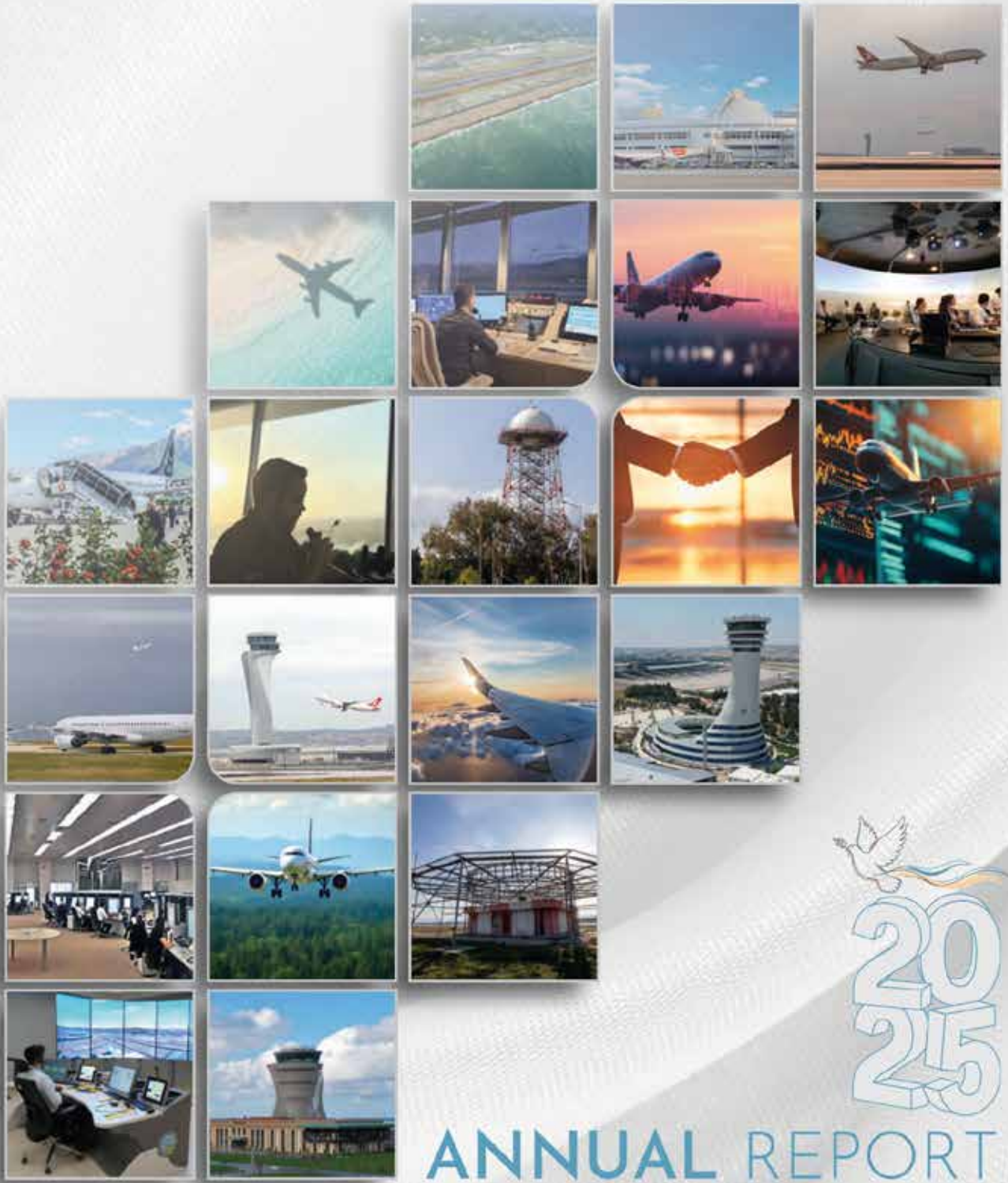




20
25

ANNUAL REPORT



AIR NAVIGATION SERVICE PROVIDER
STATE AIRPORTS AUTHORITY of TÜRKİYE



AIR NAVIGATION SERVICE PROVIDER
AND STATE AIRPORTS AUTHORITY
of TÜRKİYE

ANNUAL REPORT 2025



THE FUTURE IS IN THE SKIES

H. Orlatinski

Foreword

In 2025, as we reach the 92nd anniversary of the founding of the DHMI, we take great pride in contributing to significant achievements as an organization that has implemented the largest aviation projects in the history of the Republic of Türkiye. I also take personal pride in resolutely pursuing the ideal of carrying Türkiye to the pinnacle of global aviation by adding new milestones to the major projects, valuable works and high-quality services we provide.

As an organization; air navigation services, which are among our core duties, represent one of the fields where we have achieved significant success. We sustain these services by building on our successes day by day. During 2025, DHMI managed to break its own records 6 times in total traffic numbers and 8 times in transit flight numbers.

In our pursuit of adding new milestones to our current successes, we marked another first in Europe last year by launching “Simultaneous Independent Triple Runway Operations” at Istanbul Airport, enabling three aircraft to land and take off concurrently. Furthermore, we have implemented Free Route Airspace (FRA), a significant reform in aviation, which allows aircraft to plan flights freely between designated entry and exit points without being restricted to conventional flight routes.

As a result of our efforts throughout the year, we have increased the annual passenger capacity of Antalya Airport from 35 million to 82 million. Construction of the new technical block and air traffic control tower at Antalya Airport is currently ongoing. Within the scope of the capacity expansion project at Ankara Esenboğa Airport, we have completed the new air traffic control tower and the 3,750-meter long third runway.

In addition to all these achievements, we held Türkiye’s first national aviation council under the auspices of the Ministry of Transport and

Infrastructure as a strategic step that brings together aviation industry stakeholders by supporting these vital projects and developments for our national aviation.

We have achieved significant developments on behalf of our country to ensure and enhance further cooperation in global and regional air navigation services and flight safety. Our collaborative efforts aimed at the development of the aviation sector continue with the Airports Council International (ACI Europe), the global association of airport operators, to whose Board of Directors I was elected in January 2025. Our active involvement in the management of ACI Europe is a major step that will increase our country’s influence in the decision-making processes of European aviation policies.

Steps to expand The Regional Air Navigation Safety Coordination Platform for European and Asian Air Navigation Service Providers (SOCEA) continue at a fast pace. We are highly pleased that HungaroControl, the Air Navigation Service Provider of Hungary, has joined SOCEA as its seventh member.

I extend my deepest gratitude to my colleagues who work with great devotion and hold the greatest share in our mission to make our organization a respected, reputable brand in world civil aviation and to carry our country toward the ‘Century of Türkiye’ vision in the field of transport. I also offer my sincere thanks to our national stakeholders and esteemed international partners for their unwavering support. Wishing for many more years of continued success and excellence in service...

Enes ÇAKMAK

Chairman of the Board
Director General

Board of Directors*



Enes ÇAKMAK

Chairman of the Board &
Director General

Dr. Fatih ÇAKMAK

Member of the Board

Dr. Cengiz PAŞAOĞLU

Member of the Board

Mustafa AKKAYA

Member of the Board

Muhammed Kerem YEĞNİDEMİR

Member of the Board

Ali DOĞAN

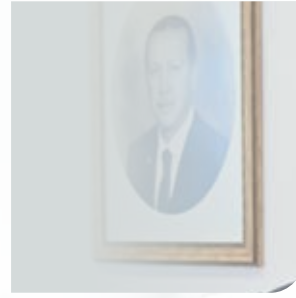
Member of the Board

* As of July 2026.

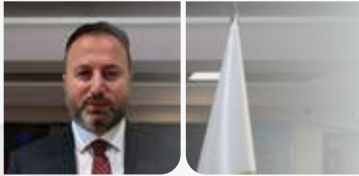
DHMI Organization Chart

Enes ÇAKMAK

Chairman of the Board &
Director General



Inspection Board
Legal Service
Internal Audit
Support Services
Office of the Board
Private Secretariat



Dr. Fatih ÇAKMAK

Deputy Director General

Human Resources
Strategy Development
Purchasing & Supply
Corporate Communication



Dr. Cengiz PAŞAOĞLU

Deputy Director General

Air Navigation Services
Electronics
Information Technologies
Airport Slot Coordination Center



Mustafa AKKAYA

Deputy Director General

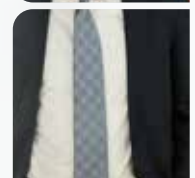
Finance
Aviation Medical Aid & Security
Aviation Training
Occupational Health & Safety



Selami YAPICI

Deputy Director General

Airport Operations
Public-Private Partnership
Marketing & Trade
Construction & Real Estate



Prepared By

Route Charges

Berrin TURGUT (Head of Group) • Berrin.TURGUT@dhmi.gov.tr

ANS

Binnur ŞAHİN • Binnur.SAHIN@dhmi.gov.tr
Sevda TURHAN ER • Sevda.ER@dhmi.gov.tr
Şebnem SOKULGAN İNCİ • Sebnem.Sokulgan@dhmi.gov.tr
Müjdat BARAN • Mujdat.BARAN@dhmi.gov.tr
Özlem KESKİN • Ozlem.KESKIN@dhmi.gov.tr

CNS

Memiş ERSOY • Memis.ERSOY@dhmi.gov.tr

SMS&QMS and Training

Sevda TURHAN ER • Sevda.ER@dhmi.gov.tr
Şebnem SOKULGAN İNCİ • Sebnem.Sokulgan@dhmi.gov.tr
Özlem KESKİN • Ozlem.KESKIN@dhmi.gov.tr
Memiş ERSOY • Memis.ERSOY@dhmi.gov.tr

Performance

Yasin YAVUZ • Yasin.YAVUZ@dhmi.gov.tr
Sevda TURHAN ER • Sevda.ER@dhmi.gov.tr
Ozan ULUDAĞ • Ozan.ULUDAG@dhmi.gov.tr
Şebnem SOKULGAN İNCİ • Sebnem.Sokulgan@dhmi.gov.tr

Milestones

Mehmet Fatih YAVUZ • MehmetFatih.YAVUZ@dhmi.gov.tr

Finance

Salih ŞAHİN • Salih.SAHIN@dhmi.gov.tr

Pictures

Ahmet HARMANCI • Ahmet.HARMANCI@dhmi.gov.tr
Hüseyin YILDIZ • Huseyin.YILDIZ2@dhmi.gov.tr

Design & Cover Theme

Kübra YÜCEL • Kubra.YUCEL@dhmi.gov.tr

Printing

DHMI Printing Division © Copyright - All Rights Reserved

DHMI

Emniyet Mahallesi Mevlana Bulvarı No: 32 Etiler 06560Yenimahalle/Ankara - TÜRKİYE
T: +90 312 204 20 00 F: +90 312 222 09 76
Call Center: +90 444 34 64
dhmi@dhmi.gov.tr • www.dhmi.gov.tr



Contents

Air Navigation Services	12	
		
	36	Route Charges
Communication Navigation Surveillance	42	
		
	52	SMS&QMS and Training
Performance	64	
		
	78	Milestones
Financial Statements	86	



Mission

To provide air navigation and airport operation services at international standards.

Vision

To become a leading establishment that is globally competitive in the field of air traffic management and airport operation industry.

Core Principles and Values

- » Sustainability
- » Quality
- » Transparency
- » Professional expertise
- » Utilization of advanced technology and IT systems
- » Safety and reliability
- » Environmental and humanitarian awareness
- » Passenger friendliness
- » Productivity

History

DHMI's long history dates back to 1912, when the first aeronautical state enterprise and an aviation training school were founded in Türkiye. In 1933, 10 years after the foundation of the Republic of Türkiye, the civil aviation sector adopted a new organizational model under the Directorate General of State Airlines, which is the ancestor of the DHMI. The spectacular development of civil aviation in subsequent decades made it necessary to separate the functions of air transport and the operation of aerodromes, which were entrusted to Turkish Airlines and the State Airports Enterprise, respectively. In 1984, the State Airports Authority acquired its current legal status and since then it has been conducting air navigation and airport operation services as the General Directorate of State Airports Authority (DHMI).

Legal Statute And Objectives

As a legal entity that has autonomy over its activities, DHMI is a state-owned enterprise (SOE) that is associated with the Ministry of Transport and Infrastructure. Its liability is limited to its capital. The status of the DHMI has been retained by the latest presidential decree. Established as organisations whose capital belonged to the state, state-owned enterprises are characterised by their public service mission. The objectives of the DHMI can be summed up as follows:

- » To provide air navigation and airport operation services,
- » To install and set up air navigation systems, facilities and other related systems, and
- » To maintain them at a level that meets modern aviation standards.





AIR NAVIGATION SERVICES

Air Navigation Services

Türkiye has a huge and strategically important airspace with totally 75.824 kilometers of controlled air routes and 982.286 square kilometers of controlled airspace over Europe and Asia continents. Due to its special geographical location, Turkish airspace includes crossroads with north south and east-west traffic flows between Europe, Asia and the Middle East.

Devlet Hava Meydanları İşletmesi (DHMI) is responsible for Air Navigation Services in the Turkish airspace. Civil aviation in Türkiye is the responsibility of the Ministry of Transport and Infrastructure. The Directorate General of Civil Aviation (DGCA) a certified entity designated by the Minister of Transport is the Turkish Regulatory Authority. DHMI Air Navigation Department of Directorate General of State Airports of Türkiye is the unique provider of Civil Air Navigation Services for Türkiye. DHMI is a 100 % State-owned Autonomous State Enterprise and provides all the Air Traffic Services within civil airspace (Controlled Airspace, TMA and CTRs).

One of the main objectives of DHMI is “to provide air navigation services for all users in a qualified, balanced, safe, environmental, friendly, fair and economic manner and the development of the air traffic”.

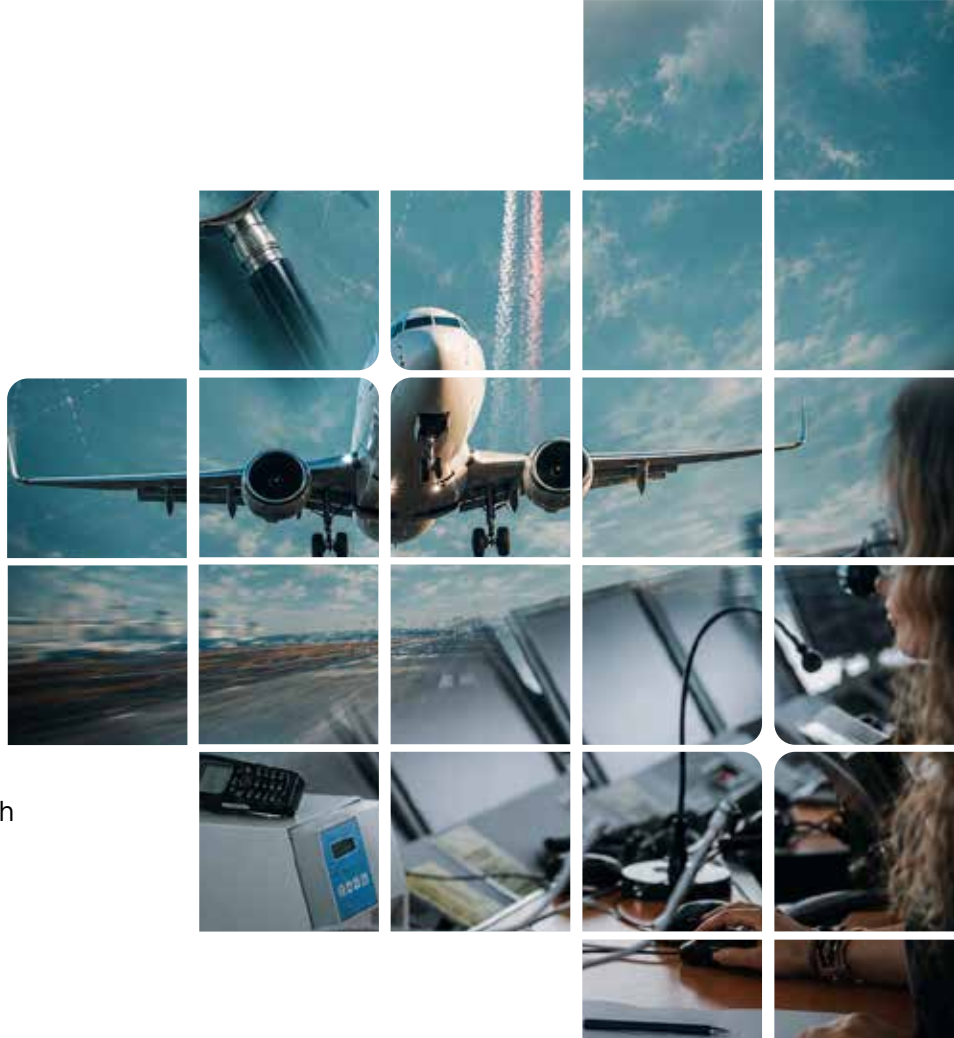
DHMI's strategy has two primary focuses:

- To maintain its level of performance and strives to continuously improve the quality of its services.
- To steadily develop its position in Europe and to achieve a leading position in the provision of air navigation services in the region.

Realization of DHMI's strategic principles is premised on reaching the following strategic goals:

Maintaining high-level air traffic safety,

- Ensuring competent and highly qualified staff
- Maintaining top quality services
- Keeping air traffic delays to a minimum
- Maintaining the economic efficiency at an acceptable level
- Enabling environmental and fuel benefits.
- DHMI also works to achieve Turkish transport policy goals.



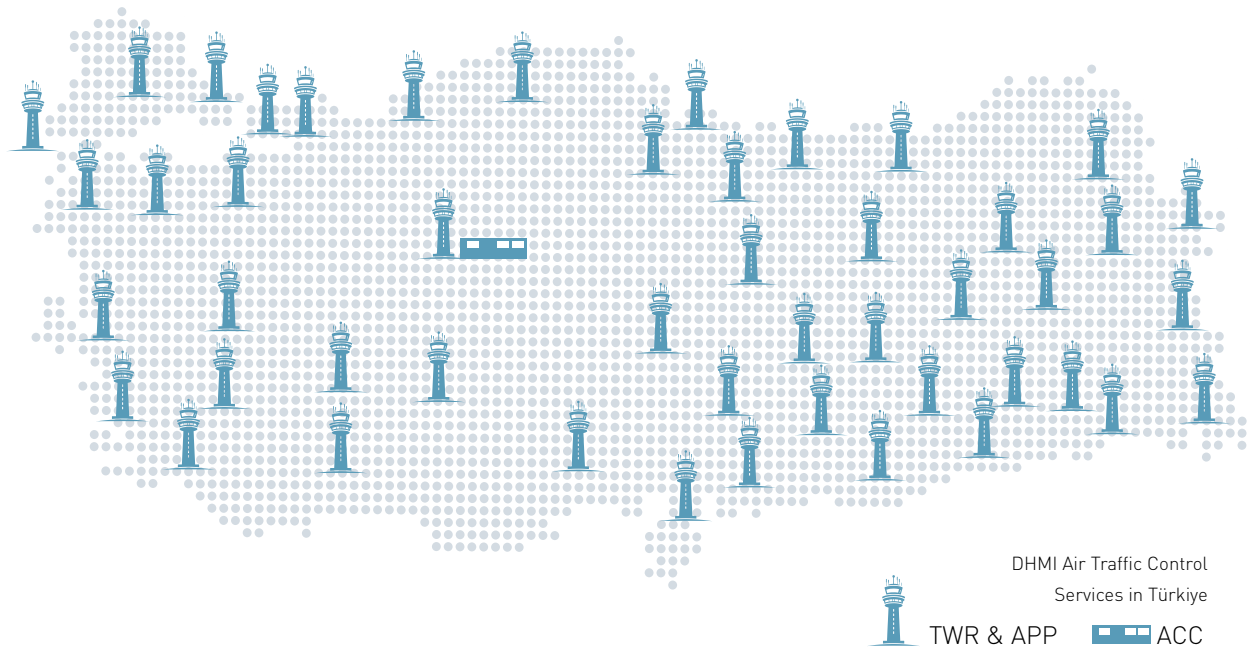
ATC Units

DHMI's main ATC units are as follows:

Ankara ACC: Ankara Area Control Centre provides area control services within Ankara and İstanbul Flight Information Region. It also provides approach control services in Ankara TMA.

48 Aerodrome Control Towers provides both approach control and aerodrome control services (İstanbul, İstanbul Atatürk, İstanbul Sabiha Gökçen Havalimanı, Ankara Esenboğa, İzmir Adnan Menderes, Antalya, Antalya Gazipaşa Alanya, Muğla Dalaman, Muğla Milas-Bodrum, Adana, Trabzon, Isparta Süleyman Demirel, Kapadokya, Erzurum Gaziantep, Adıyaman, Ağrı Ahmed-i Hani, Aydın Çıldır, Balıkesir Koca Seyit, Bingöl, Bursa Yenişehir, Çanakkale, Çanakkale Gökçeada, Denizli Çardak, Elazığ, Erzincan, Hatay, Iğdır, Kahramanmaraş, Kars Harakani, Kastamonu, Mardin, Muş Sultan Alparslan, Samsun Çarşamba, Siirt, Sinop, Sivas Nuri Demirağ, Şanlıurfa GAP, Şırnak Şerafettin Elçi, Tekirdağ Çorlu Atatürk, Tokat, Uşak, Van Ferit Melen, Zafer, Zonguldak Çaycuma, Ordu-Giresun, Hakkari Yüksekova Selahaddin Eyyubi, Rize-Artvin)

4 Aerodrome Control Towers provides aerodrome control services (Eskişehir Hasan Polatkan, Hazerfen, Samsun 19 Mayıs, Efes)



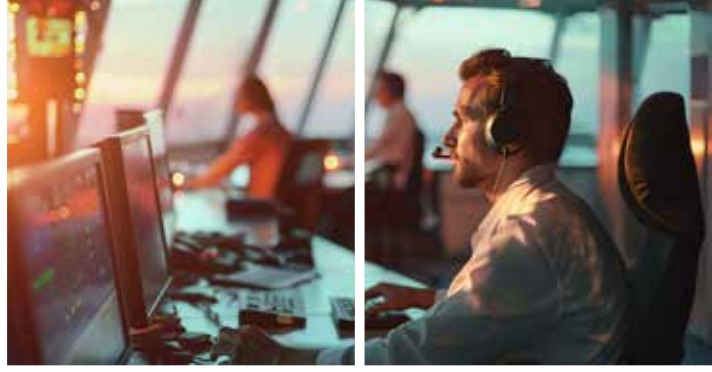
Responsibilities

DHMI came into existence on 1933, taking the responsibilities of the safety of air navigation within the civil airspace in Türkiye. Its zone of activities extends from ground level to flight level 450. Air traffic control, aeronautical information service, alerting service, planning air traffic flow above Türkiye, training services, publishing and updating aviation publications are just some of numerous DHMI's activity spheres.

