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2026 • Issue 43

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- **White Paper: Safety and Security in the Cargo Supply Chain**
- **Lithium Batteries: Making Air Cargo Safer and More Sustainable**
- **Air Cargo Carries 80% of E-Commerce Shipments Globally**

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THE CHANGING ROLE OF INTERMODAL TRANSPORT IN LOGISTICS

Intermodal transport initially emerged as a solution aimed at reducing costs, improving operational efficiency, and mitigating environmental impacts. Today, however, its significance is being assessed within a much broader context. Disruptions to global supply chains, geopolitical tensions, and the need for alternative trade corridors make it increasingly essential for different modes of transport to complement one another.

Intermodal transport is no longer simply a cost- and environment-oriented choice; it has also become a strategic tool for strengthening supply chain resilience. In Europe, railway networks connecting ports with inland production and consumption centres are among the fundamental components of intermodal transport. However, the existence of infrastructure alone is not sufficient. Differences in border-crossing procedures, infrastructure capacity, technical incompatibilities, and connections between logistics hubs also affect transport efficiency. Achieving Europe's green logistics objectives depends not only on increasing railway investments but also on making existing networks more integrated, efficient, and competitive across national borders.

The Russia-Ukraine war and other regional conflicts are creating serious challenges for the security and continuity of transport networks on the trade routes. When protectionist trade policies and customs barriers are added to the equation, it becomes clear that logistics networks cannot be understood solely in terms of physical infrastructure. Trade corridors consist of more than railways, ports, and roads. Their true value is determined by trust between countries, political stability, and cross-border cooperation.

Türkiye has significant opportunities and experience in developing railway connections between Asia and Europe, integrating ports with railway networks, and linking different modes of transport. Turning this potential into economic value, however, depends on more than geographical location alone. Developing railway capacity, facilitating border crossings, strengthening port-rail connections, and digitalising logistics processes are equally decisive factors. In this context, Türkiye is positioned not merely as a transit country but as a logistics hub that facilitates trade flows and creates value between East and West.

Air cargo is complementary component of an integrated logistics system

Although air cargo accounts for a relatively small share of global trade in terms of the volume of goods transported, it occupies a strategic position in delivering high-value and time-sensitive products to international markets. The growth of e-commerce, rising demand for electronic products, the transportation of pharmaceuticals and medical supplies, and the increasing importance of delivery times across global supply chains are further strengthening the role of air cargo.

It is difficult to imagine global trade without e-commerce, just as it is difficult to imagine e-commerce without air cargo. An important distinction must be made here: air cargo should not be regarded as an alternative to other modes of transport, but rather as a complementary component of an integrated logistics system. For example, a product may travel by road to a logistics hub, continue by air to another country, and then be transported by road again to its final destination. This illustrates how different modes of transport can be integrated into a seamless logistics chain.

The future of intermodal transport lies not in one mode of transport replacing another, but in making the most of each mode's advantages within a common system.

The logistics system of the future will not be built solely around faster and more cost-effective transportation. Environmental sustainability, digitalisation, security, and the ability to adapt to changing trade routes will also be decisive factors.

So, future of intermodal transport depends less on competition between road, sea, rail, and air transport than on their integration to meet the needs of global trade.■

Necmi Çelik
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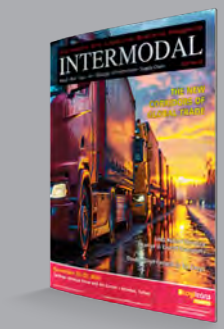
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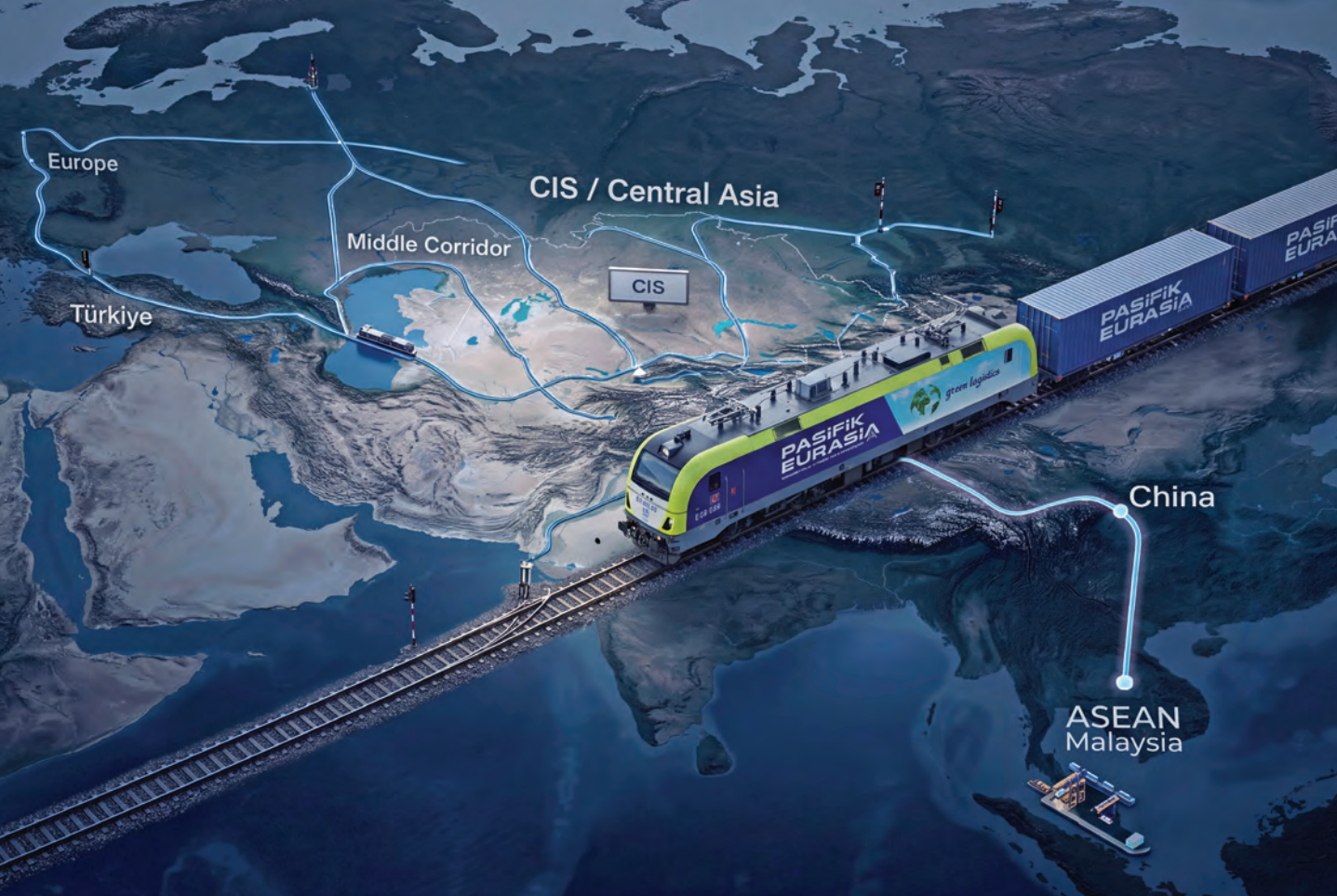












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Minister of Transport and Infrastructure of Republic of Türkiye

TÜRKİYE STANDS OUT ON THE CHANGING ROUTES OF GLOBAL TRADE



Abdulkadir URALOĞLU

There is no doubt that the geopolitical crises unfolding today are redrawing global logistics routes. Attacks on commercial vessels in the Red Sea, tensions around the Strait of Hormuz, bottlenecks in the Suez Canal, and the constriction of the Northern Corridor caused by the Russia-Ukraine war have once again shown how every disruption along the critical arteries of energy and commodity trade can upend freight costs, insurance premiums, and supply schedules. In 2021, the grounding of the Ever Given closed the Suez for days, leaving hundreds of ships queued. Later, rising security risks and threats in the Red Sea subsequently led many shipowners to divert via the Cape of Good Hope; transit times lengthened by 10–15 days and costs rose sharply. The fragility of trade dependent on a single strait, canal, or land route has thus been laid bare.

Faced with this fragility, the world is no longer seeking only the cheapest route, but the most reliable, shortest, and most predictable one. It is precisely in this search that Türkiye's geographic and geostrategic advantage comes into play. As the pivotal country of the Middle Corridor—itself a continuation of the historic Silk Road—as the sovereign of the Turkish Straits, and as one of the principal actors of the Development Road, we demonstrate at every opportunity the reality that "no corridor can be conceived without Türkiye." These corridors are not rivals; they are complementary backbones that converge in Türkiye and open onto Europe.

The Middle Corridor, which links China and Central Asia to Türkiye and Europe via the Caspian, is absorbing the strain created by the constriction of the Northern Corridor through the Baku–Tbilisi–Kars railway, Marmaray, and ongoing rail investments. China–Europe transit times have fallen to 18 days or less; with Ro-Ro services on the Caspian and streamlined customs procedures, we are targeting 14 days. Compared with the 35–45 days of the sea route, this is a decisive advantage for time-sensitive cargo. Capacity will rise further with the completion of the Istanbul Northern Rail Crossing, which will run over the Yavuz Sultan Selim Bridge. Likewise, the new link to be established between Türkiye, Armenia, and Azerbaijan will strengthen our uninterrupted access to the Turkic world and multiply the capacity of the Middle Corridor. In this context, we have broken ground on the Kars–Iğdır–Aralık–Dilucu Railway. We aim to complete this 224-kilometre, double-track, electrified, and signalled line by the end of 2029. With an annual capacity of 15 million tonnes of freight and 5.5 million passengers, it will add a further route to the Middle Corridor and open the shortest gateway to the Turkic world.

The backbone that completes this east–west strengthening along the north–south axis is the Development Road. The roughly 1,200-kilometre corridor running from the Faw Port on the Persian Gulf through Iraq and Türkiye to Europe is a strategic alternative that reduces dependence on Hormuz through its rail, road, energy, and fibre infrastructure. The memoranda signed with Iraq on 28 July 2026 have given concrete form to the principle of "Two Countries, One Corridor." On the Turkish side, projects covering the section extending to Gaziantep have been included in the investment programme. Through this project, we expect to contribute approximately 55 billion dollars to our economy over a ten-year period and create an average of 70,000 jobs annually.

The memorandum of cooperation on the Hejaz Railway that we signed with Saudi Arabia likewise broadens this network by laying the groundwork for a new overland link from the Gulf to Europe via Türkiye. Taken together, these corridors and projects position Türkiye as an indispensable logistics hub at the intersection of the East–West and North–South corridors. In this network, which we are reinforcing through digitalisation, artificial intelligence, electrification, and the green transition, Türkiye is not merely a country that routes pass through; it is on the path to becoming the central country that plans, connects, and secures those routes.

We will continue working to make the Century of Türkiye the century of transport and connectivity. ■

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TÜRKİYE: THE LOGISTICS BACKBONE OF THE NEW GLOBAL ORDER



Şekib AVDAGİÇ
President

Trade has always thrived at the crossroads of major routes. Today, however, wars and tensions are redrawing the routes of global trade. Clearly, this process will be shaped by geopolitical rather than economic decisions, with investment priorities shifting from efficiency toward security. The global economy has entered a new phase, moving to the rhythm of geopolitics rather than traditional economic cycles.

Global tensions and shocks are undoubtedly spreading through multiple channels, putting pressure on energy, trade, inflation and financial markets simultaneously. Wars in the Middle East and disruptions in the Strait of Hormuz are affecting not only regional trade but also global energy flows. For example, renewed tensions between the United States and Iran have driven oil prices sharply higher. In a sense, energy has ceased to be merely a commodity and has become a strategic weapon. In this environment, a global energy shock is turning into a cost shock that is spreading throughout the world economy. Petroleum-based raw materials imported from the Far East are now facing steep additional logistics costs per ton.

From lowest cost to greater resilience

Against this backdrop, we are seeing a shift in the global economy from a model of "lowest-cost production" to one focused on "resilient production." Today's traders must therefore compete not only on price and quality, but also on access to financing, energy costs, delivery reliability, regulatory compliance and information capabilities. In these challenging conditions, the World Trade Organization warns that global GDP could decline by as much as 6.9 percent and that trade could face the risk of fragmentation, with poorer countries bearing the brunt.

Türkiye: From a transit country into a regional trade hub

Even so, we believe that every challenge brings opportunities and every crisis creates openings for growth.

Despite the negative impact of recent global developments, we are convinced that they could also create new opportunities for Türkiye. With its connections between Europe, the Middle East and Asia, Türkiye is well positioned to serve as a logistics backbone in this new global landscape. The Middle Corridor, the Development Road, energy transit routes, Black Sea logistics and Eastern Mediterranean connections are major initiatives that could help turn Türkiye from a transit country into a regional trade hub.

As foreign companies diversify their supply chains and Europe reshapes its defense and energy security strategies, we believe Türkiye should expand its manufacturing base to capitalize on the major geoeconomic opportunities that will emerge. We see it as important for business leaders to act with this awareness. If we make effective use of our advantages, we can make significant strides over the next decade in "establishing Türkiye as a hub for manufacturing and exports, logistics, energy and technology". However, we must not lose sight of one fundamental truth: an advantage does not automatically translate into gains. Both the public and private sectors must therefore back their efforts with concrete action. Geopolitical crises do not stop trade; they change its routes. We must all do everything necessary to ensure that those routes pass through Türkiye. Let us not forget that, even if breaking through barriers in the global economy is difficult, the key is in our hands.■

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TÜRKİYE IS AT THE CENTER OF THE TRANSFORMATION IN LOGISTICS ROUTES?



Nail OLPAK
President

The global logistics system has been increasingly shaped not only by changes in trade volumes but also by geopolitical developments. The Russia-Ukraine war, security challenges in the Red Sea and around the Suez Canal, tensions in the Middle East, strategic competition between the United States and China, and rising protectionism are reshaping traditional routes of global trade. These developments require logistics to be assessed not only in terms of cost and speed, but also through the lenses of security, resilience, and strategic autonomy.

Today, for companies, a focus on cost and speed is gradually giving way to an approach centered on secure, predictable, and diversified routes. As geopolitical risks increase, dependence on a single route or supplier creates significant vulnerabilities for businesses. Global companies are therefore diversifying their production centers, suppliers, and logistics routes, while nearshoring, regional supply chains, and multimodal transportation are gaining increasing importance.

The security challenges in the Suez Canal and the Red Sea are among the most tangible examples of this transformation. The use of alternative routes in maritime transportation between Asia and Europe has increased transit times and costs, while prompting logistics planning to take geopolitical risks more fully into account. Similarly, the Russia-Ukraine war has altered the use and risk assessment of some traditional land and rail connections between Europe and Asia.

Against this backdrop, alternative corridors are becoming increasingly important from a strategic perspective. The Middle Corridor, which connects Asia and Europe via the Caspian Sea, is attracting growing attention in this regard. However, turning the Middle Corridor into a globally competitive and sustainable alternative will require more than infrastructure investment. It will depend on faster border crossings, digitalized customs procedures, regulatory harmonization among countries, increased capacity, and predictable transit times.

Türkiye is one of the countries at the center of this transformation, thanks to its strategic geographical position. Located at a natural crossroads connecting Europe, Asia, the Black Sea, the Caucasus, the Middle East, and the Mediterranean, Türkiye has a multimodal logistics infrastructure that brings together road, rail, maritime, and air transportation. Therefore, Türkiye's objective should not be limited to becoming a transit country; it should aim to become a regional hub that integrates production, trade, logistics, and financing capabilities.

In this context, alongside investments in logistics infrastructure, strengthening port-rail connections, simplifying customs procedures, expanding digital logistics applications, and increasing the involvement of the private sector in international corridors are of critical importance. Supporting the overseas operations of Turkish logistics companies would enable Türkiye to capitalize not only on its geographical advantages but also on the global competitiveness of its companies. From DEİK's perspective, this transformation is also a matter of Business Diplomacy. The effectiveness of logistics corridors is directly linked to the quality of political and economic relations among countries. The relationships established by the business community with its counterparts in different markets can contribute to cross-border investments, transportation agreements, trade facilitation measures, and the development of new logistics connections.

Looking ahead, distance and cost alone will no longer determine the dynamics of global logistics. Trust, resilience, diversification, and connectivity will increasingly come to the forefront. Rather than waiting for geopolitical crises to disappear, we need to develop more flexible and diversified trade corridors that can withstand these risks. Just as in manufacturing, countries that stand out in the competition for trust will be better positioned to seize opportunities in logistics. For Türkiye, the opportunity lies in becoming more than a strategic connecting point on the changing global logistics map. With its infrastructure, entrepreneurial private sector, and extensive commercial ties across a wide geography, Türkiye can become a key player in the more resilient and diversified global supply chains of the new era. Achieving this will require complementing its geographical advantages with strong infrastructure, predictability, digitalization, and effective Business Diplomacy. ■

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HOW GEOPOLITICAL CRISES ARE RESHAPING GLOBAL LOGISTICS ROUTES



Şerafettin ARAS
Chairman

Global supply chains are entering a new era. Geopolitical crises, regional conflicts and disruptions affecting strategic maritime routes have demonstrated that resilience can no longer depend on a limited number of corridors or transport modes. Today, diversification of supply chains and the development of reliable alternative routes have become strategic priorities for global trade.

In this changing environment, Türkiye has an increasingly important role as a natural logistics bridge connecting Europe, Asia, the Middle East, the Black Sea and the Caucasus. The challenge before us is to transform this geographical advantage into efficient, predictable and sustainable transport corridors.

Recent developments affecting transportation in and around the Strait of Hormuz have once again highlighted the importance of alternative connections between the Gulf, Türkiye and Europe. Road transport can play a critical role in this new logistics architecture by providing flexibility and rapid access to markets.

Two developments are particularly important from Türkiye's perspective: the Iraq Development Road and the re-emergence of the Türkiye–Syria–Jordan–Saudi Arabia–Gulf road corridor.

The Development Road represents a major opportunity to establish a new connection between the Gulf and European markets through Iraq and Türkiye. At the same time, improving transit transport through Syria and Jordan can provide another strategic land connection between Türkiye and the Gulf.

However, corridors are not created by infrastructure alone. Efficient border crossings, harmonized customs procedures, sufficient inspection capacity, professional driver mobility and close cooperation between governments and transport industries are equally important.

This is where the International Transporters' Association of Türkiye (UND) and its members play an active role.

In line with Türkiye's trade and transport policies, UND works closely with public authorities to support the development of exports, international road transport and logistics services.

Our members are among the first to operate on emerging routes, identify practical bottlenecks and demonstrate their commercial potential.

Our recent visits to Syria and Jordan reflected this approach. We met with public authorities, border administrations, transport organizations and Turkish drivers to discuss the practical steps required to make the corridor towards Saudi Arabia and the Gulf more efficient and sustainable.

We also attach great importance to strengthening cooperation with the Arab transport community. During our meeting with the Arab Union of Land Transport, we exchanged views with its senior leadership and leading representatives of the Arab transport sector on routes connecting Türkiye, Syria, Jordan, Saudi Arabia and the wider Gulf region.

The future of logistics will not be built around a single route. It will depend on an interconnected network of resilient corridors supported by cooperation between countries, public authorities and the private sector.

