Net margins stood at just 3.7%, equivalent to \$720 profit per passenger. Compared to other industries, especially



those within aviation's own value chain, airlines continued to operate on significantly lower margins.

"Our profitability is not commensurate with the enormous value we create at the heart of a value chain supporting 3.9% of global GDP and 86.5 million jobs," Walsh told delegates.

Safety: Maintaining Aviation's Defining Standard

For Walsh, safety was not just a metric, but the very identity of aviation. He reminded attendees that flying remained the safest form of long-distance transport. In 2024, there were only seven fatal accidents across 40.6 million flights, resulting

in 244 fatalities — a tragic figure, but one that underscored the sector's extraordinary safety record.

The ultimate goal, however, remained zero accidents. Walsh urged greater use of data to identify risks before they materialize. IATA's Global Aviation Data Management (GADM) system, IOSA safety audits, and the Turbulence Aware program were all highlighted as vital tools.

But Walsh also criticized governments for failing in their responsibilities. Less than half of accident investigations over the past six years had produced final reports. He also raised alarms over conflict zones, where civil aircraft had been targeted or caught in military crossfire. "The most effective way to

protect aviation is through better information-sharing," Walsh said, pointing to ICAO's recent steps to embed security management systems into the Chicago Convention as a necessary move.

Affordability and Capacity: The Struggle to Meet Demand

Air travel had become far more accessible over the last decade, with real ticket prices dropping 40%. Yet Walsh warned of headwinds. Aircraft delivery delays, supply chain disruptions, and infrastructure bottlenecks were constraining the industry's ability to meet growing demand.

The numbers told the story starkly:

- A 17,000-aircraft backlog, equating to a 14-year wait for delivery.

- Deliveries scheduled for 2025 were already 26% below manufacturer promises.

- Over 1,100 aircraft under 10 years old remained in storage.

"This hits revenues because some demand goes unmet. And scarcity pushes up maintenance and leasing costs," Walsh said, sharply criticizing manufacturers. He insisted solutions must come faster, warning against allowing aerospace to be dragged into trade wars.

On infrastructure, Walsh praised progress in regions such as India, Vietnam, Morocco, Dubai, and Singapore, where governments were investing in airports and air traffic systems. Latin America, too, had launched major hub expansions. But Europe, he argued, remained a laggard.



Willie Walsh, IATA Director General



Senior Vice President of Sustainability and Chief Economist, Marie Owens Thomsen

The Single European Sky initiative, decades in the making, was still mired in political disputes. Worse, he accused the Dutch government of undermining competitiveness by attempting to shrink Schiphol Airport under the guise of noise reduction. “We must resist this short-sighted madness,” Walsh declared.

Regulation and Efficiency: Striking the Right Balance

Walsh argued that ineffective regulation was eroding affordability and competitiveness. He singled out the European EU261 compensation regime, which places financial responsibility for disruptions on airlines regardless of cause. After 20 years, he said, the rule had produced “lots of cost — EUR 5 billion annually — but no reduction in delays or cancellations.”

Beyond regulation, Walsh focused on the efficiency gains possible through digitalization. The rollout of Digital ID for passengers

could eliminate document checks and streamline airport journeys, while the ONE Record standard for cargo promised real-time transparency across the supply chain. With its global launch set for January 2026, Walsh urged both industry adoption and government acceptance.

Sustainability: From Promises to Action

The most urgent part of Walsh’s speech centered on sustainability. He reaffirmed IATA’s commitment to net zero carbon emissions by 2050, but warned that progress was falling behind.

Sustainable Aviation Fuel (SAF), expected to contribute 65% of carbon reductions, remained in short supply. Production was set to double in 2025 but would still cover only 0.7% of global airline fuel demand. Walsh described the situation as unacceptable, blaming governments for weak policies and fuel suppliers for profiteering under mandates such as the EU’s.

“The EU mandate to mix 2% SAF in jet fuel raised costs but not production,” Walsh said. “It’s a billion-dollar windfall for fuel suppliers. This is the EU great green scam.”

He called for urgent government incentives, citing the need to replicate the success of U.S. tax credits that had spurred SAF investment. He also pressed energy companies to accelerate production and manufacturers to deliver more efficient technologies.

“Good intentions will not get us to net zero. Action is what we need,” Walsh insisted.

Airline Profitability to Strengthen Slightly in 2025 Despite Headwinds

IATA released its updated financial outlook for 2025 during the 81st Annual General Meeting in New Delhi. The report projected improved profitability for the global airline industry compared with 2024, underscoring both the sector’s resilience and the persistent headwinds shaping its future.

Financial Performance: Profits Hold, Margins Tighten

Airlines worldwide were expected to deliver \$36.0 billion in net profits in 2025,

up from \$32.4 billion in 2024. The result, however, was slightly below the \$36.6 billion forecast issued in December 2024. Net margins were anticipated to improve from 3.4% in 2024 to 3.7% in 2025, equating to just \$7.20 profit per passenger segment.

Total industry revenues were projected to reach a historic high of \$979 billion, with operating profits of \$66 billion. Expenses, meanwhile, were expected to rise only modestly to \$913 billion, aided by falling fuel prices. Jet fuel costs, averaging \$86 per barrel, were down 13% from 2024, reducing the industry’s fuel bill by \$25 billion.

“This is a strong result considering the headwinds,” said Willie Walsh, IATA’s Director General. “But let’s not forget that profitability remains about half the average across all industries. Airlines are earning \$36 billion, but that’s still a razor-thin buffer.”

Demand Outlook: Record Passenger Numbers

Traveler numbers were projected to reach 4.99 billion in 2025, a record high, representing 4% growth over 2024. Passenger revenues were forecast to hit \$693 billion, supported by \$144 billion in ancillary revenues. Revenue Passenger Kilometers (RPKs) were expected to grow 5.8%, signaling a return

to more normalized growth rates after the pandemic recovery surge.

Despite record volumes, yields were expected to fall 4%, reflecting competitive market dynamics and lower oil prices. The average real return airfare was expected to decline to \$374 in 2025, 40% below 2014 levels.

Polling data revealed that travelers remained confident: 40% planned to travel more in the coming 12 months, while only 6% expected to travel less. Business travel, in particular, was expected to remain resilient despite ongoing trade tensions.

Cargo: A Sector Under Pressure

Air cargo revenues, by contrast, were forecast to fall to \$142 billion in 2025, down 4.7% year-on-year. Weaker global GDP growth, projected at 2.5% in 2025 compared with 3.3% in 2024, alongside protectionist trade measures, were expected to dampen cargo demand.

Cargo volumes were anticipated to rise marginally to 69 million tonnes, while yields were expected to decline 5.2%. Walsh warned that prolonged trade disputes could further suppress demand.

Expenses: Fuel Relief, SAF Concerns

The industry's single largest

cost line — fuel — was expected to account for 25.8% of total operating costs in 2025. While lower oil prices offered relief, Walsh raised concerns over the escalating costs of Sustainable Aviation Fuel (SAF).

Production was set to double to 2 million tonnes in 2025, covering just 0.7% of total airline fuel needs. SAF prices, however, remained significantly higher than conventional jet fuel. IATA estimated that SAF would cost 4.2 times more than jet fuel in 2025, up from 3.1 times in 2024, adding \$1.6 billion in additional costs.

Walsh criticized fuel suppliers, particularly in Europe, for what he described as profiteering: “The behavior of fuel suppliers in fulfilling SAF mandates is an outrage. They must stop profiteering and ramp up production to meet legitimate industry needs.”

Fleet and Supply Chain: A Bottleneck to Growth

Perhaps the most persistent challenge remained the supply chain. The global aircraft backlog now exceeded 17,000 units, implying a 14-year wait for delivery. In 2025, 1,692 aircraft were expected to be delivered — the highest since 2018, yet still 26% below year-ago estimates.

Compounding the problem,

engine shortages and spare parts delays had grounded more than 1,100 aircraft under 10 years old, nearly three times the pre-pandemic level. Walsh did not mince words: “Manufacturers continue to let their airline customers down. Every airline is frustrated that these problems have persisted so long. Indications that it could take until the end of the decade to fix them are off-the-chart unacceptable.”