The main services provided by DHMI Air Navigation Department are:

Air Traffic Management:

- Air Space Management
- Air Traffic Services
- ATM occurrence investigation
- Participation in EUROCONTROL and ICAO activities / projects



Airspace design;

- Designing instrument approach and ATS/RNAV routes,
- Designing departure and arrival procedures from/to Turkish airports by using conventional methods non-conventional methods based on RNAV in accordance with the PBN (Performance Based Navigation) concept
- Modernising airspace to make air traffic management more efficient, reduce the impact air traffic especially for the environment, and supporting future growth.

Aeronautical Information Management:

- Preparing, publishing and distributing all aeronautical information/data concerning Turkish Airspace and Aerodromes via Turkish AIP,
- Publishing Aeronautical Information Circulars and Pre-flight bulletins,
- Producing and distributing aeronautical charts,
- Receiving, issuing and distributing NOTAMs,
- Controlling the Flight Permission of A/C using the Turkish Airspace and Aerodromes
- Controlling, distributing and supervising the Flight Plans (FPL)
- Coordinating SAR activities

Flight Inspection Services:

- Participating in the design and development process of instrument flight procedures
- Approving instrument procedures,
- Calibrating and validating the signal quality and reliability of facilities (Radars, NDB, VOR, DME and ILS with its two Flight Inspection aircraft flying for an average of 900 hours per year.
- Providing transportation of maintenance personnel and/or spare parts in order to achieve in-place repair of a malfunction of radars, navigation aids and communication systems.
- Participating in reconnaissance and evaluation works on the locations of the new navigation aids
- Conducting individual trainings for air traffic controllers on VFR flight patterns and procedures of their aerodromes.

The Eurocontrol Management;

- Establishment of the national cost base for en-route charges taking into account all economic developments,
- Collection, validation and exchange to the CRCO of flight data in line with our reporting responsibilities,
- Coordination and follow-up of financial and operational route charges related issues

System Project Development and Assessment;

- Solve the problems or the bottlenecks occurring in the current air navigation infrastructures
- Research new technologies to improve the ATM services
- Follow the latest aviation technology and the projects and participate where available
- Cooperate with national and international research organizations for R&D issues

Air Navigation SMS &QMS Management;

- Manage the SMS implementation plan
- Facilitate the risk management process that should include hazard identification, risk assessment and risk mitigation;
- Monitor any corrective action required in order to ensure accomplishment;
- Maintain safety documentation;
- Plan and organize staff safety training;

Unmanned Aerial Vehicle Traffic Management Division;

- Coordination and follow up the protocols about UAV flights.
- Establish procedures about civilian/military UAV flights
- Maintain the statistical data of the total number of UAV flights
- Observe and report the impact of the flights on the airspace capacity
- Coordinates activities to ensure the seamless integration of unmanned aircraft into the airspace
- Ensures the management of civil commercial unmanned aircraft operations within designated airspace.



Movements in the Airspace and at Airports in Türkiye

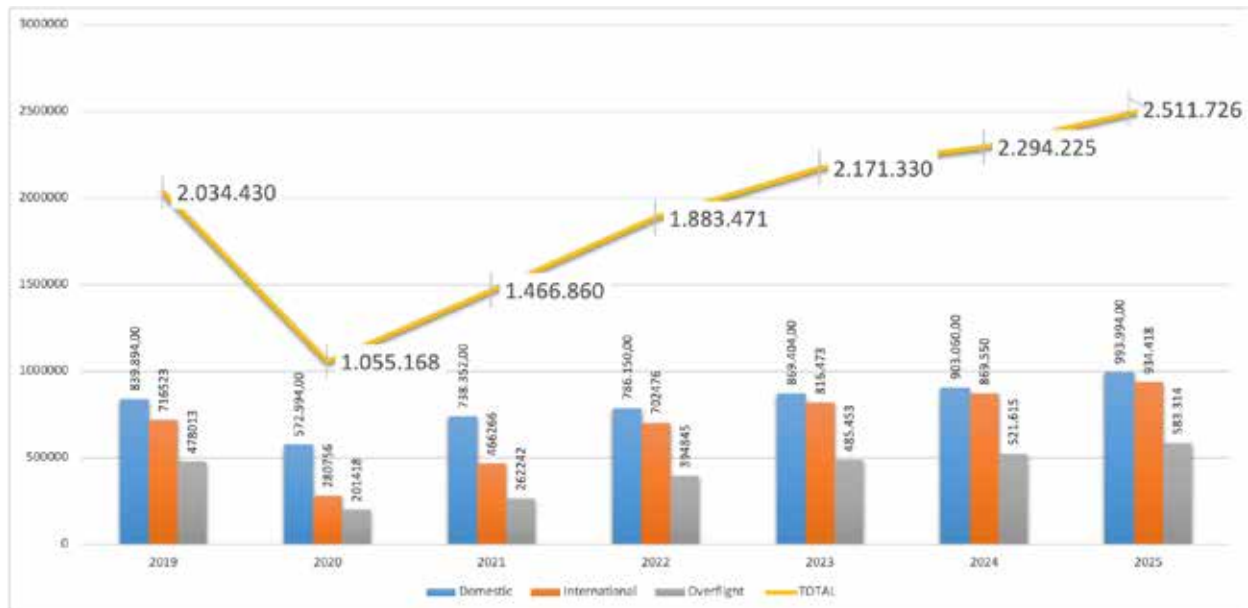
Traffic in the Turkish airspace continued its strong growth throughout 2025, reflecting the sustained recovery and long-term expansion of the aviation sector. Total IFR traffic increased by 9.48% compared to 2024, reaching 2,511,726 flights, the highest traffic volume ever recorded in the Turkish airspace. Compared with the pre-pandemic year of 2019, total traffic increased by 7.66%, confirming that traffic demand has moved beyond the recovery phase and entered a period of sustained growth.

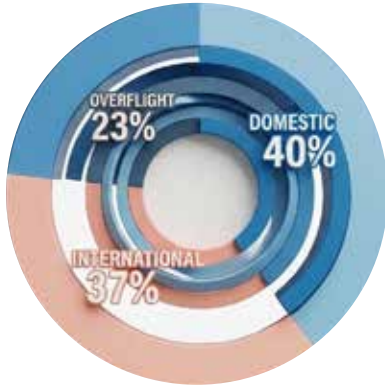
Growth was observed across all traffic segments. Domestic flights accounted for 39.6% of total traffic and increased by 10.07% compared to 2024, reflecting the continued strength of the domestic aviation market. International arrivals and departures represented 37.2% of the total traffic and increased by 7.40%, while overflights accounted for the remaining 23.2% and recorded the highest annual growth (11.83%). This increase in overflight traffic was primarily driven by evolving traffic flows across the European network resulting from regional geopolitical developments and temporary airspace restrictions in neighbouring regions.

Throughout the year, Turkish airspace continued to play a strategic role as one of the principal transit corridors connecting Europe with Asia, the Middle East and Africa. Owing to its geographical location and operational capabilities, DHMİ successfully accommodated the increasing demand while maintaining a high level of operational performance, network resilience and airspace capacity. Close operational coordination with the EUROCONTROL Network Manager and neighbouring Air Navigation Service Providers ensured the efficient management of changing traffic patterns and contributed to the stability of the European ATM network.

Passenger traffic also continued to grow steadily during 2025. Total passenger traffic reached 247.2 million, including 145.2 million international passengers and 101.6 million domestic passengers, while total cargo traffic exceeded 5.38 million tonnes. These figures underline the continued growth of Türkiye's aviation market and the increasing importance of its airports as regional and international aviation hubs.

Three Turkish airports ranked among the Top 30 airports in Europe.



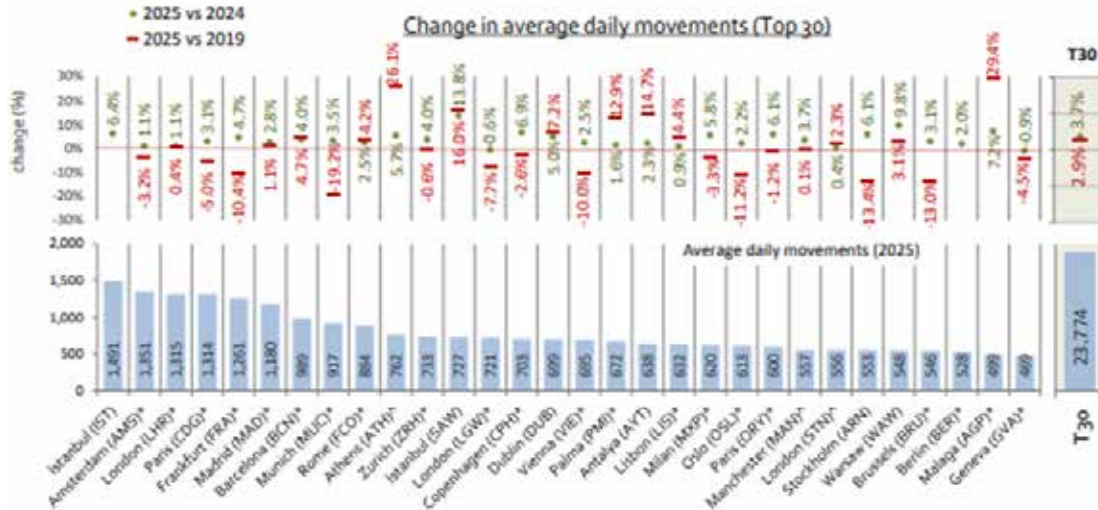


“ Istanbul Airport remained the busiest airport in the EUROCONTROL area.



Year	2025
Number of Passengers (Including Transit Flights)	247.180.962
Number of Passengers	246.776.560
- Domestic	101.574.184
- International	145.202.376
Number of Transit Passengers	404.402
Total Flights (Including Overflights)	2.511.726
Number of Flights	1.928.412
- Domestic	993.994
- International	934.418
Number of Overflights	583.314
Traffic Load (Cargo+Post+Luggage) (Ton)	5.383.836
- Domestic	928.016
- International	4.455.820
Number of Cargo Traffic	2.213.007
- Domestic	111.255
- International	2.101.752





According to the latest EUROCONTROL Network Operations data, Turkish airports continued to be among the main contributors to traffic growth across the European network in 2025, outperforming the average growth recorded by the Top 30 European airports. İstanbul Airport (IST) remained the busiest airport in the EUROCONTROL area with an average of 1,491 daily flights, representing a 6.4% increase compared to 2024. During the year, the airport achieved a new operational record with 1,695 daily flights.

“ Turkish airports continued to outperform the average traffic growth recorded across the Top 30 European airports. ”

İstanbul Sabiha Gökçen Airport (SAW) continued its strong growth trend, handling an average of 727 daily flights, corresponding to a 16.0% increase compared to 2019 and 13.8% compared to 2024. Antalya Airport (AYT) recorded an average of 638 daily flights, representing 14.7% growth compared to 2019 and 2.3% compared to 2024. While İstanbul Airport and Sabiha Gökçen maintained stable year-round traffic growth, Antalya Airport continued to experience pronounced seasonal demand associated with leisure travel.

The continued growth of traffic in Türkiye further strengthened the country’s role within the European ATM network. Increasing airport traffic, rising overflight demand and efficient airspace management contributed positively to the capacity, resilience and connectivity of the European aviation network. Through continuous investments in infrastructure, airspace optimisation and close cooperation with the EUROCONTROL Network Manager, neighbouring Air Navigation Service Providers and other aviation stakeholders, DHMİ continued to support the safe, efficient and sustainable management of increasing traffic demand across the region.

		AVG Daily Traffic (DEP+ARR)	Variation Prev Year	AVG Delay per DEP Regulated Flight	Variation Prev Year
ISTANBUL AIRPORT - Airport Traffic Indicators Summary for Aug 2025	Monthly Period	1637	%0,1	8,15	-%0,3
	Summer Period	1576	%0,1	8,27	-%0,3
	Yearly Period	1477	%0,0	8,04	-%0,3
ISTANBUL/SABIHA GOKCEN - Airport Traffic Indicators Summary for Aug 2025	Monthly Period	796	%0,2	7,91	-%0,3
	Summer Period	757	%0,1	7,94	-%0,4
	Yearly Period	710	%0,1	7,86	-%0,4
ANTALYA - Airport Traffic Indicators Summary for Aug 2025	Monthly Period	1063	%0,0	7,44	-%0,3
	Summer Period	954	%0,0	7,58	-%0,5
	Yearly Period	640	%0,0	7,41	-%0,5



Recruitment

DHMI is actively sustaining its operational capacity through a targeted air traffic controller (ATCO) recruitment strategy, ensuring current staffing levels precisely align with traffic demands while proactively expanding the workforce to support newly established airspace sectors.

Following the initial vacancy announcements published in December, the selection process advanced between January 20 and February 11, during which EUROCONTROL's computerized FEAST aptitude tests were administered to a shortlisted pool of 235 Trainee and 27 Assistant ATCO candidates. Upon successful completion of these rigorous screening phases and subsequent executive panel interviews, the corporation reinforced its operational ranks by officially recruiting 27 Trainee Air Traffic Controllers and 30 Assistant Air Traffic Controllers into its comprehensive ab-initio training program.

Incident Investigation



Civil ATM incidents are investigated by the “Investigation and Assessment Commission” which reports incidents and investigation findings to the DGCA. The commission is formed of experts with sufficient qualifications. Where requested by the DHMI and/or if DGCA consider it necessary, experts from DGCA will also join the commission in accordance with SHY 65-02 “Reporting and Assessment of ATM Related Safety Occurrences” which was aligned with the EC directives on investigations of civil aviation accidents.

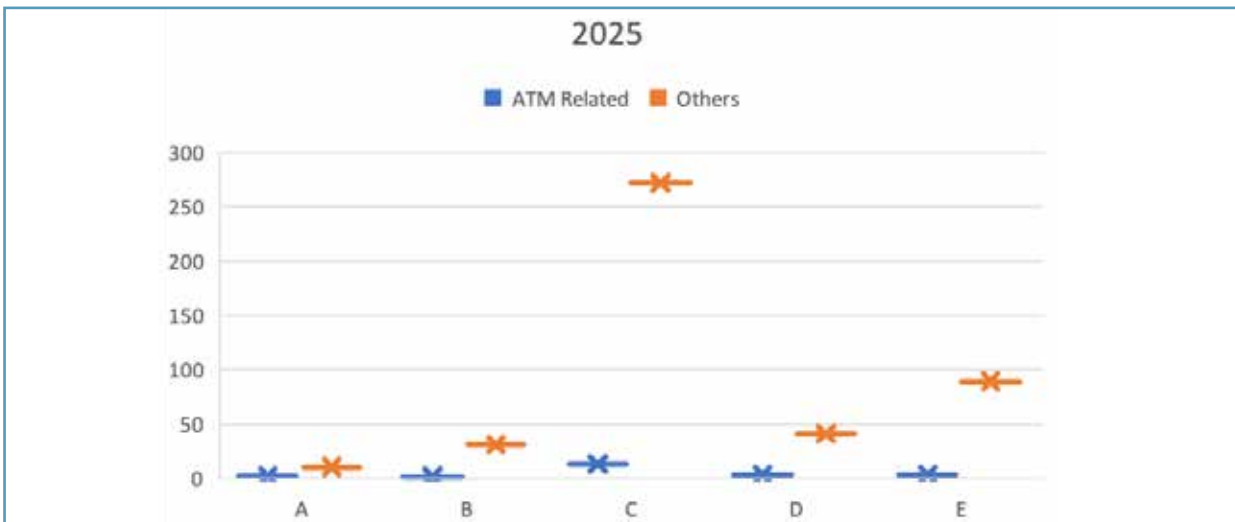
An investigation team is formed for each incident to investigate the incident, determine the causal factor(s) and propose necessary measures to avoid the repetition of such incidents in the future (e.g. training, new procedures, etc.). The results of the investigations are reported to DGCA.

The causes of occurrences are analyzed to identify the areas which should and could be improved and safety recommendations, interventions and corrective actions are developed to reduce the risk incurred. All appropriate safety data are collected and stored.

There were no accidents in 2025 resulting from DHMI’s operations. The objective of zero accidents was met. However, there were seven serious incidents that resulted from our operations. Due to the nature of accidents or serious incidents, they can never be eliminated or predicted with 100% certainty.

While incident reports have been investigated in 2025; 81 of which were classified as ATM related. Appropriate recommendations have been issued for each event and their implementation has been monitored. Actions to be carried out for the implementation of safety nets are underway, like control staff training in the most critical sectors in procedures to avoid or mitigate the main factors detected in incidents.

Acceptable Level of Safety is defined as the number of safety incidents that occurred in the airspace for which DHMI is responsible, weighted according to its severity, in relation to the total number of flights controlled in the Turkish air space throughout the year”. Incidents considered as A,B and C severity are those where it is considered that an ATM contribution exists directly by DHMI.





DHMI's Flight Safety Goals

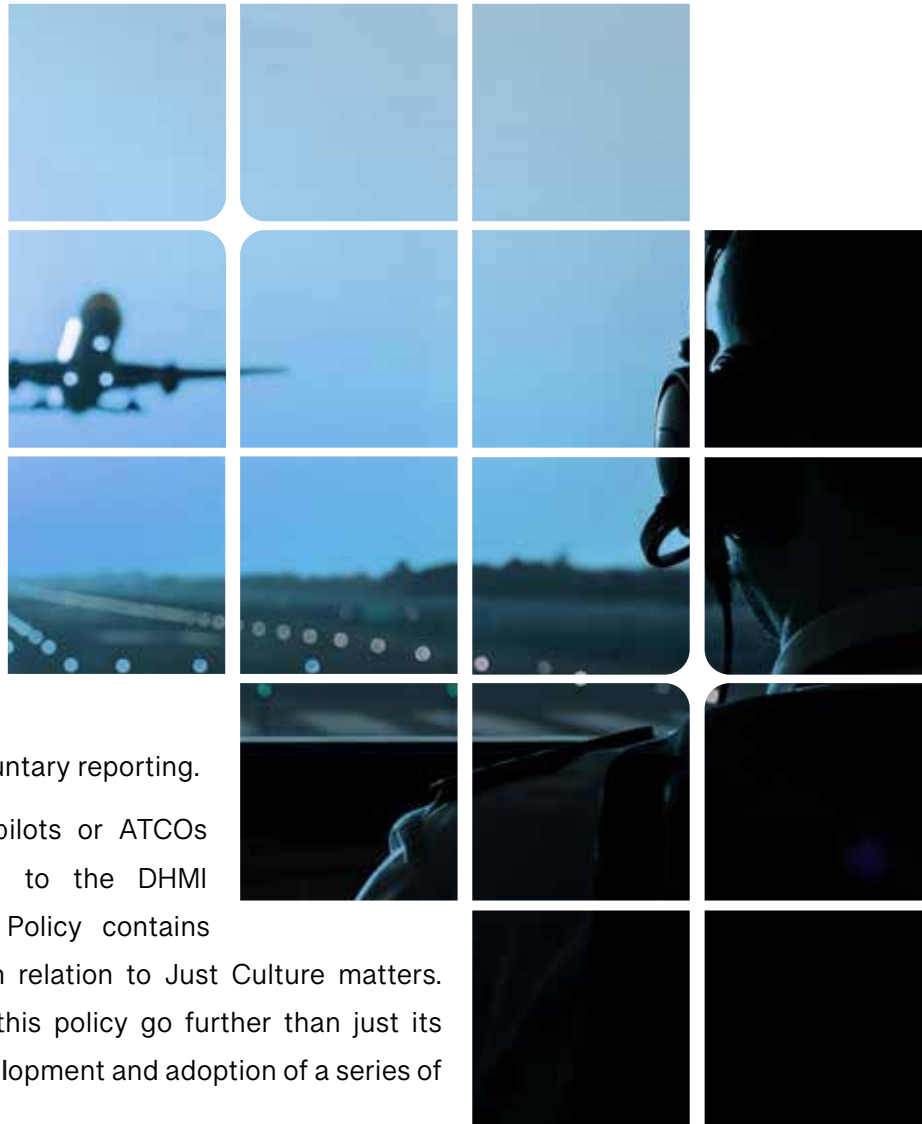
DHMI has set the goal of a maximum of tolerable probability for ATM direct contribution incidents at classification A,B and C per 100.000 movements in Türkiye. DHMI meets safety targets for A and B in 2025

Voluntary reporting

Voluntary reporting is encouraged as a best practice in Türkiye. DHMI has two main objectives for Voluntary ATM Occurrence Reporting activities, one of them is the fixing of problems within the shortest time possible and the other is promoting a data driven approach to further safety enhancement activities based on low or medium risk bearing incidents, instead on serious risk bearing incidents and accidents.

DHMI has been using ATS SMS Confidential Reporting Form for voluntary reporting.

Incidents are reported by either pilots or ATCOs (through the local management) to the DHMI Headquarter. DHMI Just Culture Policy contains the principles and commitments in relation to Just Culture matters. The achievements of the aims of this policy go further than just its publication, as they include the development and adoption of a series of procedures that sustain it.



Coordination And Cooperation

International Cooperation

DHMI has always given great importance to International Cooperation and to develop its relations with other countries and associations. In this respect, DHMI is fully aware of the benefits of coordination and cooperation among the stakeholders in aviation community and giving a great emphasize to global cooperation in ATM. DHMI is regularly participating and following the events of ICAO, ECAC, EUROCONTROL and CANSO.



DHMI has been the full member of CANSO since 2005. In 2011 DHMI has become a member of the European CANSO to the idea of strengthening cooperation amongst ANSP's in the European region. Since then Turkish Air Navigation Service Provider has participated to the CANSO EUR activities.

Throughout 2025, DHMI continued to strengthen its international engagement by actively participating in high-level regional and global aviation forums and by enhancing bilateral cooperation with partner Air Navigation Service Providers (ANSPs) and international organisations.