UND and Turkish international road transport operators will continue to place their experience, operational capabilities and international network at the service of Türkiye's trade and logistics objectives, while contributing to stronger transport connectivity between Europe, Türkiye and the Arab world. ■

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TÜRKİYE'S STRATEGIC ROLE IN EVOLVING GLOBAL TRADE ROUTES: THE IMPORTANCE OF INFRASTRUCTURE INVESTMENTS

Bilgehan Engin
President



Global trade has been undergoing a significant transformation in recent years due to geopolitical developments and regional conflicts. The Russia-Ukraine war, ongoing tensions in the Middle East, and security challenges in the Red Sea have prompted a reassessment of established international transportation routes. Today, security, sustainability, and the uninterrupted functioning of supply chains have become just as important as costs and transit times in the logistics sector.

These developments have further strengthened Türkiye's position within international logistics networks. Serving as a strategic link between Europe, Asia, and the Middle East, our country offers significant opportunities along alternative trade corridors through its well-developed road transportation infrastructure, ports, railway connections, and air cargo capacity. However, transforming this geographical advantage into lasting competitiveness is directly linked to sustained investment in transportation and logistics infrastructure.

Under the 2026 Public Investment Program, the transport and communications sector has received the largest share of investment funding, accounting for 26.5% of the total allocation of TRY 1,920.8 billion. Nevertheless, the scale of investment is not the only determining factor. Directing resources toward the right areas and ensuring that projects are planned in a complementary manner are equally important. In particular, adopting an integrated approach to railway and port investments is among the key factors that will enhance Türkiye's competitiveness in international transportation.

Rail freight transportation is one of the most important areas in which Türkiye can further develop its logistics capacity in the coming years. The allocation of TRY 145.6 billion to high-standard railway projects and TRY 8.1 billion to rail connections to industrial facilities and logistics hubs under the 2026 investment program highlights the priority given to strengthening railway infrastructure. Modernizing existing lines, increasing freight transportation capacity, and connecting organized industrial zones and ports directly to the railway network are essential to ensuring that these investments deliver tangible commercial benefits.

The Middle Corridor, in particular, is one of the routes we have focused on most closely in recent years. Extending from China through Central Asia, the Caspian Sea, Azerbaijan, Georgia, and Türkiye to Europe, this corridor holds strategic importance for diversifying international trade. Border crossings procedures must be streamlined, vessel capacity across the Caspian Sea must be increased, regular service schedules must be established, and predictable tariffs must be implemented among participating countries. Meanwhile, the Development Road Project has the potential to strengthen Türkiye's regional logistics connectivity. The planned railway and road connections extending from Iraq's Grand Faw Port to Türkiye could create new transportation alternatives for trade between the Gulf countries and Europe. Nevertheless, the real economic value of such projects will depend not only on the completion of infrastructure investments but also on the effective management of border crossings and customs procedures.

Increasing cargo handling capacity, improving technological infrastructure, investing further in digitalization, and particularly strengthening railway connections are essential priorities.

We believe that ports should not be regarded merely as entry and exit points for cargo, but as logistics hubs where different modes of transportation are integrated.

Integrated port and railway planning can ease road congestion, improve transport cost efficiency, and support the shift toward lower-emission freight transportation.

Transporting cargo arriving at ports to inland regions and international markets by rail will help reduce congestion on road networks while contributing to more efficient transportation cost management.

For Türkiye to capture a greater share of this transformation, we need to improve integration among transportation modes, plan infrastructure investments in line with the sector's needs, and strengthen coordination between the public and private sectors.

At UTIKAD, we continue to support initiatives aimed at enhancing the international competitiveness of our sector, drawing on our 40 years of experience and expertise.

Looking ahead, our objective should go beyond serving merely as a transit country along changing global trade routes. We must position Türkiye as a reliable and sustainable international logistics hub where rail, maritime, road, and air transportation complement one another and where value-added logistics services are provided. ■

Czech Pavilion
at Logitrans 2026
STAND 406

As repeatedly stressed during the FIATA World Congress hold recently in Milan, Italy (October 5–9), the main role of a logistic provider in the actual turbulent world in the professional architecture of cargo movement, while keeping resilience and a certain reliability. Although the world of logistics has been deeply penetrated by digitalization and most recently tackles with AI assistance, it remains a world of live people, with their high professionalism and spirit of help. We may ask AI agent to fulfill certain tasks, but human presence cannot be (sofar) avoided. And same remains valid for the input of cooperation – a robot cannot replace a face-to-face meeting, eye contact establishing the utmost necessary relationship and trust. That´s why, even in the 21st century exhibitions and industry fairs remain so important and that is why also Czech logistic society welcomes the opportunity to participate repeatedly in Logitrans, soon already for the 3rd time. Look forward to meet our friends again and found new contacts of cooperation. See you soon in Istanbul!

Association of Forwarding and Logistics of the Czech Republic (SSL ČR)
The Association of Forwarding and Logistics of the Czech Republic is a professional organization representing businesses active in freight forwarding, logistics and warehousing. It supports the development of the Czech logistics industry, promotes cooperation among industry stakeholders and represents the interests of its members. The Association also serves as a point of contact for international partners seeking business relationships within the Czech transport and logistics market.

Antwell Group s.r.o.
Antwell Group is a Czech transport and logistics company providing road freight transportation across Europe. Its services also include truck and trailer rental, vehicle servicing and maintenance, and the sale of used commercial vehicles. The company focuses on reliable transport operations, tailored customer service and efficient fleet management.

ČSAD LOGISTIK Ostrava a.s.
ČSAD LOGISTIK Ostrava is a Czech logistics provider offering comprehensive domestic and international transport services. Its portfolio includes road freight, warehousing, multimodal transport, customs clearance, groupage and less-than-truckload services, as well as air and sea freight. The company provides integrated logistics solutions for businesses operating in domestic and international markets.

ViT Logistics s.r.o.
ViT Logistics is a Czech freight forwarding and logistics company with extensive experience in international transportation. It provides road, sea and air freight services, warehousing, distribution and customs clearance. Through its international partner network, the company develops flexible, tailor-made transport solutions for shipments of different sizes and destinations.

Bee Interactive s.r.o. – EasyCargo
Bee Interactive is a Czech software development company best known for EasyCargo, its online 3D cargo load planning solution. The software helps logistics professionals optimize the loading of trucks, shipping containers and pallets, improve cargo space utilization and visualize loading arrangements. EasyCargo supports more efficient planning, reduces wasted space and helps businesses streamline their logistics operations.

PST CLC Mitsui-Soko a.s.
PST CLC Mitsui-Soko is a Czech provider of integrated logistics, freight forwarding and supply chain services and a member of Japan's Mitsui-Soko Group. Its services include road, rail, sea and air freight, customs clearance, warehousing, contract logistics and distribution. Combining local expertise with an international logistics network, the company supports end-to-end cargo flows across global markets.

PANAV a.s.
PANAV is a Czech manufacturer of trailers and semi-trailers for the commercial transport industry. The company develops and manufactures transport equipment for professional fleet operators, offering solutions tailored to different cargo types and operational requirements. Its in-house engineering and production capabilities enable customized equipment designed to meet the practical demands of modern road freight transportation.

CargoProtect I Overwatch s.r.o.
CargoProtect I Overwatch specializes in cargo security and the protection of vehicles, goods and mobile assets throughout the supply chain. Its services include 24/7 cargo monitoring, security escorts, security technologies and risk-awareness training. The company helps logistics operators protect high-value and sensitive shipments, prevent theft and respond rapidly to security incidents during transport.

DevCors s.r.o.
DevCors is a Czech software development company specializing in custom web applications and dedicated software development teams. It works with businesses to design and develop digital solutions tailored to their operational needs. With a focus on technical expertise, flexibility and long-term cooperation, DevCors supports companies seeking to improve processes through customized software and digitalization.

JUSDA Europe s.r.o.
JUSDA Europe is a Czech logistics company with international reach and more than 25 years of experience in logistics and supply chain management. As part of the Foxconn/Hon Hai ecosystem, it provides road, rail, sea and air freight, warehousing, customs services and integrated supply chain solutions. The company combines international logistics capabilities with digital tools and tailored services to support customers across Europe and global markets.



THE NEW GEOGRAPHY OF GLOBAL TRADE



Tuğrul GÜNAL
Founder President of the Board

Global trade is entering a new era, shaped not only by economic forces but increasingly by geopolitical developments. For decades, globalization was driven by cost advantages, production efficiency and rapid access to markets. Today, security, sustainability, predictability and strategic autonomy have become equally important.

The question is no longer simply where a product is manufactured or which route it follows. The real question is how securely and consistently trade can continue in a changing world.

The war between Russia and Ukraine, tensions in the Middle East, competition among major economies and regional political uncertainty are reshaping established patterns of international commerce.

Their impact extends beyond logistics routes to production locations, investment decisions, energy policies and international partnerships.

Companies once designed supply chains primarily around cost and efficiency. They are now placing greater emphasis on spreading risks and developing alternatives.

Dependence on a single country, supplier or transport corridor is increasingly recognized as a strategic vulnerability.

This shift is also changing the geography of trade. Businesses are diversifying production and sourcing networks, exploring suppliers closer to their markets and investing in regional manufacturing hubs. Alternative trade corridors and integrated transport systems—combining road, rail, sea and air—are becoming more important to business continuity.

Yet the implications reach far beyond the logistics industry. Manufacturing, technology, automotive, agriculture, energy and retail are all reassessing their business models in response to changing global realities.

In this context, Türkiye holds a particularly important position. Located at the intersection of Europe, Asia and the Middle East, our country has significant opportunities within emerging supply networks, supported by its manufacturing capabilities, transport infrastructure, access to regional markets and established commercial connections.

The development of alternative routes, including the Middle Corridor, strengthens Türkiye's potential to become more than a transit country: a strategic center for production, distribution, investment and regional trade.

However, geography alone does not guarantee success. Converting this advantage into lasting competitiveness requires technological transformation, resilient infrastructure, skilled people, institutional cooperation and predictable trade policies.

In the years ahead, business success will depend not only on how quickly organizations respond to change, but also on how effectively they anticipate it.

We should therefore view geopolitical risks not merely as obstacles to overcome, but also as forces that encourage us to develop stronger strategies.

Because in the future of global trade, competitive advantage will belong not only to those who produce at the lowest cost, but to those who can manage uncertainty, create alternatives and sustain commerce under changing conditions. ■

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TÜRKİYE'S POSITION BETWEEN EUROPE AND ASIA GIVES IT AN ADVANTAGE IN CHANGING LANDSCAPE



Nükhet Işıkoğlu
General Manager

A shipment's origin and destination may remain the same, yet the route it takes can change almost overnight. When security risks rise in the Red Sea, vessels divert around the Cape of Good Hope. When border crossings slow down, the entire schedule of a train or truck can be disrupted. For cargo owners, these are more than minor deviations on a map. They affect delivery dates, inventory costs, production schedules and promises made to customers.

Recent crises have shaken an assumption on which global logistics long relied: that the most efficient route would always remain available. The Russia–Ukraine war has affected trade around the Black Sea and links between Europe and Asia, while developments in the Red Sea have exposed the risks of relying on passage through the Suez Canal. Companies are no longer calculating transport costs alone; they are also asking how quickly an alternative route can be put into operation.

This search for alternatives has increased interest in the Middle Corridor. Stretching from Central Asia across the Caspian Sea, through the Caucasus and Türkiye, and onward to Europe, it offers another option for international freight. Yet the existence of an alternative route on a map does not mean cargo can move along it consistently. For cargo owners, total transit time, delays at transfer points, service frequency and predictable costs are decisive. Along the Middle Corridor, shipping capacity across the Caspian, port and terminal operations, customs procedures and railway operators in different countries all form part of the same journey. A delay at one point can cause a missed connection and extend the delivery time. Alongside infrastructure investment, countries and operators therefore need to coordinate schedules, simplify border procedures and make it possible to track cargo throughout its journey. The corridor's success depends on each stage of the transport chain delivering what it promises.

Türkiye's position between Europe and Asia gives it an advantage in this changing landscape. Geography alone, however, does not generate freight volumes. The speed at which cargo moves through Türkiye, the ease with which it transfers from ports to rail, and the regularity of services towards Europe matter just as much. Line capacity, access to locomotives and wagons, terminals and rail connections to industrial facilities directly influence Türkiye's role in international freight transport.

It would also be limiting to view these corridors solely in terms of transit cargo passing through Türkiye. A strong rail and intermodal network can help Turkish producers reach different markets more reliably. That requires better rail connections to organised industrial zones, the consolidation of smaller freight volumes and well-planned first- and last-mile transport. For cargo that struggles to reach a terminal from the factory, the existence of an intercontinental route offers little benefit on its own.

Geopolitical crises have shown that there is no single, permanent "best route" for every shipment. The ability to switch between routes and transport modes as circumstances change makes supply chains more resilient. Türkiye's potential role extends beyond being located on alternative routes: it can provide regular services, predictable delivery times and connected transport solutions. Earning a place on the emerging map of global trade ultimately depends on giving cargo owners that confidence. ■

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GLOBAL LOGISTICS IS ENTERING A NEW ERA



Berna AKYILDIZ
Chairman of the Board

Global logistics is entering a new era. For decades, supply chains were designed primarily around cost efficiency, speed and predictability. Today, geopolitical tensions, regional conflicts and disruptions along critical trade routes are fundamentally changing this equation.

The pandemic was an early warning. The Russia–Ukraine war, disruptions in the Red Sea and Suez Canal, and growing uncertainty surrounding other strategic routes have further demonstrated how vulnerable global supply chains can be when they depend too heavily on a limited number of corridors.

The lesson is clear: resilience is becoming as important as cost and speed.

As a result, companies and governments are no longer looking for a single "best" route. They are seeking alternative corridors, multimodal solutions and diversified transport networks that allow cargo to shift rapidly between sea, rail, road and air when circumstances change.

This transformation is bringing renewed attention to the connectivity between Asia and Europe — and particularly to the Middle Corridor. Connecting China and Central Asia through the Caspian Sea, the Caucasus and Türkiye to Europe, the Middle Corridor should not be seen merely as an alternative route. Its real strategic value lies in the diversification and resilience it can bring to global trade.

Türkiye occupies a unique position within this emerging logistics architecture. Located at the intersection of Europe, Asia, the Black Sea, the Mediterranean and the Middle East, Türkiye has historically been at the centre of major trade routes. But geography alone is no longer enough.

The challenge today is to transform geography into connectivity. Türkiye's expanding railway infrastructure, modern ports, international road transport network, air cargo capacity and growing intermodal capabilities provide the foundations for this transformation.

At the same time, projects such as the Middle Corridor and the Development Road connecting Iraq to Türkiye have the potential to create new north–south and east–west connections.

However, Türkiye's role should not be limited to being a transit country through which cargo simply passes. The greater opportunity is to develop Türkiye as a multimodal logistics hub, where cargo can be consolidated, redistributed and transferred between transport modes, providing access not only to Europe but also to the Balkans, the Mediterranean, the Black Sea, the Middle East and surrounding markets.

This requires more than infrastructure. It requires digitalisation, harmonised customs procedures, stronger cross-border cooperation and closer collaboration between governments, logistics operators, ports, railways and international organisations.

In the new logistics landscape, competitiveness will increasingly be measured not only by how quickly or cheaply goods can move, but also by how effectively supply chains can respond when established routes are disrupted.

Geopolitical uncertainty may be reshaping global trade routes, but it is also creating an opportunity to build a more diversified and resilient logistics system.

For Türkiye, this represents an important moment: to move from being located between continents to actively connecting them — and from participating in corridors to helping shape them. ■

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GLOBAL TRADE COMES TO LIFE THROUGH STRONG LOGISTICS BRIDGES AND ROUTES



İlker ALTUN
Managing Director - Aysberg Group

Logistics is undoubtedly one of the sectors that requires the greatest number of stakeholders. It is also indispensable to ensuring the seamless and efficient movement of the entire supply chain. In essence, logistics is itself a strong, interconnected and interdependent chain. Yet the components that make up the logistics sector are more than just strong links in that chain. They are also the supporting cables of a bridge, the structural foundations that anchor it to the ground through sophisticated engineering and advanced technologies, and the roads over which the movement of goods and people takes place.

The speed and reliability of this journey and transportation function are essential to keeping the wheels of the economy turning, ensuring the delivery of resources required for production, and meeting consumer needs. Today, all these processes depend to a considerable extent on the performance of the logistics sector. Production, of course, comes first, followed by the use of technology, warehousing, transport vehicles, cold storage facilities and distribution infrastructure. Transportation ultimately completes this chain. There is a profound relationship of mutual interdependence among these sectors. Digitalization, technology and human capital have become additional pillars supporting logistics operations. Considering the level of development that economies, transport modes, producer-consumer relationships and commercial activities have reached, logistics must first keep pace with this progress. In some circumstances, it must go even further, taking a pioneering role in shaping industries and opening up new pathways for the future.

Although the economic scale of the logistics sector is often expressed in figures reaching hundreds of billions of dollars, measuring the full size of the ecosystem it creates and directly correlating it with national income is far from straightforward. In short, as the familiar saying goes, every economic activity begins and ends with logistics.

One of the most significant global crises in recent years was undoubtedly the COVID-19 pandemic. Yet logistics did not come to a standstill during this period. On the contrary, the sector demonstrated its ability to adapt and elevated its capacity for development to a new level.

Another major challenge has been the disruption of trade routes by wars and military conflicts, alongside mounting pressure on international trade resulting from sanctions imposed on individual countries. Even under these circumstances, the logistics sector has continued to find alternative ways forward. It has managed to redirect the global flow of goods and services and establish new routes when necessary, sometimes under severe cost pressures. Oil remains one of the most important energy sources underpinning logistics operations. Meanwhile, cost pressures and obstacles to global trade—including visa requirements, transit permits and quotas—continue to be felt across every region of the world. The pursuit of free trade will therefore continue to unfold alongside the struggle to overcome these challenges. Although intermodal transportation involves cooperation and coordination among road, air, sea and railways transport, it is clear that, in today's world, multimodal or combined transport solutions will continue to play a versatile and increasingly strategic role in the global logistics landscape.

Türkiye, meanwhile, will continue to build on its strategic position along global trade routes, the advanced capabilities of its logistics sector, its experienced workforce and its innovative policies. With these strengths, the country is poised to accelerate its efforts to reinforce its role as a key player in shaping the future of global logistics. ■

CAPACITY EXPANDS ON KEY RAIL CORRIDOR TO EUROPE

REPUBLIC OF TURKEY
MINISTRY OF TRANSPORT
AND INFRASTRUCTURE

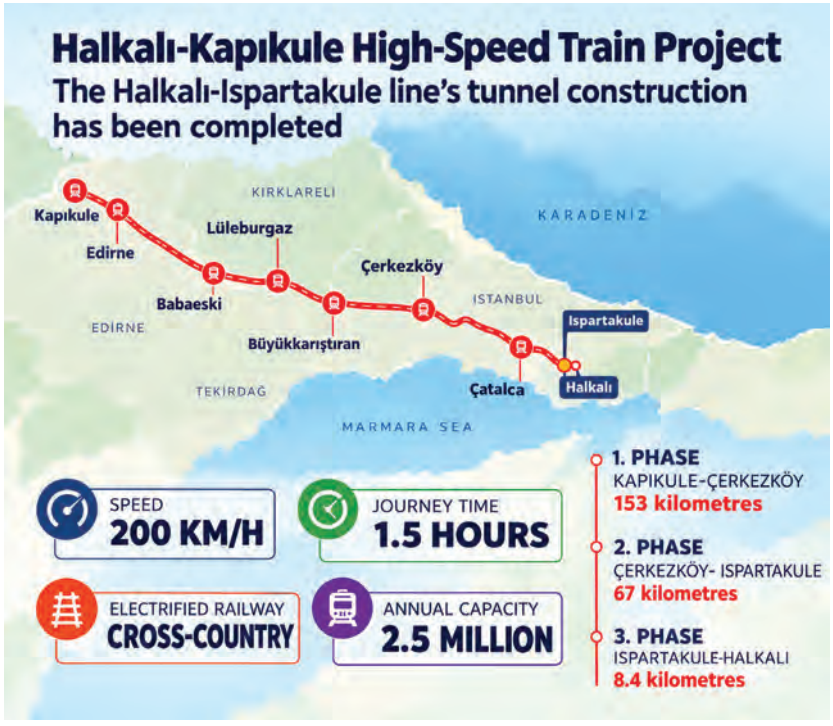
▶ As one of Türkiye's most important rail corridors to Europe, Thrace continues to see investments aimed at strengthening passenger and freight transport. The Halkalı-Kapıkule High-Speed Rail Project is expected to increase capacity on the rail line extending from İstanbul to Europe and significantly reduce travel times.