Risks on the Horizon

Despite cautious optimism, IATA identified several risks that could derail the 2025 outlook:

- **Geopolitical conflicts:** *Resolution of wars could reopen markets, but escalation would harm demand and disrupt operations.*
- **Trade tensions:** *Protectionist measures threatened cargo demand and business travel.*

• **Fragmentation of standards:** *Weakening of multilateral frameworks could increase costs and complexity.*

• **Oil price volatility:** *External shocks could rapidly shift fuel costs, eroding profitability.*

A Fragile Resilience

The 2025 outlook highlighted the paradox of global aviation: record revenues, record passengers, and yet only modest profitability. Airlines were poised to benefit from lower fuel costs and efficiency gains, but risks from trade disputes, weak supply chains, and inadequate SAF production remained acute.

Walsh's message to policymakers was clear: “Perspective is critical. Airlines support 86.5 million jobs and 3.9% of global GDP. Yet we earn just \$7.20 per passenger. Any new tax, charge, or regulation risks destabilizing this fragile resilience.”



Şebnem Akalın, Aviation Turkey Editor & Ayşe Akalın, Aviation Turkey Editor in Chief

How Airports Can Benefir and Lead in the Circular Economy Transition

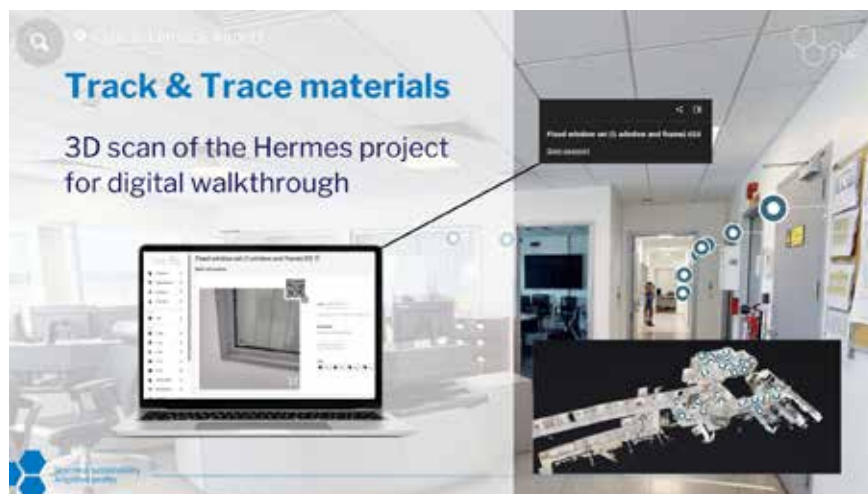
As pressure mounts from governments, society and the aviation industry to reduce environmental impact, airports are increasingly expected to act. More than just places of transit, airports are now becoming active agents in the transition towards a circular economy. For many, this transformation is no longer a choice but part of their license to operate and grow.

By shifting the perspective from “waste as a problem” to “waste as a resource”, airports can become more resilient, efficient and attractive to airlines, passengers and other stakeholders. Circular economy principles help reduce carbon emissions, minimize material consumption and build stronger collaboration across supply chains, positioning airports at the forefront of the aviation sector’s sustainable transformation.

From insight to action

But how does this work in practice?

The European project TULIPS is accelerating this transition with €25 million in EU support and 17 demonstrator projects running across several airports. Within



this effort, Work Package 6 (WP6), led by Excess Materials Exchange (EME) Anne Rademaker, focuses specifically on enabling circularity in airport operations and construction. Participating airports are Schiphol Amsterdam, Avinor Oslo and Hermes Cyprus. Other partners are Technical University

Delft and Elioth by Egis. Through deep analysis, stakeholder engagement, digital tools and on-the-ground experimentation, WP6 is turning strategy into action and making circular economy a reality at airports.

<potentially include visual 1 to show focus and output of WP6>

One of the first steps for participating airports was understanding how and where waste is generated. By collaborating with stakeholders (restaurants, retailers and facility managers), conducting waste safaris (on-site inspections of bins and waste areas) and assessing the eco-cost calculations of each waste stream



(using lifecycle data and footprint modelling), WP6 built a detailed picture of operational waste. A full description of the methodology is available in this short article and the full paper published. This mapping revealed that four streams: residual waste, food, plastics, and paper, consistently carry the highest environmental burden.

These became the focus of targeted pilots, aiming not just to manage waste more efficiently, but to prevent it altogether. Once the priority resource streams were identified, the next step was to break them down into sub-streams—such as PET bottles in plastic bins or coffee grounds in food waste—to guide more specific interventions. A database of initiatives was created, with each entry classified by resource stream and reduction strategy, following the R-ladder framework.

Designing a Strategy

Once the baseline is established and priority waste streams are identified, airports can begin defining their circular strategy. To support this, TULIPS WP6 developed a conceptual model tailored specifically to the airport context. This model combines two well-established frameworks: the Value Hill, which maps value creation throughout

the product lifecycle, and the R-Strategies (a framework that dives into the role of innovation in CE-transitions in product chains, promoting prevention, smarter reuse or recycling). To complement this model, WP6 introduced a Three Horizons framework that helps airports set clear, time-bound goals for circular transformation: the first focuses on immediate improvements in the four priority streams; the second expands action to all operational waste;

and the third looks ahead to system-level change, where waste is designed out entirely.

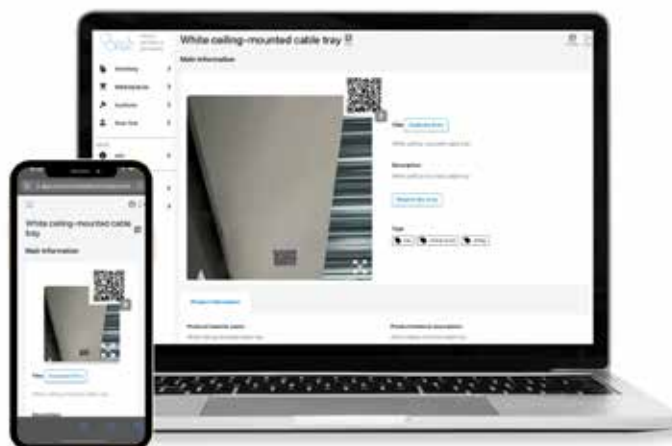
<potentially include visual 2 based on 3 horizons to be found here>

Yet infrastructure alone isn't enough, human behaviour is a critical factor in making circularity work. WP6 integrated behavioural science into its approach, involving students from Technical University Delt resulting in six pilot studies across

Schiphol and Oslo airports. These pilots explored topics such as improving bin signage, designing food waste interventions, or optimizing internal logistics. Their findings confirmed that small changes in communication and design can significantly improve separation rates and reduce waste, highlighting the role of people in driving change.

Go to the articles here:

- Improving passenger waste separation behaviour through design at Schiphol





Airport

- Developing a Circular Cup System at Schiphol Airport | TU Delft Repository

- Behavior change strategies for higher return of PET bottles/cans at Schiphol Airport | TU Delft Repository

- Designing dishwashing as a service at Oslo Airport terminal | TU Delft Repository

- Creating a sustainable and

centralised internal waste logistics system for Oslo Airport | TU Delft Repository

- Packaging waste-free delivery and operations at Oslo Airport terminal | TU Delft Repository

Monitoring progress over time is essential to understand what's working. WP6 established a performance baseline using 2019 data and a new assessment using 2024 data is now underway. This comparison, expected

to be published by the end of 2025, will offer valuable insight into the effectiveness of circular strategies, informing future efforts toward the 2030 and 2050 targets.

Circular Construction: Reuse in Infrastructure Projects

While daily operations are a major source of waste, construction and renovation projects also offer significant opportunities. Airports manage enormous flows of materials during

upgrades, demolitions and new builds. EME's digital platform addresses this by giving materials a digital identity through:

• **Resource Passports:** Each material gets a digital identity, making it traceable and measurable.

• **AI Matching:** Advanced algorithms connect available materials with potential reuse opportunities.

• **Track & Trace with IoT:** Technologies like RFID, QR codes and Bluetooth sensors ensure transparency and accountability across the entire reuse chain.

• **Marketplace & Auction Tools:** Airports can browse, list, sell or exchange materials easily, reducing storage time and disposal costs.

This allows materials to be traced, stored, and reused across projects instead of discarded.