At the international level, DHMI actively participated in the **42nd ICAO General Assembly** as part of the Turkish national delegation, reaffirming Türkiye's commitment to international cooperation and the future development of global aviation.

As part of its close cooperation with EUROCONTROL, DHMI hosted the **EUROCONTROL Network Manager** at İstanbul Airport. The meeting brought together with bringing together representatives from EUROCONTROL NM, including Mr. Iacopo Prissinotti, Director of the Network Management Directorate, as well as airlines and airport operators. and other aviation stakeholders to discuss airspace modernisation, network performance, digital transformation and the future development of the European ATM network.

DHMI also took part in **Airspace World 2025** in Lisbon, participating in several high-level meetings, including the **SOCEA Coordination Meeting**, the **EUROCONTROL President's Bureau Meeting** and the **CANSO Annual General Meeting**. These engagements provided valuable opportunities to exchange views with international partners, contribute to discussions on the future of Air Traffic Management and strengthen institutional cooperation across the European aviation community.

In addition, senior-level meetings were held with the Director General of EUROCONTROL Mr. Raúl Medina Caballero, to exchange views on strategic developments affecting the European ATM network. These discussions highlighted the importance of continued cooperation in enhancing network capacity, operational performance and sustainability, while recognising Türkiye's strategic contribution to the European air traffic network.



Regional Cooperation

Türkiye maintains very close co-operation/co-ordination with all neighbours to optimize performance. Türkiye has taken on responsibility of some transition tasks in the area and arranging air traffic flow to / from Europe.

It is also considered that, collaborating as closely as we can with our neighbouring civil air navigation service providers has a paramount importance in order to optimize airspace design and management and increase regional capacity, safety and quality.

Overall, DHMI's international activities throughout 2025 further strengthened its role as a key regional Air Navigation Service Provider and reinforced its commitment to supporting the safety, efficiency, resilience and sustainable development of the European and global air traffic management system.

DHMI also continued to reinforce bilateral cooperation with neighbouring Air Navigation Service Providers. Coordination meetings were held with **ROMATSA** and **HungaroControl**, focusing on regional traffic flows, capacity management, GNSS interference, digitalisation initiatives, operational preparedness and the exchange of best practices. These meetings further strengthened regional cooperation and supported coordinated solutions to common operational challenges affecting the European ATM network

In parallel, DHMI participated in the **CANSO Euro-Asian ANSP CEOs Summit**, where regional traffic developments, ATM modernisation, safety and data-driven cooperation were discussed, highlighting Türkiye's strategic role in connecting Europe and Asia.



Civil Military Cooperation

Military authorities also play a major role in managing the Turkish Airspace. Military ATC is entirely separated from Civil ATC, although very good civil/military co-ordination is maintained. Co-ordination between the military authorities and DHMI is ensured through a Civil-Military Co-ordination Group. Some (11) airports/airfields of military origin are jointly used by military and civil aviation. At eight (8) of these airports, all aircraft are under military ATC control.

In order to increase the capacity of Turkish airspace, with implementation of the SMART system, DHMI and the Military Authorities are planning to implement the EUROCONTROL Flexible Use of Airspace (FUA) concept to apply the legislation that has been published at Official Gazette dated 18 April 2014. Studies are going on to establish infrastructure and units.

SOCEA in 2025

In 2025, the Regional Air Navigation Safety Coordination Platform for European and Asian ANSPs (SOCEA) continued to expand its membership and develop further as a dedicated framework for cooperation among air navigation service providers. Established in 2023, the platform aims to improve flight safety and coordination across a wide region.

The platform held its second General Assembly in 2025 bringing together leaders of the member ANSPs to take key decisions and set priorities. The meeting was kindly hosted by Kazaeronavigatsia, the ANSP of Kazakhstan, in Almaty on 11 September. A major highlight was the first-time attendance of HungaroControl, the Hungarian Air Navigation Service Provider, which was formally accepted into membership in August 2025. Furthermore, the Air Traffic Management Bureau (ATMB) of the People's Republic of China participated in the meeting with observer status, underscoring SOCEA's growing geopolitical relevance.

The SOCEA family welcomed "HungaroControl" as its 7th member. HungaroControl, the ANSP of Hungary, received unanimous support from all member ANSPs. A signing ceremony was organised in Ankara on 2 December. With this signing, its membership was formally recognized.

Speaking at the ceremony, SOCEA President and Deputy Director General of DHMİ, Dr. Cengiz Paşaoğlu, emphasized the importance of the occasion: "HungaroControl's accession strengthens SOCEA both technically and operationally. Their expertise and active participation will contribute greatly to our shared mission of enhancing safety, efficiency, and interoperability across the European-Asian air navigation region."

On behalf of HungaroControl, Mr. Ferenc Turi attended the ceremony and expressed their commitment to contribute actively to SOCEA's ongoing initiatives.



With the accession of HungaroControl, the organization further broadened its geographic reach and technical expertise, strengthening joint efforts to address evolving airspace challenges across the region. Since then, the ANSP has been widely engaged in all the SOCEA activities

During this event Dr. Paşaoğlu also noted that the signing ceremony coincided with the final activity of Türkiye's term as SOCEA Presidency: "We are pleased to conclude our presidency with a development that adds lasting value to SOCEA's future. I extend my sincere thanks to all member ANSPs for their constructive cooperation throughout this term."

SOCEA's three working groups—Operational, Technical, and Administrative—continued their dedicated activities during the year. These groups provided a space for experts to exchange knowledge and work together on safety procedures, technical improvements, and organizational matters. Especially the initiation regarding development of the ConOps marked a milestone in 2025.

Overall, 2025 was again a year of significant progress. With an expanded membership, working groups in full operation, and preparations in place for the next stage of technical improvements, SOCEA is gradually building its role as an efficient and collaborative mechanism for regional air navigation safety coordination.

SOCEA members affirmed their steadfast determination to continue working toward the collective goals of the organization and the decisions taken during 2025 are anticipated to make substantial contributions to raising regional air navigation safety standards and establishing stronger cooperation mechanisms among all member states in the coming period.



Air Traffic Management R&D

Since 2009, DHMI has been carrying out R&D activities in the field of air traffic management in cooperation with TÜBİTAK, the Scientific and Technological Research Council of Türkiye. As of the end of 2025, a total of 16 national R&D projects have been completed, while the National W/ MLAT System Installation R&D Project remains ongoing. In addition to these national activities, DHMI continued its participation in the SESAR-funded AI4HyDrop Project in 2025, contributing to international research efforts on innovative UTM solutions for the safe integration of drone operations into airspace.

Completed National R&D Projects of DHMI :



As a result of these completed projects, the following systems and solutions were developed:

1- Avian Radar (KUŞRAD)

The system is developed to monitor bird activity on potential migrating routes. The birds are a threat to aircraft both on the ground and in the air. The system works as an early alert to the air traffic controller to detect any flock of birds that are migrating. Bird activity is continuously recorded on the server for statistical analysis. This analysis is used to control aircraft approach, departure, and arrival routes and times. The system consists of two radars: a horizontal surveillance pulse radar operating in the S band and a vertically scanning FMCW radar operating in the X band. The system operates 24/7, detecting and tracking birds and flocks of birds, as well as aircraft, and reporting their range, elevation and direction. The system is installed at İstanbul Atatürk International Airport.



2- ATC Aerodrome & Approach/En-route Control Radar Simulator System (atcTRsim)

Following the signing of the R&D Cooperation Protocol between DHMI and TÜBİTAK, the ATC Simulator System was initiated as one of the first projects planned to be completed within 30 months. The intellectual property rights of the developed software belong to DHMI. Therefore, DHMI is able to deploy the system at airports and air traffic control centers in order to enhance the capacity and quality of ATC training facilities.

The ATC Simulator System is a comprehensive solution that meets both ab initio and advanced ATC training requirements while providing significant cost and time savings. It supports all levels of radar and tower ATC training in compliance with international standards, including those of ICAO and EUROCONTROL.

The system is also interoperable with other ATM systems and can effectively manage high traffic loads across multiple exercises. The system has been installed and is currently in use at three locations: Ankara Esenboğa Airport Aviation Academy, the Air Traffic Control Center, and İstanbul Atatürk International Airport.





3- FOD Detection Radar (FODRAD)

The Foreign Object Debris (FOD) Detection Radar System was developed to improve runway safety by continuously monitoring runways for foreign objects. Traditionally, runway inspections are carried out visually and often under time constraints due to air traffic flow. The FOD Detection Radar System significantly reduces inspection time while increasing the effectiveness of runway surveillance. The system infrastructure is designed to support radar-based, optical-based, or hybrid surveillance technologies. The system is currently operational at Antalya International Airport.

4- ÇARE (Multi-Purpose Radar Display)

ÇARE (Multi-Purpose Radar Display) is a self-contained and user-friendly human-machine interface application developed to display real-time flight data on two-dimensional maps. By receiving data in specific formats from various surveillance sources, the system provides situational awareness to air traffic controllers and supports effective air traffic management.

The system enables air traffic controllers to display and monitor data received from selected surveillance sources through a two-dimensional map interface. It also includes an analysis tool for examining recorded surveillance data and supporting technical and operational assessments. Currently serving in 46 air traffic control units across Turkish airspace, ÇARE contributes to the effective management of air traffic through its user-friendly interface and operational capabilities.

The ÇARE System has also been installed and is currently in use at three air traffic control units in Azerbaijan: Baku Heydar Aliyev International Airport, Fuzuli International Airport, and Ganja International Airport.



5- MGR Radar System (with Mode-S SSR Capability)

In civil aviation, combined Primary Surveillance Radar (PSR) and Secondary Surveillance Radar (SSR) systems are commonly used to provide surveillance information to air traffic controllers. Within this context, the MGR (National Surveillance Radar) System was developed as a national surveillance radar solution integrating a Primary Surveillance Radar and a Mode-S Secondary Surveillance Radar capability.

The MGR Surveillance Radar System consists of an S-band fully solid-state pulse Doppler Primary Surveillance Radar (PSR) and an L-band enhanced Mode-S Secondary Surveillance Radar (Mode-S SSR). The system was designed in accordance with ICAO and EUROCONTROL recommendations and standards. The PSR performs detection and tracking of air targets up to 60 nautical miles using advanced coherent radar signal processing techniques under different weather conditions, while the Mode-S SSR provides a minimum range of 200 nautical miles.

The system can simultaneously track up to 1,000 targets per scan through Moving Target Detection (MTD) and clutter reduction capabilities, using low/high beam selection, sensitivity time control (STC), adaptive clutter maps, and Doppler filters. In addition, the weather channel can provide six levels of precipitation information. The system architecture is fully redundant and optimized for 24/7 continuous operation.

As of 4 September 2025, the MGR/ Mode-S Surveillance Radar System installed at Gaziantep Airport has been fully commissioned and officially put into operational service.



6- EFS/DCL (Electronic Flight Strip – Departure Clearance) System

The EFS (Electronic Flight Strip) System was developed by Turkish engineers within the scope of the National ATC Systems Project. The system provides the functionality required to replace paper flight strips in tower and approach control environments. It is user-friendly and highly configurable, and can be customized to meet the operational needs of both large and small airports..

The system is capable of sending and receiving AFTN messages in both ADEXP and ICAO formats. It is also integrated with FDP systems through essential SSR code and CFL request capabilities.

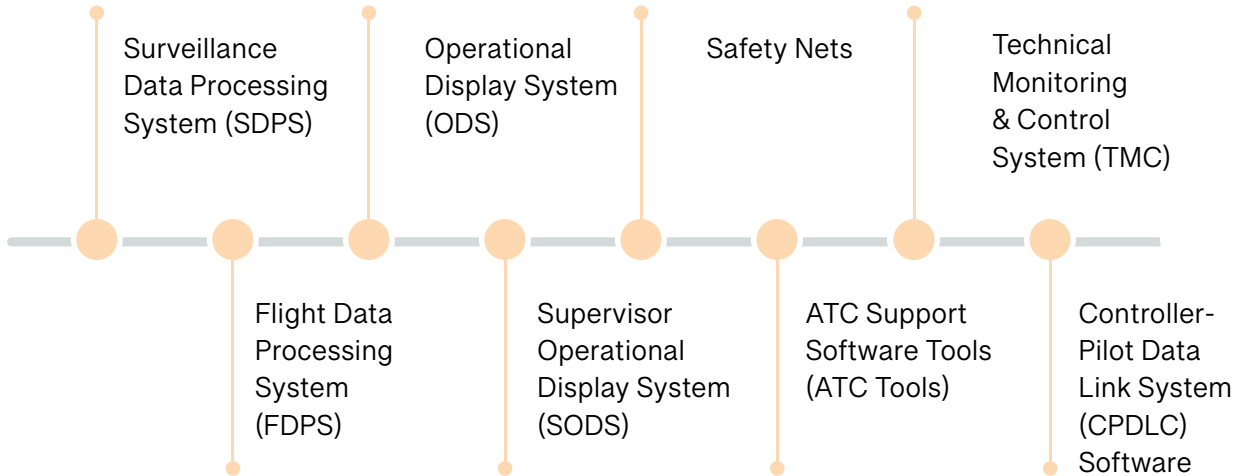


Through its intuitive interface, flexible modes of operation, and integration capabilities with various external systems and networks, including AFTN, IOP, DCL, and DHMI networks, the EFS System significantly contributes to reducing the workload of air traffic controllers.

To date, the system has been installed at 35 airports and is being used effectively by air traffic controllers. Further deployment at additional airports is planned in line with operational requirements and future demand.

7- National Air Traffic Control Center (National ATC Center) – Phase 1 R&D Project

As a result of the National Air Traffic Control Center (National ATC Center) – Phase 1 R&D Project, the following system components and software tools were developed:



The project aimed to develop national air traffic management capabilities by utilizing domestic technological resources and qualified human capital. In this context, the project contributed to building institutional know-how, reducing dependence on foreign systems, and developing cost-effective solutions in the field of air traffic management.

As of the end of 2025, the system development and testing processes were finalized within the Test and Integration Environment established at Trabzon Airport. As a continuation of the project, Phase 2 is planned to focus on the deployment of the system across selected air traffic control units.

Participation in International R&D project:

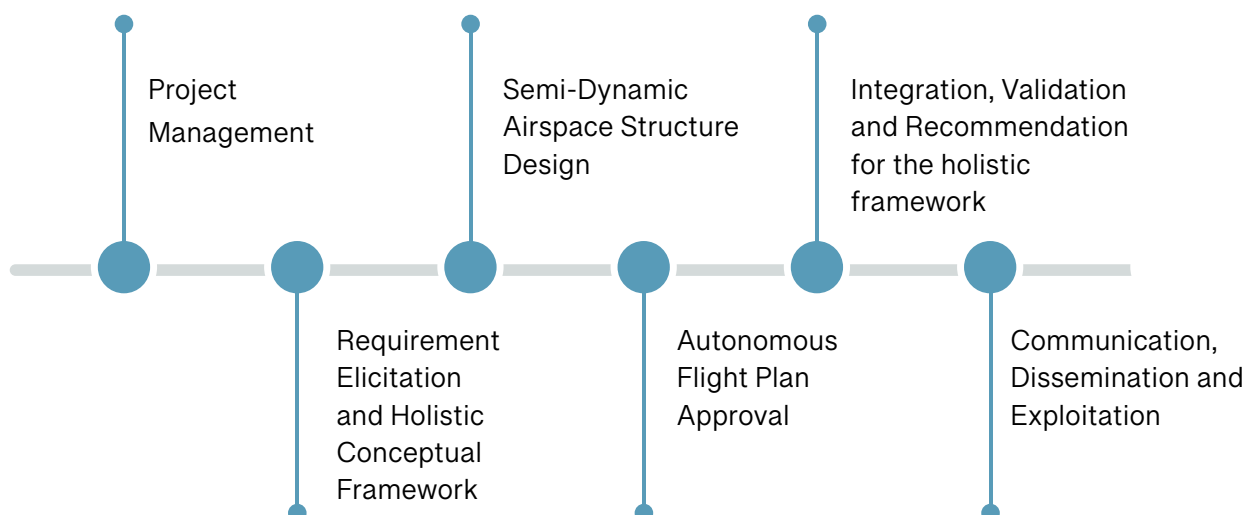
1. AI4HyDrop Project - SESAR 3 JU (Single European Sky ATM Research 3 Joint Undertaking)

In 2025, DHMI continued its participation in the SESAR-funded AI4HyDrop Project, which focuses on innovative UTM solutions for the safe integration of drone operations into airspace. The project addresses various research areas, including the assessment and quantification of safety levels for U-space operations, the definition of a safety framework for strategic and tactical operations, the determination of acceptable levels of automation and AI integration, the optimization of airspace use, and the establishment of a rational flight approval process.

Through the use of artificial intelligence techniques, the project aims to support the development of automated air traffic management concepts and contribute to the efficient and safe integration of drones into airspace, while also considering potential operational risks, societal impacts, and environmental concerns.



Within the project, DHMI contributed as the Air Navigation Service Provider of Türkiye by providing domain expertise in ATM and UTM. In cooperation with the project partners, DHMI contributed to the following work areas:





Ongoing National R&D Project

1. National WMLAT (Wide Area Multilateration) Installation R&D Project

The National W/MLAT System Installation R&D Project aims to develop and deploy a new-generation aircraft surveillance capability based on multilateration technology, using domestic resources and ensuring that the intellectual property rights belong to DHMI.

Within the scope of the project, the MLAT (Multilateration), WAM (Wide Area Multilateration), SMR (Surface Movement Radar), and A-SMGCS (Advanced Surface Movement Guidance and Control System) components are planned to be developed and integrated. A-SMGCS supports the surveillance, guidance, and control of aircraft and vehicles on the movement area in order to maintain the declared surface movement rate and the required level of safety under all weather conditions and airport visibility levels.

The integrated system is planned to be installed at İzmir Adnan Menderes Airport.

Participation in National Technology and Innovation Events:

Throughout 2025, DHMI participated in major national technology and innovation events to introduce domestically developed air traffic management systems reflecting the Organization's R&D capacity.

Through these events, which reached a total audience of over 1,379,500 visitors, domestically developed air traffic management systems were presented to the public. These activities contributed to increasing sectoral awareness, particularly among younger generations, while enhancing the visibility of the added value generated by R&D projects. Furthermore, they supported the strategic communication objectives of our Organization by demonstrating the practical outcomes of research, development, and innovation activities in the field of air traffic management.

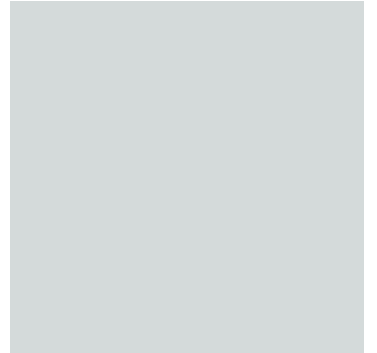
1. The 7th Productivity and Technology Fair

Held between
16–19 April
2025, with
72,500 visitors.



2. Teknofest Turkish Republic of Northern Cyprus Ercan

Held between 1–4
May 2025, with
225,000 visitors.



2026 Outlook

In line with the projects included in the 2026 Investment Program, ATM R&D activities are planned to continue in 2026. Within this scope, the following projects are included in the investment program: atcTRsim Installation and Development, Web-Based ATC Simulator System (ATC WebSim) Installation, Digital Tower Development, Domestic AFTN and AMHS System Development, National ATC Center – Phase 2, and Development of Air Navigation Aid Systems.

Through these projects, preparatory activities are being carried out to strengthen the air traffic management infrastructure with domestic and national solutions in the areas of surveillance, communication, simulation, and digitalization.

The 2026 outlook is shaped by the objectives of enhancing the integration capabilities of existing systems, developing next-generation air traffic management solutions, and strengthening a sustainable technical architecture. Accordingly, ATM R&D activities are intended to be carried out in alignment with institutional needs and national investment planning.



3. Teknofest Istanbul

Held between
17–21
September 2025,
with 1,032,000
visitors.

4. SteamFest Trabzon

Held between
10–12 October
2025, with 50,000
visitors.





ROUTE CHARGES

National Cost-Base

DHMI, the Air Navigation Service Provider of Türkiye, provides high level service to airspace users whilst effectively using its resources and efficiently applying cost restriction policies.

The result is that DHMI's unit ATM/CNS provision costs remain significantly lower than the European system average, with unit costs in the bottom half and in line with underlying economic and traffic demand fundamentals. KPIs showing highest ATCO efficiency, substantial total service units within EUROCONTROL, minimal ATFM delays and competitive unit rates all clearly indicate a reasonable cost-base.

This achievement is thanks to strict cost containment measures and the strategic transition to Euro-based costing, having a positive impact on cost stability without compromising the provision of service.

Showing exceptional performance with high cost-efficiency both European wide and regionally continues to be a true tradition of DHMI.

“
EXCELLENT PROVISION
OF SERVICE & LOW
PROVISION COSTS
”

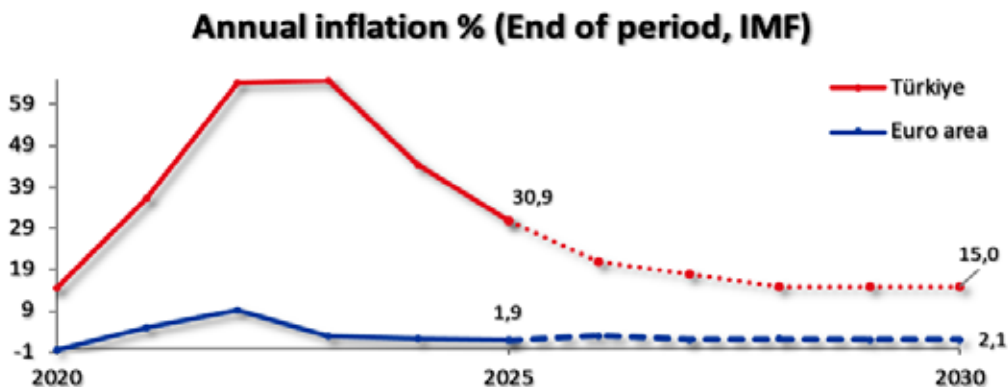
2025 Actual Cost-Base

As regards the costs by nature, staff costs were established at €358,9 million, other operating costs at €255,7 million, depreciation at €53,1 million and cost of capital at €52,3 million, resulting in a total cost base of €720 million.