Investment in highways, railways, ports, airports and logistics centers is continuing, reflecting the importance of transportation infrastructure to trade, production, exports, employment and regional development. Alongside efforts to strengthen existing international transportation corridors, Türkiye is also investing in the development of alternative routes.

Stronger Transportation Capacity on the Middle Corridor

Türkiye holds a strategic position in the Middle Corridor, an extension of the historic Silk Road, as well as an important link in the International North-South and East-West transportation corridors.

The Middle Corridor, which stretches from Asia to Europe, is being developed into a high-capacity, reliable, digital, environmentally friendly and competitive trade route. The Baku-Tbilisi-Kars Railway, Marmaray, the Halkalı-Kapıkule Railway, the rail crossing of the Yavuz Sultan Selim Bridge and other ongoing rail investments are intended to increase the Corridor's transportation capacity. The completion of infrastructure work on the Georgian section of the Baku-Tbilisi-Kars Railway is also seen as a new step toward further developing the Middle Corridor's capacity.



Critical link to Europe's rail network

The Halkalı-Kapıkule Railway will connect Türkiye to the European rail network and provide a high-standard rail link to Europe and become one of the Middle Corridor's most important links to Europe. Continuing the rail chain from the Baku-Tbilisi-Kars Railway through Marmaray into Europe, the line will also form the western end of the Development Road Project.

Test Runs Begin on Çerkezköy-Kapıkule Line

Test runs have begun on the 153-kilometer Çerkezköy-Kapıkule section, the first phase of the 229-kilometer project. The section is planned to enter service by the end of the year, following the completion of certification processes. Construction is continuing on the Ispartakule-Çerkezköy and Halkalı-Ispartakule sections.

Once the line is completed, passenger travel time is expected to drop from four hours to 1.5 hours, while freight transit time is projected to fall from 8.5 hours to 3.5 hours. Annual passenger capacity is expected to increase from 600,000 to 3.4 million, while freight capacity is projected to rise from 1.5 million metric tons to approximately 9.5 million metric tons.

The project is expected to speed up access to European markets for organized industrial zones and ports in İstanbul, Kocaeli, Tekirdağ and Thrace, while strengthening Thrace's logistics role in international rail freight transportation. ■

INVESTMENT TO STRENGTHEN TÜRKİYE'S EASTERN CORRIDOR



Construction of the Ankara-Kırıkkale-Delice Motorway Project is well underway. Ankara and Kırıkkale's positions within Türkiye's transportation network give the project strategic importance. Ankara lies at the heart of Türkiye's east-west and north-south transportation networks, while Kırıkkale is a major junction for routes to the east via Yozgat and Sivas, the Central Black Sea region via Çorum, and the Eastern Mediterranean and Southeastern Anatolia via Kayseri.

The Ankara-Kırıkkale-Delice Motorway will link road corridors connecting different regions. The project is expected to connect 42 provinces and significantly reduce the traffic load on the existing Ankara-Kırıkkale State Road.

The Ankara-Kırıkkale-Delice Motorway will be more than a regional transportation project. It will also form an important part of the strategic motorway network strengthening Türkiye's eastern and northern transportation corridors.

Once completed, the project is expected to make freight and passenger transport to Middle Eastern and Caucasus countries faster, safer and more comfortable via Ankara's eastern and northern corridors. The motorway will also form the first link in a series of motorway projects planned for the coming years, extending to Samsun and the Iranian border.

The motorway will stretch for 120 kilometers in total, including 101 kilometers of mainline and 19 kilometers of connecting roads. The project includes 7 interchanges, 4 tunnels, 8 viaducts, 22 interchange bridges, 17 overpass bridges and 63 underpasses. Of the 71.2 million cubic meters of excavation planned for the project, 33 million cubic meters have been completed. Of the 54.2 million cubic meters of fill work, 27 million cubic meters have also been completed. Excavation and fill works are now around 50 percent complete.

A total of 172 culverts and 42 underpasses have been completed, while work is continuing on 27 culverts and 13 underpasses.

Work is continuing on all four tunnels included in the project, with a total of 4,571 meters of tunnel excavation completed to date. Construction is also underway on all eight viaducts, with work on some of them now 98 percent complete.

Once the motorway is completed, the journey between Ankara and Kırıkkale is expected to take 43 minutes, compared with approximately 80 minutes on the existing route.

The project is expected to save a total of TRY 6.8 billion annually, including TRY 6 billion in time savings and TRY 800 million in fuel costs. The motorway is also expected to reduce annual carbon emissions by approximately 40,000 metric tons once it becomes operational. ■



AIR CARGO TRANSIT PROCEDURES SIMPLIFIED FOR MICRO-EXPORTS

The Turkish Ministry of Trade has implemented a new regulation in air cargo transportation to streamline export procedures and enhance Türkiye's competitiveness in global trade. The regulation simplifies transit and transfer procedures between airports for micro-export shipments covered by the Simplified Customs Declaration (BGB).

Under the new regulation, micro-export shipments transported by air can be transferred to main hub airports for international dispatch through faster and simplified procedures. This is expected to improve operational efficiency in customs clearance and cargo transfer processes before international shipment.



Time and Cost Advantages for Cargo Companies

The regulation aims to reduce the operational burden on micro-exporters and cargo companies, shorten processing times, and lower logistics costs. It is also expected to facilitate more efficient cargo transfer operations, particularly for e-commerce shipments where fast delivery is essential.

The Ministry of Trade stated that the new regulation would facilitate micro-exporters' access to international markets, contribute to Türkiye's export capacity, and strengthen the country's global competitiveness. ■



TÜRKİYE TARGETS NET ZERO EMISSIONS IN TRANSPORT BY 2053

Türkiye plans to increase the share of rail and combined transport as part of its strategy to achieve net zero emissions in the transport sector by 2053.

► Minister of Transport and Infrastructure Abdulkadir Uraloğlu said Türkiye is continuing to implement its Net Zero Emissions Roadmap for Transport, covering road, rail, maritime and air transport. Speaking at the Samsun Zero Waste, Environment and Climate Change Conference, the ministry underlined that reducing transport-related emissions will require a stronger shift towards more sustainable and balanced transport modes. One of the key priorities is to increase the share of rail in freight transport from 5% to 22%, while expanding combined and multimodal transport solutions.

The strategy also focuses on shifting a larger share of freight from road transport to rail and maritime services, improving energy efficiency across transport infrastructure and reducing dependence on fossil fuels.

In maritime transport, Türkiye is supporting environmental transformation through Green Port certification and decarbonisation projects, while zero-waste standards are being expanded at ports and airports. Electric vehicles are also increasingly being used in airport ground services as part of efforts to reduce operational emissions.

The ministry is additionally promoting the use of recycled materials in transport infrastructure construction and maintenance projects and developing emissions modelling for different transport modes, vehicle types and fuel scenarios.

These measures form part of Türkiye's broader 2053 net zero emissions target, with transport policy increasingly focused on sustainability, resource efficiency and the development of lower-carbon logistics networks. ■



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TÜRKİYE FOCUSES ON ALTERNATIVE TRANSPORTATION CORRIDORS

Türkiye and Belgium continue to explore ways to expand cooperation in transportation, infrastructure, trade and investment. At the "Critical Infrastructure: Strengthening the Economy" panel held as part of the Belgian Economic Mission Seminar, attended by Queen Mathilde of Belgium, participants discussed economic ties between the two countries and ways to strengthen transportation links.

The panel highlighted how nearly two centuries of diplomatic relations between Türkiye and Belgium have continued to deepen across a range of areas, including trade, investment, transportation, technology and defense.

The panel underscored the role of transportation in economic activity, highlighting the need to improve connectivity, develop alternative transportation corridors and increase capacity on existing routes.

Located at the crossroads of Europe, Asia and Africa, Türkiye occupies a strategic position in global trade. With 67 countries within a four-hour flight, Türkiye is connected to a region with an estimated economic value of approximately 1.5 trillion US dollars.

Investments such as the Baku-Tbilisi-Kars Railway and Marmaray have strengthened Türkiye's position along international transportation corridors. Plans for a railway crossing over the İstanbul Strait via the Yavuz Sultan Selim Bridge are expected to add further capacity.

The Development Road Project was also a key topic at the panel as participants discussed ways to diversify transportation links. The planned 1,200-kilometer rail and road corridor from Iraq's Grand Faw Port to Türkiye is intended to establish a new transportation route between the Persian Gulf and Europe.

Involving the United Arab Emirates, Qatar, Iraq and Türkiye, the project was described as important for developing alternative trade routes, particularly during periods of regional crisis. The panel also called for the development of alternative transportation routes to Europe via the Gulf of Aqaba and Oman, in addition to routes through the Persian Gulf, as well as increased capacity on existing routes.

Türkiye was identified as a key transit hub for transportation and trade between Europe and the Middle East, Africa and Central Asia.

Rail Investments to Increase

The panel also examined ways to cut emissions from the transportation sector. Around 80–85 percent of global trade is carried by sea, and reducing emissions from maritime transport is expected to require a longer transition.

Rail transport can deliver faster emissions reductions, making increased investment in rail infrastructure important both for meeting environmental targets and for strengthening the resilience of transportation systems during periods of crisis.

RAILPORT STRENGTHENS TÜRKİYE'S STRATEGIC ROLE IN INTERMODAL TRANSPORTATION

Developed through the partnership between Arkas Holding and duisport, Germany's largest inland port operator, Railport introduces a new approach to intermodal terminal operations in Türkiye, establishing a strategic bridge between Asia and Europe. Operating across an area of 265,000 square metres in Kartepe, Railport strengthens Türkiye's position in global logistics networks through its infrastructure integrating rail and road transportation, high handling capacity and direct connections to international trade corridors.



Fatih Yılmazkarasu
General Manager

▶ Developed through the partnership between Arkas Holding and duisport, Germany's largest inland port operator, Railport introduces a new approach to intermodal terminal operations in Türkiye and establishes a strategic bridge between Asia and Europe. Going beyond expanding Türkiye's logistics capacity, Railport also contributes to positioning the country as one of the most strategic transshipment hubs in international trade. From Kartepe, one of the key connection points along major trade routes, Railport brings together the strategic advantages offered by the Middle Corridor and the Silk Road with global trade.

Strategically positioned on the route extending from China through Central Asia to Türkiye and onwards to Europe, Railport operates as a critical logistics hub that accelerates global cargo flows and enhances Türkiye's competitiveness in foreign trade. Built on an area of 265,000





square metres, Railport has an annual handling capacity of 360,000 TEU of containers, 1.5 million tonnes of general cargo, 130,000 finished vehicles and 125,000 trailers, as well as 20,000 square metres of indoor warehousing space. By supporting its rail-focused infrastructure with road integration, Railport brings different modes of transportation together at a single hub. In doing so, it increases the speed and reliability of intercontinental transportation while further integrating Türkiye's geostrategic position into the global logistics chain.
As the first example of a new generation of terminal investments shaping Türkiye's intermodal transportation infrastructure, Railport provides seamless and highly efficient integration between rail and road transportation. With direct connections to major international trade corridors, extensive hinterland access and strong operational infrastructure, the terminal provides integrated logistics solutions for import, export, domestic and transit cargo operations.

"We have turned into reality a vision that will further strengthen Türkiye's role in global trade"

Emphasising that Railport goes beyond increasing Türkiye's logistics capacity and represents an investment that contributes to positioning the country as one of the key transshipment hubs in international trade, Railport General Manager Fatih Yılmazkarasu said: "As Türkiye's first intermodal terminal, Railport represents more than simply bringing a new investment to life; we have turned into reality a vision that will further strengthen our country's role in global trade. Serving as a strategic bridge along the East-West corridor, Railport provides manufacturers with advantages in speed, reliability and cost while also contributing to environmental sustainability targets through rail transportation, which reduces carbon emissions. We firmly believe that this investment will take Türkiye to a much more ambitious position in the future of logistics."

A structure that prioritises sustainability

Yılmazkarasu stated that, in addition to its capacity and operational excellence, Railport also stands out with its structure that prioritises sustainability, noting that rail transportation plays a critical role in line with Türkiye's 2053 net-zero carbon targets. Highlighting the importance of this mode of transportation, which significantly reduces carbon emissions, in terms of compliance with the European Green Deal, Yılmazkarasu said: "By offering more environmentally friendly solutions as an alternative to road transportation, we can already say that Railport will become one of the symbols of the green transformation in the sector."

"Rail is not merely an alternative mode of transportation"

Stating that they consider Türkiye's acceleration of investments in rail infrastructure in recent years extremely valuable, Yılmazkarasu said: "Rail is not merely an alternative mode of transportation; it is a strategic infrastructure investment that reduces logistics costs, increases competitiveness in foreign trade and supports sustainable transportation. At Railport, we anticipated years ago the investment drive in rail transportation that is being discussed in Türkiye today and shaped our investments in line with this vision. Therefore, rather than simply following this transformation, we are among the players that are shaping it, accelerating it and translating it into tangible results on the ground."

Yılmazkarasu added that they had taken strong steps in this field based on their belief that rail would play a strategic role in Türkiye's logistics future: "We are not merely supporting this process; through our own investments, operational capabilities and international connections, we are actively contributing to the development of this transformation."

Stating that Railport continues its operations without interruption as the intermodal bridge of global trade, Yılmazkarasu concluded: "We play an important role in Türkiye's logistics ecosystem. As one of the key hubs for logistics flows between Asia and Europe, we represent a new era in Türkiye's logistics infrastructure. With our direct connections to trade routes, broad geographical reach and modern infrastructure, we continue our operations as an investment shaping the future of intermodal terminal operations in Türkiye." ■



TÜRKİYE TO SPAIN IN 4 DAYS: TRUCK CAPACITY, A MORE SUSTAINABLE ROUTE

Since 2020, JSV has connected Türkiye and Spain through its Road-Sea service, allowing goods to be transported from Türkiye to Spain in just 4 days by sea, with a cargo capacity comparable to road transport and a lower carbon footprint.
This year, the company takes another step forward with the incorporation of its newgeneration vessels, MilaGreen and MirandaGreen, which are methanol-ready and designed to improve the efficiency of its maritime operations.

Truck capacity, also by sea

One of the keys to making sea transport a real alternative to road transport is maintaining the capacity that cargo requires.
To achieve this, JSV offers more than 50 types of specialised containers, including 45' PW Super High Cube, 40' and 45' Open Side containers, which provide cargo capacity comparable to that of a truck.
The idea is simple: adapt the container to the cargo, offering a solution for every type of load and making it possible to transport by sea goods that have traditionally moved by road.

From ship to rail: the journey continues across Spain and to the Canary Islands

Reaching the port is not the end of the journey. JSV's model combines sea, rail and road transport to take cargo to its destination, using each mode of transport where it delivers the greatest efficiency.

JSV strengthens its Türkiye–Spain connection with new-generation vessels prepared for next-generation fuels, high-capacity containers and a multimodal service that allows cargo to continue by rail to northern and central Spain and Portugal, and by sea to the Canary Islands.

From JSV's Alicante Hub, cargo arriving from Türkiye can continue towards central and northern Spain by rail, with 3 departures to Madrid, 1 to Vigo (connecting with Portugal) and another to Miranda de Ebro, providing a fast connection with northern Spain.
In this way, trucks are used specifically for short first- and last-mile journeys, avoiding long road hauls and reducing road kilometres and emissions.
From the Alicante Hub, JSV also operates maritime connections with the Canary Islands, including an express service to the main islands. This means that cargo departing from Türkiye can reach Spain in just 4 days and the Canary Islands in 7 days.
A multimodal service combining ship, rail and road to connect Türkiye with different destinations across Spain, using each mode of transport where it is most efficient and reducing long-distance road journeys.

JSV at logitrans 2026
The JSV team will be at logitrans 2026, taking place in Istanbul from 11 to 13 November, to present its transport solutions and explain how they can be adapted to each type of cargo and destination.
If you are visiting the exhibition, find JSV Logistic at Hall 5 - 611 · Truck & Trailer Open Space. ■



FROM TÜRKİYE TO EUROPE THROUGH ITALY: BUILDING CORRIDORS, NOT JUST ROUTES



Seaway Agency is developing a new way of connecting Türkiye, Italy and Europe: integrated logistics corridors combining sea, rail, road, terminals and port services into one coordinated flow. As a Mediterranean Gateway Operator, Seaway focuses on reducing fragmentation, increasing capacity and providing customers with a single point of coordination across the entire transport chain.

Seaway Agency operates as a Shipping Agency, and International Freight Forwarder focused on Intermodal Transportation with a clear objective: transforming individual transport legs into reliable and scalable logistics corridors. The company brings together three complementary business areas — Intermodal Transport, Freight Forwarding and Shipping Agency — allowing maritime, rail, road, terminal, customs and operational activities to be managed as part of one integrated logistics solution. The approach is designed for customers looking for more than a single shipment or an isolated route. Seaway Agency works on the complete flow, connecting the Mediterranean and Türkiye with Italy and onward to the main European markets, Northern Europe and the United Kingdom.



Italy as a Mediterranean gateway
Italy is at the centre of Seaway's corridor strategy.
Its ports and inland terminals represent a natural bridge between Mediterranean trade flows and the major European production and consumption areas.
For cargo moving between Türkiye and Europe, this creates the opportunity to combine maritime transport with efficient inland connections, providing an alternative to long-distance road transport and creating a more structured logistics model.
Seaway coordinates each stage of the journey according to the characteristics of the cargo, the required transit time and the final destination.
The objective is not to force every shipment into the same model, but to identify the most effective combination of sea, rail and road for each specific corridor.

Intermodality beyond the port
Reaching the port is not the end of the journey.
Seaway's intermodal model continues inland, integrating maritime services with rail connections, road transport, terminals and first- and last-mile operations.
Rail can provide capacity, reliability and continuity over long distances, while trucks are used where they deliver the greatest flexibility, particularly for collection and final delivery.
This corridor-based approach helps reduce fragmentation and creates a logistics structure that is more scalable and better suited to changing volumes and market conditions.
The result is a better balance between cost, transit time, capacity, operational reliability and environmental impact.

One partner, three integrated business units
Seaway's operating model is based on three business units working within the same commercial and operational platform.