Examples are already in place. At Avinor Oslo, materials from a dismantled gate were stored and repurposed for future projects. Supported with a 3d scan, connecting EME's product passports, the process of reuse could be evidenced! Schiphol digitized its warehouse to better manage and reuse stored items in a terminal renovation. In Cyprus, Hermes Airport used the



EME platform to track materials during office remodeling. These cases illustrate how circular construction is not a distant goal, it's already happening, saving money, reducing emissions and bringing contractors and operational teams into the process.

< see all possible images around the platform and so >

In all cases, EME is helping airports cut significant costs (to not buy new, waste less, less procurement costs), reduce carbon emissions, and involve key stakeholders, such as contractors and facility managers, in creating a culture of reuse. Later in 2025 a circular design principles guideline – validated by participating airports – will be published by EME, which is tackling circular strategies beyond reuse.

Building Momentum: Collaboration, Events and the Sector-Wide Shift

Beyond implementation, WP6 has worked actively to share knowledge and create momentum across the airport sector. Templates, tools, and public reports have been made accessible so that others can replicate or adapt the work done, which can be found here. The goal is not just to innovate but to scale what works.



In early 2025, this momentum became clearly visible through a series of high-impact events. Schiphol and TULIPS co-hosted the Circularity in Airports conference, bringing together 14 airports and industry stakeholders to discuss concrete strategies for waste reduction and material reuse. Highlights included Schiphol's new waste dashboard, Heathrow's efforts to improve in-terminal waste separation, and Brussels Airport's approach to harvesting materials from demolished buildings for reuse. The

session, facilitated by EME, showcased the power of collaboration in driving systemic change.

That same month, TULIPS was featured at the Passenger Terminal Expo (PTE) 2025, where the session "This is it: Circular Airports are becoming a reality" offered insights from real-world pilots. At Amsterdam Airport Schiphol, the reuse of in-terminal construction materials—enabled by EME's digital tracking platform and collaboration with their contractor Heijmans—is already delivering results: reduced



CO₂ emissions, lower storage costs, and fewer purchases of new materials. While the process requires time and commitment from operational teams, the environmental and financial benefits are clear.

The momentum continued at the ACI EUROPE RACE event in Dalaman Turkey where Hermes Larnaca took the stage with EME to showcase how their circular construction project changed the game and had a clear business case for scaling.

To build on this shared progress, TULIPS has also helped launch a dedicated working group, connecting airports across Europe to exchange experiences, co-develop solutions, and accelerate the adoption of circular economy practices throughout the sector.

These efforts reflect more than isolated progress, they signal a growing movement that is transforming circular economy from an abstract goal into a real, operational shift.

"It is great to see that our work is showing that a shift towards circular economy principles at airports has the potential to significantly reduce Scope 3 CO₂ emissions by optimizing resource use, minimising waste and enabling a more sustainable and efficient operation."

— Christian van Maaren,
Excess Materials Exchan

Announcements at the 2025 Paris Airshow: Turkish Airlines, AJet, TUSAŞ, and MNG Airlines Make Headlines



by Şebnem Akalın

Although my visit to this year's Paris Airshow was brief, it was more than enough to witness a series of remarkable developments. As one of the world's most prestigious aerospace events, the show once again lived up to its reputation, full of groundbreaking ideas, major announcements, and key partnerships. Turkish companies were prominently featured among the global players, securing new aircraft orders and signing key partnership agreements that highlight the growing influence of Turkey in the international aviation industry.

The 2025 Paris Airshow proved to be an extraordinary event for the aviation industry, with leading names from across the sector making groundbreaking announcements. Among them, Turkish Airlines, AJet, TUSAŞ, and MNG Airlines made a significant impact with impressive developments that are



set to shape the future of aviation.

Turkish Airlines Shines at the Skytrax World Airline Awards

At the prestigious 2025 Skytrax World Airline Awards, Turkish Airlines continued its reign as one of the world's leading carriers, winning a total of eight awards. The airline was named Europe's Best Airline for the tenth time, reaffirming its dominant position in the global

aviation sector. Along with this prestigious title, Turkish Airlines also took home accolades for World's Best Business Class Catering, Southern Europe's Best Airline, and Europe's Best Economy Class among others.

Chairman Prof. Dr. Ahmet Bolat expressed pride in the recognition, attributing these achievements to the airline's dedicated team and Turkish hospitality. Edward Plaisted, CEO of Skytrax, acknowledged Turkish Airlines' ongoing

excellence, particularly its superior in-flight services, which have earned it a well-deserved place at the top of the industry. Turkish Airlines continues to be a leader in sustainability and technological innovation, setting new standards for the future of aviation.

AJet to Expand Fleet with 14 Airbus A321neo Aircraft

In a significant development, AJet has signed agreements with Avolon and Carlyle



Aviation Partners for the lease of 14 new Airbus A321neo aircraft. The deal, announced at the Paris Airshow, includes 10 aircraft from Avolon and 4 from Carlyle, with deliveries scheduled to begin in 2026. The A321neo aircraft will bolster AJet's fleet, improving operational efficiency and supporting the airline's sustainability goals. Chairman Ahmet Bolat emphasized that this strategic move is a part of AJet's commitment to sustainable growth and maintaining one of the world's youngest fleets.

TUSAŞ Strengthens Ties with Airbus

Another highlight at the Paris Airshow was the announcement of a new collaboration between TUSAŞ (Turkish Aerospace Industries) and Airbus. The two companies signed two major agreements, one of which will see TUSAŞ manufacturing rudder components for the Airbus A320 family, further solidifying its position as a key supplier in the aerospace industry. The second agreement grants TUSAŞ the exclusive rights to produce metallic



parts for the A350F cargo aircraft, marking a significant milestone in Turkey's aerospace capabilities. This partnership underscores TUSAŞ's growing influence in global aerospace manufacturing.

MNG Airlines Orders Two Airbus A350F Cargo Aircraft

MNG Airlines also made waves at the Paris Airshow by signing a Memorandum of Understanding (MoU)

with Airbus to expand its cargo fleet with the A350F cargo aircraft. The airline, which will be the second operator of the A350F in Turkey after Turkish Airlines, highlighted the aircraft's ability to meet the evolving needs of the global air cargo market. With its new A350F fleet, MNG Airlines aims to strengthen its position in key trade routes and enhance its cargo capabilities across Europe, Asia, North America, and beyond. The A350F, designed to offer superior

fuel efficiency and environmental benefits, promises to be a game-changer in the cargo sector.

These announcements reflect a growing trend in the aviation industry, where sustainability, operational efficiency, and strategic partnerships are at the forefront of airline and aerospace industry advancements. The 2025 Paris Airshow has once again demonstrated the power of collaboration and innovation in shaping the future of aviation.





Business Jets 2025: Cooling Momentum, Strong Horizons

The global business aviation market has entered the final stretch of 2025 with remarkable energy, showing both resilience and signs of a measured slowdown after the exuberance of the post-pandemic years. August and September 2025 proved to be record-setting months, driven largely by fractional ownership operators and steady demand in North America, while emerging markets also posted impressive gains.

Yet beneath the headline growth, the market is showing signs of maturity. Transactions are taking longer, prices have adjusted slightly, and buyers are becoming more deliberate. Still, forecasts from leading analysts suggest that the sector is set for sustainable growth over the next decade, underpinned by strong backlogs and the arrival of new-generation aircraft.

Fractional Ownership Leads the Charge

September 2025 marked the busiest September in 6 years, with 232,920 business jet departures worldwide—an 11% increase compared with 2024. Fractional ownership operators were the clear growth engine, accounting for 19% of all flights. NetJets, Flexjet, Airsprint, Planesense, and



by İbrahim Sünnetçi

Jetfly Aviation together represented more than 80% of this activity, reporting double-digit growth ranging from 20% to 25%.

In North America, activity surged week after week. Departures in Texas and



Florida highlighted both corporate and leisure demand, while Part 91K and Part 135 operations posted consistent increases. Europe's performance was more mixed: Switzerland delivered steady growth, the UK bounced back after earlier declines, while France and Germany managed slight gains by month's end.

Elsewhere, South America delivered some of the strongest results with

triple-digit weekly growth rates, while Africa and the Middle East also posted sustained increases. Asia's story was more volatile, with early declines giving way to a late-month rebound.