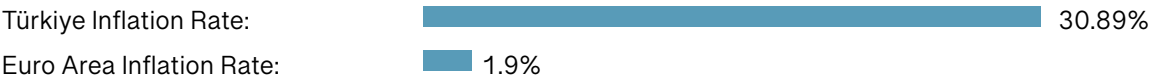
[Cost Structure Chart - 2025 Actual Costs by Category]

Staff Costs	(49.84%):
Other Operating Costs	(35.52%):
Depreciation	(7.38%):
Cost of Capital	(7.27%):

DHMI operates in a complex macroeconomic environment with unique challenges that have a profound impact on the cost structure. The strategic transition to Euro-based cost method has proven instrumental in maintaining operational stability and cost predictability. Factors such as persistent domestic inflation, exchange rate fluctuations influencing the broader economic landscape throughout 2024 and 2025.



[Türkiye vs Euro Area Inflation Comparison - 2025]



Despite operating within one of the most challenging macroeconomic environments globally, with Turkish inflation reaching 30,89% compared to the Euro Area’s 1,9%, DHMİ achieved remarkable cost efficiency.

Operating within an environment where high inflation persists and the domestic currency is appreciating in real terms presents a unique financial challenge. Despite systemic macroeconomic pressures, DHMİ continues to implement rigorous cost containment measures, optimize resource utilization, and leverage the lower euro-based cost of capital to alleviate the overall financial burden on airspace users, ensuring the continuous, safe, and highly efficient provision of air navigation services.

The actual costs for 2025 amounted to €720,0 million, representing a 4,0% deviation compared to the forecasted amount of €692,2 million. This reflects the arithmetically unavoidable impact of the macroeconomic dynamics described in detail in the preceding sections, notably the high inflation and real appreciation of the Turkish lira, which amplified the euro-equivalent value of TRY-denominated expenditures beyond forecast assumptions.

Service Units

Traffic performance in 2025 was significantly impacted by external geopolitical factors such as the closures of Middle Eastern airspaces, with total chargeable service units of 21,8 million compared to the forecasted 22.5 million, although representing a 9,3% increase compared to the previous year. The difference between forecast and actual is primarily attributed to the ongoing instability in southern neighbouring regions, which adversely affected both overflight traffic and inbound-outbound flows through Turkish airspace.

Despite regional challenges and geopolitical uncertainties, these increases demonstrated resilience. The variance from forecast reflects external circumstances rather than operational deficiencies.

[Chargeable Service Units Performance - 2023-2025]



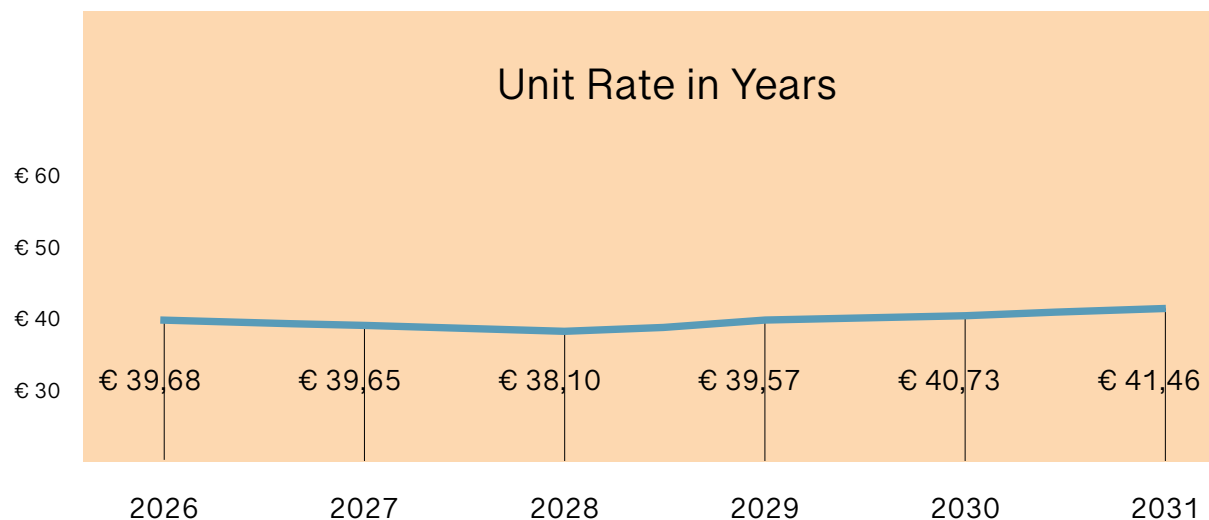
National Unit Rate

The 2025 unit rate has been calculated as €36,97 reflecting the careful balance between cost recovery and maintaining competitive pricing for airspace users. This rate incorporates the benefits of Euro-based costing while accounting for the impact of reduced service units due to geopolitical factors.

The forward-looking unit rate projections demonstrate DHMI's commitment to cost stability and predictability.

[Unit Rate Projection - 2026-2031, in Euros]						
Year	2026	2027	2028	2029	2030	2031
	39,68	39,65	38,10	39,57	40,73	41,46

It is important to highlight that even during these challenging times, every effort has been made to optimize costs while ensuring the highest level of safety in service provision. Despite the difficulties faced, DHMI remains committed to its efficiency targets, particularly in maintaining competitive unit rates while upholding excellent aeronautical performance. The organization's dedication to cost-effectiveness and safety underscores its commitment to providing quality services in the most efficient manner possible.



LOWEST
POSSIBLE
UNIT RATES

Forward-Looking Information

The strategic transition to Euro-based costing positions DHMI for enhanced stability and predictability. Forward-looking projections are based on key indicators including GDP growth trends, Euro Area inflation expectations, forecasts for IFR traffic growth within Turkish airspace, and market price dynamics.

[Cost Evolution Forecast - 2026-2031, in million Euros]

Est. Cost	2026	2027	2028	2029	2030	2031
	931	910	908	970	1.027	1.070

The Euro cost base framework provides a stable foundation for long-term planning, protecting operations from domestic macroeconomic volatility while maintaining alignment with European aviation financial standards. Cost projections reflect controlled growth in line with operational requirements and international price trends, ensuring sustainable service delivery.

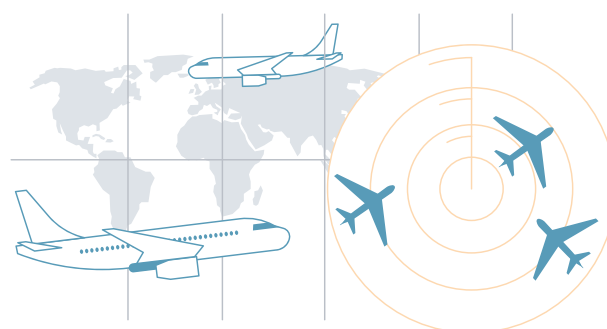
Given the continuing and escalating nature of regional conflicts, traffic patterns remain subject to significant uncertainty in the near term. DHMI has developed robust operational frameworks to adapt to varying traffic scenarios while maintaining service excellence. The organization's operational flexibility and proven resilience enable effective cost management regardless of traffic volatility, ensuring sustainable operations even under challenging geopolitical conditions.

DHMI's commitment to excellence continues to drive performance across all operational dimensions. The successful implementation of Euro-based costing, combined with ongoing operational optimization initiatives, ensures that the organization remains well-positioned to deliver exceptional service quality at the lowest possible cost throughout the forward-looking period.

— “ —

A DHMI Tradition:
MAXIMUM COST-EFFICIENCY &
ZERO ATFM DELAYS

— ” —







COMMUNICATION NAVIGATION SURVEILLANCE

CNS (Communication, Navigation, Surveillance) Services

DHMI, main CNS service provider in Türkiye, provides CNS services by means of Electronics Department at the Headquarters, Electronics Units at 7 Approach Control Centers, 58 Airports and Air Traffic Control Center located at Ankara.

DHMI Electronics Department is in charge of the following tasks:

- Procurement and installation of equipment to be used for Communication, Navigation and Surveillance services,
- Preparation and execution of maintenance plans for the equipment,
- Provision of ground services for flight inspections
- Calibration of test equipment,
- Provision of repair service for equipment,
- Planning and execution of training for ATSEP (Air Traffic Safety Electronics Personnel) including Basic, Qualification, On-The-Job and Refreshment training according to the ATSEP License Regulation in place,
- Evaluation of the effects of constructions (wind power plants, hydroelectric power plants, solar power plants, power transmission lines, buildings etc) on CNS systems/equipment and provide feedbacks to applicants
- Following of EUROCONTROL, ICAO and EUROCAE publications, regulations and participation in meetings

CNS services are being provided by 659 ATSEP Licensed technical staff located at the DHMI Headquarters, Ankara ACC and at airports in Türkiye.

Communication Services

Strategic Modernization and Digital Transformation of National Aviation Communication Infrastructure

Comprehensive Overview of Communication System Activities

In strict adherence to the standards and recommended practices established by international aviation organizations such as ICAO, FAA, and Eurocontrol, a robust renaval and modernization roadmap is executed annually.

The primary objective is to ensure uninterrupted radio communication between Air Traffic Control (ATC) centers and every aircraft within the sovereign airspace across all flight levels.

Within this framework, VHF/UHF Air-Ground Radio Communication Systems installed at airports and remote stations to enable communication between Air Traffic Control Centers and aircraft operating within the national airspace.

Moreover, modernization and renewal activities have been carried out annually in line with institutional targets and strategic plans for the following systems and infrastructures :

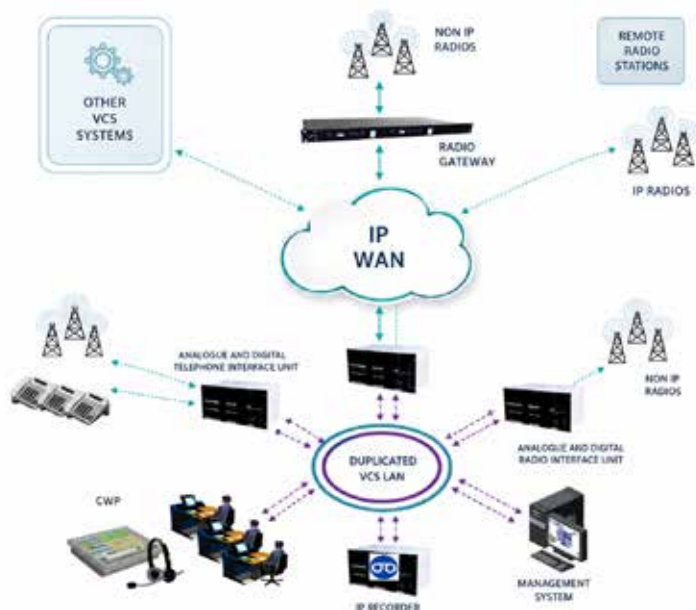
- Ground-Ground Radio Communication Systems supporting operational coordination within airport environments;
- Voice Communication Systems utilized for traffic coordination among Air Traffic Management (ATM) centers and communication between controllers and aircraft;
- Voice Recording and Replay Systems supporting air traffic services operations;
- Aeronautical Fixed Telecommunications Network (AFTN) and Aeronautical Message Handling System (AMHS) infrastructures used for the distribution of aeronautical information;
- Satellite-based Search and Rescue systems operating under the COSPAS-SARSAT framework to enhance the effectiveness and responsiveness of Search and Rescue (SAR) services;
- V-ATIS/D-ATIS (Automatic Terminal Information Service) systems that are providing periodic weather and airport information broadcasts to aircraft;
- National and international terrestrial and satellite network infrastructures that have been used for the interconnection of these systems.

Voice Communication and Voice Recording Systems

To replace the Voice Communication System (VCS) and Voice Recording System (VRS) operating at Trabzon Airport, which had reached the end of their economic lifecycle, and to establish new systems at airports lacking such infrastructure, a contract was signed on 14 January 2025 for the procurement and installation of four VCS and four VRS systems.

The project includes the deployment of systems at Rize–Artvin Airport, Hakkari Yüksekova Selahaddin Eyyubi Airport, and Iğdır Şehit Bülent Aydın Airport. Following the completion of the required infrastructure works, the equipment was delivered to the respective airports in December 2025, and installation activities were initiated accordingly.

Additionally, spare components required for providing continuity of the operation of current Voice Communication Systems at various airports were procured and distributed to the relevant airports in September 2025.



Air-Ground Radio Communication Systems

In order to improve the quality, safety, and operational efficiency of air-ground radio communications supporting air traffic services, a contract was signed on 8 December 2025 for the procurement of multicouplers, combiners, and filtering equipment. These components will primarily be utilized in radio system enhancement projects at İstanbul Airport and at stations affiliated with the Air Traffic Control Center. Delivery of the equipment is expected during 2026.

As part of ongoing frequency coverage improvement activities within Turkish airspace, a new air-ground radio transmitter/receiver station was established at Şanlıurfa GAP Airport for use by the Malatya Approach Unit. Furthermore, the required analog-to-digital and digital-to-analog converters were procured and installed to enable remote control of the radios from Malatya Erhaç Airport.

Within the scope of a protocol signed between the DHMI and the Secretariat of Defence Industries (SDI), technical requirement documents defining the operational needs for the procurement of 500 air-ground radio units were submitted to SDI on 2 December 2025.



Ground-Ground Radio Communication Systems

Under the 2023 Investment Program, a project for the procurement of digitally based repeater systems, handheld radios, vehicle radios, and fixed radio terminals intended for ground-ground operational communications was completed. Within the scope of this project, a total of 920 UHF-band radio units were supplied for the airports located in Amasya Merzifon, Bingöl, Bursa Yenişehir, Çanakkale, Denizli Çardak, Kahramanmaraş, Kayseri, Muğla Dalaman, Milas-Bodrum, and Tekirdağ Çorlu Atatürk. Provisional acceptance procedures for the project were finalized during 2025.

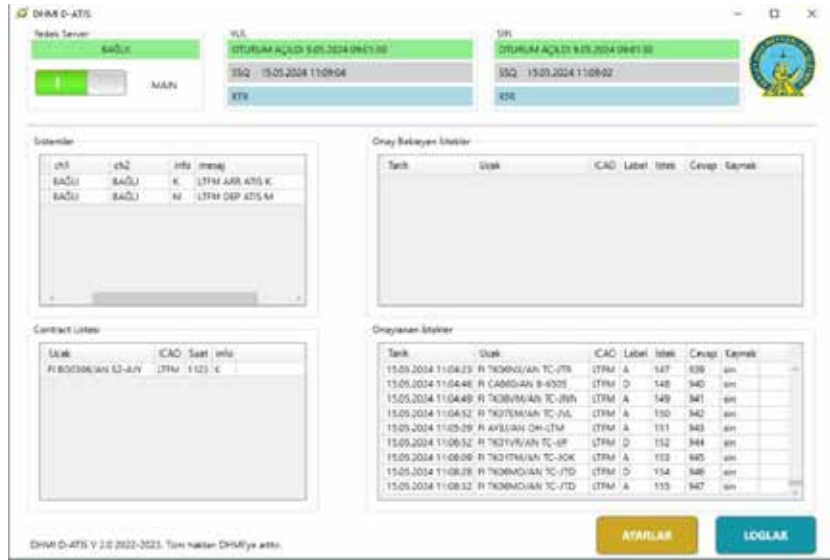
Additionally, under the 2024 Investment Program, a tender was conducted for the replacement of obsolete analog radio systems with modern digital radio communication systems at the airports of Ankara Esenboğa, Balıkesir Koca Seyit, Elazığ, Kastamonu, Malatya, Muş, Sivas, and Uşak. Following the tender process, a contract was signed for the procurement and installation of 1,014 digital ground-ground radio communication devices, and installation and provisional acceptance activities were completed during 2025.



V-ATIS/D-ATIS Systems

Within the scope of projects conducted by DHMI, the V-ATIS system developed by ATSEP personnel was commissioned at the airports of Kahramanmaraş, Mardin, Muş, Iğdır, Denizli, Kars, Bingöl, Ağrı, Adıyaman, Erzincan, Balıkesir Merkez, Kastamonu, and Aydın Çıldır during 2025.

Furthermore, ATIS training programs organized at the Training Center located at Ankara Esenboğa Airport were provided to personnel from İstanbul Airport, İstanbul Atatürk Airport, Ankara Esenboğa Airport, Çukurova International Airport, Milas–Bodrum Airport, and Batman Airport.



AFTN/AMHS Systems

Under the three-year AFTN/AMHS Maintenance and Support Agreement signed in 2023, periodic maintenance activities of the AFTN/AMHS system were successfully carried out throughout 2025.

In addition, preparatory activities for the modernization of the AFTN/AMHS infrastructure in Türkiye were initiated through the establishment of a dedicated technical specification commission responsible for drafting the new system requirements.

COSPAS-SARSAT System

Within the framework of the 2023 Investment Program, in order to ensure full compliance with current Cospas Sarsat operational standards of the Cospas Sarsat system operating in Türkiye, a contract was signed with the system manufacturer for the modernization of the LUTs (Local User Terminals) and RCCs (Rescue Coordination Centers) operating under the national satellite-based search and rescue infrastructure.

In this context; modernization works were finalized at the end of 2025 and acceptance testing and operational validation activities of the modernized system is expected to be finalized at the beginning of 2026.

In addition, periodic and comprehensive maintenance activities of the system were successfully carried out throughout 2025.

Air Navigation AIDS

The Air Navigation Systems, which establish the navigation system network within Turkish airspace and provide services at our airports and air navigation stations, are essential for flight safety by ensuring the secure approach and landing of aircraft. These systems are categorized as ILS, VOR/ DVOR, and DME.

ILS (Instrument Landing System): Defined as the Instrument Landing System, the ILS guides the aircraft both horizontally and vertically, enabling it to perform an automated landing on the runway. It ensures a safe approach and landing particularly during adverse weather conditions such as low

cloud ceilings, fog, rain, or snow where visibility is restricted. In conditions with high visibility, it provides an additional level of comfort alongside safety.

VOR/DVOR (VHF Omnidirectional Range): A VOR/DVOR station generates 360 linear radials. By broadcasting in all directions, it provides pilots with critical heading and positioning information.

DME (Distance Measuring Equipment): This system provides the pilot with the slant-range distance between the ground station and the aircraft. It is typically utilized in conjunction with VOR and ILS systems, thereby allowing the pilot to obtain both directional and distance information simultaneously.

In accordance with the instructions of our Ministry and the principles of our General Directorate, ILS facilities have been provided to all our airports where ILS operations can be performed. As of the end of 2025; there are 81 ILS systems in our airports, and 78 VOR/DVOR, 162 DME, and 68 NDB systems are in service at all our airports and remote stations.

During the year 2025;

- A contract has been signed with Mopiens, a South Korean company, following a tender for the purchase of 9 DVOR/DME systems to be installed at Istanbul Airport's new 07/29 runway, Yozgat, Gümüşhane-Bayburt, Bingöl, Kastamonu (Central), Kütahya Zafer Airports, and the İnebolu station (INB-identified) under the responsibility of Kastamonu Airport, the Çatalkaya station (IMR-identified) under the responsibility of İzmir Adnan Menderes Airport, and the Kula station (DEN-identified) under the responsibility of İzmir Adnan Menderes Airport. The systems are currently in the production/shipment phase.
- The delivery of a total of 9 (nine) DVOR/DME systems to our country, one each for Balıkesir Central, Erzincan Yıldırım Akbulut (Vabel), Ankara Esenboğa (Afyon), Gümüşhane-Bayburt, Hatay, Samsun Çarşamba, Uşak, Çanakkale (Biga) and Yozgat Airports, procured within the scope of the 2024 Investment Program, has been completed.
- At Ağrı Ahmed-i Hani, Balıkesir Koca Seyit, Erzincan Yıldırım Akbulut, Nevşehir Kapadokya, Mardin Prof. Dr. Aziz Sancar, Sivas Nuri Demirağ, Bursa Yenişehir, Tokat, Adana and Tekirdağ Çorlu Atatürk Airports, the existing VOR/DME systems, which had reached the end of their economic lifespan, have been replaced with DVOR/DME systems and the systems have been put into service following flight control.
- 1 DVOR/DME and 1 ILS/DME system procured for 3rd runway of Ankara Esenboğa Airport have been put into service. The localizer for the ILS/DME system on runway 03R has been activated, and land leveling work is ongoing to enable the activation of the glide path.
- The 25L ILS/DME system at Elâzığ Airport and the 28 Localizer system at Erzincan Airport have been updated. New ILS/DME systems have been installed on the LLZ runway at Kahramanmaraş Airport, the 24 runway at Rize-Artvin Airport, and the 07R runway at Elazığ Airport, following the completion of flight control.
- Two ILS/DME systems have been commissioned for Runway 1 as part of the Sabiha Gökçen Airport runway construction project.
- 1 DVOR/DME system and 1 ILS system have been installed at Damascus Airport in Syria.
- The evaluation of numerous requests for construction projects such as wind power plants, hydroelectric power plants, solar power plants, overhead power lines, buildings, etc., regarding their impact on CNS systems and air traffic procedures, and the communication of our organization's opinions to the requesting parties, has been carried out continuously.

Surveillance Services

To provide an accurate and reliable air and ground surveillance picture to Air Traffic Controllers, Electronics Department closely follows new technologies, systems and operations; and adapts innovations to existing ATM infrastructure. Every point above FL200 in the Turkish airspace is covered and controlled minimum three secondary surveillance radar systems.

By the end of 2025, 8 PSR (Primary Surveillance Radar) and 25 Mode S SSR (Secondary Surveillance Radar) systems are being used in radar-based air traffic control services in en-route and TMA (Traffic Management Area) regions.

Besides ADS-B receivers from vendors, DHMI has developed its own ADS-B receivers, which have been installed at Ankara Esenboğa, Trabzon, Denizli Çardak, Uşak, Isparta Süleyman Demirel, Ordu-Giresun Airports. As of 2025, in total 21 ADS-B receivers located in various airports. The primary aim is to equip all airports with ADS-B receivers. Data from these receivers will be integrated into an ARTAS tracker and distributed to all users.

The surveillance data produced by surveillance sensors are transmitted via terrestrial and satellite lines to ATC centers. All sensor data is fed into the WAN network and it is shared between ATC centers through this WAN.

A new project for replacement of 2 PSR/MSSR and 1 MSSR is started by April,2024 and expected to be completed by the end of 2027. Another project for replacement of 2 PSR/MSSR and 1 MSSR is also started by the end of 2025.