Intermodal transport in partnership with GTS Logistics
Integrated sea-rail-road solutions connecting ports, inland terminals and final destinations, with a strong focus on flexibility, reliability and continuity of service.



Freight forwarding
International FCL, LCL, AIR and ROAD services, including bookings, documentation, customs coordination and shipment management.

Shipping agency
Port and ship agency services in Italy, supporting principals through direct operational coordination and local port expertise.
The advantage for customers is a single point of coordination across activities that are often managed separately.This makes it easier to develop new trade lanes, manage operational exceptions and maintain continuity from origin to final destination.

Building corridors, not just routes
Intermodality is one of the pillars of Seaway's vision.
We do not see it simply as a combination of transport modes, but as a more advanced way of designing transport: less fragmented, more sustainable and more scalable.
This is why we integrate trucks, trains,



vessels and terminals into coordinated solutions that improve operational performance and supply chain competitiveness.Through a corridor-based approach, we help customers connect the Mediterranean, Türkiye, Italy and Europe with more stable flows, greater capacity and a better balance between cost, transit time and environmental impact.
Our objective is simple:
Tailoring Shipping Solutions - Building Corridors, Not Just Routes. ■

TRANSPORT LOGISTIC WORLDWIDE CONNECTS TÜRKİYE'S LOGISTICS SECTOR TO A GLOBAL TRADE FAIR NETWORK



Messe München's international trade fair network, transport logistic Worldwide, brings together logistics markets and industry representatives across different regions through events spanning Europe, Asia, Africa, the Middle East and the Americas.

▶ The new representative offices in Türkiye aim to improve the Turkish logistics sector's access to this network and expand its international business connections.
A joint venture established by Messe München and EKO MMI Co in 2011 organizes logitrans Türkiye, the Eurasian edition of the transport logistic Worldwide trade fair series. Now in its 19th year, the fair will take place in İstanbul on November 11-13, 2026.
Seren Altun, Executive Director of EKO MMI Co, outlines the opportunities the new representative offices will offer Turkish companies and the company's goals for the future of international cooperation:

"Trade fairs give logistics service providers, transport companies and supply chain professionals the opportunity to gain insights into industry dynamics in different markets, meet new business partners and develop international business connections. With these new representative offices, we aim to help Turkish companies participate in leading trade fairs around the world, create more international business opportunities and further strengthen our strategic partnership with Messe München, which dates back to 2011, by extending it into new markets and creating new opportunities." ■

THE TRANSPORT LOGISTIC WORLDWIDE TRADE FAIR NETWORK

▶ **transport logistic Africa**
February 2–4, 2027 | Nairobi, Kenya
Focused on Africa's trade and logistics markets, the fair brings together companies in transport, logistics and supply chain management.

transport logistic India
February 25–26, 2027 | Mumbai, India
Focused on India's trade and transport ecosystem, the fair gives logistics service providers and transport companies an opportunity to explore the market and develop new business connections.



transport logistic München
April 26–29, 2027 | Munich, Germany
Held since 1978, transport logistic München is the world's leading trade fair for the logistics industry. In 2025, the fair brought together approximately 2,700 exhibitors from 73 countries and regions and more than 77,000 visitors from over 130 countries, making it a key event in the transport logistic Worldwide network.

transport logistic Middle East
June 8–10, 2027 | Riyadh, Saudi Arabia
Focused on the Middle East's logistics and transport markets, the fair connects regional trade and supply chain developments with international industry representatives.

transport logistic Southeast Asia,
October 25–27, 2027 | Singapore
Focused on Southeast Asia's logistics and supply chain ecosystem, the fair highlights the region's role in international trade and Singapore's position as a regional logistics hub.

transport logistic Americas
November 9–11, 2027 | Miami, USA
Focused on the Americas' logistics and transport markets, the fair offers new opportunities for collaboration in logistics services and supply chain management.

transport logistic China
June 27–29, 2028 | Shanghai, China
The fair highlights the links between China's manufacturing and international trade sectors and logistics, with a focus on developing business connections in transport and supply chain management.

With nearly 50 years of history, transport logistic München is the world's largest logistics trade fair and a global meeting point for the industry. Messe München's international trade fair network, transport logistic Worldwide, extends this strong foundation to markets around the world, while logitrans Türkiye strengthens connections between Türkiye and global logistics markets. ■

transport logistic Worldwide Calendar

- **logitrans Türkiye**
  November 11-13, 2026 | İstanbul
- **transport logistic Africa**
  February 2-4, 2027 | Nairobi
- **transport logistic India**
  February 25-26, 2027 | Mumbai
- **transport logistic München**
  April 26-29, 2027 | Munich
- **transport logistic Middle East**
  June 8-10, 2027 | Riyadh
- **transport logistic Southeast Asia**
  October 25-27, 2027 | Singapore
- **transport logistic Americas**
  November 9-11, 2027 | Miami
- **transport logistic China**
  June 27-29, 2028 | Shanghai

IFAT EURASIA: A GATEWAY TO NEW MARKETS IN ENVIRONMENTAL TECHNOLOGIES

IFAT Eurasia, the leading environmental technology trade fair in Eurasia, is set to return to İstanbul on May 5–7, 2027. The fair offers companies an opportunity to showcase their products and solutions in international markets to international audiences, reach new customers and build strategic partnerships. It aims to expand companies' access to regional markets and strengthen their international business connections.

IFAT Eurasia brings together a broad range of environmental technologies, including water and wastewater management, solid waste management and recycling, waste-to-energy and renewable energy. By bringing together domestic and international public institutions, private-sector stakeholders and international investors, the event creates opportunities for knowledge sharing and collaboration.

International Partnerships and New Market Opportunities

IFAT Eurasia gives participating companies the opportunity to showcase their products and technologies to international industry professionals, connect with potential customers and develop new business partnerships. By bringing together industry representatives from different countries, the event helps companies understand evolving market needs, stay up to date with technological developments and identify new business opportunities.



Environmental Technologies in the Spotlight in the Year of COP31

The COP31 climate summit, which Türkiye will host for the first time in November 2026, is putting environmental and climate technologies in the spotlight. Namık Sarıgöl, Exhibitions Manager at EKO MMI Co, explains the significance of this process for Türkiye:

"Türkiye's hosting of COP31 for the first time in November 2026 will create significant opportunities for the country to play an active role in international climate diplomacy and promote the transition to a green economy at home."



As part of the global IFAT trade fair network, which also holds events in Germany, Brazil, China, South Africa and India, IFAT Eurasia will help turn COP31 decisions into concrete action. Sarıgöl highlights the importance of the fair, saying:
"IFAT Eurasia 2027 will be a key platform for translating the decisions made at the summit into technologies and practical solutions on the ground."

İstanbul: Eurasia's Meeting Point for the Industry

Since its launch in 2015, IFAT Eurasia has completed its first decade and will once again bring together stakeholders from across the environmental technology sector in İstanbul. Strategically located for access to markets in Europe, the Middle East and Central Asia, İstanbul strengthens the fair's international appeal.
At its previous edition, the fair hosted 240 exhibitors from 14 countries, with international companies accounting for 41



Exhibitions Manager at EKO MMI Co. Namık Sarıgöl

percent of exhibitors. The event welcomed approximately 10,000 trade visitors from 74 countries, the fair reinforced its global standing in environmental technologies through its international exhibitor and visitor profile.
IFAT Eurasia 2027 will bring industry professionals together once again in İstanbul on May 5-7. ■







ROAD FREIGHT TRANSPORT: REGULATIONS, BORDER CROSSINGS AND THE IRAN ROUTE



The Türkiye Transport and Logistics Council of the Union of Chambers and Commodity Exchanges of Türkiye (TOBB) met under the chairmanship of Council President Şerafettin Aras to discuss key issues facing the road freight transport sector. Dr. Çağlar Tabak, Director General of Transport Services at the Ministry of Transport and Infrastructure, attended the meeting, along with senior officials from public institutions and industry representatives.

Discussions focused on challenges facing international road freight transport, regulatory expectations and potential solutions.

Key topics included high traffic fines, integration of the U-ETDS and e-Dispatch Note systems, and challenges international transport companies face in meeting disability employment requirements. Industry representatives raised operational issues with public officials, outlining their expectations for maintaining the road transport sector's competitiveness, simplifying regulations and improving operational efficiency.

Participants also discussed aligning ADR/SRC5 and certification processes under the Vocational Qualifications Authority of Türkiye (VQA) to prevent duplicate certification requirements in dangerous goods transport. The sector also raised the issue of classifying vehicles acquired through financial leasing as company-owned vehicles.

UND Presents Iranian Delegation with 12-point solution package

Challenges facing Türkiye-Iran road transport continue to be a key issue for the industry. During a meeting with the International Transporters Association (UND), Iranian trade and logistics representatives visiting Türkiye discussed problems at border crossings and potential solutions to expand trade between the two countries.

The talks focused on Türkiye-Iran road transport, persistent problems at border crossings, and ways to make trade between the two countries more efficient. UND presented the Iranian delegation with a detailed briefing outlining the problems Turkish transport companies and drivers face at the Iranian border.

The meeting took an in-depth look at long-standing industry problems that remain unresolved despite discussions on various platforms. UND Vice President Ergun Bilen said border waiting times of up to 28 days, particularly in hot weather, were unacceptable.

Bilen stressed the need to revise Iran's system, which reportedly prevents Turkish vehicles from obtaining queue numbers while giving priority to Iranian vehicles. The implementation of the "First In, First Out" (FIFO) principle, a key tenet of international transport, was described as important for Türkiye's transport industry.

UND also shared its 12-point proposal for resolving the issues with the Iranian delegation. Ergun Bilen said implementing the proposals would make a significant contribution to the growth of trade and road transport between the two countries.

The two sides also stressed the need to continue technical cooperation between UND and ITCAI. Relevant Iranian authorities and industry organizations are expected to take concrete steps to address the problems encountered at the border.

TIBET'S GEARS AND BEARINGS ARE INDISPENSABLE TO THE LOGISTICS AND RAILWAY SECTORS

▶ Tibet Makina, which manufactures specialized aluminum, hybrid, and steel gears and turret bearings for sectors such as logistics, maritime, defense, aviation, and energy, also plays a role in the logistics sector's supply chain through its production of port equipment and railway transportation components.
Tibet Arbak, Vice Chairman of the Board and General Manager of Tibet Makina—founded in 1970—emphasized the critical importance of equipment safety for the continuity of logistics operations; he also highlighted the significance of gear and bearing systems in preventing unplanned downtime caused by equipment failures.

Tibet's stamp of quality on critical equipment

Arbak noted that if any crane or forklift used for cargo handling in ports comes to a halt due to a gear or bearing failure, it causes problems that are difficult to remedy and inflicts significant financial losses on the companies involved. "Transporting cargo requires systems that work in harmony with one another," he said. As Tibet Makina, we provide solutions for these systems' needs with gears and bearings that meet internationally recognized quality and durability standards. We approach each application within the context of its specific operating conditions and technical requirements." he said.



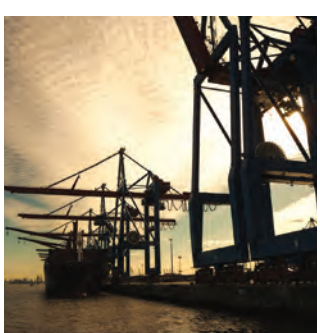
Tibet Arbak, Vice Chairman of the Board and General Manager of Tibet Makina

Noting that the slewing ring gears they produce for port cranes are of critical importance in the company's operations within the logistics sector, Tibet Arbak emphasized that these products are vital components involved in the rotational movement of the cranes.
Tibet Arbak made the following assessment: "We manufacture precision-engineered components for industrial machinery applications, including those in the maritime, port, and logistics sectors. We manufacture custom products for shipboard cranes, port cranes, traveling and bridge crane systems, container handling systems, container forklifts, and radars. We also manufacture swivel and bellows bearings used in trailers and tow trucks for ground handling operations. We are a company that specializes in the production and machining of titanium and aluminum alloys."

56 years of experience brought to logistics

Arbak noted that Tibet Makina possesses strong expertise in the production of gears used in rail transportation and emphasized their ability to manufacture products tailored to the specific needs of rail transportation applications.
Emphasizing that their production for diverse and strategic sectors fuels the company's engineering expertise, Tibet Arbak continued:
"Manufacturing for different sectors requires understanding a different need in every project and developing a solution tailored to it. At Tibet Makina, we apply this expertise to our work on port, railway, and freight transportation systems. We aim to be a strong solution partner in the production of specialized gears and bearings for equipment manufacturers serving the logistics sector." ■









logitrans BRINGS THE GLOBAL LOGISTICS COMMUNITY TOGETHER ON LAND, IN THE AIR, AT SEA AND ON THE RAILS

logitrans takes centre stage as one of the industry's most anticipated events. Through our global network spanning Munich, Shanghai, Singapore, the Americas, India, Saudi Arabia and Africa, we are positioning Istanbul as an integral part of international ecosystem.

As Türkiye's premier meeting point for the logistics industry, the International logitrans Transport Logistics Fair continues to build on its legacy, carrying the momentum of its successful 2025 edition into 2026 and setting its sights on an even more dynamic future in 2027.Bringing together domestic and international industry leaders, logitrans is more than a meeting place for business. It is a platform where ideas take shape, partnerships are forged and the future of logistics comes into focus.

logitrans TÜRKİYE
international transport logistics exhibition

Through open forums and panel discussions, the fair will provide a space for meaningful dialogue on the trends, challenges and opportunities shaping the industry.
Uniting international brands, logistics professionals from more than 15 countries and every major mode of transport under one roof, the 19th International logitrans Transport Logistics Fair will bring the industry together at the Yenikapı Eurasia Exhibition and Arts Centre in Istanbul from 11 to 13 November 2026.

This year's fair carries particular significance as it sets the stage for logitrans' 20th edition, marking another milestone in the exhibition's journey as one of the Eurasian region's leading platforms for logistics and transport.

Türkiye: A Global Logistics Hub
logitrans: A Leading Force in the Industry
As global supply chains evolve and trade routes are reshaped, Türkiye's strategic importance as a regional logistics hub continues to grow. With its extensive road and rail networks, major ports and international air connections, the country is strengthening its position as a vital link between markets, continents and supply chains.

Executive Director, EKO MMI Fair Co. Ekin Seren Altun



Seren Altun, Executive Director of EKO MMI Fair, underlined this growing significance:
"At a time when global supply chains are being reshaped, Türkiye's strategic position as a regional logistics hub is becoming increasingly prominent. Its road, rail, port and air transport infrastructure makes the country a critical logistics gateway for the wider region. The Middle Corridor, Ro-Ro connections, rail integrations and multimodal transport solutions are further reinforcing this position. Against this backdrop, logitrans has established itself as a prestigious international meeting point where the region's logistics potential, expertise and business opportunities converge."
Seren Altun also highlighted logitrans' place within Messe München's global transport logistic exhibition network, emphasising its role in connecting Türkiye with the wider international logistics community.
"Logistics, by its very nature, transcends borders. Through our global network spanning Munich, Shanghai, Singapore, the Americas, India, Saudi Arabia and Africa,



we are positioning Istanbul as an integral part of this international ecosystem.
Recognised as a key meeting point for the global logistics industry, logitrans brings together expertise, encourages the exchange of knowledge and creates opportunities for meaningful business partnerships. As digitalisation and the green transition continue to reshape the industry, new connections, collaborations and intermodal solutions are emerging. The international reach of logitrans makes this gathering all the more valuable."

Every November, the Industry Turns Its Attention to logitrans

For the logistics community, November has become synonymous with logitrans—a time when industry leaders, professionals and decision-makers come together to shape conversations and explore new opportunities.
"Every November, logitrans takes centre stage as one of the industry's most anticipated events and a key fixture on the logistics calendar," said Seren Altun.
"With each edition welcoming new exhibitors and building on the momentum of previous years, logitrans continues to strengthen its position as one of the Eurasian region's leading logistics gatherings. For participating companies, the exhibition is far more than a



showcase. It is an opportunity to present new projects, share ambitions and strengthen relationships with customers and business partners. Exhibition stands become extensions of corporate headquarters, meeting rooms turn into spaces for strategic dialogue, and promising conversations translate into concrete agreements. We are particularly pleased to see the intensity of meeting schedules arranged by exhibitors' executives and professional teams. Every edition brings a renewed sense of excitement and creates fresh momentum for the next.
The enthusiasm of our long-standing exhibitors, together with their commitment to future editions, is a powerful source of motivation for us. Indeed, a significant number of contracts for the following year's fair are signed while the current event is still underway. This is perhaps the clearest indication that logitrans has evolved into an exhibition the industry not only attends, but truly embraces as its own" She added.

An international gateway to new markets

Providing information about the exhibition's international participation, Seren Altun stated that Germany, Czechia, Spain and Greece would participate with national pavilions. She added that industry representatives from a broad geographical area stretching from

Europe to Central Asia and the Gulf would come together at logitrans. "International participation brings a distinctive richness to logitrans. Our national pavilions are among the exhibition's most compelling features, offering local companies a window into new markets and new business cultures.

For companies exhibiting within these pavilions, logitrans also opens the door to direct engagement with Türkiye's logistics community. It creates the conditions for meaningful dialogue, lasting partnerships and new commercial opportunities. This is one of the most valuable roles the exhibition fulfils. International industry players such as ÖBB Rail Cargo, Port of Barcelona, Port of Trieste, Grimaldi, TITR, SHELL and Chapman Freeborn will join leading Turkish companies including Verimex360, DFDS, Tırsan, Petrol Ofisi, Sürat Lojistik, Pasifik Eurasia and Ulusoy.

International participation is one of logitrans' greatest strengths. The fact that so many exhibitors return year after year reflects the confidence they place in our exhibition and the value of the international business platform we have built together."

Air Cargo: The Rising Star of logitrans

As the global air cargo market continues to expand, Türkiye is emerging as an increasingly important player in the sector. Shifting trade routes and evolving supply chains are bringing air freight into sharper strategic focus, while Türkiye's geographical position and Istanbul's extensive international connections are opening up new possibilities for the industry.

At logitrans 2026, international air cargo players will have the opportunity to meet, exchange expertise and explore new avenues for growth in Türkiye and the surrounding region.

"We are creating new business opportunities for the air cargo industry," said Seren Altun. "Air cargo is no longer simply a solution for shipments that need to move quickly. It has become a strategic component of global supply chains, helping businesses maintain continuity, reach new markets and respond to increasingly complex logistical demands. Türkiye's geographical position and Istanbul's strong international connectivity offer significant opportunities for air cargo companies. At logitrans, our aim is to turn this potential into tangible business connections, bringing international air cargo operators together with industry professionals from Türkiye and across the region. We believe that Air cargo is set to become one of the rising stars of logitrans."





Unlocking New Opportunities Across the Air Cargo Value Chain

The growth of air cargo is creating new commercial opportunities across the entire value chain—not only for airlines and cargo carriers, but also for freight forwarders, airports, cargo terminal operators, logistics service providers, technology companies and specialists in high-value and time-sensitive shipments.

Commenting on these developments, Seren Altun said:

"As the Eurasian edition of Messe München's transport logistic trade show family, the 19th International logitrans Transport Logistics Fair brings together the full spectrum of the logistics and transport industries on a single platform.

For air cargo companies, logitrans provides a valuable opportunity to connect with potential customers and business partners in Türkiye, engage directly with professionals across different segments of the industry and establish new regional connections.