August: A Record-Setting Month

If September highlighted the rise of fractional ownership, August underlined the sheer depth of demand. With 327,745 departures, August was the busiest in 6 years—5% higher than 2024 and nearly 30% above pre-pandemic 2019. Fractional giants NetJets and Flexjet alone accounted for almost one-fifth of global flights.

Africa emerged as the standout growth region with a 26% jump, followed by South America and Asia with double-digit increases. North America again dominated in volume, led by Texas, Florida, and California, while European activity was buoyed by strong performances in Switzerland, Italy, and France.

Sales and Market Dynamics

While flight activity remains buoyant, the aircraft sales picture reflects a more balanced environment. According

to JetNet, retail transactions rose 13.3% year-on-year in the first half of 2025, but the average time-to-sale lengthened by nearly 20%. Average asking prices fell by 9%, yet values remain above pre-pandemic benchmarks—particularly for newer aircraft, where limited supply is maintaining OEM pricing power.

Fractional and charter models are also reshaping market behavior. Jet cards and app-based charter platforms are expanding accessibility, attracting younger buyers—especially entrepreneurs from the technology sector—who prefer light jets and flexible usage options over full ownership.

Deliveries and OEM Outlook

The production outlook is equally strong. JetNet has raised its 10-year forecast by more than 12%, now projecting 9,700 new business jet deliveries through 2034 valued at \$335 Billion. The current backlog stands at \$55 Billion, representing about two years of production at current rates. For 2025, deliveries are expected to reach 820–825 jets, an 8% increase year on year.

Honeywell's most recent outlook broadly aligns, projecting about 8,500 jets worth \$280 Billion

over the same period. Both forecasts highlight the strength of large-cabin and ultra-long-range jets, which account for over 65% of new demand.

The certification of new models is set to further energize the market. Gulfstream's G800 received FAA and EASA approval in April 2025, Bombardier's Global 8000 is entering service by year's end, and Dassault's Falcon 10X along with Textron's new midsize offerings are expected between 2026 and 2027. These programs promise to refresh the competitive landscape and give buyers compelling reasons to commit.

Regional Hotspots

North America remains the powerhouse, representing two-thirds of global demand with nearly four million flights in 2025. Europe is expanding modestly, but regulatory and sustainability pressures remain headwinds. Switzerland has outperformed, while the UK has returned to growth after a softer start.

In Asia-Pacific, India continues to shine with a 25% fleet expansion since 2019, even as China remains subdued. Latin America has doubled its

global share to 10%, led by Brazil's appetite for midsize jets. The Middle East remains a bastion for ultra-long-range aircraft, and Africa—though small in volume—has become the fastest-growing region, posting 20%+ annual gains.

Challenges Ahead

Despite the optimistic outlook, risks remain. Supply chain fragility persists, particularly for engines and cabin interiors. Pilot and technician shortages are adding strain to operations. Environmental and regulatory pressures, especially in Europe, are intensifying. Meanwhile, geopolitical uncertainty and fuel price volatility could reshape demand patterns.

Yet OEMs hold order backlogs exceeding \$50 Billion, providing stability for years to come. Consolidation among operators is also strengthening market fundamentals, with the top five fractional and charter companies in the U.S. now controlling about 65% of activity.

Conclusion: A Market at Cruising Altitude

The business jet market of 2025 has

transitioned from post-pandemic exuberance to a more sustainable, steady-growth phase. Flight activity remains historically high, fractional ownership is booming, and OEMs are preparing to deliver a wave of new-generation aircraft.

While sales cycles are lengthening and prices have stabilized, fundamentals remain strong. North America continues to dominate, Europe holds steady, and emerging regions are becoming new engines of growth.

In short, business aviation may no longer be in “boom mode,” but it is operating at a higher cruising altitude than ever before—with the horizon looking clear and promising for the decade ahead.

Business Aviation August 2025 Milestones: Gulfstream's G800 Enters Service as Embraer Surpasses 2,000 Deliveries

The Business Aviation Industry is celebrating two defining milestones in August 2025: Gulfstream Aerospace's entry-into-service of its flagship G800 and Embraer's 2,000th business jet

delivery. Together, these achievements highlight the sector's resilience, technological progress, and intensifying competition at both the ultra-long-range and midsize levels of the market.

Gulfstream G800: The New Benchmark for Ultra-Long Range

On August 27, 2025, Gulfstream delivered the first G800, its longest-range business aircraft to date. The milestone follows certification from both the U.S. Federal Aviation Administration (FAA) and the European Union Aviation Safety Agency (EASA) in April, cementing the jet's status as the latest member of Gulfstream's next-generation family.

The G800 is engineered for distance and speed. It boasts a maximum range of 8,200 nautical miles (15,186 km) at Mach 0.85, making it the longest-legged business jet in operation. At Mach 0.90, it can still achieve 7,000 nm (12,964 km), while at Mach 0.87, the aircraft comfortably covers 8,000 nm (14,816 km). Gulfstream has also nudged the top speed limit to Mach 0.935, eclipsing the previous ceiling of Mach 0.925.

These performance

figures allow the G800 to connect intercontinental city pairs—think New York to Hong Kong or London to Sydney—without a fuel stop, reaffirming Gulfstream's dominance in the ultra-long-range segment.

The jet was completed at Gulfstream's Appleton, Wisconsin facility, which has become central to the company's completions and MRO operations. Appleton's expanded paint hangar, opened in 2023, now supports up to 48 aircraft annually, reflecting the company's growing backlog and global demand.

Gulfstream stresses that the G800 enters service with “high program maturity,” ensuring that systems, performance, and cabin features are proven from day one. This customer-first approach mirrors the rollout of the earlier G700, emphasizing seamless entry into service. With over 21,000 employees worldwide and significant investments in global support infrastructure, Gulfstream is positioning the G800 as the ultimate benchmark in range, performance, and passenger comfort.

Embraer Crosses 2,000 Deliveries: The Praetor Era

While Gulfstream claims

the spotlight in the ultra-long-range arena, Embraer has secured its own historic victory in the midsize and super-midsize categories. In August 2025, the Brazilian manufacturer announced the delivery of its 2,000th business jet, a Praetor 500, to an undisclosed corporate flight department during a ceremony at its Global Customer Center in Melbourne, Florida.

The Praetor 500 has quickly built a reputation as one of the most disruptive jets in its class. It offers an intercontinental range of 3,340 nautical miles (6,186 km) with four passengers and NBAA IFR reserves, enabling nonstop flights such as Miami to Seattle or Los Angeles to New York. Its sibling, the Praetor 600, extends that reach even further with a range of 4,018 nm (7,441 km), comfortably covering routes like London–New York or São Paulo–Miami.

Michael AMALFITANO, President & CEO of Embraer Executive Jets, framed the milestone as more than just a number:

“Delivering our 2,000th business jet is a powerful reflection of the strength of our portfolio, our commitment to customers, and the dedication of our employees. The Praetor family has become the



aircraft of choice for major corporate flight departments, offering unmatched technology and performance.”

The Praetor series is loaded with features usually reserved for larger jets: full fly-by-wire with turbulence reduction, six-foot flat-floor cabins, stone-floored galleys, whisper-quiet interiors, and class-leading baggage capacity. Advanced connectivity, including ultra-high-speed 20 Mbps internet and an industry-exclusive Upper Tech Panel for cabin information and management, sets new benchmarks in passenger experience.

Since 2002, Embraer’s executive aviation business has grown at a 14% compound annual rate, with the Phenom and Praetor families becoming dominant players in light, midsize, and super-midsize categories. In 2024, nearly one in three small and midsize cabin jets delivered worldwide bore the Embraer badge.

A Market Defined by Dual Strengths

These twin milestones—Gulfstream’s entry into service of the world’s longest-range jet and Embraer’s delivery of its 2,000th aircraft—illustrate the diverse

momentum within business aviation. Gulfstream is pushing the boundaries of nonstop global connectivity, while Embraer is redefining value and capability in the midsize and super-midsize markets.

Together, they underscore an industry in transition: one that balances record backlogs and delivery growth with evolving customer expectations. Whether at the very top end of ultra-long-range travel or the dynamic midsize segment, manufacturers are proving that business aviation is not just growing—it’s entering a new golden era 🌟



iGA Istanbul Airport Sets Higher Targets in its 2024 Sustainability Report

iGA Istanbul Airport, which is steadily progressing toward its goal of achieving net zero emissions by 2050, completed 2024 with emissions 10.5 percent below its year-end projection. iGA has also raised its 2030 target for renewable energy use from 50 percent to 90 percent.