A-SMGCS systems with surveillance and airport safety net services are in operation since 2010 at Ankara Esenboğa, Istanbul Atatürk and Antalya Airports. Also an A-SMGCS system including EFS/ DCL functionalities is available for Istanbul Airport (LTFM). Istanbul Airport A-SMGCS is in use with clearance-based stop bar control in addition to surveillance and airport safety nets services and also routing service. There are ongoing efforts to put into Guidance service in operation as well. DHMI started a project for renovation of Antalya A-SMGCS compliant with standards and with more functionality. DHMI is also planning to renovate Ankara Esenboğa A-SMGCS in the coming years.



Air Traffic Control System Infrastructure

SMART ATC systems have been in operation since 7 July 2015 and by the transfer of İstanbul ACC and İzmir ACC sectors to Ankara ACC; Area Control Service in Türkiye has been provided by Turkish Air Traffic Control Center (Ankara).

In addition, İstanbul, Antalya, İzmir Adnan Menderes, Dalaman and Bodrum ATC Centers are established for APP services in the Project.

Since existing configuration and terrestrial digital lines (IP-MPLS-VPN) supported by VSAT allows voice and data network, in case of an emergency/contingency, APP centers can support each other and roles can be shared among them.

Some of the key functionalites of SMART ATC systems;

- Redundant centralized FDPs located at Ankara ACC and İstanbul Ataturk APP providing flight data functionality to ATC units,
- Redundant ARTAS located at Ankara ACC and İstanbul Ataturk APP providing track data functionality to ATC units,
- Local legacy tracker at ATC centers as backup
- Safety Nets (MSAW, APM, APW, STCA)
- MTCD, MONA
- OLDI connection with adjacent ATC units
- More than 200 CWP's
- Contingency support

ATC Systems are upgraded to include new functionalities such as free route airspace. And also the system will be upgraded to include MSP (Multi Sector Planner) functionality within 2026.



APP services in Trabzon TMA is being provided a stand-alone system which is connected to Ankara and İstanbul FDPs via OLDI.

In order to use the resources (runway, air space etc.) more effectively, AMAN (Arrival Manager) system was installed at İstanbul Atatürk Airport and it is also extended for İstanbul Airport (LTFM) arrival traffics. DMAN system is also being installed at İstanbul Airport (LTFM) as part of A-CDM implementation



DHMI has started a project for development of a data display and analysis system called IRADE (Interactive Radar Analysis and Display Screen) with its own in-house SW developers. AFTN (NOTAMs), AWOS, the track flight plan data is integrated in the tool. IRADE is a perfect solution to reduce the number of displays used by controller by allowing users to configure their interface. IRADE is already being used in some ATC centers.

Activities for the Installation and Operation of Systems

Within the scope of the responsibilities of the System Installation and Operation Branch Directorate;

Technical support was provided for navigation aid systems (VOR, DME, NDB, ILS) and communication systems that became inoperative while in service at airports and could not be repaired using airport resources. Disassembly and assembly operations were carried out, and site selection studies for the installation of such systems were conducted.

In 2025, 75 radios, 4 VOR units, and 4 DME units were repaired within the System Installation and Operation Branch Directorate.

The installation of the Offset LLZ/DME system intended to serve Hakkâri Yüksekova Airport was completed, and the initial commissioning flight inspection was successfully carried out. The system was put into service with the entry into force of the instrument flight procedures on December 25, 2025.

In order to address issues caused by GPS signal disruptions within our national airspace, efforts are underway to identify and implement the necessary measures. As part of these efforts, procedures enabling the use of DME/DME as an alternative to GPS are being developed. In this context, efforts have been carried out to publish such procedures for Van Ferit Melen Airport, Gaziantep Airport, and Ankara Esenboğa Airport.

VOR, DME, and NDB equipment were delivered to Damascus and Aleppo Airports in Syria. Technical teams were assigned on four occasions to conduct inspections, carry out related works, and install a DME for the ILS system at Damascus Airport.

In the CNS Calibration Laboratory operating under the System Installation and Operation Branch Directorate, calibration services were provided for 823 devices—including multimeters, wattmeters, and frequency meters—used in the control, maintenance, and operation of CNS systems at the center and at airports. Calibration of the calibrator devices used in this laboratory was carried out at TÜBİTAK UME facilities, and comparison tests were conducted to validate the accuracy of the organization's laboratory against TÜBİTAK UME standards.



DMS



SAFETY RISK
MANAGEMENT



SAFETY
ASSURANCE



SAFETY
POLICY

QMS

QUALITY
MANAGEMENT
SYSTEM

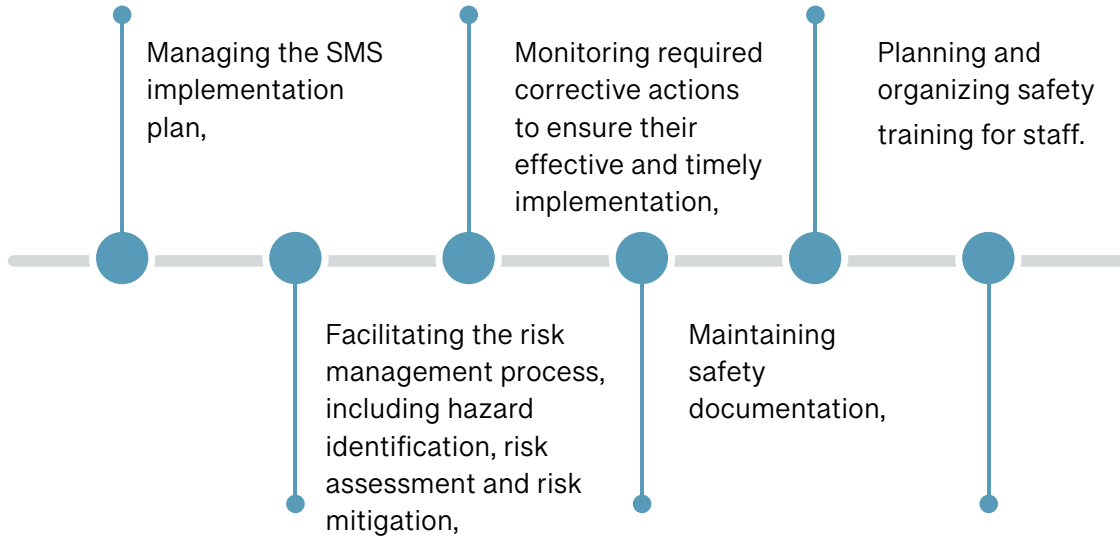
SMS&QMS AND TRAINING



SAFETY
PROMOTION

SAFETY
PROMOTION

ANS Safety and Quality Management System



Safety Management System (SMS)

DHMI consistently fulfills its national and international obligations within the Air Navigation Services SMS in a stable and reliable manner. This is achieved through a continuous commitment to a high standard of operational excellence and sustainable safety performance.

Safety Policy

The DHMI Air Navigation Services Safety Policy, crafted in accordance with national and international requirements, unequivocally demonstrates the organization's core commitment to safety. This policy establishes clear safety accountabilities, fosters a just reporting culture, ensures the allocation of necessary resources, and drives continuous safety improvement.

To effectively institutionalize these principles, the DHMI Air Navigation Services SMS is structured to address all safety matters related to air navigation services through a clear, precise, and systematic approach, thereby ensuring an acceptable or tolerable level of safety.

This system encompasses safety risk management, safety assurance, and safety promotion activities carried out in line with the defined safety policy and objectives. Guided by this structured framework, the organization continuously works to enhance the efficiency of the safety management system, foster a widespread safety culture, and actively involve all personnel in safety initiatives.



Just Culture Policy

A fundamental pillar of DHMI's safety framework is the establishment and maintenance of a robust "Just Culture". The organization strictly guarantees an environment where air navigation service personnel are actively encouraged to report safety-related events or hazards without fear of blame.

DHMI is fully committed to ensuring the highest safety standards; to this end, and to guarantee the safe continuity of provided services, all accidents, incidents, occurrences, and potential hazard-inducing elements must be reported without any hesitation or reservation.

Under The DHMI Air Navigation Services Just Culture Policy, a clear distinction is maintained between unintentional human errors and unacceptable behaviors, ensuring that honest mistakes are treated as vital learning opportunities to reinforce operational safety.



Just Culture is not only vital for fostering a robust reporting culture, but it also directly reinforces the safety policy. Through this approach, DHMI fosters open communication and transparency, which are essential for driving continuous improvement across air navigation services.

The DHMI Air Navigation Services Safety Policy and Just Culture Policy are signed by the General Manager, who carries the ultimate accountability for the establishment, implementation, development, and continuity of the SMS.

Key SMS Activities and Operational Achievements in 2025

Throughout 2025, key components of the DHMI Air Navigation Services safety documentation infrastructure were systematically reviewed and upgraded to maintain alignment with national and international regulatory frameworks.

Within this framework, the creation and official publication of the "Change Management Procedure" significantly strengthened the organization's structural risk mitigation capacity, paving the way for the subsequent publication of the revised 9th edition of the DHMI Air Navigation Services SMS Manual.

These milestones demonstrate DHMI's ongoing commitment to streamlining workflows and ensuring that all air navigation safety processes are continuously backed by up-to-date, precise, and standardized operational references across all DHMI-operated airports.

Throughout 2025, The Local Safety Councils successfully conducted their regular meetings across all DHMI-operated airports to identify site-specific hazards, evaluate local risk mitigation strategies, and address safety concerns with the active participation of relevant operational personnel. The findings and comprehensive reports generated during these local sessions were systematically compiled and escalated to the top-level safety body.



To review this escalated inputs, assess overall safety performance, operational risks and guide high-level safety decisions, the DHMI ANS Safety Board meets at least once a year. Composed of representatives from all relevant departments, the Board is chaired by the Head of the Air Navigation Department, who maintains direct access to the Accountable Manager. To ensure comprehensive evaluations, subject-matter experts from other departments, operational units, or external institutions are also invited to these sessions whenever necessary.

Since the implementation of its SMS, DHMI has intensified its efforts to cultivate a robust safety culture embedded across all organizational levels, ensuring that every employee recognizes their vital role in maintaining operational safety. As a pivotal milestone in this ongoing commitment, DHMI introduced the Air Navigation Services SMS Confidential Reporting Form (COREFORM), a dedicated electronic system designed for confidential safety reporting.

Throughout 2025, COREFORM served as a cornerstone for proactive hazard identification, allowing air navigation service personnel to report safety-related occurrences, or concerns, swiftly and securely. To strictly uphold DHMI's unwavering commitment to data confidentiality and compliance with the Personal Data Protection Law, electronic access to the COREFORM database is heavily restricted, utilizing advanced access controls limited strictly to authorized safety personnel. This digital infrastructure has significantly reinforced the organization's reporting culture and streamlined the collection of critical safety intelligence.

To proactively systematically evaluate and mitigate risks associated with the implementation of new systems or modifications to existing infrastructures, DHMI meticulously conducts comprehensive Safety Assessments for Air Navigation Services.



Through these structured safety assessment processes, the functions of ATM/CNS system components are systematically classified based on their potential safety risk levels and operational criticality. By utilizing international hazard analysis methodologies, DHMI ensures that any operational change or system deployment meets acceptable safety criteria, effectively preventing potential operational degradation before new systems are operationalized in the field.

In 2025, the safety assessment study for the ÇARE System (Multi-Purpose Radar Display), jointly developed by TUBITAK and DHMI, was successfully finalized in coordination with TUBITAK. Additionally, comprehensive safety assessment studies were conducted for the National Surveillance Radar (MGR/Mode-S) system, which was developed under DHMI's dedicated R&D initiatives.

Under the Safety Assurance pillar of the SMS framework, DHMI continuously monitors the operational compliance and effectiveness of its air navigation services through structured internal audits. In 2025, comprehensive SMS Audits were systematically conducted at Türkiye Air Traffic Control Center and across 17 DHMI-operated airports.

The primary objective of these activities was to verify that all operational units strictly adhere to national regulations, international standards, and the provisions outlined in the DHMI Air Navigation Services SMS Manual. These internal evaluations focused on identifying procedural gaps, verifying the effectiveness of implemented risk mitigation measures, and ensuring the standardization of safety practices. The findings and corrective action plans generated from these audits provide invaluable data for driving continuous organizational improvement, reinforcing procedural compliance, and maintaining a high level of operational safety across the entire aviation infrastructure.



In addition to internal audit mechanisms, DHMI participates in global safety benchmarking initiatives to validate and continuously elevate its Safety Assurance processes. Within this context, the organization actively engages in the Standard of Excellence (SoE) in SMS assessment, jointly developed by EUROCONTROL and CANSO.

Through this structured annual evaluation, DHMI's safety management system maturity is measured against rigorous international criteria and benchmarked alongside leading global ANSPs. DHMI's continuous involvement in the SoE framework demonstrates its commitment to external validation, allowing the organization to systematically identify global best practices, drive targeted safety enhancements, and reinforce its position as a highly compliant and safety-oriented ANSP within the European aviation network.

According to the 2025 results of the "EUROCONTROL/CANSO Standard of Excellence in Safety Management Systems (SoE) Measurement Questionnaire", in which the Air Navigation Department participates annually, EUROCONTROL's official assessment finalized that DHMI has achieved "Level C (Managed)" maturity status across all 13 study areas.

Within the scope of the EUROCONTROL/CANSO SoE 2025 assessment, our article on the "Triple Runway Operations Implemented at Istanbul Airport" was approved as a "GOOD Practice" by the CANSO Best Practice Review Group under the context of Change Management and has been successfully published on SkyBrary.



As a vital component of its Safety Promotion framework, DHMI places great emphasis on continuous safety communication to maintain high operational awareness. To this end, the organization actively utilizes both high-level awareness meetings and targeted publications as primary channels to disseminate safety-critical information and reinforce a proactive safety culture across all levels.

To foster direct dialogue and align strategic safety goals, DHMI organized the Air Navigation Services SMS Briefing Meetings in 2025, bringing together a total of 169 operational personnel. This comprehensive sessions served as a key platform for bringing together Head of the Air Navigation Department, operational managers, and department representatives to discuss emerging operational challenges, and share updates on system-wide risk management strategies. By facilitating interactive discussions and providing a transparent overview of the organization's safety landscape, the briefing meeting ensured that all participants returned to their units with a unified understanding of DHMI's current safety priorities and strategic objectives.

Throughout 2025, the organization has regularly published and distributed a total of five Safety Bulletins to its air navigation service personnel, covering critical operational and systemic topics including Istanbul Airport Triple Independent Runway Operations (TRO), Just Culture, Flexible Use of Airspace (FUA), Free Route Airspace (FRA), and EUROCONTROL/CANSO Standard of Excellence (SoE) in SMS.

These bulletins serve as a crucial tool for sharing practical safety recommendations and information regarding safety activities. DHMI's Safety Bulletins play a vital role in proactively mitigating risks, strengthening the corporate safety culture, and ensuring personnel are well-informed about seasonal or systemic safety challenges.





Quality Management System (QMS)

DHMI has successfully established, documented, implemented, and maintained a Quality Management System (QMS) that fully complies with national and international standards. This commitment to excellence is formally recognized through the certificate issued by the Turkish Standards Institution (TSE). The primary objective of the DHMI QMS is to ensure the highest possible level of flight safety, as well as the safety of life and property. This is achieved by adhering to national and international legislation and standards, while continuously aligning with DHMI's core mission, vision, values, and strategic goals.

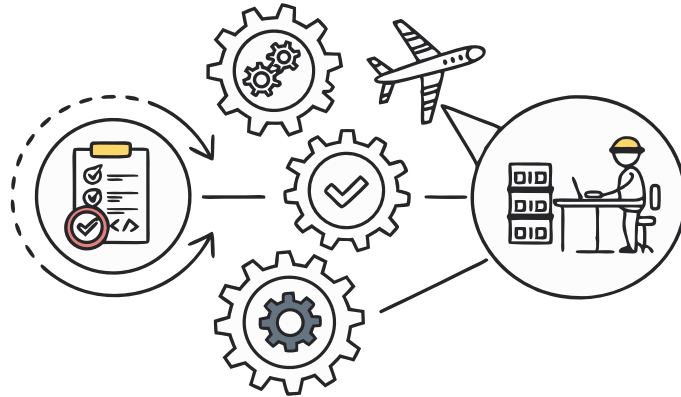
Throughout 2025, the Turkish Standards Institution—responsible for developing national standards across various products, processes, and services—conducted the required external audits of the DHMI QMS. Concurrent internal audits revealed no non-conformities with the established requirements. This outcome unequivocally validates the system's effectiveness and efficiency, underscoring DHMI's capability to optimally utilize its resources.

Management, through its comprehensive quality policy, is dedicated to identifying and consistently meeting customer requirements to enhance measurable customer satisfaction. Annually, DHMI proactively conducts Customer Satisfaction Surveys among various airline operators. This crucial feedback mechanism facilitates continuous service improvement and ensures that customer expectations are met effectively, thereby ensuring the high-quality delivery of air navigation services.



CNS Safety and Quality Management System

“In accordance with the national regulations “Air Traffic Safety Electronics Personnel License and Authorization Bylaw” and “Instruction on the Use of Safety Management Systems by Air Navigation Service Providers (SHT 65-03)”, Safety Management System (SMS) operations (internal audits, revision of internal legislations, data analysis etc.) were carried out under the responsibility of Head of Electronics (CNS) Department of DHMI and the Electronics (CNS) Units of the Airports in 2025, within the scope of the Electronics (CNS) Services Safety Management System.

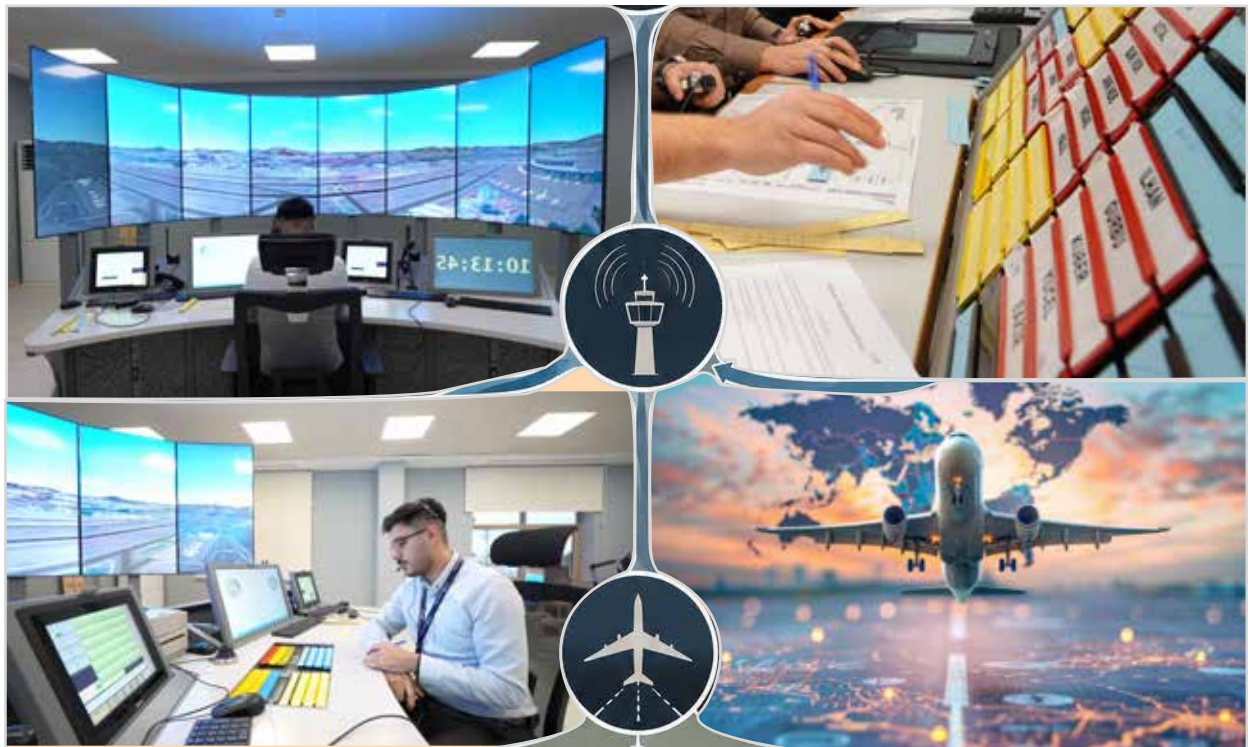


Necessary revisions have been made in the regulatory documents used in Electronics (CNS) Services within the scope of Quality Management System (QMS) and Safety Management System (SMS).

Safety Analysis of IRADE System (Interactive Radar Analysis and Data Screen), developed with in-house resources, was performed and concluded.

In order to ensure that Air Navigation Services can be maintained safely and without any disruption, the issues within the scope of Electronics (CNS) Services included in the Final Reports of the Local Safety Commission Meetings held in the DHMI HQ and Airports in April, August and December of each year have been examined and evaluations have been made.”