At logitrans 2026, Istanbul will once again welcome industry representatives from across a wide geographical area extending from Europe to Central Asia and the Gulf.

Air cargo is also opening up new opportunities in specialised freight and technology-driven logistics. From AI equipment and high-value technology products to pharmaceuticals, healthcare



products, perishables and time-critical shipments, the speed, security and traceability of air freight are becoming increasingly important.

As demand grows across these segments, new opportunities are emerging for companies offering specialised cargo solutions, advanced technologies and value-added logistics services."

An invitation to discover potential of the region

Seren Altun also emphasised the wider regional opportunities available to international air cargo companies through their participation in logitrans:

"For international air cargo companies, the Turkish market offers considerable potential, while neighbouring countries present further opportunities to establish new trade and transport connections.

With its international exhibitor profile and B2B meeting programme, logitrans enables companies to engage directly with prospective customers and business partners, explore emerging opportunities across regional markets and lay the foundations for new collaborations.

We invite companies across the air cargo industry to discover the commercial potential of Türkiye and neighbouring markets, build lasting business connections and take the next step in their growth." ■

OPERATORS DEEPLY CONCERNED BY WORSENING DRIVER SHORTAGE: NEW IRU REPORT SAYS

▶ The global shortage of professional drivers is becoming increasingly difficult to address. International Road Transport Union-IRU's latest global driver shortage report finds that recruitment difficulties are worsening, with the shortage topping operators' concerns across most surveyed markets. The report covers 18 markets across Europe, Australia, Brazil, China, Mexico and Uzbekistan, including the bus and coach sectors in Germany and Spain. It combines operator survey data with qualitative interviews, providing both a global benchmark and detailed insight into the realities behind the figures.



IRU's 2025 driver shortage survey found that around 2.9 million truck driver positions, equivalent to 11% of the workforce, remain unfilled across 18 markets. Europe has one of the highest shortage rates, at 13%, representing around 502,000 unfilled truck driver positions.

According to the IRU, the driver shortage is no longer a temporary problem explainable only by economic fluctuations. Recruitment challenges are deepening and changing workforce expectations are making long-haul driving less attractive to younger generations.

An aging workforce, barriers to entry into the profession, inadequate infrastructure, deficiencies in training channels, and changing employee expectations are among the fundamental causes of the problem.

The study indicates that driver shortage rates in 2025 will exceed 2021 levels in most of the markets examined. While demographic factors are prominent in Europe and Australia, inadequate training and workforce structures in some markets, and the fact that freight transport demand is growing faster than driver supply in China and Uzbekistan, are exacerbating the shortage.

In almost every market surveyed, the 2025 shortage rate was higher than the 2021 baseline. The findings continue to show that the shortage



is no longer closely linked to short-term economic cycles. Instead, ageing workforces, barriers to entry, a lack of adequate infrastructure, and changing expectations about work are becoming the dominant factors. In Europe and Australia, demographics are the main pressure. In Mexico and Brazil, structural labour constraints and underdeveloped training pathways keep shortage rates high. In Uzbekistan and China, freight demand is growing faster than the supply of available drivers. Around two-thirds of European operators report turning down new contracts as they cannot find enough drivers, with 65% of them ranking driver shortage as their most pressing concern. That's four times the rate of any other issue.

Severe pressure for long-haul operators and smaller companies.
The pressure is particularly severe for long-haul operators and smaller companies. Operators with fewer than 50 employees reported shortage rates 6 percentage points higher than those of large companies. Small operators with fewer than ten employees, which account for 98% of EU road freight enterprises and 79% of the workforce, often have fewer resources to invest in recruitment, training and international hiring.

Women and younger people remain heavily underrepresented. Women account for only around 4% of European truck drivers, despite evidence that they tend to enter the profession at a younger age than men. Removing barriers to training, improving facilities and modernising the image of the profession could open access to a much wider pool of potential drivers.
The retirement challenge makes this increasingly urgent. In Europe, around 660,500 drivers are expected to retire by 2030.
The report also highlights a major change in how professional drivers assess employment opportunities. Pay remains important, but operators increasingly describe a "wage wall". Higher wages alone are no longer enough to attract or retain drivers. Cab and trailer conditions, secure parking, time at home, predictable schedules and work-life balance are increasingly decisive. This shift is particularly visible in long-haul transport and coach tourism.

Importance of cooperation between operators, associations and public authorities
The report's qualitative research reinforces the survey findings. IRU conducted in-depth interviews with national associations and major operators across Australia, Brazil, Canada, Europe and Türkiye. The qualitative findings show that operators are adapting in different ways. Some are improving scheduling and working conditions. Others are investing in training, recruitment partnerships and clearer career pathways.
However, isolated company-level action is unlikely to be enough. The report points to examples from Finland, the Netherlands and Türkiye where cooperation between operators, associations and public authorities has helped create more effective recruitment pipelines. ■



GLOBAL DISTRIBUTION NETWORK SUPPORT FOR TÜRKİYE'S LOGISTICS SECTOR

New support mechanisms for the logistics sector were discussed at the Information Seminar on Ministry of Trade Support for Freight Transportation and Logistics Services, hosted by the Services Exporters' Association (HİB).

Speaking at the opening of the seminar, Murat Baykara, Vice Chairman of the Board of the Services Exporters' Association (HİB) and Chair of its Freight Transportation and Logistics Services Sector Committee, said one of the sector's key priorities was to make effective use of government support.

Chairman of the Board of the Services Exporters' Association (HİB) and Chair of its Freight Transportation and Logistics Services Sector Committee Murat Baykara



Baykara highlighted the role of logistics in economic growth, exports and sustainable development, stressing that the new support measures would help companies strengthen their competitiveness in international markets and expand into new markets.

Logistics Services Exports Reach 42.4 Billion US Dollars

Türkiye's exports of logistics and transportation services rose from 2.7 billion US dollars in 2002 to 42.4 billion US dollars in 2025, according to Tarık Sönmez, Director General for International Trade in Services at the Ministry of Trade.

Sönmez noted that Türkiye ranks ninth worldwide in logistics services exports, highlighting how the role of the country's strong logistics infrastructure in the competitiveness of its goods and services exports.

13 Support Measures for the Logistics Sector

Dr. Yusuf Karakaş, Deputy Director General for International Trade in Services at the Ministry of Trade, outlined 13 areas of support available to logistics companies under the Services Sector Breakthrough Program.

The program covers agency commissions, certification, overseas office openings, advertising and promotion, domestic and international events, registration and protection, workforce development, report and database subscriptions, and membership in international organizations.

Agency commissions are eligible for support covering 50 percent of costs, up to 6 million Turkish liras annually, while the annual cap for certification support is 4 million Turkish liras. Companies can also receive up to 6 million Turkish liras per year for each overseas office they open.

Under the workforce development program, monthly support can reach 90,000 Turkish liras per employee hired in Türkiye and 250,000 Turkish liras per employee hired abroad.

500 Million Turkish Liras in Branding Support

The Branding Program offers logistics companies two support mechanisms: the Brand Support Program and Turquality. Support generally covers 50 percent of eligible costs, with annual caps of 250 million Turkish liras under the Brand Support Program and up to 500 million Turkish liras under Turquality.

A total of 23 companies in the logistics, transportation infrastructure and airline passenger transport sectors currently receive support under the Branding Program.

The Ministry of Trade has introduced 13 support measures to strengthen the international competitiveness of Türkiye's logistics and transportation sector. Under the Branding Program, annual support of up to 500 million Turkish liras is available, while the Overseas Logistics Distribution Networks Program provides up to approximately 440 million Turkish liras per project.



Overseas Logistics Distribution Networks to Be Established

One of the key support measures highlighted at the seminar was the Overseas Logistics Distribution Networks (YLDA) Program.

The program aims to establish integrated logistics networks comprising main hubs and satellite warehouses linked to different modes of transportation. Eligible activities include warehousing, loading and unloading, cargo handling, cold storage, cargo consolidation and distribution, as well as software and systems infrastructure.

The program covers 50 percent of establishment and operating costs, with support reaching up to 300 million Turkish liras. Annual support of up to 120 million Turkish liras is also available for satellite warehouse rentals.

Karakaş announced that total support provided to the logistics and transportation sector had reached 4.57 billion Turkish liras to date.

Karakaş noted that the YLDA Program aims not only to ship Turkish products abroad but also to ensure they reach customers in target markets on time and at competitive costs and added that the distribution networks to be established would strengthen the competitiveness of Turkish logistics companies and exporters in international markets.

The support programs aim to help Turkish logistics companies establish a more permanent presence abroad, reduce exporters' logistics costs and strengthen Türkiye's position in global supply chains. ■





AIR CARGO CARRIES 80% OF E-COMMERCE SHIPMENTS AS GLOBAL E-COMMERCE VALUE IS SET TO REACH $7.4 TRILLION THIS YEAR

Air cargo and e-commerce continue to be driving forces for one another. Global e-commerce sales, which stood at $3.351 trillion in 2019, the year before the COVID-19 pandemic, reached $6.8 trillion in 2025. Although regulatory changes and broader market conditions are expected to slow the pace of e-commerce growth somewhat in 2026, demand continues to rise, particularly for low-value e-commerce goods and high-tech products.

China and the United States account for the largest shares of the global e-commerce market. As of 2025, China's e-commerce market was valued at $3.45 trillion, while the United States recorded $1.38 trillion. The United Kingdom generated $285 billion, France $175 billion, Germany $141.2 billion, and Japan $169 billion in e-commerce sales. These figures indicate that a total of 2.077 billion people worldwide made online purchases in 2025.

According to data presented by Andre Majares in Cargo Experts Conference, IATA's Head of E-Commerce and Cargo Operations, global e-commerce sales are projected to increase by 21.8% to $7.405 trillion in 2026, followed by a further 22.6% growth to $7.956 trillion in 2027. More importantly, air cargo remains the dominant transport mode for e-commerce. According to IATA, 80% of e-commerce shipments are transported by air, while sea, road, and rail transport collectively account for the remaining 20%.

As internet access expands and more online stores and digital platforms emerge each year, e-commerce continues to benefit from this growth. Improvements in countries' logistics capabilities are also among the key factors supporting the sector's expansion.

Current data indicate that one in every five shopping transactions worldwide takes place online. In 2022, a total of 170 billion parcels were shipped globally. This figure rose to 189 billion in 2023 and reached 217 billion in 2025. By 2027, the total number of parcels and shipments associated with global e-commerce is expected to exceed 256 billion.These figures mean that approximately 5,900 parcels are handled worldwide every second as part of e-commerce activity.

Alina Fetisova, IATA's Regional Head of Cargo for EMEA, in the Conference also stated that every 1% increase in air cargo connectivity generates a 6% increase in global trade. She also noted that every 10% increase in air cargo connectivity contributes 1.6% to annual employment growth.

Fetisova highlighted that air cargo accounts for 29.5% of global trade by value and 12.1% by weight, while representing only around 1% of global trade volume when measured by the physical volume of goods transported.

Alina Fetisova, IATA Regional Director for Cargo, EMEA Region



AIR CARGO IS INDISPENSABLE FOR HEALTHCARE PRODUCTS AND PHARMACEUTICAL INDUSTRY



(From left to right) İlker Altun, Managing Director at Aysberg Press and Publishing Company, Brendan Sullivan, Head of Global Cargo at IATA and Necmi Çelik, Editor-in-Chief of Intermodal Magazine

The air transportation of healthcare products requires highly specialized and meticulous logistics support. If products are not handled and transported under appropriate conditions, temperature fluctuations during transit can compromise their integrity and quality.

The pharmaceutical industry, in particular, depends on air transport to ensure the fast, reliable, and efficient delivery of high-value, time-sensitive, and temperature-controlled shipments. As a result, air cargo stands out as one of the most effective transport modes for these critical supply chains.

Estimates indicate that supply chain challenges involving medical supplies result in approximately $35 billion in annual value losses. Alina Fetisova emphasized the importance of pharmaceutical products—including medical supplies, medicines, and vaccines—to the air cargo market. She made the following remarks:

"The expansion of global vaccine production and pandemic preparedness programs is increasing the need for large-scale, rapid, and cold-chain-compliant transportation. At the same time, increasingly stringent requirements from the U.S. Food and Drug Administration (FDA) and the European Medicines Agency (EMA) are driving growing demand for certified, highly reliable pharmaceutical air cargo solutions that provide end-to-end visibility.

"The growing volume of temperature-sensitive biologics, cell and gene therapies is also sustaining demand for highly specialized air logistics solutions that meet strict cold-chain requirements. Furthermore, the increasing adoption of decentralized clinical trials is creating a greater need to deliver time- and temperature-sensitive products directly to patients and research centers around the world, further reinforcing the importance of air cargo."

Fetisova added that vaccines transported by air cargo help save the lives of up to three million children every year. She also noted that air cargo plays a vital role in healthcare access across Sub-Saharan Africa, supporting the movement of medical supplies and healthcare-related goods.

Given that the pharmaceutical industry transports more than $1 trillion worth of cargo annually, maintaining shipment quality requires specialized equipment, appropriate storage facilities, compliant and standardized handling procedures, and—above all—close cooperation among all stakeholders across the cold chain.

IATA has introduced a range of regulations and industry standards to address these requirements. Among the most important are the IATA Temperature Control Regulations (TCR).

These guidelines establish requirements and standards for the transportation and handling of pharmaceutical products, including the mandatory use of time- and temperature-sensitive shipment labels where applicable.

IATA has also established the Healthcare Cargo Working Group (HCWG) to provide recommendations for developing standards governing the transportation and handling of healthcare products.

In close cooperation with pharmaceutical industry stakeholders and regulatory authorities, IATA has developed the CEIV Pharma program. The program covers all stages of transporting time-sensitive and temperature-controlled cargo, with a focus on effective cold-chain management and risk mitigation.

Through these initiatives, IATA aims to strengthen the reliability, quality, and integrity of pharmaceutical air cargo operations worldwide. ■

İSTANBUL: HOME TO WORLD SAFETY AND OPERATIONS CONFERENCE 2026

PEOPLE, TECHNOLOGY AND STANDARDS TOGETHER WILL DRIVE SAFETY IMPROVEMENTS

▶ The International Air Transport Association (IATA), which brings together over 370 airlines including Turkish Airlines (THY) and Pegasus and represents 85% of civil air traffic, gathered aviation sector stakeholders and airline representatives in Istanbul to address safety and security issues in aviation and evaluate current technological developments. Speaking at the opening of the 2026 World Safety and Operations Conference, hosted by Turkish Airlines, IATA Safety Director Mark Searle stated that aviation is safer today than it was a decade ago, but emphasized the need for continuous improvement in safety performance. Searle pointed out that a stronger integration of people, technology, and global standards is necessary to achieve new advancements in aviation safety.
Mark Searle began his speech by stating that Türkiye is a significant powerhouse in the aviation sector, saying, "International passenger departures have increased by approximately 70% in the last decade. This has made Türkiye the seventh largest market in the world in terms of passenger departures. Istanbul, in turn, is one of the world's leading global aviation hubs. These characteristics make Istanbul an ideal location for the meetings we hold. Because in situations involving complexity, people, technology, and standards either work together or they fail to do so."
Here is a detailed summary of selected excerpts from Mark Searle's speech;

Where we stand

A decade ago, the industry recorded one fatal accident for every 3.5 million flights. In 2025 it was one for every 5.6 million. That progress was earned — through global standards, data, and cooperation. But the numbers also tell us there is more work to do. Despite the real progress on

TURKISH AIRLINES GENERAL MANAGER AHMET OLMUŞTUR:

"SAFETY IS AT THE CENTER OF EVERYTHING WE DO"

▶ Turkish Airlines General Manager Ahmet Olmuştur emphasized that investments in aviation technology gain their true value through human experience and sound judgment, highlighting shared responsibility in fostering a strong safety culture.
Speaking at the opening of the 2026 World Safety and Operations Conference (WSOC), organized by the International Air Transport Association (IATA) and hosted by Turkish Airlines, Olmuştur underlined that safety is at the heart of all the airline's activities.
"The true value of our investments in technology emerges through



the knowledge, experience, and sound judgment of our colleagues," Olmuştur said.

Stating that they believe a strong safety culture develops through continuous learning, open communication, and a shared sense of responsibility, Olmuştur expressed his pleasure at welcoming the global aviation community to Istanbul for the IATA World Safety and Operations Conference.
Olmuştur also highlighted the conference's importance in fostering industry collaboration.
"We believe that the exchange of experience and the partnerships to be developed in this conference will contribute to the safe and resilient growth of our industry," he said.■





IATA Safety Director Mark Searle

making aviation safer, in 2025 there were 394 onboard fatalities. Each of those means that, even with the high level of safety at which we operate, we must work even harder to make flying even safer.

So, the question for us is: where does the next step change in safety come from?

The answer lies in looking at how three things work together:People!Technology and Standards.They are integral parts of a safety system.

Consider the runway. While runway accidents are rare, they remain the most common location for accidents and incidents. People, technology, and standards each play a vital role.

People provide the clearances to enter the runway, pilot the aircraft, and manage the ground equipment that share its space. Technology gives everyone the best possible situational visibility. And standards guide the actions of everyone involved.

Individually, none are up to the task of keeping runways safe. But together, they are a powerful system supporting runway safety.

In unpacking our conference theme, I'd like to look at these three important system components and the challenges that we must address together.

Performance through people

"The theme of this conference is "Performance Through People". That's because people are the critical enablers to ensure the system works as it should.

The constant challenge of enabling the best in people is being exacerbated by demographics. For various reasons we have a disproportionately large number of senior safety professionals who will exit the industry in the coming years. We will need to retain their know-how and knowledge as they move towards and into retirement.

Specifically, we have spent decades building something genuinely rare: a positive safety culture in which people report their own errors, and mistakes become opportunities for everyone to learn from.

That culture was nurtured deliberately over many years and it's critical that, as one generation moves on, the next takes over the mantle and builds on what has gone before.

So ask yourself: in your organization, who is passing that knowledge on? Is mentoring someone's job? Or does it happen by accident, in the gaps?

That question becomes even more important as a new generation enters aviation. They bring the advantage of being accustomed to working alongside technology and increasingly, artificial intelligence.

They will surely bring new perspectives on how technology can strengthen our industry. Those capabilities must be successfully integrated with the operational, technical, and safety competencies that aviation demands.

This is an opportunity. But realizing its benefits requires a mindset that balances an appreciation for safety fundamentals with openness to change.

Human intuition, judgment, and decision-making must evolve alongside new tools, while avoiding, at all costs, the erosion of skills through overreliance on technology.

To be blunt: a safety professional who has only ever seen the output of a theoretical model must know when to question it in a live, dynamic operation.

And there is another pressure on our culture and ability to learn. A strong positive safety culture depends on people being willing to report errors, hazards, and near misses.

Back to the runway

Another important consideration around the role of people in safety is how we communicate. Standard phraseology is

a cornerstone of safety. But, even in the highly regulated aviation environment, over time small departures from standard practice can become routine – that 'normalization of deviance' as coined by Lord Justice Sir Charles Haddon-Cave. Phraseology can get shortened because it feels efficient and is well understood. Airports and air traffic control are busy, high pressured, and in time-sensitive environments where everyone is focused on keeping traffic moving. The fundamental core of the operation success is a systematic approach. Many small deviations may cause no harm. But from the safety perspective, our focus must always be on the one time that a small deviation can contribute to a catastrophic conclusion.