Acting on the principle of using technology for the benefit of people and the environment, iGA Istanbul Airport published its 2024 “Sustainability Report.” Prepared by taking into account stakeholder opinions and financial impacts through a double materiality analysis, the report highlights iGA's environmental, social, and economic contributions, as well as its cultural and structural gains.

iGA Istanbul Airport, which places sustainability at the

center of its strategic plans and applications, completed its 2024 greenhouse gas emissions 14% below the previous year and 10.5% below the year-end forecast as a result of its efforts under the approach “Our Focus is the World, Our Goal is the Future.” Committed to achieving its “Net Zero Emissions” target by 2050, iGA has also raised its 2030 target for renewable energy use from 50% to 90%.

Within this framework, the Eskişehir Solar Power Plant (GES) project, which is being built on an area of approximately 3 million square meters with an investment of 212 million euros and a capacity of 199.32 megawatts, is expected to generate 340 million kilowatt-hours of energy annually. Thanks to the GES investment, which is expected to be

operational by the fourth quarter of 2025, iGA Istanbul Airport will become the first major airport in the world to meet its entire electricity needs through solar energy.

iGA is working hard to make its operations resilient to changing climate conditions and is evaluating possible scenarios based on scientific data. As part of the “Istanbul Airport Climate Change Adaptation Action Plan” launched in collaboration with TÜBİTAK MAM, regional climate simulations are being used to analyze how airport operations may be affected by climate change, assess risks, and develop long-term adaptation strategies.

Defining the “Sustainability Report,” published annually, not only as an information tool but also as a tool for sharing learning processes

and areas of development, iGA Istanbul Airport CEO Selahattin Bilgen emphasized that it is a great source of pride to be able to lead the global aviation sector with “good examples” in the field of sustainability. Recalling that they signed the “Aviation4All Declaration” in December in Athens as one of 43 pioneering organizations, Bilgen continued his remarks as follows:

“The importance of Istanbul Airport's role in global aviation and its responsibility within the country's economy and trade gives us another vital task: contributing to building a sustainable future in terms of environmental, social, and economic dimensions.

We are conducting our efforts in this direction



in a multi-faceted manner. We continue our operational processes without compromising on safety; throughout the year, we make significant contributions to the global aviation sector through the flights we operate. We prioritize environmental sustainability projects aimed at reducing our carbon footprint, increasing energy efficiency, and using natural resources more effectively. Through social responsibility projects that focus on social benefit, we aim to improve the quality of life for a wide range of stakeholders, from local communities to our employees. In terms of economic sustainability, we contribute to both the national economy and our global competitive strength through innovative investments and digital transformation strategies. Thanks to this holistic approach, we are not just an airport; we are also advancing toward becoming a vision center that shapes the living spaces of the future. “

Other highlights from the IGA Istanbul Airport “2024 Sustainability Report” are as follows: Within the scope of the IGA Academy, employees participated in 20,494 different training courses aimed at developing their aviation sector skills, with satisfaction rates exceeding 95%. Every TL 1 invested in IGA Academy International Training provided TL 2.51 in social benefits to participants. In addition, the IGA Academy Stakeholder Advisory Board was launched in 2024 with 24 stakeholders to strengthen partnerships in

the aviation sector, increase knowledge and experience sharing, and contribute to the development of industry professionals.

Thanks to the Experience Principles and Guest Experience Policy implemented for inclusive and welfare-oriented airport services, the customer experience maturity level, which was 3.73 in 2022, was raised to 4.04 in 2024. The names of the Very Special Guest Rooms and Special Passenger Service Point were changed to Quiet

Rooms; a ‘live connection’ service was added to the Indoor Route With Me feature in the Istanbul Airport mobile application to further facilitate independent travel for visually impaired guests.

Under Advanced Waste Separation Applications, an average of 164 tons of waste was separated daily, with 34.07% of this waste recycled. By integrating occupancy sensors into 262 waste containers on site, we optimized our waste collection-related emissions.



Çukurova International Airport Celebrated its First Anniversary

Çukurova International Airport, the gateway to the world for the Çukurova region covering Adana, Mersin, Osmaniye, Niğde, and Hatay, celebrated its first anniversary with a ceremony.

The Çukurova International Airport 1st Anniversary Celebration Ceremony was attended by Mersin Deputy Governor Faik Arıcan, Tarsus District Governor and Çukurova International Airport Civil Administrator Mehmet Ali Akyüz, DHMİ Çukurova International Airport Director Seracettin Yıldırım, KZV Airports Operations Deputy General Manager Göksu Güney, Çukurova International Airport Director Oğuz Oflaz, representatives of public institutions and organizations, airport stakeholders, and employees. Speaking at the ceremony, Oğuz Oflaz said, "We are excited and proud to celebrate the first year of Çukurova International Airport. This year represents not only the passage of time for us, but also the realization of a vision, hard work, and a dream," evaluating the past year.

Çukurova International Airport Director Oğuz

Oflaz said, "As Çukurova International Airport, we have an extensive flight network that extends from Cyprus to London, from Medina to Van, and from Jeddah to Trabzon with our direct flights. In short, we can now say that this region has its own sky. Çukurova International Airport, one of Turkey's new-generation airports strategically located, is undergoing rapid development in passenger and cargo transportation in line with the principles of accessibility, quality, sustainability, and digitalization. We entered the 2025 summer season with a very strong network structure in both domestic and international flights. On domestic routes, we operate regular flights to a total of 8 different destinations, including Ankara, Istanbul, Izmir, Antalya, Bodrum, Trabzon, and Van. On international routes, we serve a wide geographical area with direct flights from the Middle East to Europe. Germany-Berlin, Düsseldorf, Frankfurt, Hannover, Cologne, Stuttgart, Munich, Nuremberg, and Hamburg; England-London, Netherlands-Amsterdam, Azerbaijan-Baku, Russia-Moscow, Turkish Republic of Northern

Cyprus (TRNC) - Nicosia, Macedonia-Skopje, Montenegro-Podgorica, Albania-Tirana, Lebanon-Beirut, Saudi Arabia-Medina and Jeddah, Egypt-Sharm El Sheikh, United Arab Emirates-Dubai, we operate flights to a total of 22 international destinations in 13 countries. In addition, charter flights to the Middle East and Europe are also operated during the summer tourist season, particularly with additional flights organized during the Hajj and Umrah periods. Our collaboration with airlines such as THY, AJET, PEGASUS, SUNEXPRESS, CORENDON, AEROFLOT, AZERBAIJAN AIRLINES, AIR MONTENEGRO, AIR ALBANIA, SOUTHWIND, IRAERO, EUROWINGS, and many others is growing stronger. Our goal is to make Çukurova a strong hub for international connections," he said.

Over 30,000 flights were hosted in one year, and over 5 million passengers were welcomed.

Oflaz also shared the numbers from their first year of service, saying, "Our airport, which started serving air traffic on August 11, 2024, welcomed over 5 million passengers

and more than 30,000 flights in its first year. This clearly demonstrates that Çukurova is increasingly strengthening its position in the international aviation network." Oflaz also touched on the topic of strategic growth in cargo and logistics, saying, "The Çukurova Region has the second highest population density in Turkey, as well as a strong agricultural, industrial, and port infrastructure. Our airport offers a strategic advantage with its proximity to ports, organized industrial zones, agricultural centers, and road networks. With the goal of leveraging this potential on the international stage, Çukurova International Airport is advancing toward becoming a key hub not only for passenger transportation but also for air cargo transportation. Thanks to our geographical location at the intersection of the Middle East, North Africa, and Europe, we are emerging as an international air cargo and logistics hub."

Oflaz also mentioned future projects, saying, "We are continuing to work intensively on adding new

international destinations, making environmentally friendly infrastructure investments for Green Airport Certification, and developing digital transformation steps (mobile applications, automatic transit systems). In the coming period, we will commission our general aviation terminal, which will serve the business world, the healthcare sector, and private air transportation in particular. Private jets

currently using the main apron will be served in this special area allocated to them with the opening of the new terminal. This development will significantly increase the level of quality and comfort in the private aviation segment. In addition, the heliport infrastructure, which is extremely critical for air ambulances and short-haul air transportation, is also ready. This structure

will position the region not only as a hub for civilian passenger traffic but also as a central hub for emergency healthcare services, VIP transfers, and private flights. We are also planning services to enhance the passenger experience. In conclusion, all these developments will transform Çukurova International Airport into not just an airport but also a hub for regional development, further

enriching the region's aviation ecosystem.