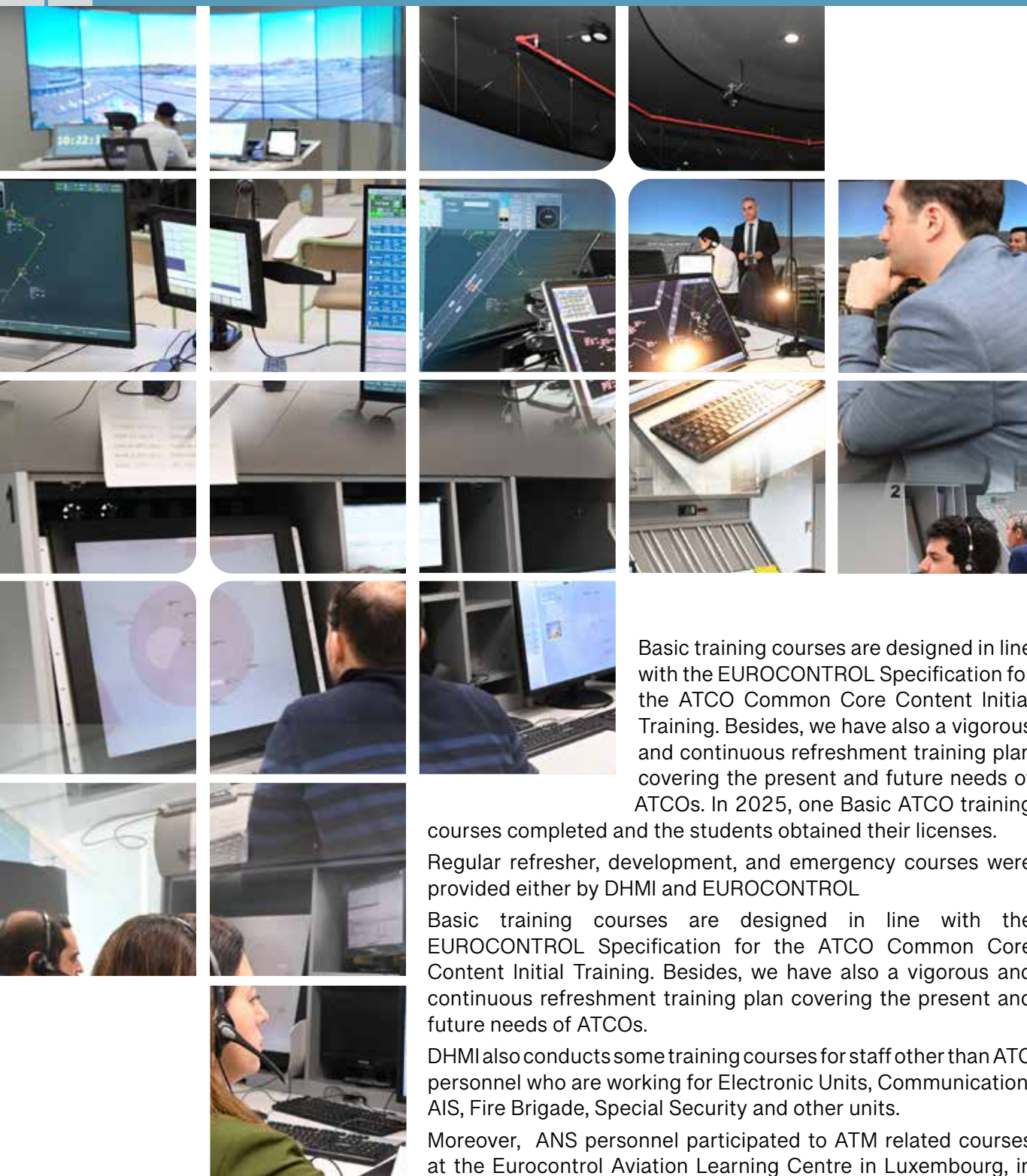
ATCO Training

Training means investing in the future. Once again this year, despite the heavy workload, the DHMI kept up this principle and managed to ensure high-quality training for all of its trainees.

DHMI provides initial training in both theoretical air traffic management and practical simulator based training. The Basic Training for ATCO trainees was conducted at the Training Centre of DHMI, located at Esenboğa Airport, DHMI conducts basic, refreshment and advanced ATC training programmes. The training center has theoretical training classrooms, laboratories, radar simulator, tower simulator with 3-dimensional and 360 degree monitoring features and pilot control units.

The Air Traffic Control Simulator System consists of tower and approach/en-route control units. The system has the capability of running stand-alone as a tower or radar simulator or in integrated mode where the same scenario can run among all sectors (en-route/ approach/ tower) as in the real ATC environment. Working positions are equipped with ground and approach radar screens, NAV-AID and lighting panels, weather-NOTAM display, strip printers and voice communication systems. The appropriate design of the radar work stations also gives the possibility of non-radar training.





Basic training courses are designed in line with the EUROCONTROL Specification for the ATCO Common Core Content Initial Training. Besides, we have also a vigorous and continuous refreshment training plan covering the present and future needs of ATCOs. In 2025, one Basic ATCO training

courses completed and the students obtained their licenses.

Regular refresher, development, and emergency courses were provided either by DHMI and EUROCONTROL

Basic training courses are designed in line with the EUROCONTROL Specification for the ATCO Common Core Content Initial Training. Besides, we have also a vigorous and continuous refreshment training plan covering the present and future needs of ATCOs.

DHMI also conducts some training courses for staff other than ATC personnel who are working for Electronic Units, Communication, AIS, Fire Brigade, Special Security and other units.

Moreover, ANS personnel participated to ATM related courses at the Eurocontrol Aviation Learning Centre in Luxembourg, in order to increase their knowledge in 2025.

The ATM Training Team conducted a successful series of in-person meetings with our partners. These sessions enhanced knowledge exchange, strategic alignment, and operational synergy among the organizations through meetings hosted by Croatia Control (Croatia), ENAC (France), and DFS (Germany).

Within the framework of its operational competency initiatives, DHMI successfully delivered in-person training programs covering ATC Basic Training, as well as Aerodrome Control, Approach Control Procedural (APP), and Area Control Procedural / Surveillance (ACP/ACS) ratings.

ATSEP Training

Training is one of the key enablers of CNS services and DHMI attaches special importance to training of staff working in the CNS service provision.

Theoretical trainings were moved to digital platforms after Covid-19 pandemic and practical trainings are being provided by experienced and authorized OJTIs on the system/device platforms.

The table below summarizes the trainings in 2025.

Beside ATSEP training, equipment trainings related to Radar, ATM Automation, VOR, DME, NDB, VCS etc. were also performed in 2025.

Training	Number of Participants
ATSEP Initial Training	23
ATSEP Communication Qualification Training	32
ATSEP Navigation Qualification Training	22
ATSEP Surveillance Qualification Training	25
ATSEP Communication OJT	32
ATSEP Navigation OJT	34
ATSEP Surveillance OJT	-
ATSEP Communication Refresher Training	1
ATSEP Navigation Refresher Training	1





CAPACITY



PERFORMANCE

Traffic

Located at the crossroads of the major traffic flows between Europe, the Caucasus, the Middle East, Africa and Asia, the Turkish airspace continues to play a strategic role within the European air transport network. As one of the leading Air Navigation Service Providers (ANSPs) in the region, DHMI attaches great importance to bilateral and regional cooperation to ensure the safe, efficient and sustainable provision of air navigation services.

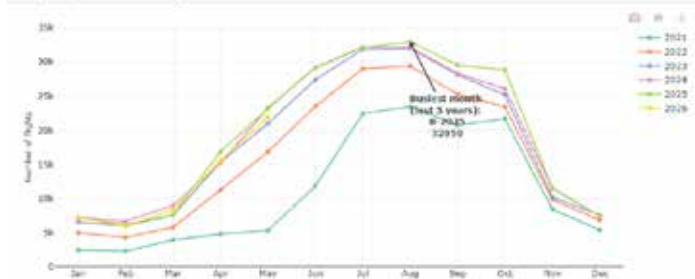
In 2025, Türkiye's aviation sector maintained its strong growth momentum. Total aircraft movements, including overflights, reached approximately 2.51 million, representing a 9.3% increase compared to 2024. Passenger traffic increased by 7.1%, reaching a historic high of 247.2 million passengers, the highest level ever recorded in Türkiye. International traffic continued to be the main driver of this growth, further strengthening Türkiye's position as one of Europe's leading aviation markets)

The geopolitical environment continued to have a direct impact on air traffic management throughout 2025. Ongoing regional conflicts and airspace restrictions in neighbouring regions resulted in significant changes to traffic flows across the European network. Owing to its strategic geographical location, Türkiye remained one of the principal transit corridors connecting Europe, Asia, the Middle East and Africa. DHMI successfully managed the increasing traffic demand while maintaining a high level of safety, operational continuity and network performance.

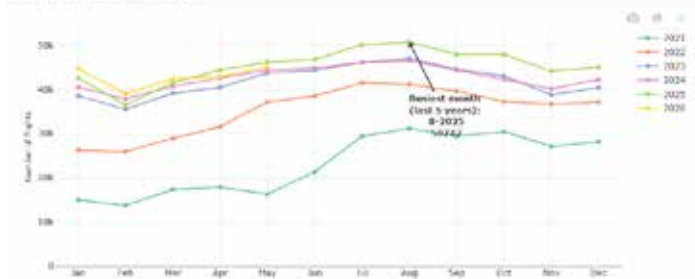
İstanbul Airport continued to rank among Europe's busiest airports and remained one of the world's leading global hubs, handling approximately 84.5 million passengers during 2025. The airport also became the first airport in Europe to implement Triple Independent Runway Operations, significantly enhancing its operational capacity and resilience. İstanbul Sabiha Gökçen Airport achieved another record year with approximately 48.4 million passengers, while Antalya Airport continued to be one of Europe's leading tourism gateways, recording sustained growth in both passenger and aircraft traffic.

To accommodate increasing traffic demand and strengthen the resilience of the network, DHMI continued implementing operational improvements throughout 2025 in close cooperation with neighbouring States, ICAO and EUROCONTROL. Particular emphasis was placed on the optimisation of the ATS route network, enhancement of civil-military coordination, modernisation of communication and surveillance infrastructures, and the implementation of operational measures aimed at improving capacity, efficiency and environmental performance across the Turkish airspace.

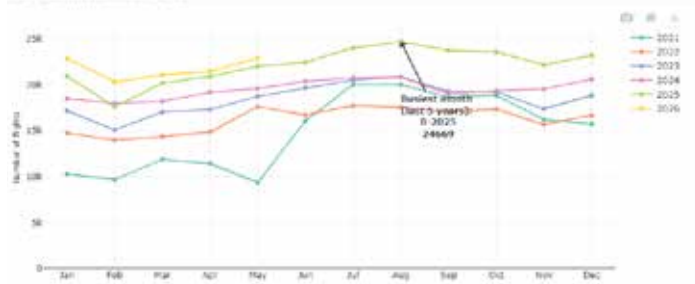
Monthly Traffic (Source: Network Manager)



Monthly Traffic (Source: Network Manager)



Monthly Traffic (Source: Network Manager)





Capacity

Ensuring sufficient airspace and airport capacity while maintaining high levels of safety and operational efficiency remained one of DHMİ's primary objectives throughout 2025. In response to continued traffic growth and the evolving operational environment, DHMİ implemented a wide range of operational and technical measures aimed at enhancing network performance and maintaining service continuity.

The geopolitical developments in neighbouring regions continued to reshape traffic flows across the European network, resulting in a significant increase in overflight demand through the Turkish airspace. Despite these operational challenges, DHMİ successfully accommodated the additional traffic while maintaining a high level of operational performance and network resilience.

Capacity enhancement efforts focused on the optimisation of the ATS route network, dynamic airspace management, strengthened civil-military coordination, and the continuous modernisation of communication, navigation and surveillance (CNS) infrastructure. Close coordination with EUROCONTROL Network Manager, neighbouring Air Navigation Service Providers (ANSPs) and military authorities ensured that traffic flows were managed safely and efficiently under rapidly changing operational conditions.

During 2025, Türkiye continued to maintain one of the strongest operational performances within the EUROCONTROL area. Although traffic demand reached record levels, en-route ATFM delays remained negligible, demonstrating the effectiveness of the implemented capacity management measures and operational coordination.

Operational performance at the major airports continued to improve through enhanced arrival and departure management procedures, advanced ATM system capabilities and continuous coordination with airport operators and airlines. Following the successful implementation of Triple Independent Runway Operations at İstanbul Airport, additional operational benefits were achieved through improved runway utilisation and increased resilience during peak traffic periods.

Overall, the measures implemented by DHMİ significantly contributed to the efficient functioning of both the Turkish and European ATM network. The combination of proactive capacity planning, infrastructure modernisation and close international cooperation enabled DHMİ to accommodate sustained traffic growth while maintaining high levels of safety, efficiency and operational performance.



Punctuality

Maintaining a high level of punctuality while accommodating continuously increasing traffic remained one of DHMI's key operational priorities throughout 2025. Despite record traffic levels and the operational challenges arising from regional geopolitical developments, DHMI continued to provide efficient Air Traffic Management services with minimal en-route ATFM delay.

The Turkish ATM system maintained one of the best punctuality performances within the EUROCONTROL area. Effective capacity planning, close coordination with the EUROCONTROL Network Manager (NM), and proactive traffic flow management measures ensured that en-route ATFM delays remained negligible throughout the year.

While İstanbul, İstanbul Sabiha Gökçen and Antalya Airports continued to experience high traffic demand, operational performance was supported through enhanced airport-airspace coordination, dynamic flow management and continuous collaboration between DHMI Flow Management Positions (FMPs) and the Network Manager Operations Centre (NMOC). Localised operational constraints were effectively managed through jointly agreed operational measures, minimising their impact on network performance.

Overall, the measures implemented by DHMI throughout 2025 ensured that punctuality targets which was, 0,14 minute/flight 2025. were successfully achieved. The combination of proactive capacity management, operational coordination and continuous performance monitoring enabled DHMI to accommodate sustained traffic growth while maintaining a high level of punctuality and contributing positively to the overall performance of the European ATM network.

Environment

Environmental sustainability remained one of DHMİ's strategic priorities throughout 2025. In line with national and international environmental objectives, DHMİ continued to implement operational measures aimed at improving flight efficiency, optimising airspace utilisation and reducing the environmental impact of air traffic operations while maintaining the highest levels of safety and operational performance.

Vertical and Horizontal en-route flight efficiency improved notably in 2025 as well, following the dramatic drop in demand which illustrates the link between capacity provision and operational efficiency.

Türkiye SIDs have been designed to provide noise abatement over the most congested areas. Noise monitors have been established and data is being analysed in a noise map pilot project.

There is a legislation regarding maximum noise levels generated by aircraft but no system of enforcement/punitive measures have been developed as yet. Local traffic regulations have been developed in coordination with airport and airline operators.

During 2025, the number of flights operating within the Turkish airspace increased from 730,378 in 2024 to 776,071, representing a 6.3% increase. During the same period, estimated CO₂ emissions increased from 19.7 million tonnes to 20.6 million tonnes, corresponding to a 4.6% increase. The lower growth rate of CO₂ emissions compared with traffic growth indicates an improvement in the environmental efficiency of air traffic operations.

Throughout the year, DHMİ continued to optimise the ATS route network and airspace structure in close cooperation with EUROCONTROL, ICAO and neighbouring Air Navigation Service Providers. Continuous improvements in civil-military coordination, airspace management and operational procedures enabled aircraft to operate on more efficient trajectories whenever operational conditions permitted, contributing to reduced fuel consumption and emissions.

Environmental considerations also remained an integral part of airport operations. Noise abatement procedures continued to be applied where appropriate, while environmental performance was monitored in coordination with the relevant stakeholders. DHMİ also continued supporting infrastructure modernisation and operational improvements aimed at reducing the environmental footprint of aviation.

Overall, the measures implemented during 2025 contributed to improving the environmental performance of the Turkish ATM system. Despite sustained traffic growth, the increase in CO₂ emissions remained proportionally lower, demonstrating the positive impact of operational improvements and efficient air traffic management on the sustainability of aviation.



Airspace Planning/Design and Projects

To cope with the continuous traffic growth and to satisfy the extra capacity needs, studies have been carried out to increase the capacities of the İstanbul, İstanbul Sabiha Gökçen Antalya, Ankara Esenboğa and İzmir Adnan Menderes Airports.

To implement the Simultaneous Triple Independent Runway Operations (TRO) at İstanbul Airport and to modify the airspace design in order to serve TRO at İstanbul TMA, safety and simulation studies has been done. Also new airspace design studies for Antalya Airport and İzmir Adnan Menderes has been carried out. Airspace Planning and Design studies also continued during the year 2025;

RNAV SID and STAR procedures were amended/new procedures have been implemented for the İstanbul, İstanbul Sabiha Gökçen, İzmir Adnan Menderes, Milas Bodrum, Antalya, Trabzon and Ankara Esenboğa Airports to utilize the ATC Services.

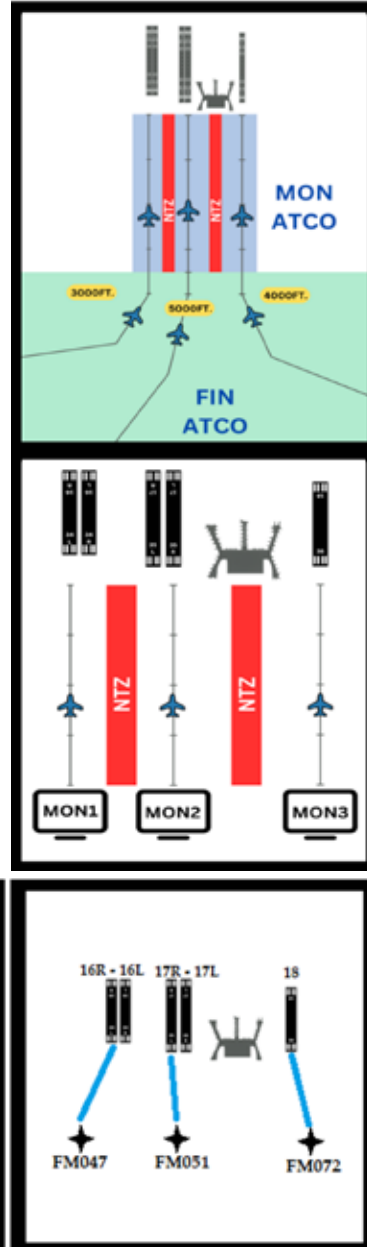
New Instrument Approach Procedures, RNP APCH procedures, Standard Arrival Routes, Standard Instrument Departure Procedures based on Conventional and P-RNAV/RNP 1 criteria were implemented for Malatya, Çukurova, Ağrı, Adana, Hakkari, Erzincan, Eskişehir Hasan Polatkan, Trabzon, Erzurum, Konya, Elazığ, and Kahramanmaraş Airports have been implemented. Implementation of these procedures for the rest of Turkish Airports will be realized in accordance with our plans.

To ensure the efficiency of aviation operations in our country's airspace, projects such as Flexible Airspace Use (FUS), Free Route Airspace (FRA), and Direct Route applications have been implemented.

For example, with the implementation of the Flexible Airspace Use (FUS) application on October 2, 2025, the closure periods of numerous areas previously closed to civil aircraft for various reasons were limited to only the periods when activities requiring closure were taking place. This allowed civil aircraft to use these areas for the rest of the day. This application shortened flight distances and times, consequently reducing fuel consumption and gas emissions.

Similarly, Direct Route applications and, most recently, the Free Route Airspace (FRA) application implemented on November 27, 2025, allowed airspace users to fly along any route they desired without being bound to any air corridor. This also shortened flight distances and times, resulting in reduced fuel consumption and gas emissions.

Triple Runway Operations (TRO) was implemented at İstanbul Airport on May 14, 2025, making Turkey the first country in Europe to implement this system. Thanks to this application, the airport's capacity has been significantly increased, and flight distances have improved by an average of 21 percent. The system saves an average of 40 nautical miles (approximately 74 km) per landing, preventing 50,000 tons of carbon emissions annually. This operational flexibility has enabled significant records such as 78 landings and 81 takeoffs per hour. This system, which allows three aircraft to land and take off independently at the same time at İstanbul Airport, aims to help the airport reach its annual target of 200 million passengers.



Aeronautical Information Management (AIM)

ICAO Annex-15 briefly states that; Each Contracting State shall provide an aeronautical information service to publish aeronautical information/data related concerning the entire territory of the State as well as those areas over the high seas for which the State is responsible for the provision of ATS. In accordance with this statement, DHMI is the responsible authority for AIM services throughout Turkish Airspace.

Türkiye AIM units receive, assemble, edit, format, publish/store and distribute all aeronautical information/data concerning the State territory as well as those areas over the high seas for which the State is responsible for the provision of ATS through Aeronautical Information Products.

AIM Operations Centers (AIMOC) have been established in the fourth quarter of 2025 to ensure the seamless, effective, and efficient delivery of AIS/ARO services in line with current conditions and international service requirements, leveraging advancements and applications in aviation and information technology.

AIM Units have been certified with ISO 9000 since 2005. Our quality policy is to supply timely, effective and safe air navigation service to achieve customer satisfaction at top level and to improve the Quality Management System constantly.

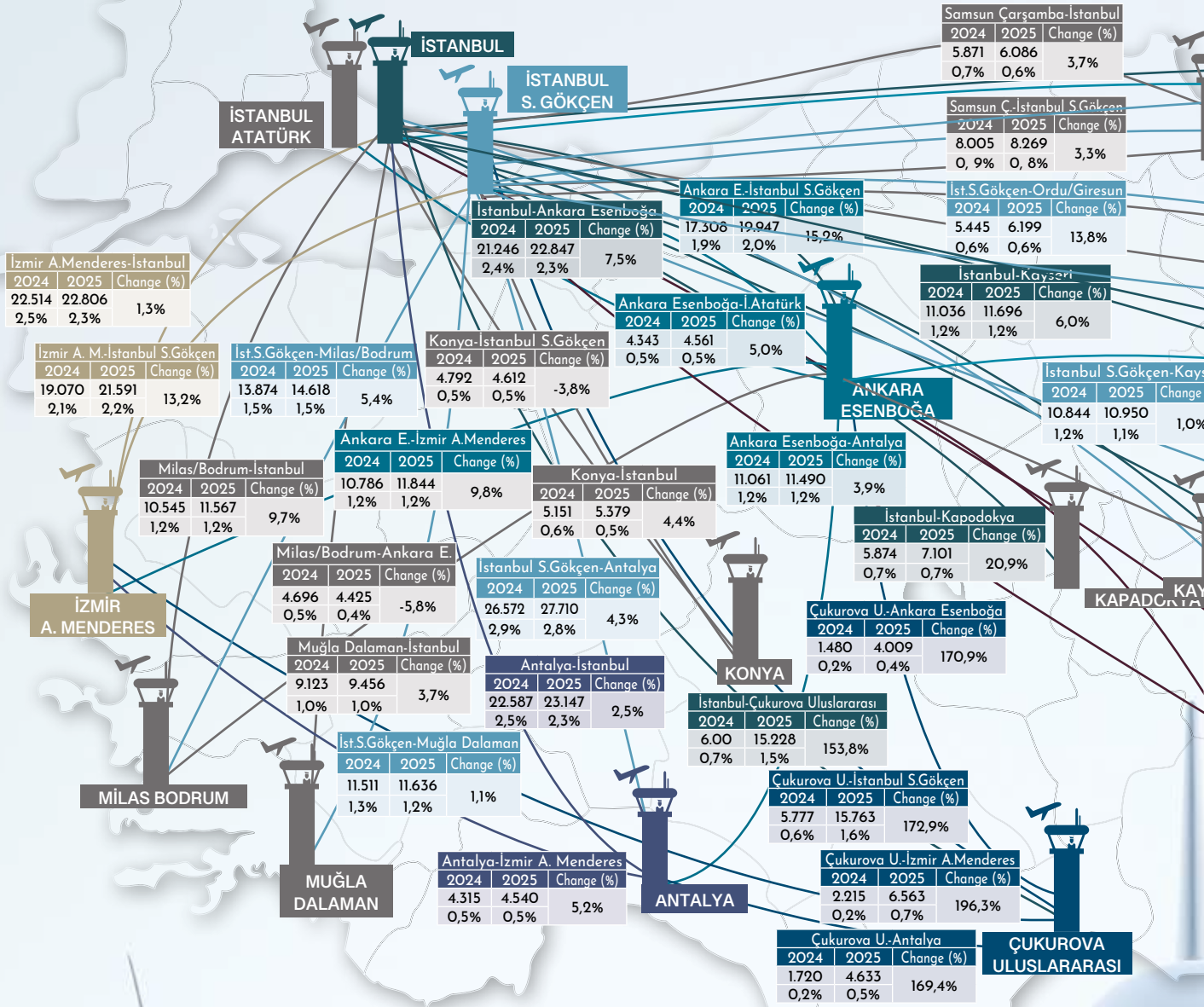
AIM Services in Turkey consist of;

- AIM headquarter Offices (AIS/MAP, AIP, FIC, COM)
- 1 International NOTAM Office (NOF)
- 1 National NOTAM Office
- 1 FIC (Flight Information Center)
- 1 Communication Center (COM)
- 13 AIMOC
- AIS/ ARO Offices at 31 Aerodromes
- » Total number of AIM staff: 590



Briefly, the tasks of AIM Services are below;

- Preparing, publishing and distributing all aeronautical information/data concerning Turkish Airspace and Aerodromes via Turkish AIP,
- Publishing Aeronautical Information Circulars,
- Producing and distributing aeronautical charts,
- Receiving, issuing and distributing NOTAMs,
- Controlling, distributing and supervising the Flight Plans (FPL)
- VFR Flights are also followed by DEP, ARR messages
- Flight permissions for Aircraft to use Turkish Airspace and ADs are granted by Ankara Flight Information Center (FIC) on behalf of Ministry of Transportation and Infrastructure at weekends, public holidays and beyond working hours
- Evaluating signals about Air Search and Rescue which is transmitted from COSPAS-SARSAT satellite system and coordinate with related bodies.
- Following emerging international developments about AIM, initiated projects aiming automation and integration.