Deviations are not simply pilot issues or controller issues. They are system issues that deserve our full attention.

Technology matters

Technology matters because it helps people make better decisions.For decades, aviation has become safer not by removing people from the system, but by giving them better information, better tools, and a better understanding of risk. That should remain our guiding principle. The question is not simply, "Can this be automated?" The more important question is, "Will it help people operate more safely and effectively?"

The value of technology lies in the information it provides. Better information helps us identify risk earlier, understand it more clearly, and take action before an incident becomes an accident.

That is why data sharing has become such a powerful safety tool. IATA's Turbulence Aware program received more than 65 million reports on turbulence from aircraft this year. SafetyIS draws operational safety data from 248 airline contributors, helping to identify emerging risks and trends across the industry. And IATA Connect brings together 5,600 users from more than 600 organizations to share information, experience, and best practices.

The objective is the same in every case: see risk earlier, share what we learn, and make better decisions.

But technology alone is never enough. The aviation system must remain resilient when technology is unavailable, degraded, or provides misleading information.

The rise in GNSS interference demonstrates why. Compared with 2023, reported jamming events increased by 67% in 2025, while reported GPS spoofing incidents rose by 193%. During a spoofing event, an aircraft can receive positioning information that appears entirely credible but is, in fact, false.

The lesson is not that GNSS has failed. The safety and efficiency benefits delivered by GNSS have been transformational. Rather, it reminds us that technology must always be supported by system resilience. When GNSS information cannot be relied upon, safety depends on layered defenses: redundancy, procedures, training, and crew judgment.



The problem is not the absence of standards

In many of our biggest safety challenges, the problem is not the absence of standards. It is inconsistent implementation and oversight.Again, the numbers tell the story. In 2025, airlines on the IOSA registry recorded one accident for every 1.09 million flights. For non-IOSA operators, it was one accident for every 0.39 million flights - about 2.79 times higher. An audit alone does not explain that difference. But the gap illustrates the value of a common global standard backed by effective oversight. A passenger's safety should not depend on where an airline happens to be based. That is the principle behind IOSA.The same logic applies at State level. A well-resourced and effective USOAP serves every one of us. ICAO itself has identified two obstacles for 2026 to 2028: safety oversight authorities without sufficient funding, and shortages of qualified technical personnel.Those are not abstract governance concerns. They help explain why a standard written in Montreal does not always become practice on a taxiway.We cannot close every resourcing gap from this room. But we can make better use of the oversight capacity we have.And there is progress. ICAO has accepted our recommendation that evidence from its State safety audits should feed back into the standard-setting process. That will help ensure that standards reflect the risks States are actually encountering, and that limited oversight resources are directed towards the areas where they can make the greatest difference.



Civil aviation needs timely, transparent and coordinated information

The same principle drives risk-based IOSA, focusing audits on an airline's actual risk profile. Risk-based IOSA is already generating results, with nearly 14,000 findings and 6,000 observations identified from January 2025 to today. That is oversight doing what it should: finding weaknesses before they become accidents. But better industry oversight will only deliver its best if states are also complying with their international obligations. Two areas need particular attention.The first is conflict zones. Civil aviation needs timely, transparent and coordinated information about airspace risks. Operators cannot make good decisions without it. And, unfortunately, such information is often deficient.

The second is accident reporting. Between 2020 and 2024, only 52% of accident reports were completed in line with State obligations under Annex 13. When a report is delayed, safety lessons are delayed too. And when authoritative information is missing, speculation fills the gap.

In the spirit of a positive safety culture, I am not here to assign blame. These are both serious concerns. And our aim should be to find out why states are not complying with these critical global standards so that we can find solutions. So the next step change in safety will not come simply from writing more standards. It will come from making sure the standards we already have are understood, implemented and overseen — consistently, everywhere.

Our goal has not changed

So let me close where I began — back to the runway. Think about a runway incursion.It can be prevented by a controller and pilot communicating clearly — and working in a culture where either can say "say again" without hesitation. It can be prevented by technology that spots a developing conflict and alerts someone while there is still time to act. And it can be prevented by an airport built, operated, and overseen to global standards.

People. Technology. Standards. Not three priorities to pursue independently, but three parts of the same safety system. When one is weak, the resilience of the whole system is reduced.

And that is where the next step change will come from. Not from any one of the three on its own, but from making all three work better together.

Over the next three days, this room holds an extraordinary amount of operational experience. Use it. Challenge each other. Share what works - and what doesn't. Our goal has not changed: zero accidents and zero fatalities. ■

LITHIUM BATTERIES ARE A ROUTINE PART OF GLOBAL AIR CARGO TRANSPORTATION, BUT POSING SAFETY RISKS TOO

Driven by consumer demand for low-cost, battery-powered products, reported thermal runaway incidents in air cargo rose 40% between 2021 and 2025, according to data from UL Standards & Engagement's Thermal Runaway Incident Program (TRIP). Emily Brimsek, a senior executive at UL Standards & Engagement, stated that while lithium batteries, particularly lithium-ion batteries, are a routine part of global air cargo transportation, they also pose an increasing safety risk. "Thermal runaway incidents in air cargo transportation, triggered by consumer demand for low-cost, battery-powered products, increased by 40% between 2021 and 2025," she said. Emily Brimsek, in a comprehensive presentation at the IATA Cargo Experts Conference held in Budapest, Hungary, highlighted the increase in thermal runaway incidents in cargo aviation over the past five years, stating, "The ULSE Thermal Runaway Incident Program reported 65 incidents between 2021 and 2025. A 40% increase in incidents was observed from 2021 to 2025, with an average annual increase rate of 9%. 42% of the incidents (where origin and destination airport data is available) originated in Asia. 25% of air cargo in the US is carried on commercial passenger flights."

ULSE's new report, Rising Incidents, Shifting Responsibility: Lithium Batteries in the Aviation Cargo Supply Chain, examines why these incidents continue to rise and where risk is entering the cargo supply chain through a mixed-methods study, combining quantitative incident analysis with qualitative insights from: cargo airlines, government bodies,



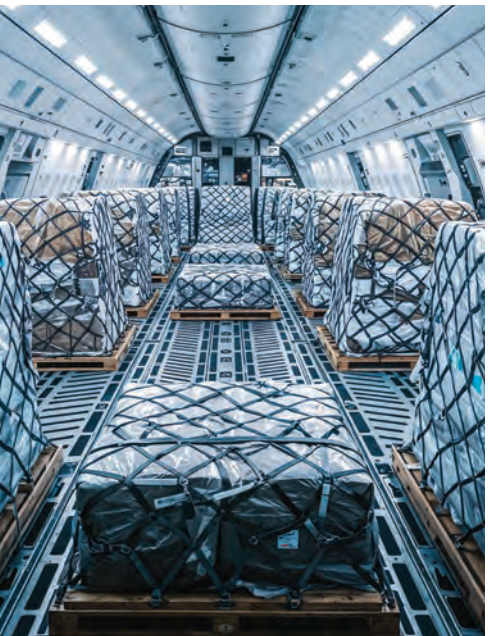
freight forwarders, e-commerce stakeholders, and manufacturers and individual shippers.

Four Key Takeaways

Emily Brimsek, summarizing ULSE's general approach to this issue in four points, said the following

Thermal runaway incidents in cargo continue to rise alongside consumer demand for low-cost, battery-powered products. With greater consumer demand for products powered by lithium batteries, there are more batteries in cargo that could become a threat — exacerbated by persistent gaps in packaging, labeling, and chain-of-custody practices.

Battery quality and shipper behavior are the core drivers of risk. Small and individual shippers (who may lack in-depth hazmat knowledge) commonly rely on carriers to catch errors, further reinforcing a pattern where responsibility shifts rather than settles. Uneven oversight and limited enforcement effectively push policing onto cargo airlines, leaving them responsible for mitigating risks they did not create and, in many cases, do not have the visibility to solve for.



Geography is a predictor of cargo risk. With significant differences in manufacturing quality, regulatory oversight, and enforcement rigor across regions, a battery's country of origin can be an indicator of a heightened threat. More than half of known-origin incidents begin in a handful of Asian airports — as do a significant number of battery shipments — contributing to industry perceptions that geographic disparities amplify other risks such as battery quality, shipper behavior, and third-party involvement.

The system is built on trust — and just as equally on plausible deniability. A complex supply chain allows for diffusion of accountability. Batteries pass through many hands: manufacturers, wholesalers, freight forwarders, consolidators, postal networks, third-party logistics providers, and airlines. Each link depends heavily on the previous one to comply. This creates a system built on trust, but also one built on plausible deniability. When safety issues emerge, the fragmentation offers every stakeholder a scapegoat further upstream or downstream. The complexity of the battery supply chain makes it difficult to pinpoint problems, let alone arrive at solutions.

Recommendations to Reduce Risk

Emily Brimsek also listed the following recommendations for reducing risks:

Establish clear, enforceable responsibility across the supply chain. All stakeholders must understand and uphold their specific role in compliance, safety, and documentation. In a system where accountability is easily shifted, defining responsibilities — and enforcing consequences — is essential to reducing risk and closing the gaps that allow for plausible deniability.



Emily Brimsek, Senior Manager, UL Standards & Engagement

Strengthen education and global industry coordination to reduce ambiguity and prevent errors. Shippers — especially small and individual ones — need more guidance than airlines realize, and do not appear to be effectively accessing the guidance currently provided by regulators, cargo carriers, or e-commerce platforms. Coordination, data-sharing, and education can reduce confusion, misdeclaration, and reliance on trust alone.

Treat safety and cost as aligned — not competing — priorities, and drive solutions from the top down. Cutting corners on battery safety, packaging, or testing creates greater long-term financial, operational, and reputational risk. Regulators and global standards bodies must lead with uniform rules, training requirements, and enforcement structures that make safety the most economically rational choice. Shipping batteries that meet safety standards can reduce risk, as these batteries have proven to be safer and less prone to fire. ■

MAKING INNOVATION SAFER, MORE SUSTAINABLE, AND MORE TRUSTED

Jeff Marootian is President and CEO of UL Standards & Engagement (ULSE), where he leads global efforts to advance safety and sustainability through science-based standards, convening, and advocacy. As President and CEO of ULSE, He leads global work to advance standards and solutions that make innovation safer, more sustainable, and more trusted.
He focuses on some important points;
As lithium-ion batteries power more of how we live, work, and move, the risk of thermal runaway—an uncontrollable self-heating event that can result in smoke, fire, or explosion—is harder to ignore.
Rechargeable batteries have become essential, bringing battery safety into new parts of everyday life, with 98% of consumers owning at least one rechargeable device.
Batteries are evolving from consumer products to include critical infrastructure. Battery energy storage systems are increasingly being used in homes and data centers.



Battery safety risks are growing as consumer awareness lags behind adoption. Only 43% know what a lithium-ion battery is and 59% are unfamiliar with ways to reduce thermal runaway risk.
The growth of e-commerce is making counterfeit and substandard battery products harder to identify yet easier to buy. More than half (56%) of consumers report purchasing rechargeable products from online marketplaces where differences can be even more difficult to spot.
-Understanding the Risk of Flying with Lithium Ion Batteries
Although half of consumers don't know anything about lithium-ion batteries, they are the power source for many of the devices routinely brought onboard, including phones, laptops, tablets, power banks — just about everything you can charge. While most operate safely, failures can occur. If they do, the lithium-ion battery can enter thermal runaway, a rapid, self-heating state that produces intense heat, smoke, and sometimes fire.

Why airlines are focused on power banks

Power banks, however, are far from the only lithium-ion battery-powered device travelers are bringing onboard. ULSE data shows that the average passenger brings four rechargeable products with them. We would recommend that you keep any rechargeable products at arm's reach — never in checked luggage and ideally not in overhead bins — to allow for early detection and faster response in the event of an emergency.
Several high-profile incidents have occurred in overhead bins, where a failing device may go unnoticed longer. Airlines are responding by addressing what they can control: where the highest-risk items are stored during flight.
Early warning signs like heat, smoke, or unusual sounds may be missed in the overhead bin, and the fire can spread to nearby bags before it's clear there is a problem. Keeping rechargeable devices out of overhead bins and within reach allows flight attendants to intervene faster if something goes wrong.

What passengers should know before they fly with lithium-ion batteries

Airline policies are changing and may differ depending on which airline you fly. No matter the carrier, passengers can take a few simple steps to reduce risk and be aligned with safety guidelines across airlines:
Do not place power banks, vapes, or any rechargeable products in overhead bins.
Keep rechargeable devices within arm's reach, and ideally visible, during flight.
Notify a flight attendant immediately if your device shows warning signs of thermal runaway like smoking, overheating, or swelling.
Safety is a shared responsibility. Clear, consistent actions by airlines and greater passenger awareness will help prevent small failures from becoming serious in-flight emergencies — leading to safer skies for everyone. ■



TÜRKİYE TARGETS 5% AVIATION EMISSION REDUCTION BY 2030 WITH SUSTAINABLE FUEL

Türkiye is accelerating its transition to sustainable aviation fuel (SAF) to reduce carbon emissions in the aviation sector. Under the new regulation, the country aims to achieve a 0.5% reduction in emissions in 2026, increasing to 5% by 2030.

Türkiye is stepping up efforts to reduce carbon emissions in the aviation sector and promote the use of environmentally friendly fuels. The Sustainable Aviation Fuel Directive (SHT-SAF), introduced by the Directorate General of Civil Aviation (SHGM), marks an important step toward the industry's low-carbon transition.

Under the new regulation, Türkiye has set a minimum carbon dioxide emissions reduction target of 13 grams per liter of fuel for 2026, corresponding to a 0.5% reduction. By 2030, the country aims to achieve a 5% reduction in carbon emissions through increased use of sustainable aviation fuel.

No Technical Modifications Required for Existing Aircraft

One of the key advantages of sustainable aviation fuel is its compatibility with existing aircraft engines without requiring additional technical modifications. This allows airlines to reduce carbon emissions without waiting for fleet replacements.

While electric transportation technologies are becoming more widespread across various transport modes, battery weight and energy density remain major challenges for long-haul commercial aviation. With current technology, an aircraft consuming 50 tons of fuel on a long-distance flight would require approximately 2,500 tons of batteries to complete the same journey using electric power. Therefore, SAF is considered one of the most promising alternatives for reducing aviation's carbon footprint.

Türkiye Expands Investment in SAF Production

Public and private sector initiatives aimed at developing sustainable aviation fuel production in Türkiye are gaining momentum. Projects at various stages, including production, pilot facilities, feasibility studies, and planning, are expected to strengthen domestic production capacity.

Through these investments, Türkiye aims to establish itself as a regional production and technology hub for sustainable aviation fuel.

International Sustainability Standards Take Priority

Sustainable aviation fuel production must meet not only technical requirements but also environmental and social sustainability criteria. International standards covering greenhouse gas emission reductions, water resource protection, and biodiversity conservation are being incorporated into production processes.

With this approach, Türkiye seeks to minimize the environmental impact of aviation while building a competitive and sustainable fuel production ecosystem for the long term. ■

SAFETY AND SECURITY IN THE CARGO SUPPLY CHAIN

EFFECTIVE RISK MANAGEMENT REQUIRES CLOSE COOPERATION AMONG CIVIL AVIATION

White Paper was jointly developed by the IATA Cargo and Aviation Security Teams and relevant Boards and Working Groups, incorporating expertise in cargo safety, security, and Dangerous Goods.

IATA White Paper is intended to support both industry and government stakeholders by providing essential context and an overview of the similarities and functional differences and objectives between aviation safety and aviation security. Importantly it also considers all participants in the wider cargo supply chain, and their roles in safeguarding aviation. It concludes with a summary of practical measures, highlighting the array of potential options that may support in strengthening cargo supply chains and DGs detection capabilities.

Effective risk management requires close cooperation among civil aviation authorities, postal regulators, customs administrations, postal inspection authorities, postal operators and airlines. Because dangerous goods risks may arise before an item reaches an airport or designated postal operator, coordinated oversight, information sharing and joint outreach can help identify emerging trends and improve compliance. This cooperation is particularly important for cross-border e-commerce, online marketplaces and direct-to-consumer fulfilment models.

E-commerce, Lithium Batteries and Supply-Chain Complexity

The rapid growth of e-commerce has fundamentally changed the nature of the global air cargo and mail supply chain. Millions of individual shipments are now transported daily through highly complex logistics networks that connect manufacturers, online marketplaces, fulfilment centres, postal operators, freight forwarders, integrators, airlines and final consumers. At the same time, the proliferation of lithium battery-powered products across almost every consumer sector has increased the likelihood that dangerous goods will be presented for transport by individuals and businesses with little or no awareness of applicable transport requirements.

Lithium batteries are now found in an extensive range of products including mobile phones, laptops, tablets, power banks, wearable devices, tools, toys, medical equipment and household appliances. In many cases, batteries are no longer viewed by consumers as dangerous goods but simply as components of everyday products. This shift in perception creates a significant safety challenge as dangerous goods may enter the air transport system without being identified, declared or prepared in accordance with regulatory requirements.

Traditionally, many commercial shipments originated from established manufacturers or distributors with dedicated logistics, quality assurance and regulatory compliance functions. Modern e-commerce models are considerably more diverse. Online marketplaces may connect thousands of independent retailers, small businesses and private individuals directly with consumers located anywhere in the world. In many cases, consignors may have little understanding of dangerous goods classification, marking, labelling or declaration requirements. As a result, products containing lithium batteries, aerosols, perfumes, flammable liquids or other regulated articles may be offered for air transport as ordinary consumer goods.

Not all e-commerce supply chains present the same level of risk. Large-scale fulfilment centre models generally provide greater opportunities to implement safety controls. Under this model, inventory is consolidated within dedicated warehouses operated by



retailers, marketplace operators or third-party logistics providers. These facilities can implement product screening processes, dangerous goods identification tools, staff training programs, automated commodity databases and quality assurance activities before a shipment enters the transportation network. The concentration of inventory and shipping activities creates opportunities to identify dangerous goods hazards at scale and remove unauthorized dangerous goods from the supply chain before dispatch.
By contrast, marketplace and direct-to-consumer models may involve thousands of independent sellers each shipping relatively small quantities of products from homes, retail stores or small warehouses. In these environments, the seller may not recognise that the product contains dangerous goods, may not understand aviation transport requirements, or may rely on inaccurate product descriptions generated through online sales platforms. The fragmented nature of these supply chains makes education, oversight and enforcement significantly more challenging.

Traditional acceptance controls remain essential, but the scale of modern e-commerce means that effective risk management increasingly depends on upstream interventions. Product information, digital screening tools, shipper education, automated data analytics and collaborative partnerships between manufacturers, online marketplaces, logistics providers and airlines will play an increasingly important role in identifying dangerous goods before they reach the airport environment
The postal network introduces additional complexity. Postal services are specifically designed to provide low-cost,accessible and convenient transportation options for individuals and small businesses. Postal operators and designated postal operators play an increasingly important role in shipper education, awareness campaigns, acceptance controls and the early identification of dangerous goods risks before mail enters the aviation network.
In its white paper, Safety and Security in the Cargo Supply Chain IATA urges the reinforcement of a multi-layered approach to combatting undeclared and mis-declared dangerous goods by calling on: A supply chain approach strengthens dangerous goods safety by applying controls throughout the movement of cargo and mail. Effective oversight requires coordination among all authorities and stakeholders involve. The desired role for responsibilities of the key stakeholders are outlined in White Report.