I am proud to say that we have reached this point today through strong cooperation between the public and private sectors, technical expertise, dedicated teamwork, and, most importantly, a shared belief. We see this success not as a destination, but as a harbinger of much greater goals.

Air Astana and China Southern Airlines Signed Codeshare Agreement

Flights options for travellers between Kazakhstan and China enhanced

On 29th July 2025, Air Astana and China Southern Airlines signed a codeshare agreement, with cooperation on trunk routes between Kazakhstan and China providing travellers with more flight options.

The codeshare agreement covers Air Astana routes operated from Almaty to Beijing Capital, Almaty to Urumqi and Almaty to Guangzhou, as well as Astana to Beijing. For China Southern



Airlines, the codeshare covers routes operated on a regular basis from Beijing Daxing to Almaty, Guangzhou to Almaty, Urumqi to Almaty and Xian to Almaty, together with Guangzhou to Astana and

Urumqi to Astana.

Air Astana Group CEO Peter Foster remarked, "China has always been a strategically important market for Air Astana. Partnering with China

Southern Airlines will boost trade, tourism and cultural links with China and open a new chapter in aviation cooperation between the two countries."

China Southern Airlines President and CEO Han Wensheng stated, "Codeshare cooperation with Air Astana will result in an increase in our service frequencies to Kazakhstan. It is not only a strategic move leveraging both airlines' strengths but also a significant step in deepening Belt and Road aviation connectivity between China and Kazakhstan".

Pegasus Airlines Wins Three Awards in Europe for Sustainability and Finance

Pegasus Airlines has won three prestigious awards at the Airline Economics Aviation 100 European & Sustainability Awards 2025, one of the aviation industry's most important events. With these awards, the company has once again demonstrated its pioneering role in sustainable aviation and its commitment to integrating environmental and social goals into its financial strategy.

Sustainability Team of the Year

Pegasus' Sustainability Team was recognized as the 'Sustainability Team of the Year' for its ESG strategy, which encompasses a holistic approach focused on creating value for the company, a climate transition roadmap aimed at achieving carbon neutrality, initiatives to ensure gender balance, and a strong governance structure supported by transparent reporting practices.

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European Treasury Team of the Year

Another award won by Pegasus was the 'European Treasury Team of the Year' award. The company's Treasury Team earned this award through various innovative transactions completed in 2024 and 2025, including

aircraft financing, sustainability-linked financing structures, Eurobond issuance, financing for hangar construction at Sabiha Gökçen Airport, spare engine financing, and the industry's first engine maintenance financing.

Sustainable Aviation Finance Excellence Award

Pegasus also received the Sustainable Aviation Finance Excellence Award thanks to sustainability-linked JOLCO financing, achieved in collaboration with Japan's leading financial institutions SMFL and SMBC, to add three Airbus A321neo aircraft to its fleet. This transaction stands out as a pioneering application worldwide, thanks to the direct alignment of its debt and equity components with Pegasus' long-term sustainability goals.

Kubatoğlu: "The awards are a testament to our sustainable and innovative approach."

Barbaros Kubatoğlu, CFO of Pegasus Airlines, commented on the three awards won at the Airline Economics Aviation 100 European & Sustainability Awards 2025: "These awards reflect Pegasus Airlines' long-term commitment to being a financially resilient, innovative, and sustainable airline. By integrating sustainability into every layer of our financial strategy, from treasury operations to ESG-linked financing structures, we are not only adapting to the future, but also helping to shape it. This recognition is a testament to the success of our teams, who continue to set new standards in aviation finance through collaboration and innovation."

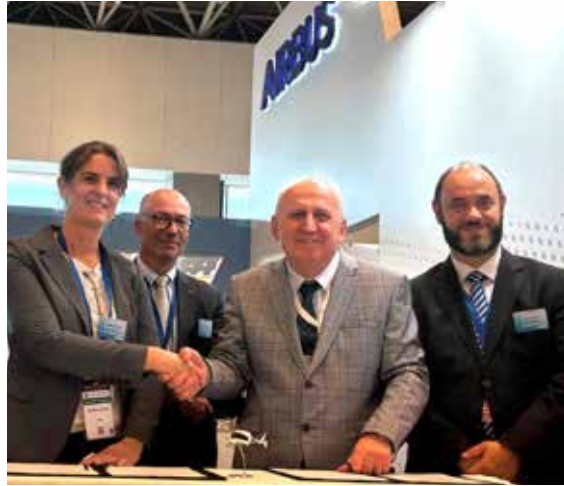
Airbus Helicopters Appoints Kale Air Helicopter Maintenance Service as its new Maintenance Centre in Türkiye

Airbus Helicopters has appointed Kale Air Helicopter Maintenance as its new maintenance centre in Türkiye. The Bursa based company will handle the maintenance services of civil Airbus Helicopters fleet in the region, notably the H125, H130, H135, and H145 helicopters.

Founded in 1995, Kale Air is an SHGM Part-145 approved maintenance organisation with ISO 9001:2015 Quality Management System and AS9100 Aerospace Quality Management System.

Kale Air offers all base and line maintenance services from scheduled maintenance inspections to repairs and modifications.

Ludovic Boistot, Airbus Helicopters Head of Eastern Europe and Central Asia said: "It is a great pleasure



to welcome Kale Air in our worldwide service centre network. The appointment of Kale Air as approved service centre reinforces the presence of Airbus Helicopters in Türkiye and the region, and will guarantee Airbus Helicopters operators a strong and high quality local support."

M. Sait Sölmén, Kale Air

Maintenance General Manager, said: "Kale Air is a trusted aviation company specialising in helicopter maintenance and repair services in Türkiye. We are very pleased and proud to be recognized as an Airbus Helicopters service centre in Türkiye and are excited to join the Airbus family. We look forward to providing maintenance services to our customers in the region. On

behalf of the entire Kale Air team, we would like to thank Airbus for this partnership."

Türkiye is an important partner for Airbus Helicopters. Türkiye is the world's largest Cougar operator with a fleet of 45 Cougar helicopters that are operated by the Turkish Land Forces and the Air Force for general purpose and Search-and-Rescue missions.

Airbus Helicopters has a strong presence in the growing Private and Business Aviation and Utility market with several customers operating light single and twin-engine aircraft. In the Parapublic Emergency Medical Services segment in Türkiye, thirteen H135 helicopters are operated successfully by TUSAŞ for the needs of the Turkish Ministry of Health around the country.

Emrecaan Ergin Appointed Vice President for Middle East & Africa at Plaza Premium Group

Emrecaan Ergin, formerly the Country Manager for Turkey and Hungary at Plaza Premium Group, has been appointed Vice President for the Middle East & Africa region, effective June 2025.

Emrecaan Ergin originally joined Plaza Premium

Group in 2020 as Country Manager for Turkey. In April 2023, he was promoted to General Manager for Turkey and Hungary. In his new role, Ergin will oversee operations across the Middle East and Africa, with his base now located in Riyadh.



ATÜ Duty Free has Expanded its Operations at Antalya Airport



ATÜ Duty Free, a joint venture of TAV Airports and Unifree Duty Free/Gebr. Heinemann, has expanded its operations at Antalya Airport with new stores.

Having launched its operations in April at Terminal 2's International Departures level with a main duty free store, its exclusive concept stores Luxury Square and Old

Bazaar, and two additional shops at the Arrivals level, ATÜ Duty Free is now doubling its footprint.

The company has started operating duty free stores in both Arrivals and Departures at Terminals 1 and 2, as well as at the bus gate duty free shop. By the end of November, ATÜ Duty Free plans to complete the refurbishment and

opening of new stores, increasing its total operational space in Antalya to 12,000 square meters.

ATÜ Duty Free CEO Ersan Arcan stated: "By expanding our operations at Antalya Airport, we continue to offer passengers a world-class shopping experience. With the expansion project at Antalya Airport, the

terminal capacity has doubled and commercial areas have nearly tripled. Taking into account Antalya's strong position in tourism and the increased airport capacity, we aim to enhance our passengers' travel experience by offering a wide range of products—from items that reflect our cultural heritage to the world's most prestigious brands."