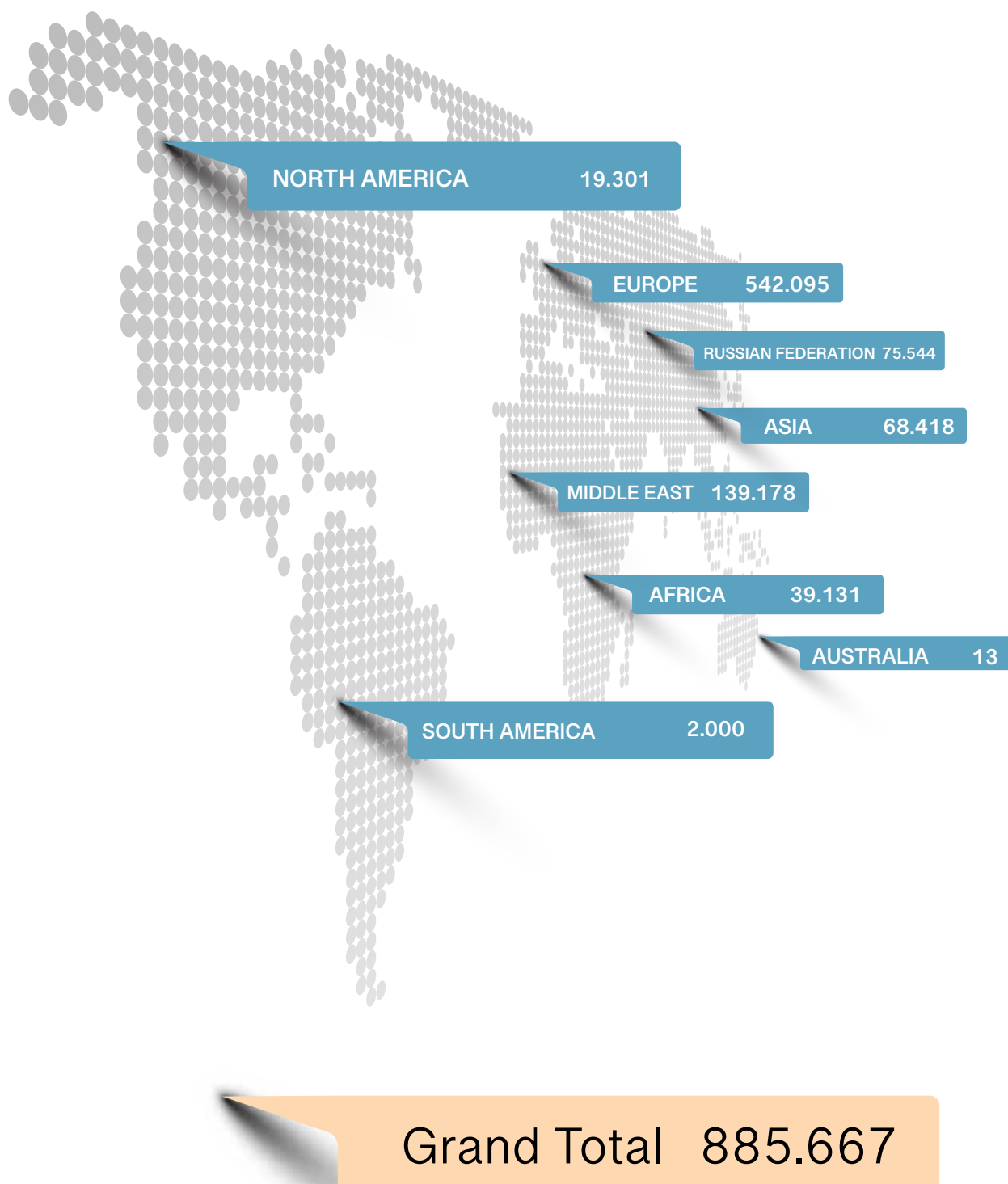
International Flights	2024	2025	Change(%)
GERMANY	132.842	141.408	6,4%
RUSSIAN FEDERATION	76.349	79.592	4,2%
UNITED KINGDOM	69.896	71.631	2,5%
CYPRUS (TRNC)	31.041	37.842	21,9%
SAUDI ARABIA	29.963	36.444	21,6%
FRANCE	28.771	31.299	8,8%
POLAND	23.075	23.983	3,9%
ITALY	22.727	23.884	5,1%
UNITED ARAB EMIRATES	19.722	20.678	4,8%
EGYPT	14.756	19.326	31,0%
IRAN (ISLAMIC REPUBLIC OF)	20.949	18.932	-9,6%
UNITED STATES	15.234	16.320	7,1%
SPAIN	13.272	15.677	18,1%
NETHERLANDS	14.807	14.800	0,0%
IRAQ	14.231	14.775	3,8%
SWITZERLAND	13.343	14.656	9,8%
AZERBAIJAN	13.094	14.467	10,5%
KAZAKHSTAN	14.142	14.226	0,6%
GREECE	11.711	14.039	19,9%
AUSTRIA	12.069	13.494	11,8%
ROMANIA	11.904	11.847	-0,5%

International Flights	2024	2025	Change(%)
BELGIUM	11.460	11.657	1,7%
UZBEKISTAN	8.904	10.359	16,3%
REPUBLIC OF MOLDOVA	7.935	9.954	25,4%
GEORGIA	8.783	9.754	11,1%
DENMARK	9.206	9.528	3,5%
CZECHIA	8.350	9.110	9,1%
LEBANON	7.167	8.715	21,6%
ALGERIA	6.804	8.382	23,2%
JORDAN	7.291	7.829	7,4%
SWEDEN	6.754	7.239	7,2%
CHINA	5.858	7.104	21,3%
HUNGARY	6.943	6.991	0,7%
SERBIA	7.093	6.936	-2,2%
QATAR	7.054	6.635	-5,9%
LIBYA	5.922	6.353	7,3%
BULGARIA	5.299	5.791	9,3%
KUWAIT	7.355	5.730	-22,1%
KYRGYZSTAN	5.370	5.486	2,2%
THE REPUBLIC OF NORTH MACEDONIA	3.926	5.434	38,4%
BOSNIA AND HERZEGOVINA	4.447	5.328	19,8%
OTHER (BELOW 5000)**	123.731	130.783	5,7%

International Flights*

* Indicates over 5000 flights in total take offs-landings, between Türkiye and other countries.

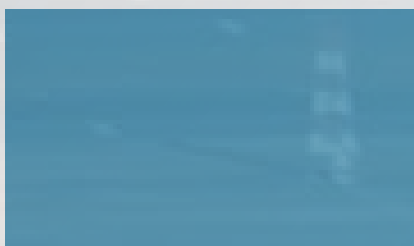
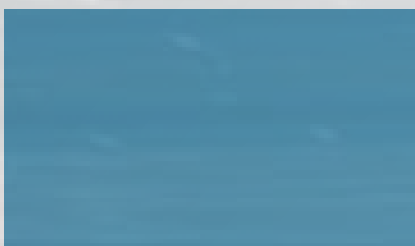
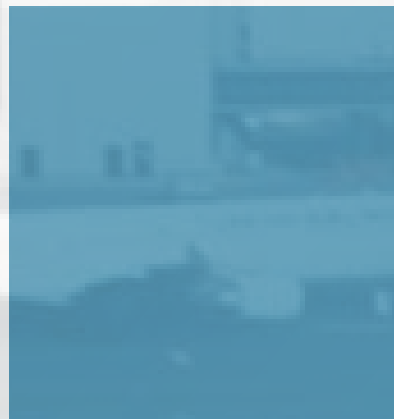
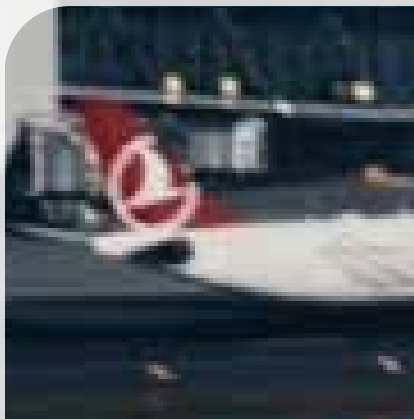
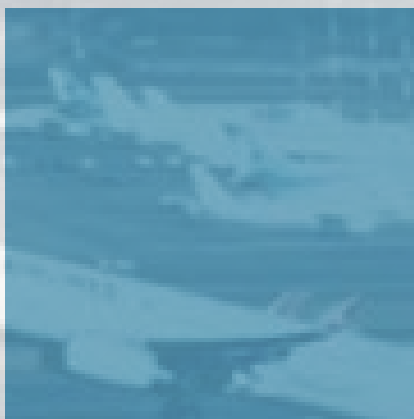
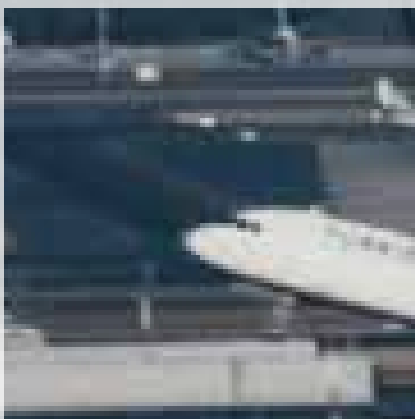
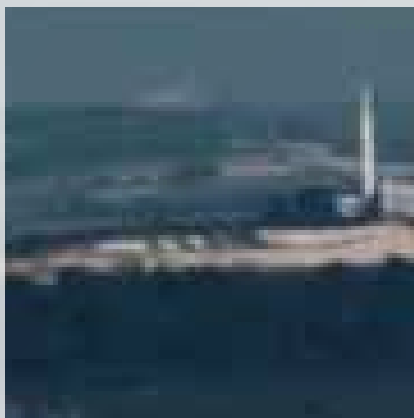
**Represents all the 117 countries with below 5000 flights in total take offs-landings.



Distribution of Total International Commercial Aircraft Movements by Continent - 2025

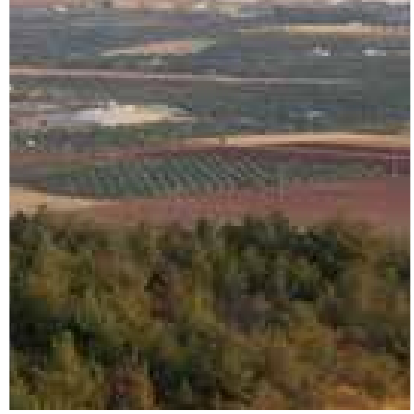
Statistics & Forecasts	ACTUAL (2024-2025)		FORECASTED (2026-2028)*		
YEARS	2024	2025	2026	2027	2028
Commercial Passengers (Including Direct Transit Passengers)	230.833.911	247.180.962	258.669.596	271.743.460	281.642.490
Commercial Passengers	230.291.231	246.776.560	258.206.468	271.252.284	281.121.519
- Domestic	95.356.111	101.574.184	107.774.390	114.398.185	118.542.525
- International	134.935.120	145.202.376	150.432.078	156.854.099	162.578.994
Direct Transit Passengers	542.680	404.402	463.128	491.176	520.971
Aircraft Movements (Including Overflight)	2.294.225	2.511.726	2.529.008	2.699.624	2.782.739
Aircraft Movements	1.772.610	1.928.412	2.017.422	2.115.786	2.189.603
- Domestic	903.060	993.994	1.043.705	1.101.303	1.138.699
- International	869.550	934.418	973.717	1.014.483	1.050.904
- Overflight	521.615	583.314	511.586	583.838	593.136
Freight (Cargo+Mail+Baggage) (Ton)	5.156.701	5.383.836	5.430.838	5.637.201	5.851.568
- Domestic	898.648	928.016	964.692	989.260	1.017.351
- International	4.258.053	4.455.820	4.466.146	4.647.941	4.834.217
Cargo (Ton)	2.166.797	2.213.007	2.238.396	2.306.348	2.343.486
- Domestic	115.861	111.255	113.073	115.735	119.749
- International	2.050.937	2.101.752	2.125.323	2.190.613	2.223.737

*Revised in May 2026, according to preliminary numbers at the end of April 2026





MILESTONES



January 11, 2025

The test processes for the National Surveillance Radar, developed entirely by Turkish engineers, have been successfully completed. Following the integration work, the National Surveillance Radar is planned to be commissioned in the first quarter of the year.

January 30, 2025

Chairman of the Board and Director General of DHMİ, Enes ÇAKMAK, has been elected to the Board of Directors of Airports Council International (ACI) Europe. One of the most prominent organizations representing airports in Europe, ACI Europe includes more than 500 airports across 55 countries, managing over 90% of European air traffic.



February 2, 2025

Minister of Transport and Infrastructure Abdulkadir URALOĞLU announced that İRADE (Interactive Radar Analysis and Data Screen), the domestic and national air traffic visualization software, has begun being used at Istanbul Airport and Muğla Dalaman Airport. Minister URALOĞLU also stated: “Work has commenced for the installation at Trabzon, Antalya, Muğla Milas-Bodrum, Izmir Adnan Menderes airports and we anticipate that the installations will be completed in the first half of 2025.”

February 16, 2025

As part of the modernization of Damascus Airport, a technical team of 25 people who traveled from Türkiye to Syria has begun work. To ensure that flights at Damascus Airport and within Syrian airspace are carried out safely, a total of 113 vehicles, devices and systems have been dispatched to Damascus. The technical team performing the device installations is also expected to complete the training processes for the Damascus Airport personnel.



February 18, 2025

The domestic and national Electronic Flight Strip and Digital Air Traffic Controller Departure Clearance System, which digitizes air traffic control, has been expanded nationwide. Through this system, produced with domestic aviation technology, which allows aircraft to receive departure clearance digitally instead of via voice commands, a savings of 2.5 million Euros has been achieved since 2022.



February 27, 2025

The results of the 1st National Aviation Council, where many important topics ranging from infrastructure to technological developments and from security to the environment were discussed, have been announced. To achieve the goal of a civil aviation sector that is self-sufficient, directive and a global pioneer within the global aviation ecosystem, participants have identified 65 short, medium and long-term projects under 16 main strategic headings.

April 12, 2025

President Recep Tayyip ERDOĞAN has inaugurated the new terminal buildings of Antalya Airport. With the commissioning of the new terminal buildings, Antalya Airport's annual passenger capacity has increased from 35 million to 82 million. Antalya Airport is expected to become the second-highest capacity airport after Istanbul Airport with these capacity increase.



April 17, 2025

Türkiye has become the first country in Europe and the second one in the world after USA to implement Simultaneous Independent Triple Runway Operations. Minister Abdulkadir URALOĞLU launched "Simultaneous Independent Triple Runway Operations" for the first time in Europe by issuing simultaneous takeoff instructions to three aircraft from the control tower. Passenger aircrafts bound for Istanbul-Amsterdam and Istanbul-Kayseri along with a cargo aircraft bound for Istanbul-Almaty took off simultaneously.

May 31, 2025

Minister of Transport and Infrastructure Abdulkadir URALOĞLU inspected the ongoing work on-site at the new air traffic control tower which was constructed as part of the Ankara Esenboğa Airport Capacity Expansion project. Stating that they have reached the final stages of work on the 3,750-meter long third runway and the 77-meter high air traffic control tower, Minister URALOĞLU said: "Ankara Esenboğa Airport's annual passenger capacity will increase to 30 million."





August 12, 2025

Minister of Transport and Infrastructure Abdulkadir URALOĞLU stated that superstructure works are continuing at Bayburt-Gümüşhane Airport, where infrastructure work has been completed; he emphasized that upon completion, the project will become Türkiye's 5th regional airport with an annual capacity of 2 million passengers.



August 18, 2025

Minister of Transport and Infrastructure Abdulkadir URALOĞLU inspected the ongoing work at Yozgat Airport on-site and received a briefing from the authorities. Minister URALOĞLU, who also observed the project site in detail during an aerial inspection, stated: "We are constructing a 20,000-square-meter terminal area that will serve 2 million passengers annually. We will complete and inaugurate this airport before the end of next year."

September 10, 2025

The 3th Civil Air Navigation Services Organisation (CANSO) Euro-Asia CEO Summit was held in Almaty, Kazakhstan, hosted by Kazaeronavigatsia. The summit brought together senior executives and experts from air navigation service providers (ANSPs) across Europe and Asia. Deputy Director Generals Dr. Cengiz PAŞAOĞLU and Mustafa AKKAYA attended the meeting on behalf of DHMİ.



September 11, 2025

The Regional Air Navigation Safety Coordination Platform for European and Asian Air Navigation Service Providers (SOCEA) held its second Annual General Meeting (AGM) in Almaty, Kazakhstan. The meeting was organized and hosted by Kazaeronavigatsia, the Air Navigation Service Provider of Kazakhstan. The meeting was chaired by Dr. Cengiz PAŞAOĞLU, Deputy Director General of DHMİ, in his role as the President of SOCEA. During the period of DHMİ's presidency, the number of member countries in the platform reached seven and SOCEA increased its effectiveness by gaining significant momentum in terms of regional cooperation.



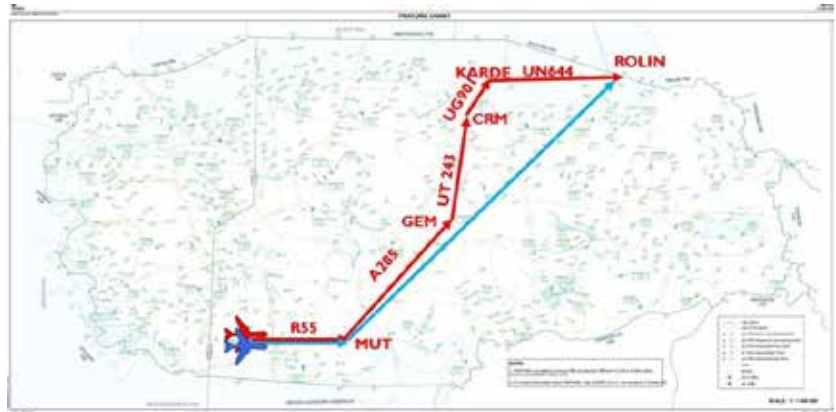
October 21, 2025

It was announced that the new technical block and air traffic control tower to be built at Antalya Airport will be 77-meters high. The 14-storey structure, whose design is stated to be inspired by the lighthouses of the Lycian Civilization, is expected to meet the requirements of modern aviation with its operation, observation and support levels.



November 26, 2025

It was announced that Free Route Airspace (FRA), which represents a significant reform in aviation, will be implemented in Turkish Airspace as of November 27, 2025. Thanks to FRA, which allows aircraft to plan flight paths freely between designated entry and exit points without being restricted to conventional flight routes, significant gains are expected in both economic and environmental areas; such as shorter flight times, fuel savings and reduced carbon emissions.



December 3, 2025

HungaroControl, the Air Navigation Service Provider of Hungary, officially joined SOCEA with a signing ceremony held at the DHMI on December 2, 2025. The ceremony, hosted by DHMI, was attended by senior representatives from HungaroControl, AZANS, Kyrgyzaeronavigatsia, Uzaeronavigation and Kazaeronavigatsia as well as DHMI executives.

December 11, 2025

Triple Runway Operations (TRO), successfully carried out by DHMI at Istanbul Airport—Türkiye's gateway to the world—was featured as a special report in CANSO Airspace Magazine, a prestigious publication of the international aviation community. The article published by CANSO detailed the technical infrastructure of the operation, safety assessments, capacity gains and the decisive role played by DHMI at every stage of the operation.







FINANCIAL STATEMENTS

Financial Statements

The General Directorate of State Airports Administration's (DHMI) balance sheet and income statement for the financial year 2025 were drawn up in accordance with the regulations laid down in the Turkish Uniform Accounting System.