Manufacturers and Product Originators

The supply chain starts with manufacturers and given that dangerous goods classification is applicable to all modes of transport, the very first movement of that product from factory to warehouse, is the first movement in the supply chain.
Manufacturers and product originators represent the earliest opportunity to prevent dangerous goods non-compliances from entering the supply chain. Decisions made during product design, testing, packaging, labelling,

and distribution directly influence whether downstream logistics providers can correctly identify and transport the product.
Whether a manufacturer is involved in the production of articles, chemicals or products, they have a critical role to play in the cargo supply chain,especially in maintaining appropriate product standards and certification. Assessing the appropriate classification and providing readily available information to other parties in the supply chain, in the form of safety data sheets, technical documents, and classification test reports is essential.

Shippers

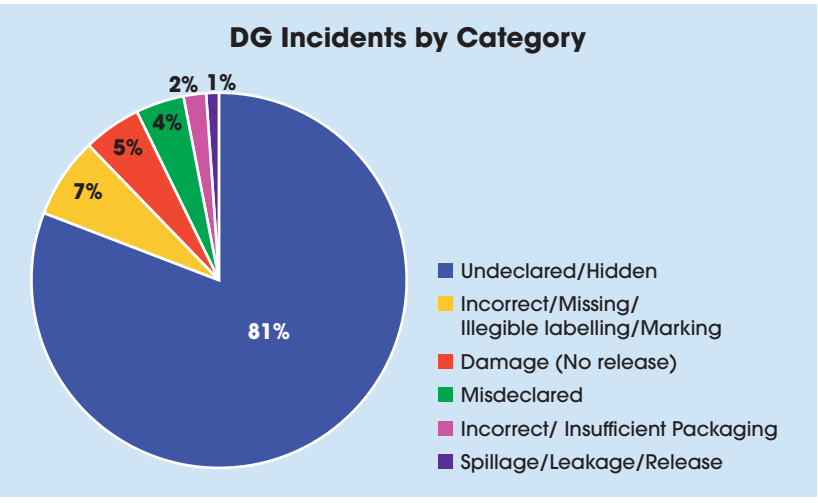
Shippers are often the party with the greatest knowledge of the commodity being offered for transport and therefore represent one of the most important defences against unauthorized dangerous goods entering the supply chain.
The complexity of modern supply chains means that many shippers transport products that may only contain ancillary dangerous goods. Examples include pharmaceuticals packed with dry ice, temperature-monitoring devices containing lithium batteries, automotive spare parts containing airbags, or veterinary shipments requiring refrigerated packaging systems. While these dangerous goods may not be the primary product being transported, their presence must still be properly identified and declared in order for other supply chain participants to be aware of the hazards that they are handling.
Retail and e-commerce shippers should implement product review processes that identify dangerous goods before products are listed for sale. This is particularly important for power banks, replacement batteries, electronic devices, aerosols, cosmetics, paints, and cleaning products, which frequently appear in undeclared dangerous goods discoveries.
Shippers are at the start of the transportation chain and have a critical role to play in supply chain safety.

Postal Operators and Airmail

Postal operators play an essential role in the global cargo and logistics ecosystem, providing individuals, small businesses and e-commerce merchants with an accessible and cost-effective means of moving goods domestically and internationally. Unlike traditional cargo supply chains, which generally rely on established commercial relationships and contractual arrangements, postal networks accept small volumes from a diverse customer base, including private individuals and occasional consignors. While this accessibility delivers significant social and economic benefits, it also presents distinct challenges in managing dangerous goods risks.
A substantial proportion of e-commerce shipments, particularly low-value consumer goods and direct-to- consumer sales, moves through postal channels. The widespread use of lithium battery-powered products, combined with limited awareness of dangerous goods requirements, increases the risk of undeclared or unauthorized items entering the mail stream.
Postal operators therefore provide an important upstream defence against the introduction of unauthorized dangerous goods into aviation. As e-commerce volumes continue to grow, investment in education and early identification mechanisms will become increasingly important.

Freight Forwarders

Freight forwarders occupy a unique position between shippers and aircraft operators and may have greater visibility of a customer's shipping behaviour, product portfolio and compliance history than other supply chain participants. This enables them to identify potential risks before cargo reaches the airport.
A fundamental element of supply chain safety is knowing the customer. Forwarders should understand each customer's business activities, commodities and regulatory compliance history, including whether their product range contains dangerous goods.
Regular customers should be reviewed periodically to identify changes in products, suppliers, business activities or fulfilment methods that may introduce new risks.
Long-term relationships with shippers can further strengthen compliance. Through regular engagement, forwarders can explain regulatory requirements, share lessons from incidents and support



corrective action.Digitalization can support earlier and more consistent identification of unauthorized dangerous goods. Freight forwarding platforms can integrate booking interfaces, customer and product data, electronic air waybills and airline systems.

Ground Handling Service Providers

Ground handling service providers (GHSPs) represent one of the final opportunities to identify dangerous goods discrepancies before cargo is loaded onto an aircraft. Their safety role extends beyond physical handling and includes the verification of documentation, cargo condition, packaging integrity, and compliance with acceptance procedures

Ground handlers must work in close partnership with operators. In a strengthened supply chain environment, they will benefit from knowledge of their freight forwarder partners' experience, maturity, and regulatory compliance. Adopting a quality assurance framework will assist the GHSP in strengthening the supply chain links with their partners.

Ground handlers should assess their forwarder's level of engagement and oversight with shippers to address any gaps regarding dangerous goods.

Airports and Cargo Communities

IATA promotes the airport as the local point of convergence for the air cargo ecosystem, rather than simply as infrastructure. Airports bring together airlines, freight forwarders, ground handling service providers, cargo terminal operators, customs and security authorities, postal operators, regulators and emergency responders. Although airports may not directly handle or transport dangerous goods, they provide the infrastructure, governance and operational environment in which these activities take place. They are therefore well positioned to facilitate collective



action, improve safety and security, and support the sustainable growth of the local cargo community.

Effective dangerous goods risk management requires strong airport-level governance and coordination. Incidents such as lithium battery fires, chemical spills, undeclared dangerous goods or suspected improvised incendiary devices may affect multiple organizations, disrupt airport operations, place demands on emergency services and restrict terminal or runway availability. Risks must therefore be understood and managed collectively.

Airport infrastructure should support the safe and secure temporary storage of dangerous goods awaiting acceptance, consolidation, transfer, customs processing or uplift. Facility requirements should reflect storage duration, cargo volumes, commodity types and proximity to other operations.

Aircraft Operators

ICAO Annex 6 obligates States to ensure that each of their operators establishes policies and procedures for the transport of items in the cargo compartment, which include the conduct of a specific safety risk assessment. The risk assessment must consider (among other things) the hazards associated with the properties of the items to be transported and safety of the supply chain.

For operators, an effective cargo safety strategy should extend beyond acceptance checks. It should incorporate assessments of shipper maturity, freight forwarder oversight arrangements, airport infrastructure, handling agent capability, quality assurance outcomes, and historical occurrence data. Operators should use these inputs to identify routes, commodities, and customers presenting elevated risk.

Operators may also consider a lower-level oversight at ports where there is an active trust communities or where there are information-sharing initiatives, and digital data exchange programs that improve supply chain visibility and support earlier identification of undeclared or mis-declared dangerous goods.

Operators should work with their agents to apply a graduated, risk-based approach that dedicates more resources to forwarders and shippers classified as higher risk or less experienced. ■

AIRBUS FORECASTS PREMIUM -CLASS DEMAND TO GROW, AS NEXT-GENERATION AIRCRAFT REACH 82% OF THE FLEET

Airbus, one of the world's two leading aircraft manufacturers, has unveiled its outlook for the global passenger aviation market over the next 20 years, forecasting rising demand for air travel and significant changes in both aircraft design and passenger profiles.

Highlighting Türkiye's and Istanbul's strategic importance as global hubs for connecting flights, Airbus emphasized that continued market growth will drive demand for 1,800 new aircraft in Türkiye over the next two decades.

"A bright future awaits Türkiye's aviation sector," said Simon Ward, Airbus's representative in Türkiye.

The press conference, held in Istanbul, was attended by Simon Ward, President of Airbus Türkiye; Charbel Youzkatli, Vice President of Sales for Eastern Europe and Central Asia; and Antonio da Costa, Airbus's Market Analysis and Forecasting Manager.

According to Airbus's Global Market Forecast (GMF), which covers the period through 2045, global economic growth, together with the expanding middle- and upper-income populations, will boost demand for air travel and increase the need for premium-class seating on passenger aircraft.

The report projects that the global middle- and upper-income population will reach 6 billion by 2045, including approximately 800 million people in Europe and the Commonwealth of Independent States (CIS).

As demand for premium-class travel increases, airlines are expected to require more wide-body aircraft with larger cabins and greater flexibility in interior configurations. Airbus notes that while premium classes have traditionally occupied around one-third of an aircraft's cabin space, recent growth trends suggest that this share could approach half of the total cabin space over the next 20 years.

The figures underline this shift in passenger preferences. Between 2005 and 2025, standard economy-class capacity increased by 1.4%, while capacity in the premium segment—which includes first class, business class and premium economy—grew by 2.9% over the same period.

Total Fleet to Double Over the Next 20 Years

Highlighting how rising passenger demand and the introduction of next-generation aircraft with lower carbon emissions and reduced noise levels are reshaping airline fleet requirements, the report forecasts that Europe and the CIS will need 8,190 new passenger aircraft over the next 20 years, comprising 6,690 single-aisle and 1,500 wide-body aircraft. Of this total, 3,600 aircraft will be required to accommodate market

TOTAL DEMAND FOR AVIATION SERVICES WILL DOUBLE BY 2045

Airbus anticipates that total demand for aviation services will double from 2026 reaching an estimated value of more than US$420 billion by 2045. These services, which sustain the aviation sector's robustness, will grow at a 3.8% compound annual growth rate (CAGR), supporting an increasing world aircraft fleet of 45,550 by 2045. Over the same 20 year period, passenger numbers will double to 10 billion.

This will lead to a cumulative need for 730,000 maintenance technicians, 660,000 pilots and 1,050,000 cabin crew, totalling more than 2.44 million additional skilled people.

Off-Wing Maintenance (2045: US$217 billion, +3.7% CAGR) – Doubling in value driven by an increasing number of shop visits due to aging and growing global fleet. Material supply is significant reflecting demand for parts support and repair.

Maintenance Operations Support (2045: US$104 billion, +4.3% CAGR)-The addition of this new cluster includes inventory provision on time and on quality and engineering support to ensure continued airworthiness and aircraft reliability.

On-Wing Maintenance (2045: US$36 billion, +2.8% CAGR) – Covering light inspections to heavy checks





Vice President of Sales for Eastern Europe and Central Asia, Antonio da Costa

growth, while 4,590 will replace older, less efficient aircraft being retired from service. The report also points to an accelerating pace of fleet renewal as airlines seek to improve operational efficiency and reduce their environmental footprint.

Globally, the total commercial passenger aircraft fleet is expected to nearly double between 2026 and 2045, increasing from 23,310 aircraft to 45,510.

Over this period, a total of 42,060 new aircraft are expected to be delivered. Of these, 22,240 will support fleet expansion, while the remaining 19,820 will replace ageing aircraft.

Türkiye to Need 1,800 New Aircraft

According to the Airbus report, Türkiye, one of the fastest-growing aviation markets in the region, will require 1,800 new passenger aircraft over the next 20 years, accounting for approximately 20% of the region's total projected demand. In other words, Türkiye is expected to represent one-fifth of the region's aircraft requirements.

The report also forecasts a significant increase in air travel frequency among Türkiye's population. The annual number of flights per passenger is expected to triple to 3.1 over the next two decades, exceeding the regional average of 2.4.

Antonio da Costa, Airbus Vice President of Market Analysis and Forecasting, commented on the outlook;

"Despite ongoing geopolitical tensions, the delayed effects of interest rate increases and high energy costs, Europe and the CIS continue to rank second only to China in terms of demand for new passenger aircraft. The emergence of new hubs, growing tourism and the advantages of strategic locations are encouraging airlines to expand and modernize their fleets while leading the transition towards more efficient and sustainable air transport."

Da Costa also highlighted the changing urbanization patterns driving growth in aviation.

"In 2025, a total of 2,251 small and medium-sized cities were connected to the air transport network. This number is expected to increase by 606, reaching 2,857 by 2045. The Airbus A220 will be a key aircraft of choice for opening up new destinations and connecting smaller cities," he said.

and growing in line with the overall growing global fleet.

Digital & Connectivity (2045: US$27 billion, +5.3% CAGR) – The fastest-growing market, this is expected to triple over the next two decades.

Modifications & Upgrades (2045: US$21 billion, +2.6% CAGR) – Upgrades of older aircraft through cabin retrofits and modern technology integration.

Training (2045: US$17 billion, +3.1% CAGR) – Addressing a massive new workforce requirement, the industry must intensify efforts to attract and train new talent.

As the global fleet doubles to more than 45,550 aircraft by 2045, we need to get ready. Airbus is expanding its role as an integral services partner to support our customers across the entire aircraft lifecycle. By integrating predictive operations, fleet modernisation, and advanced digital solutions, we are helping airlines ensure fleet availability, reliability, safety and long-term operational excellence," highlights Cristina Aguilar Grieder, SVP Customer Services Commercial Aircraft at Airbus.

In the next 20 years, Europe & CIS, North America and China will remain the largest services markets in terms of total demand, while Asia (Asia-Pacific, China and South Asia) is projected to be the fastest growing. The Airbus GSF is aircraft agnostic, focusing on passenger jets with a capacity exceeding 100 seats and freighters with a payload capability above 10 tonnes. ■

Next-Generation Aircraft in Europe and the CIS

Forecasts indicate that the share of next-generation aircraft in the European and CIS fleets will increase from 36% in 2025 to 82% by 2035, making this one of the fastest rates of fleet modernization globally. This transformation is expected to deliver significant gains in fuel efficiency, operational performance and emissions reduction.

In his presentation, Antonio da Costa emphasized the pace of this transition: "Next-generation aircraft will account for a significant share of the total fleet sooner than many might expect—in just the next 10 years. In 2005, next-generation aircraft, including those produced by Airbus and Boeing, accounted for only 3% of the total fleet. By 2025, this figure had risen to 36%. We forecast that the share of next-generation aircraft will reach 82% by 2035, just 10 years from now."

Regional Demand for New Aircraft Through 2045

Sharing further data on projected demand for new aircraft through 2045, Da Costa noted that Asia would lead the market in terms of new aircraft requirements. He outlined the regional outlook as follows:

"Europe and the CIS are expected to require 8,190 new aircraft, while North America will need 6,850. The People's Republic of China will require 8,830 new aircraft. In the Asia-Pacific region, excluding India and China, demand is projected to reach 6,880 aircraft. The Middle East is also expected to generate demand for 3,490 new aircraft over the next 20 years.

"As fleet sizes increase—nearly doubling overall—single-aisle aircraft are expected to account for an average of 80% of fleets across all regions. Europe and the CIS will require 6,690 new single-aisle aircraft by 2045. In the region that includes Türkiye, single-aisle aircraft currently account for 38% of new aircraft orders." ■

A350F IN THE SKIES: DESIGNED TO BE THE WORLD'S MOST ADVANCED CARGO AIRCRAFT

▶ The A350F freighter (MSN 700), the first of two test aircraft, has completed its first flight. The aircraft, fitted with special flight test instrumentation, flew for 4 hours 10 minutes reaching an altitude of 25,000 feet. The aircraft was flown by a dedicated Airbus Flight Test crew.

"This maiden flight is a major milestone for the A350F and for our customers worldwide. As the latest development of our highly successful A350 platform, the A350F is a true game-changer for the air cargo market, combining unmatched operational flexibility, fuel efficiency, and range," stated Lars Wagner, CEO Commercial Aircraft at Airbus. "I am immensely proud of the extraordinary dedication and hard work of all the teams who have made this achievement possible."

The second A350F prototype (MSN 701) is now at an advanced stage of final assembly and will enter the paint shop in the next few weeks.

During this inaugural flight, the crew carried out tests focused on verifying the basic airworthiness, fundamental flying qualities, and ensuring basic systems perform as predicted. This marks the start of an over 9 months flight test campaign.



Designed to be the world's most advanced cargo aircraft, the A350F meets the evolving demands of the global air freight market. Thanks to a range capability of up to 8,700 kilometres and a payload of up to 111 tonnes, it will allow operators to deploy it on international long-haul routes. Made of over 70% advanced materials, the A350F is resulting in a 46 tonnes lighter maximum take-off weight (MTOW) compared to competitor aircraft.

Powered by the latest Rolls-Royce Trent XWB-97 engines, the aircraft will bring a reduction in fuel consumption and carbon emissions of up to 40% compared to competitor aircraft with a similar payload-range capability.

It is the first new freighter to fully meet the latest ICAO's CO_2 emission standards. At the end of August 2026, the A350F had already recorded 115 orders from 14 disclosed customers and it had captured up to 59% market share in the large freighter category. ■



NCD CONVENTION OPENS NEW LOGISTICS OPPORTUNITIES FOR TÜRKİYE

The NCD Convention is expected to boost digital and transit trade, legal certainty, and access to financing in Türkiye.

The United Nations Convention on Negotiable Cargo Documents (NCD) establishes a common legal framework for the use of negotiable transport documents across different modes of transport. Türkiye's accession to the Convention could offer new opportunities to strengthen legal certainty in international trade, advance digital trade, support transit trade and facilitate access to financing.

The NCD Convention is intended to enable rights in goods to be transferred through negotiable cargo documents, allowing goods to change hands while in transit and enabling these documents to be used in trade finance. This would extend the benefits offered by negotiable documents used in maritime transport to other modes of transport.

The Convention, which covers the use of electronic negotiable cargo documents as well as physical documents, aligns with Türkiye's goals of advancing digital trade, digitizing customs processes and supporting the digital transformation of the logistics sector. The measure is expected to create new opportunities to facilitate trade, strengthen supply chain resilience and improve access to financing.



Bilgehan Engin
President of Utikad

Türkiye's location between Europe, Asia and the Middle East, its developed transportation infrastructure and its role in international transit corridors, particularly the Middle Corridor, suggest that the legal framework provided by the NCD Convention could contribute to the development of transit trade, facilitate access to foreign markets and support the country's international competitiveness.

International Transporters Association (UTİKAD) President Bilgehan Engin highlighted Türkiye's strategic location between Europe, Asia and the Middle East, noting that the NCD Convention provides an important framework for strengthening legal certainty and supporting digital trade. Engin said, "We consider Türkiye's participation in the process important."

UTİKAD views the Convention's opening for signature in Accra on October 26, 2026, as an important opportunity for Türkiye to become involved in the process at an early stage. The association says Türkiye's participation could both contribute to shaping international practice and help the Turkish foreign trade and logistics sectors benefit from the new rules at an early stage.

UTİKAD, which has shared its views on the issue with the relevant public authorities, also said it is ready to provide technical support for work on national legislation. The association also stressed the importance of taking the sector's needs into account and taking the necessary steps toward alignment in a timely manner during a potential accession process.