Pegasus Airlines Launches Direct Route Between Bristol and Istanbul

The new route connects Türkiye's cultural capital with the UK's popular southwest hub

Pegasus Airlines continues to expand its flight network this summer by adding a new direct route from Bristol to Istanbul.

The direct route from Bristol Airport to Istanbul Sabiha Gökçen International Airport commenced today, on 8 July 2025. The thrice-weekly service departs



from Bristol every Tuesday, Thursday and Saturday, with return flights from Istanbul operating on the same days.

The new route brings opportunities to explore Istanbul, a vibrant city with a unique location straddling the two

continents of Europe and Asia and divided by the mighty Bosphorus Strait, whilst also connecting passengers from Bristol via Istanbul to over 150 destinations within Türkiye and beyond across Europe, the Middle East, North Africa and Asia on the Pegasus Airlines network.

Pegasus flights from Bristol to Istanbul start from £70 one-way including taxes.

Istanbul Sabiha Gökçen Airport has Become Europe's Fastest-Growing Airport

Reflecting its potential as steady growth, Istanbul Sabiha Gökçen Airport (ISG) was the fastest growing airport among “MAJOR Airports” in Europe with over 40 million passengers, according to the Airports Council International (ACI) May 2025 Traffic Report.

ISG recorded a 14.9% growth compared to the same period last year, serving approximately 3.94 million passengers in May.

Istanbul Sabiha Gökçen Airport ranks 9th among European airports in terms of passenger numbers since the beginning of 2025.

Sabiha Gökçen Airport, which has become a strategic hub for air connections between Europe, Asia, and Africa, is making the most of its limited capacity thanks to the “Passenger Flow Improvement Projects” implemented since 2024 to meet the dynamically increasing passenger demand.

Infrastructure and service renewal works at the terminal will continue in 2025 without disrupting current passenger traffic, while technological and operational improvements in security and passport processes will create comfort zones for passengers during the busy holiday season.

According to data from HEAŞ, the Sabiha Gökçen International Airport Authority, a subsidiary of the Defense Industries Presidency, passenger traffic in May 2025 reached approximately 3,949,000, with 1,775,000 passengers on domestic routes and 2,174,000 on international routes.

Known as “The City's Airport” due to its transportation conveniences and proximity to central locations, Istanbul Sabiha Gökçen International Airport (ISG) connects Istanbul and its surroundings to a total of 148 destinations in 53 countries, including 39 domestic and 109 international routes, thanks to its newly developed partnerships.



MNG Airlines to Order Two Airbus A350F Freighters

MNG Airlines (MNGA), a global logistics provider and e-commerce enabler based in Türkiye, has become the latest carrier to commit to the all-new A350F, following the signature of a Memorandum of Understanding (MoU) for two aircraft. The A350F will become a central element in MNG's future fleet, bringing all the benefits of an all-new freighter to the airline's operations.

“ This agreement for two A350F deepens a partnership with Airbus across its full range of freighter programmes. This move strengthens our position across key trade lanes, including Europe, the Middle East, Asia, and a growing footprint in North America. It will support both our scheduled and charter operations and give us added flexibility to meet evolving cargo demands, from e-commerce to high-value freight and express logistics,” said CEO of Mapa Group and Chairman of MNG Airlines Murathan Doruk Günel.

“We are delighted to welcome MNG Airlines as the latest customer for the A350F, underscoring the strong

market appeal for this game-changing freighter. The A350F will bring new generation efficiency and performance as well as new levels of capacity and unprecedented loading flexibility. We look forward to ensuring a seamless integration into MNG's operations,” said Benoît de Saint-Exupéry, Airbus EVP Sales of the Commercial Aircraft business.

Engineered as the world's most advanced freighter aircraft, the A350F is designed to meet the evolving needs of the global air cargo market. Currently under development, it will carry up to 111 tonnes with a range of 8,700 km. Powered by Rolls-Royce Trent XWB-97 engines, it will offer up to 40% reduction in fuel consumption and CO₂ emissions compared to previous generation aircraft. Made of over 70% advanced materials, the A350F will be 46 tonnes lighter than competitors and will feature the industry's largest main deck cargo door. It is the only freighter fully meeting ICAO's 2027 CO₂ standards and by the time it enters service it will be 50% SAF capable, with a target for 100% by 2030.



The “Boarding Pass Verification System” has been Launched at Sabiha Gökçen Airport

Istanbul Sabiha Gökçen International Airport (ISG) has added another practical solution to its range of services aimed at making passengers' time at the airport more comfortable. The newly launched “Boarding Pass Verification System” makes boarding the aircraft faster and easier for passengers. With the new system, passengers can comfortably pass through the security checkpoint by scanning their boarding passes, ID cards, passports, or driver's licenses on digital verification devices.

Istanbul Sabiha Gökçen International Airport, the city's gateway to the world, is improving the travel experience for passengers by integrating technology-driven solutions that enhance speed and comfort into airport operations. The measures implemented at ISG in response to increasing passenger and flight volumes ensure that guests can access their flights comfortably from the airport.

At Istanbul Sabiha Gökçen (ISG) International Airport, Turkey's second-largest airport, the Boarding Pass Verification System, which was put into service as part of the “Passenger Flow Improvement Project,” will allow passengers to start their journeys comfortably



and enjoyably with shorter waiting times during check-in and security processes. This application is part of the airport's vision to offer passengers a smoother and stress-free travel experience, while also representing an important step toward the airport's digitalization and automation goals.

Boarding pass verification turnstiles allow passengers to skip waiting for staff to process their boarding passes, mobile boarding passes, ID cards, or driver's licenses, enabling them to proceed directly to the X-ray areas through the digital verification system.

In the Boarding Pass Verification System, the valid travel documents for domestic and international passengers differ. For domestic flights, printed boarding passes, mobile boarding passes, Turkish ID cards, and new-style

driver's licenses can be used as valid travel documents. Passengers arriving at the Domestic Departure Gate can easily pass through the 10 digital verification devices located at the entrance with their valid documents.

International passengers can use the devices with their Printed Boarding Pass and Mobile Boarding Pass. When the systems are ready for digital innovations, boarding pass verification will also be possible with other travel documents (passport, facial recognition, etc.). A total of 18 turnstiles have been opened for passenger use, with 16 at the International Departure Terminal entrance and 2 at the e-passport crossing.

Thanks to the e-passport system, another convenience offered at ISG, Turkish citizens can complete passport checks in 20 seconds after facial

recognition and fingerprint checks.

There are a total of 34 e-passport counters at ISG: 15 on the departures level and 19 on the arrivals level. The devices on the departures level are located at the entrance to the Turkish passport control point, while those on the arrivals level are situated next to the cabin crew and disabled passenger access area.

On August 3, Istanbul Sabiha Gökçen International Airport (ISG) International Airport, which set a historic record with 158,678 passengers on August 3, became the second busiest airport in Europe in terms of passenger traffic in the first half of 2025, according to ACI reports. In the “Major Airports” category, which has a capacity of over 40 million passengers, it was the airport with the best performance, with an 11.5 percent growth.

Turkish Airlines and Airlink have Signed a Codeshare Agreement

Turkish Airlines, flag carrier of Türkiye, has signed a comprehensive codeshare agreement with South Africa-based Airlink to strengthen its presence on the African continent.

The agreement, which will take effect on August 1, 2025, was signed at a ceremony held at Airlink's Head Office in Johannesburg, with the participation of senior executives from both companies.

This strategic collaboration will significantly expand guests' travel options by integrating Turkish Airlines' unparalleled global network with Airlink's extensive domestic and regional routes across South Africa and its region. The partnership enables seamless multi-sector travel on a single ticket, offering greater convenience and flexibility for international and regional travelers.

Under the new agreement, Turkish Airlines will place its "TK" flight code on Airlink-operated flights, allowing smooth connections from Turkish Airlines' services into Cape Town and Johannesburg to a wide



range of South African and regional destinations.

Commenting on the agreement Turkish Airlines Chief Investment & Strategy Officer Levent Konukcu stated; "As Turkish Airlines, we give importance to this cooperation with Airlink so as to enhance our connectivity in South

Africa and the region. We aim to improve our partnership to maximize the travel opportunities offered to our guests. We believe that this partnership will not only bring benefits to both carriers from a commercial perspective but also improve the cultural and tourism relations between the two countries."