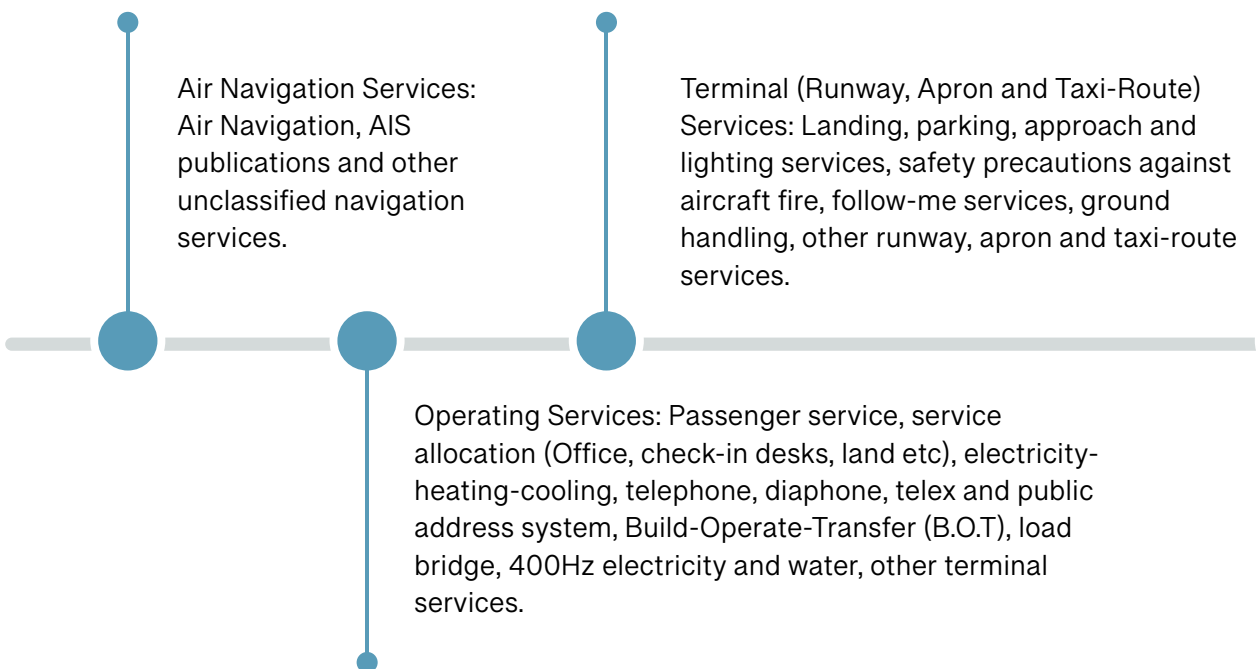
In line with civil aviation activities, our Administration is responsible for air transport, aerodrome operation, aerodrome ground services, air traffic control services, installation and operation of navigation systems and facilities in compliance with economic and social requirements in parallel to the principle of efficiency.

The methods and principles used for the recording of accrual and income obtained for services provided by the Administration are specified in the directive, and all the commercial transactions have been carried out under that directive.

Our Administration's service sales income obtained from air traffic control services, aerodrome ground services and terminal services as required by Civil Aviation Activities, plus other proceeds and profits. At the end of the period, a total gross income of 124.116.907 thousand TRY was obtained, of which 110.813.430 thousand TRY was income from service sales, 12.976.404 thousand TRY was ordinary revenue and profit from other operations and 327.073 thousand TRY was extraordinary revenues and profits. When sales deduction of 10.669.311 thousand TRY is deducted from this, our income decreases to 113.447.596 thousand TRY which represents an increase of 49,15 % when compared to the net income of 2024.

Under the Uniform Accounting System, service sales are provided in detail according to their respective codes of expenditure. Every service heading is followed by three sub-headings (Air Navigation Services, Ground Services and Terminal Services) as "type of category". Foreign sales represent 21 % of the total sales.

The services rendered in 2025 are gathered in three groups.



STATEMENT OF INCOME		(K TL)
	2024	2025
A. GROSS SALES	73.067.537	110.813.430
1. Domestic Sales	58.186.601	87.747.221
2. Export Sales	14.880.936	23.066.209
3. Other Sales	0	0
B. SALES DEDUCTIONS (-)	7.194.534	10.669.311
1. Sales Returns (-)	0	0
2. Sales Discounts (-)	0	0
3. Other Deductions (-)	7.194.534	10.669.311
C. NET SALES	65.873.003	100.144.119
D. COST OF SALES	29.009.048	42.681.619
1. Cost of Products Sold (-)	0	0
2. Cost of Merchandise Sold (-)	0	0
3. Cost of Services Rendered (-)	29.009.048	42.681.619
4. Cost of Other Sales (-)	0	0
GROSS PROFIT OR (LOSS)	36.863.955	57.462.500
E. ADMINISTRATIVE EXPENSES (-)	2.837.476	4.013.187
1. Research and Development Expenses	86.073	124.428
2. Marketing, Selling and Distribution Expenses	98.664	140.041
3. General Administration Expenses (-)	2.652.739	3.748.718
OPERATING PROFIT OR (LOSS)	34.026.479	53.449.313





STATEMENT OF INCOME		(K TL)
	2024	2025
F. INCOME AND PROFIT FROM OTHER ORDINARY OPERATIONS	10.041.471	12.976.404
1. Dividend Income from Affiliates	0	0
2. Dividend Income from Subsidiaries	0	0
3. Interest Income	5.065.772	7.318.375
4. Commission Income	0	0
5. Provisions No Longer Required	2.504	1.242
6. Profit on Sale of Marketable Securities	0	0
7. Foreign Currency Transaction Gain Exchange	4.534.887	4.987.126
8. Rediscount Income	0	0
9. Other Income and Profit	438.308	669.661
G. EXPENSES AND LOSSES FROM OTHER ORDINARY OPERATIONS(-)	14.844.941	30.214.924
1. Commission Expenses (-)	0	0
2. Provisions (-)	31.014	11.022
3. Loss on Sale of Marketable Securities	0	0
4. Loss from Foreign Currency Exchanges	12.307.383	30.123.971
5. Rediscount Interest Expenses	0	0
6. Loss from Inflation Adjustments (-)	2.438.085	0
7. Other Ordinary Expense and Losses	68.459	79.931
H. FINANCIAL EXPENSES (-)	0	0
1. Short-Term Borrowing Expenses	0	0
2. Long-Term Borrowing Expenses	0	0
ORDINARY PROFIT OR (LOSS)	29.223.009	36.210.793
I. EXTRAORDINARY REVENUES AND PROFITS	149.545	327.073
1. Prior Period Revenues and Profit	740	7.218
2. Other Extraordinary Revenues and Profit	148.805	319.855
J. EXTRAORDINARY EXPENSES AND LOSSES	2.364.848	2.554.702
1. Idle Department Expenses and Losses	0	0
2. Prior Period Expenses and Losses	173.563	122.867
3. Other Extraordinary Expenses and Losses	2.191.285	2.431.835
PROFIT OR (LOSS) FOR THE PERIOD	27.007.706	33.983.164
K. PROVISIONS FOR INCOME TAXES AND OTHER LEGAL DUTIES (-)	7.425.528	9.188.398
NET PROFIT OR (LOSS) OF THE PERIOD	19.582.178	24.794.766

INCOME		(K TL)	
	2024	2025	
1. GROSS SALES	73.067.537	110.813.430	
a. Domestic Sales	58.186.601	87.747.221	
b. Export Sales	14.880.936	23.066.209	
c. Other Sales	0	0	
2. INCOME AND PROFIT FROM OTHER ORDINARY OPERATIONS	10.041.471	12.976.404	
a. Interest Income	5.065.772	7.318.375	
b. Provisions No Longer Required	2.504	1.242	
c. Profit on Sale of Marketable Securities	0	0	
d. Profit from Foreign Currency Exchanges	4.534.887	4.987.126	
e. Other Income or Profit	438.308	669.661	
3. EXTRAORDINARY REVENUES AND PROFITS	149.545	327.073	
a. Prior Period Revenues and Profit	740	7.218	
b. Other Extraordinary Revenue and Profit	148.805	319.855	
TOTAL:	83.258.553	124.116.907	

EXPENSES AND LOSSES		(K TL)	
	2024	2025	
1. COST OF SALES AND OPERATING EXPENSES	31.846.524	46.694.807	
a. Raw Materials and Supplies	775.308	780.596	
b. Staff Wages and Costs Salaries and Other Staff Expenses	14.512.200	24.991.439	
c. Outsource Services Expenditures External Utilities and Services	7.607.604	10.543.430	
d. Various Costs Miscellaneous Expenses	1.898.309	2.649.809	
e. Taxes, Duties and Similar Charges Taxes and Other Fiscal Duties	24.787	26.466	
f. Amortization and Depletion Expenses Depreciations and Amortisations	7.028.316	7.703.067	
2. EXPENSES AND LOSSES FROM OTHER ORDINARY OPERATIONS(-)	14.844.941	30.214.924	
a. Provisions (-)	31.014	11.022	
b. Loss on Sale of Marketable Securities	0	0	
c. Loss from Foreign Currency Exchanges (-)	12.307.383	30.123.971	
d. Loss from Inflation Adjustments (-)	2.438.085	0	
e. Other Ordinary Expenses and Losses	68.459	79.931	
3. FINANCIAL EXPENSES (-)	0	0	
a. Short-Term Borrowing Expenses (-)	0	0	
b. Long-Term Borrowing Expenses (-)	0	0	
4. EXTRAORDINARY EXPENSES AND LOSSES	2.364.848	2.554.702	
a. Idle Department Expenses and Losses (-)	0	0	
b. Prior Period Expenses and Losses (-)	173.563	122.867	
c. Other Extraordinary Expenses and Losses (-)	2.191.285	2.431.835	
TOTAL:	49.056.313	79.464.433	



ASSETS		(K TL)	
	2024	2025	
1. CURRENT ASSET	119.830.194	85.358.000	
A. Liquid Assets	16.362.054	19.811.498	
B. Marketable Securities	0	0	
C. Trade Receivables	41.838.447	63.062.407	
D. Other Receivables	59.998.173	648.064	
E. Inventories	849.159	943.574	
F. Contract Progress Costs	0	0	
G. Prepaid Expenses for Future Months	781.496	885.967	
H. Other Current Assets	865	6.490	
2. LONG-TERM ASSETS FIXED ASSETS	133.505.197	160.672.850	
A. Trade Receivables	3.272	1.127	
B. Other Receivables	0	0	
C. Financial Fixed Assets	0	0	
D. Tangible Fixed Assets	133.005.935	160.071.472	
E. Intangible Fixed Assets	495.989	600.251	
F. Assets Subjects to Amortization	0	0	
G. Prepaid Expenses for Future Years	0	0	
H. Other Fixed Assets	1	0	
TOTAL ASSETS:	253.335.391	246.030.850	

LIABILITIES		(K TL)
	2024	2025
I. SHORT-TERM LIABILITIES	23.850.125	40.261.847
A. Financial Liabilities	0	0
B. Trade Payables	2.153.671	7.063.560
C. Other Liabilities	241.764	1.010.611
D. Advances Received	215.041	1.817.817
E. Contract Progress Income	0	0
F. Taxes Payable and Other Fiscal Duties	9.720.044	15.343.721
G. Provisions for Liabilities and Expenses	7.244.153	9.123.721
H. Income Relating to Future Months	4.275.446	5.902.382
I. Other Short-Term Liabilities	6	6
II. LONG-TERM LIABILITIES	76.394.880	104.049.523
A. Financial Liabilities	0	0
B. Trade Payables	0	0
C. Other Liabilities	0	0
D. Advances Received	0	0
E. Provisions for Debts Expenses	2.470.126	3.436.387
F. Income Relating to Future Years	73.924.754	100.613.136
G. Other Long-Term Liabilities	0	0
III. SHAREHOLDERS EQUITY CAPITAL	153.090.386	101.719.480
A. Paid-In Capital	10.647.912	24.678.234
B. Positive Distinction from Share Capital Adjustment	119.795.645	38.347.681
B. Capital Reserves	0	0
C. Profit Reserves	1.342.329	12.176.477
D. Retained Earnings	1.722.322	1.722.322
E. Losses from Previous Years (-)	0	0
F. Net Profit (Loss) for the Period	19.582.178	24.794.766
TOTAL LIABILITIES (SOURCES):	253.335.391	246.030.850



CASH FLOW STATEMENT		(K TL)
	2024	2025
A. CASH AT THE BEGINING OF THE PERIOD	20.678.965	16.362.054
B. CASH INFLOWS WITHIN THE PERIODS	66.619.513	101.449.196
1. Cash from Sales	47.908.143	78.623.627
Net Sales	65.873.003	100.144.119
Decrease in Trade Receivables	0	1.465.032
Increase in Trade Receivables (-)	17.964.860	22.985.524
2. Cash from Other Operations	6.867.050	9.735.063
3. Cash Received from Extraordinary Income and Profit	149.545	278.012
4. Cash from Increase in Short-Term Liabilities	1.006.249	11.846.233
Securities Issued	0	0
Credits Obtained	0	0
Other Increase	1.006.249	11.846.233
5. Cash Received from Increase in Long-Term Liabilities	8.682.178	966.261
Issuance of Securities	0	0
Credits Obtained	0	0
Other Increases	8.682.178	966.261
6. Cash Received from Share Capital Increase	0	0
7. Cash Received from Share Premium	0	0
8. Other Cash Received from Cash Inflows	2.006.348	0
C.CASH OUTFLOWS WITHIN THE PERIOD	70.936.424	97.999.752
1. Cash Outflows Due to Costs	21.816.379	30.765.746
Costs of Sales	29.009.048	42.681.619
Increase in Inventories	128.621	94.415
Decrease in Trade Payables	0	0
Increase in Trade Payables (-)	754.859	4.909.889
Expenses not Requiring Cash Payments such as Depreciation and Provisions (-)	6.566.431	7.100.399
Decrease in Inventories (-)	0	0

CASH FLOW STATEMENT		(K TL)
	2024	2025
2. Cash Outflows Due to Administrative Expenses	2.375.591	3.410.519
Research and Development Expenses	86.073	124.428
Marketing, Selling and Distribution Expenses	98.664	140.041
General and Administrative Expenses	2.652.739	3.748.718
Expenses not Requiring Cash Payments such as Depreciation and Provisions (-)	461.885	602.668
3. Cash Outflows Related to other Expenses and Losses	3.737.471	4.791.480
Ordinary Expenses and Losses	14.844.940	30.214.924
Other Expenses and Losses not Requiring Cash Payments (-)	11.107.469	25.423.444
4. Cash Outflows Due to Financial Expenses	0	0
5. Cash Outflows Due to Extraordinary Expenses and Losses	2.081.066	180.103
Extraordinary Expenses and Losses	2.364.848	2.554.702
Expenses and Losses Not Requiring Cash Payments (-)	283.782	2.374.599
6. Cash Outflows Due to Investment in Non-current Assets	8.824.280	20.590.997
7. Cash Outflows Due to Short-Term Liability Payments	0	0
Current Maturities of Marketable Securities	0	0
Principal Payments of Marketable Securities	0	0
Other Payments	0	0
8. Cash Outflows Due to Long-Term	0	0
Current Maturities of Marketable Securities	0	0
Principal Payments of Marketable Securities	0	0
Other Payments	0	0
9. Taxes and Other Similar Charges Paid	6.101.637	38.260.907
10. Dividends Paid	0	0
11. Other Cash Outflows	26.000.000	0
D. CASH AT THE END OF THE PERIOD (A+B-C)	16.362.054	19.811.498
E. INCREASE OR DECREASE IN CASH (D-A)	-4.316.911	3.449.444

Güncel Group

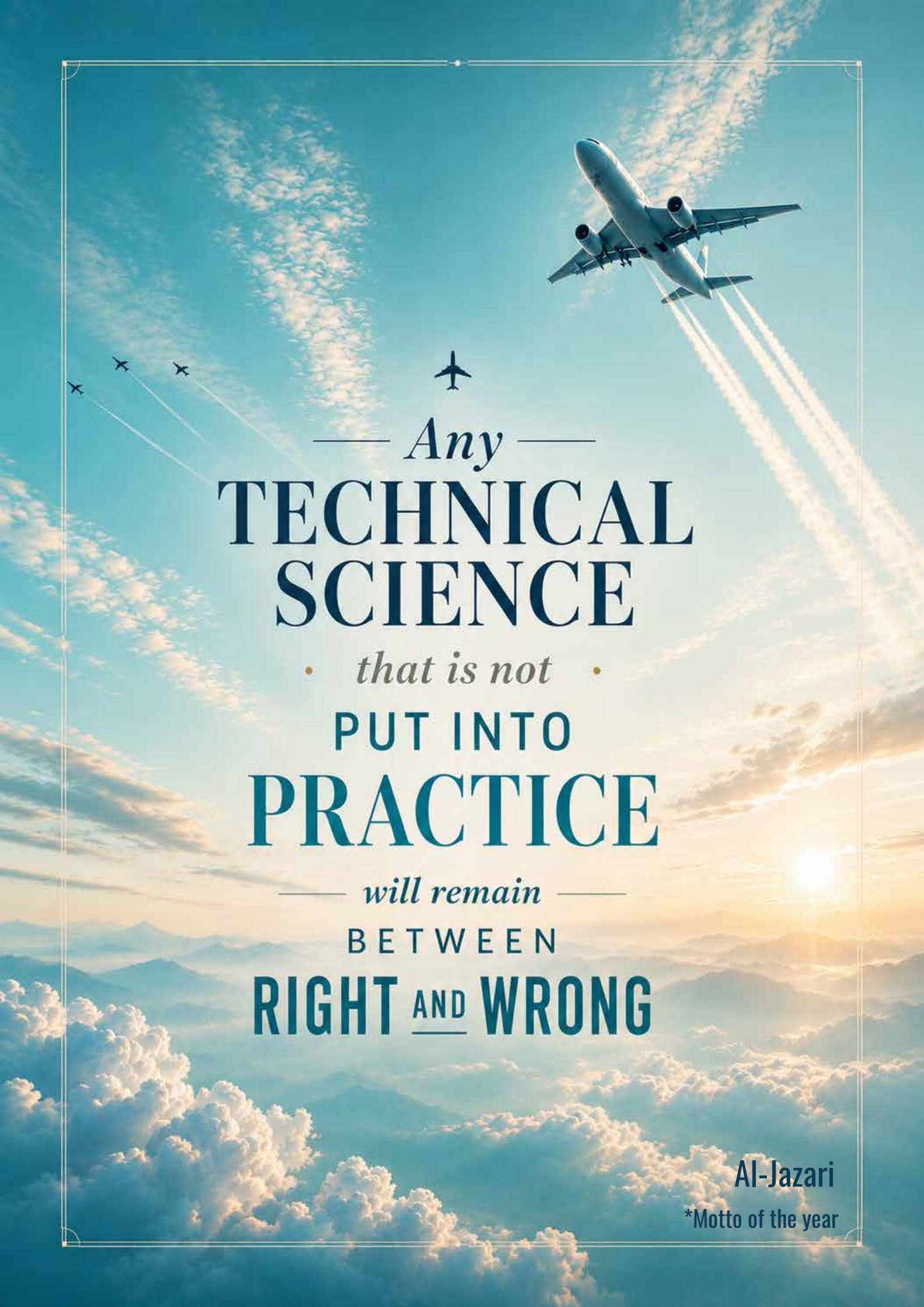
Independent Audit Report

The independent audit was conducted by the audit and accounting firm Güncel Group, in accordance with the Independent Auditing Standards, which form part of the Turkish Auditing Standards issued by the Public Oversight, Accounting and Auditing Standards Authority (KGK), established under Decree Law No. 660.

According to the resulting audit report, aside from certain minor issues concerning the confidential BLT and BOT contracts-which have not been disclosed due to confidentiality requirements-the attached financial statements accurately reflect the financial position of DHMİ as of 31 December 2025. Furthermore, they fairly present, in all material respects, the financial performance and cash flows for the accounting period ending on that date, in compliance with the Turkish Financial Reporting Standards.

Signed and stamped by Güncel Group Independent Auditors





— *Any* —
**TECHNICAL
SCIENCE**
• *that is not* •
**PUT INTO
PRACTICE**
— *will remain* —
**BETWEEN
RIGHT AND WRONG**

Al-Jazari

*Motto of the year

LAGÂRI HASAN ÇELEBI

Lagâri Hasan Çelebi was a scientist and engineer who went down in history as the person who performed the world's first rocket-powered flight.

It is known that he was born in the early 17th century and was active during the reign of Sultan Murad IV. The word "Lagâri" means "weak" or "frail" in Ottoman Turkish; this nickname was given to him due to his physical stature.

The event that immortalized Lagâri Hasan Çelebi in history was the flight attempt he conducted in 1633, during the festivities celebrating the birth of Kaya Sultan, the daughter of Sultan Murad IV. He constructed a seven-winged rocket using approximately 64 kg of gunpowder. This design is considered a primitive precursor to the logic of modern multi-stage rockets, as it consisted of a main body surrounded by auxiliary fuel chambers.

During this demonstration performed in the presence of the Sultan at Sarayburnu, Lagâri Hasan Çelebi stepped inside the rocket he had prepared. As soon as the rocket is ignited, he rises toward the sky with a great roar and smoke. When the rocket's gunpowder was exhausted and it began to descend toward the sea, he slowed his speed by opening the eagle wings he had brought with him. He made a soft landing into the sea in front of the Sinan Pasha Mansion.

Lagâri Hasan Çelebi reached an altitude of approximately 300 meters with this rocket launched from Sarayburnu. When his gunpowder was exhausted, he landed in the sea by means of the wings he had

with him. His historical endeavor became a unique experience that went down in world aviation history as an attempt at a rocket-powered vertical takeoff followed by a controlled landing.

Sultan Murad IV was highly impressed by this brave endeavor and rewarded Lagâri Hasan Çelebi with a pouch of gold. Additionally, he was granted the rank of "Sipahi" within the army.

Lagâri Hasan Çelebi, together with Hezarfen Ahmed Çelebi represents the experimental aviation vision of the Ottoman Empire. Centuries before Robert Hutchings Goddard and Wernher von Braun, who are considered the fathers of modern rocketry, the idea of lifting a human into the air using "propulsion" was a revolutionary engineering vision for its time.

Today, Lagâri Hasan Çelebi is not merely a "flying man"; he is the first and most colorful symbol of Turkish aviation history, the defense industry, and the enduring interest in rocket technology.



Culture & Art



Mevlana Bulvarı No:32 Etiler 06560
Yenimahalle / Ankara - TÜRKİYE
dhmi@dhmi.gov.tr - www.dhmi.gov.tr
Call Center: 444 3464



DHMI Annual Report



Discover TÜRKİYE