ZERO-CARBON SHIPS SET A NEW COURSE FOR COMPETITIVENESS

► Global shipping is approaching a new turning point in a competitive landscape long defined by cost, speed, capacity and service reliability. Today, competitiveness depends not only on fleet capacity but also on fuel choices, not only on ports' jon alternative fuel infrastructure, and not only on freight rates but also on carbon costs. As a result, the maritime sector's transition is no longer just an environmental issue. It has become a matter of commercial readiness for shipowners, port operators, logistics companies, cargo owners and supply chain managers.

The International Maritime Organization's (IMO) 2023 Greenhouse Gas Strategy calls for net-zero greenhouse gas emissions from international shipping by or around 2050. The strategy's interim checkpoints make clear that this transition is not a distant prospect. Under the targets, annual total greenhouse gas emissions from international shipping are to be reduced by at least 20 percent by 2030, with a target of 30 percent if possible, compared with 2008 levels. By 2040, emissions are to be cut by at least 70 percent, with an 80 percent reduction targeted. The strategy also aims for zero- or near-zero-emission fuels, technologies and energy sources to account for at least 5 percent of the energy used by the sector in 2030, with a target of 10 percent if possible.

These targets are driving investment across a broad range of areas, from ship design to fuel supply. Ships often remain in service for decades, making investment decisions today particularly consequential. New vessel orders are therefore being assessed not just against current fuel prices, but also in light of the emissions limits, carbon prices, fuel availability and port compatibility ships will face beyond 2030 and 2040. The risk of investing in the wrong technology or becoming reliant on a single fuel is driving shipowners' interest in "fuel-ready" and dual-fuel vessel designs. However, while fuel-ready designs allow vessels to be technically adapted in the future, they do not guarantee that suitable fuels will be available in sufficient quantities at competitive prices.

On routes serving Europe, regulatory pressure is already having commercial consequences. With the extension of the European Union Emissions Trading System (EU ETS) to maritime transport, the share of emissions allowances that companies must surrender is increasing in stages. Companies must surrender allowances covering 40 percent of their 2024 emissions in 2025 and 70 percent of their 2025 emissions in 2026. From 2026 emissions onward, the system will cover 100 percent of emissions. The FuelEU Maritime regulation has also introduced a requirement for ships of more than 5,000 gross tonnage calling at EU ports to reduce the annual average greenhouse gas intensity of the energy they use by 2 percent in 2025 compared with the 2020 reference level. The target rises to 80 percent by 2050. As a result, carbon performance is becoming a factor

Competition in maritime shipping is no longer shaped solely by speed, cost and capacity. Fuel choices, carbon costs and readiness for alternative fuel infrastructure are also becoming key factors.

not only in environmental reporting but also in voyage costs, contracts and route selection.
Freight cost calculations are also becoming more complex. Alongside fuel consumption and transit time, companies must now account for emissions allowances, the premium for low-carbon fuels, compliance costs, reporting requirements and potential penalties. How these costs are shared among carriers, logistics service providers and cargo owners depends on contractual terms and bargaining power. For manufacturers with significant trade links to Europe, tracking the carbon footprint of transportation is becoming increasingly important for supplier selection and corporate emissions reporting. The forwarder that remains competitive in the years ahead will therefore be not simply the one offering the lowest freight rate, but the one able to manage freight rates, transit times, emissions and carbon costs together.

No Single Winner in the Race for Alternative Fuels

The transition in maritime shipping is favoring multi-fuel strategies rather than a single fuel solution. LNG is a viable option in the short to medium term, thanks to existing engine technology and bunkering infrastructure. However, methane leakage and life-cycle emissions raise questions about its long-term environmental performance. Methanol is gaining traction, particularly in next-generation container ships, because it can be stored in liquid form and is relatively easy to bunker. Its climate benefits, however, depend on whether it is produced from fossil or renewable sources. This makes it important to assess fuels not only by their emissions during use on board, but also by their well-to-wake emissions performance across the entire lifecycle, from production to use. Ammonia, meanwhile, is seen as a promising long-term alternative because it contains no carbon.



However, challenges involving toxicity, leakage risks, crew safety, emissions and bunkering standards still need to be addressed. Rather than asking "Which fuel will win?", the industry needs to assess which solution is best suited to each vessel and trade route.

The Transition Extends Beyond Ships

The wider adoption of alternative-fuel vessels will also require a major transformation of port infrastructure. Alongside storage and bunkering systems, ports will need to develop safety procedures, emergency response plans, personnel training and environmental monitoring systems. Common standards and coordinated investment plans involving ports, fuel suppliers, public authorities and ship operators are becoming increasingly important to support LNG and methanol bunkering today and ammonia bunkering in the future.
Geopolitical risks, longer shipping routes and supply chain disruptions are adding to cost and emissions pressures in maritime transport, while much of the global fleet still runs on conventional fuels. The transition is therefore expected to be gradual. However, companies that fail to prepare for the shift face growing compliance costs and increasing risks to their competitiveness. ■



TURKISH PORTS HANDLE 412 MILLION TONNES OF CARGO AND 10.8 MILLION TEUS IN NINE MONTHS

According to data released by Türkiye's Ministry of Transport and Infrastructure, Directorate General for Maritime Affairs, Turkish ports recorded growth in both cargo and container handling volumes during the January–September 2026 period. Total cargo throughput reached 412,147,102 tonnes, up 0.6% compared with the same period of the previous year, while container handling increased by 2.7% to 10,766,183 TEUs.

In September alone, cargo handling volumes declined by 1.2% year-on-year to 42,380,097 tonnes.

International Cargo Traffic Declines by 6.2%

In September, outbound cargo shipments from Turkish ports decreased by 4.6% year-on-year to 10,641,930 tonnes, while inbound shipments fell by 7.1% to 18,866,423 tonnes.

As a result, total international cargo traffic declined by 6.2% to 29,508,353 tonnes.

In contrast, domestic coastal shipping (cabotage) volumes increased by 16.9% to 6,829,293 tonnes, while transit cargo handling rose by 8.2% to 6,042,451 tonnes.

Kocaeli Leads in Cargo Handling

Kocaeli ranked first in cargo handling in September, with port facilities under the jurisdiction of the Kocaeli Regional Port Authority processing 6,900,965 tonnes.

Aliağa followed with 6,648,439 tonnes, while İskenderun ranked third



Turkish ports handled 412.1 million tonnes of cargo in the first nine months of 2026, marking a 0.6% increase year-on-year. Container throughput rose by 2.7% to 10.77 million TEUs. While total cargo volumes declined in September, container traffic maintained its upward trend.

with 5,390,533 tonnes.
Cargo handling operations were carried out at facilities under 39 port authorities. The top 10 authorities accounted for 36,091,277 tonnes, representing 85.2% of total cargo throughput.

Italy Tops Export Destinations, Russia Leads Imports
Italy was the leading destination for cargo shipped from Turkish ports in September, receiving 1,225,555 tonnes. Egypt ranked second with 1,064,728 tonnes, followed by the United States with 982,404 tonnes.
Of the cargo shipped to Italy, 269,373 tonnes (22%) were transported by Turkish-flagged vessels, while 956,182 tonnes (78%) were carried by foreign-flagged vessels.
Russia was the largest source of inbound cargo, with 3,615,406 tonnes, followed by the United States with 1,437,787 tonnes and Egypt with 1,310,420 tonnes.
Portland cement was the leading outbound commodity, with shipments totaling 887,518 tonnes, while crude oil dominated inbound cargo volumes at 3,015,337 tonnes.

Liquid Bulk Cargo Handling Increases by 4.8%
Liquid bulk cargo accounted for the largest share of cargo handled at Turkish ports in September, reaching 13,770,632 tonnes, up 4.8% year-on-year.
Containerized cargo volumes increased by 5.8% to 12,080,489 tonnes.



Meanwhile, dry bulk cargo handling declined by 11.8% to 11,094,487 tonnes, while general cargo volumes decreased by 4.5% to 4,547,323 tonnes. Turkish-flagged vessels accounted for 7% of international cargo transportation, compared with 93% carried by foreign-flagged vessels.

Container Throughput Reaches 10.8 Million TEUs

Container handling at Turkish ports continued to grow in September 2026. Total container throughput reached 10,766,183 TEUs during the January–September period, representing a 2.7% increase year-on-year.

In September, container throughput rose by 7.6% compared with the same month of 2025, reaching 1,191,577 TEUs.

International container traffic increased by 7.9% to 891,309 TEUs. Outbound container shipments rose by 8.9% to 452,703 TEUs, while inbound container volumes grew by 6.9% to 438,606 TEUs.

Ambarlı Maintains Leadership in Container Handling

Ambarlı ranked first in container handling in September, processing 279,294 TEUs at port facilities under the Ambarlı Regional Port Authority. Of this total, 184,266 TEUs (66%) were associated with international trade, 86,396 TEUs (30.9%) with transit operations and 8,633 TEUs (3.1%) with domestic coastal transportation.

Tekirdağ ranked second with 198,314 TEUs, closely followed by Kocaeli with 198,157 TEUs.



Container operations were conducted at facilities under 19 port authorities. The top five accounted for 1,005,375 TEUs, representing 84.4% of total container throughput.

Egypt Leads Türkiye's Container Trade

Egypt ranked as Türkiye's leading container trading partner in September, with total container handling volumes of 200,596 TEUs. Greece followed with 134,000 TEUs, while China ranked third with 104,506 TEUs.

Egypt also led outbound container shipments, receiving 96,975 TEUs, followed by China with 49,660 TEUs and Greece with 41,948 TEUs.

In terms of inbound container traffic, Egypt ranked first with 83,115 TEUs, followed by Greece with 76,818 TEUs and Georgia with 27,177 TEUs.

Laden Container Throughput Rises by 6.7%

Laden container handling volumes increased by 6.7% year-on-year in September, reaching 863,437 TEUs. Empty container throughput rose by 8.9% to 328,140 TEUs.

Laden containers accounted for 72.5% of total container throughput, while empty containers represented 27.5%. By container size, 40-foot units accounted for 76.4% of total handling, followed by 20-foot containers at 22.7% and containers larger than 40 feet at 0.9%.

Turkish-flagged vessels handled 8.3% of international container transportation, while foreign-flagged vessels accounted for the remaining 91.7%. ■



TÜRKİYE'S E-COMMERCE VOLUME SURPASSES 4.6 TRILLION TURKISH LIRAS

According to the Ministry of Trade's "E-Commerce Outlook in Türkiye 2025" report, e-commerce volume rose 52.2 percent year over year to 4 trillion 567 billion Turkish liras last year. The sector reached approximately 115.5 billion US dollars, accounting for 19.5 percent of Türkiye's total trade volume. Minister of Trade Ömer Bolat cited government support for e-commerce and e-exports as a key driver of the sector's growth, adding that Türkiye is on track to become a regional hub for digital trade.

According to the report, retail e-commerce also continued to grow. Retail e-commerce volume rose 51.8 percent in 2025 to 2 trillion 457 billion Turkish liras. The sector's growth over the past six years has been notable, with e-commerce volume climbing from 24 billion US dollars in 2019 to 115.5 billion US dollars by the end of 2025. Overall e-commerce transactions totaled around 6 billion last year, while retail e-commerce transactions approached 2 billion.



Ömer Bolat, Minister of Trade

The number of businesses engaged in e-commerce across Türkiye rose to 634,000. Sole proprietorships accounted for 75 percent of these businesses, while limited liability companies made up 21 percent and joint-stock companies accounted for the remaining 4 percent.

Delivery Times Shorten

Growth in e-commerce volume also brought greater efficiency to the logistics and parcel delivery sector. According to figures released by Minister Bolat, the average delivery time for e-commerce shipments fell by approximately four hours over the past two years, from 46 hours to 42.2 hours. While 53 percent of orders were delivered within 24 to 48 hours, only 17 percent of shipments involved deliveries within the same city, highlighting the

nationwide reach and efficiency of parcel delivery networks.
The logistics and parcel delivery sector remains a key driver of e-commerce growth, while shorter delivery times are also helping improve customer satisfaction.
Quick commerce, one of the fastest-growing trends in recent years, also continued to expand. In 2025, quick commerce volume rose 55.6 percent to 388 billion Turkish liras. As a result, quick commerce accounted for 8.5 percent of total e-commerce, up from just 1.6 percent in 2019.
Food orders accounted for 70 percent of quick commerce transactions, while grocery and supermarket purchases ranked second, with a 30 percent share.
Experts say growth in this segment has driven increased investment in urban distribution operations and last-mile delivery.

The Era of E-Exports and AI

Türkiye's e-export performance also continued to improve. Minister of Trade Ömer Bolat announced that

Türkiye's e-commerce sector continues to grow rapidly, highlighting the growing importance of logistics and parcel delivery to the economy.

e-exports generated 5.1 billion US dollars in revenue in 2025. Bolat added that more than 11,500 people generated over 10,000 US dollars each in e-export sales last year. Efforts are ongoing to expand Türkiye's digital trade activities in European, Gulf, Middle Eastern and African markets.
Meanwhile, 75 percent of e-commerce businesses were reported to be using artificial intelligence technologies. AI-powered tools are increasingly being used to improve customer experience, manage inventory, forecast sales and plan logistics.

Türkiye Could Become a Digital Trade Hub

Industry representatives said Türkiye could become a major digital trade hub linking Europe, the Middle East, Central Asia and Africa, thanks to its strong manufacturing infrastructure, advanced logistics network and strategic location. They also highlighted how e-commerce is transforming a wide range of sectors, from manufacturing and logistics to technology and financial services, stressing that sustainable growth must be supported through public-private sector cooperation.
As e-commerce continues to expand, investment in logistics, warehousing, distribution and last-mile delivery services is expected to increase in the coming period. The sector is also expected to remain one of the driving forces behind Türkiye's economic growth. ■



FOREIGN TRADE ACCORDING TO GENERAL TRADE SYSTEM BY TOP TWENTY COUNTRIES, 2025, 2026

	AUGUST					JANUARY-AUGUST				
	2025		2026		Change %	2025		2026		Change %
	Value	Share	Value	Share		Value	Share	Value	Share	
Exports										
Total	21.701.090	100,0	23.466.659	100,0	8,1	177.965.954	100,0	184.996.432	100,0	4,0
Germany	1.770.476	8,2	1.760.381	7,5	-0,6	14.652.095	8,2	15.044.638	8,1	2,7
USA	1.259.549	5,8	1.731.205	7,4	37,4	10.670.520	6,0	11.893.811	6,4	11,5
United Kingdom	1.149.051	5,3	1.202.639	5,1	4,7	11.006.130	6,2	10.689.642	5,8	-2,9
Iraq	977.254	4,5	1.078.600	4,6	10,4	7.571.986	4,3	7.155.522	3,9	-5,5
Switzerland	185.553	0,9	1.072.567	4,6	478,0	1.677.721	0,9	2.377.849	1,3	41,7
Spain	821.392	3,8	908.034	3,9	10,5	6.896.006	3,9	7.355.067	4,0	6,7
UAE	807.052	3,7	892.403	3,8	10,6	6.666.011	3,7	5.729.528	3,1	-14,0
Italy	976.801	4,5	865.692	3,7	-11,4	8.733.234	4,9	9.180.199	5,0	5,1
France	770.804	3,6	757.176	3,2	-1,8	7.043.425	4,0	7.394.986	4,0	5,0
Netherlands	766.045	3,5	645.209	2,7	-15,8	5.505.391	3,1	5.353.387	2,9	-2,8
Bulgaria	397.677	1,8	552.887	2,4	39,0	3.538.091	2,0	3.894.223	2,1	10,1
Poland	546.094	2,5	534.688	2,3	-2,1	4.116.621	2,3	4.490.272	2,4	9,1
Romania	582.449	2,7	497.033	2,1	-14,7	5.586.950	3,1	5.257.396	2,8	-5,9
Egypt	291.706	1,3	432.638	1,8	48,3	2.567.596	1,4	3.232.174	1,7	25,9
China	240.880	1,1	424.224	1,8	76,1	2.045.451	1,1	2.858.627	1,5	39,8
Iran	269.118	1,2	413.744	1,8	53,7	1.979.327	1,1	2.252.991	1,2	13,8
Belgium	415.899	1,9	412.913	1,8	-0,7	3.283.352	1,8	3.198.021	1,7	-2,6
Russia	519.256	2,4	405.901	1,7	-21,8	4.298.766	2,4	4.121.785	2,2	-4,1
Saudi Arabia	265.027	1,2	377.131	1,6	42,3	2.403.913	1,4	2.338.294	1,3	-2,7
Ukraine	333.583	1,5	355.563	1,5	6,6	2.539.016	1,4	3.017.482	1,6	18,8
Others	8.355.424	38,5	8.146.028	34,7	-2,5	65.184.350	36,6	68.160.539	36,8	4,6
Imports										
Total	25.984.391	100,0	28.705.923	100,0	10,5	238.172.123	100,0	250.789.736	100,0	5,3
China	3.944.030	15,2	4.706.316	16,4	19,3	32.526.597	13,7	36.055.054	14,4	10,8
Germany	2.258.206	8,7	2.068.156	7,2	-8,4	19.900.051	8,4	18.070.966	7,2	-9,2
Russia	3.285.755	12,6	1.935.229	6,7	-41,1	28.554.373	12,0	26.108.215	10,4	-8,6
USA	1.301.227	5,0	1.872.113	6,5	43,9	11.276.982	4,7	13.371.923	5,3	18,6
Italy	1.147.460	4,4	1.374.294	4,8	19,8	10.675.439	4,5	10.176.857	4,1	-4,7
India	373.169	1,4	934.209	3,3	150,3	3.993.278	1,7	4.848.268	1,9	21,4
South Korea	698.883	2,7	848.553	3,0	21,4	6.471.769	2,7	6.912.373	2,8	6,8
France	781.632	3,0	767.645	2,7	-1,8	8.537.263	3,6	7.850.949	3,1	-8,0
Spain	677.580	2,6	745.715	2,6	10,1	6.429.623	2,7	6.355.055	2,5	-1,2
Egypt	233.061	0,9	725.495	2,5	211,3	2.537.430	1,1	3.456.810	1,4	36,2
United Kingdom	513.472	2,0	594.566	2,1	15,8	4.632.378	1,9	4.874.701	1,9	5,2
Malaysia	394.813	1,5	568.887	2,0	44,1	3.273.888	1,4	3.773.543	1,5	15,3
Brazil	227.003	0,9	468.620	1,6	106,4	3.232.949	1,4	4.472.757	1,8	38,3
Poland	387.616	1,5	466.157	1,6	20,3	3.830.351	1,6	4.517.389	1,8	17,9
Saudi Arabia	210.939	0,8	454.708	1,6	115,6	2.111.488	0,9	2.456.818	1,0	16,4
Kazakhstan	312.800	1,2	413.957	1,4	32,3	2.932.931	1,2	3.863.380	1,5	31,7
Netherlands	384.893	1,5	410.081	1,4	6,5	3.514.968	1,5	3.328.359	1,3	-5,3
Belgium	328.758	1,3	337.978	1,2	2,8	2.740.081	1,2	2.757.381	1,1	0,6
Japan	511.394	2,0	337.670	1,2	-34,0	3.294.776	1,4	2.971.909	1,2	-9,8
Switzerland	814.511	3,1	336.275	1,2	-58,7	8.948.128	3,8	8.395.719	3,3	-6,2
Others	7.197.189	27,7	8.339.297	29,1	15,9	68.757.379	28,9	76.171.313	30,4	10,8

** TurkStat, Foreign Trade Statistics, August 2026*
*** Countries are ranked by August, 2026 figures.*
**** Thousand US $*

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