Airlink CEO de Villiers Engelbrecht said: "This collaboration with Turkish Airlines represents a significant opportunity to deepen ties between the two airlines. The agreement is a further endorsement of Airlink's brand, while for our respective customers, it means more convenient travel options, with world-class service and easier access to destinations across our combined and extensive route networks."

With this collaboration, Turkish Airlines will not only advance its strategic growth in Africa but also further strengthen its regional presence while offering enhanced options for its guests.



AURA AERO Presented Update on Integral and Era Programs at Eaa Airventure Oshkosh 2025



At EAA AirVenture Oshkosh 2025, AURA AERO, present at the International Aerobatic Club's pavilion with its aerobatic two-seater trainer INTEGRAL R, provided an update on its two aircraft programs, INTEGRAL and ERA.

Jérémy Caussade, CEO and Co-founder of AURA AERO, said: "Just seven years after the launch of the company, both our aircraft programs are running high, with several important milestones expected this year. We are incredibly proud and excited by the success of INTEGRAL and ERA, particularly as they continue to grow in the U.S. We are deeply grateful for the support we're receiving here."

The INTEGRAL family of two-seater side-by-side trainer aircraft with aerobatic capabilities is already flying in Europe. Certification processes are on track and industrial development, in Europe and in the U.S., is well underway:

INTEGRAL R (thermal 210 hp Lycoming engine, tailwheel): After European

(EASA) certification in December 2024, AURA AERO is now working with the FAA (Federal Aviation Administration) on a fast-track process for U.S. validation by the end of this year. Deliveries started in Europe in April this year.

INTEGRAL S (thermal 180 hp Lycoming engine, nosewheel): EASA certification is expected by the end of this year, and FAA certification is expected in 2026. Deliveries will start next year.

INTEGRAL E (all-electric Safran ENGINeUS motor, tailwheel or nosewheel): FAA and EASA certification is expected by the end of 2026. First deliveries should follow in early 2027.

Supported by Space Florida, with a \$3.4 M funding, AURA AERO is opening this year its first facility in the U.S., covering 10,000 sq.ft. at the heart of Embry-Riddle Aeronautical University's Research Park in Daytona Beach, Florida. This site will soon host assembly, delivery and customer support activities for INTEGRAL in North America and will also

be home to two prototypes of INTEGRAL E, the all-electric version, shortly to be seen flying in the skies of Florida as part of its flight test campaign.

The manufacturer's second flagship project, ERA — a pioneering 19-seat hybrid-electric aircraft for regional mobility — continues to move forward at a promising pace: AURA AERO has selected Daytona Beach for its US headquarters and will soon begin the construction of a 500,000 sq. ft factory dedicated to ERA. Representing the creation of over 1,000 jobs, this project has received the key support of Space Florida, with up to \$200 M in funding.

The Toulouse factory has initiated production of the first components, and the assembly phase for the initial prototype is imminent. The first flight is scheduled for late 2027, and entry into service is expected by 2030.

Designed to revitalize regional aviation while accelerating the decarbonization of aviation,

ERA will be powered by 8 electric motors (ENGINeUS, developed by Safran and first-ever electric aircraft engine to be certified) and 2 SAF-compatible turbo-generators. It will automatically alternate hybrid and electric phases according to flight requirements, with a range of up to 900 NM (1,500 km).

Meeting the environmental challenges of the 21st century, ERA reduces CO2 emissions by up to 80% compared with thermal aircraft in its class. ERA is a versatile aircraft that can be configured for passenger transport, business aviation, cargo or special missions. By combining sustainability and economic viability, ERA is redefining the future of aviation and reinvigorating regional aviation, whether connecting islands and archipelagos, or offering direct flights between regional destinations.

ERA already has an order book of over 650 Letters of Intent, valued at over \$10.5 billion, and five new customers were announced at Paris Air Show in June.

Turkish Airlines Resumes Flights to Misrata, Libya's Third Largest City



Turkish Airlines has resumed its Misrata flights, as its third destination in Libya, following Tripoli and Benghazi. The national flag carrier, which suspended flights to Misrata in January 2015, has now resumed operations and currently serves 62 destinations across the African continent. Misrata flights will be operated with B737-78D aircraft three times a week, on Tuesdays, Thursdays, and Saturdays.

Commenting on the launch of Misrata flights, Turkish Airlines SVP Sales (Region II) Mahmut Yayla said: "As Turkish Airlines, we are glad to once again fulfill our mission of connecting continents, this time in Misrata, Libya's third largest city with which we share deep historical ties. As the flag carrier of Türkiye, we will continue to take steps to meet the increased travel demand as Africa experiences economic growth. In line with evolving market conditions and rising demand, we will keep diversifying Africa's gateways to the world."

Located on the Mediterranean coast in northwestern Libya, Misrata is the country's third largest city and one of its most developed centers of industry and commerce. The Port of Misrata is among the most important maritime transport hubs in North Africa.

EGYPTAIR Discloses Order for an Additional Six Airbus A350 Aircraft

EGYPTAIR has disclosed a firm order for an additional six A350-900s as part of its expansion strategy to meet growing demand for air travel. The agreement takes the airline's total order for the type to 16 A350-900.

"We are continuously working to modernise our fleet and deliver a more comfortable and optimised travel experience. This collaboration with Airbus builds on a long-standing relationship that spans decades, marked by multiple successful deals and strategic partnerships in the aviation sector. Today's announcement reflects our commitment to integrating the next-generation aircraft into our fleet. It will enable us to meet rising demand for long-haul travel, support our network expansion plans over the next five years, and contribute to Egypt's broader efforts to promote more sustainable air transport," said EGYPTAIR Chairman and CEO Captain Ahmed Adel.

"This is the second time EGYPTAIR has placed an order for the A350 and the decision is testament to the value the aircraft provides. The A350 is set to be a pillar in EGYPTAIR's journey, and we look forward to these aircraft playing

a pivotal role in the airline's continued success, growth and decarbonisation ambition," said Benoît de Saint-Exupéry, Airbus EVP Sales of the Commercial Aircraft business.

The A350 is the world's most modern and efficient widebody aircraft and has set new standards for intercontinental travel. It offers the longest range capability of any commercial airliner in production today. Powered by the latest generation of Rolls-Royce engines, the aircraft is designed to fly up to 9,700 nautical miles / 18,000 kilometres non-stop, using 25% less fuel than previous generation types and with a similar reduction in carbon emissions.

The A350-900s are 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.

At the end of May 2025, the A350 had won over 1,390 orders from 60 customers worldwide.





Star Alliance - World's Best Airline Alliance at 2025 Skytrax Awards

On June 17, 2025, Star Alliance was once again voted the World's Best Airline Alliance for the fourth consecutive year at the 2025 Skytrax World Airline Awards, taking its total tally of the title to 13 times out of 18 when the category was first introduced in 2005.

The Star Alliance Paris Charles de Gaulle Airport Lounge also retained its title as the World's Best Airline Alliance Lounge – marking a second consecutive win since its inauguration in October 2023.

Marking the milestone, Star Alliance Chief

Executive Officer Theo Panagiotoulas said: "This continued recognition is incredibly significant to all of us at Star Alliance. It reflects the trust millions of customers place in our member airlines, connected by a rhythm, to create smoother journeys every day."

Mr Panagiotoulas also congratulated the member airline employees across the network and continued: "This achievement reflects the shared commitment to excellence shown by every employee at Star Alliance and across our member airlines throughout a promising

2024. I proudly accept this honour on their behalf and encourage them to keep aiming higher in the year ahead and beyond."

The awards were presented at the Paris Air Show, held at the historic Le Bourget Airport. In addition to the two Alliance awards, 14 member airlines were also recognised with a total of 62 top honours in individual categories.

Edward Plaisted, CEO of Skytrax said: "We are pleased to recognise Star Alliance as the World's Best Airline Alliance, and for having the Best

Airline Alliance Lounge at Paris Charles de Gaulle. These awards speak to the alliance's continued efforts to create a joined-up experience that appeals to today's international passenger, both in the air and on the ground."

Known as the "Oscars of the aviation industry," the Skytrax World Airline Awards are based on millions of customer surveys from travellers around the world. This year's results reflect over 22 million eligible entries gathered between September 2024 and May 2025.



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