

 utikad

TÜRKİYE LOGISTICS SUMMIT

FINAL REPORT
2025

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TÜRKİYE LOGISTICS SUMMIT 2025

PIONEERING THE
**FUTURE OF
LOGISTICS**



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PARTICIPANTS PROFILE



TÜRKİYE LOGISTICS SUMMIT 2025

TOOK PLACE WITH RECORD PARTICIPATION

THANK YOU FOR BEING PART
OF THIS EVENT.

600+
participants

30+
speakers

4
panels

2
special
sessions



7 NOVEMBER 2025

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Bilgehan Engin

UTIKAD President

Organized by the Turkish Forwarding and Logistics Association (UTIKAD), the Türkiye Logistics Summit, which has rapidly become one of the sector's benchmark platforms, hosted a record-breaking gathering on 7 November 2025 at Swissotel The Bosphorus Istanbul, bringing together leading figures of the global logistics community, representatives of international organizations, and industry leaders.

At a time when global trade is being reshaped by geopolitical uncertainties, the climate crisis, digital transformation, and supply chain vulnerabilities, the logistics sector stands out as a strategic field that directly impacts not only transportation activities but also economic sustainability, competitiveness, and social welfare. In this context, Türkiye Logistics Summit 2025 went beyond addressing the sector's current dynamics and served as a platform for thought and interaction where a shared vision for the future of logistics was shaped.

Held this year under the motto "Pioneering the Future of Logistics," the summit addressed topics such as digitalization and artificial intelligence, sustainable and green logistics practices, multimodal and intermodal transportation models, supply chain resilience, and shifting balances in global trade from a multidimensional perspective. Through panels, special sessions, and high-level speeches, transformation areas facing the sector and the key trends that will shape the future were comprehensively evaluated.

Türkiye's strategic geographical position, strong transportation infrastructure, and growing logistics capacity position the country not merely as an alternative route, but as one of the main corridors

and hub countries of global supply chains. From the Middle Corridor to the Development Road, and from European connections to global trade networks, this perspective formed the main axis of discussions throughout Türkiye Logistics Summit 2025. The summit paved the way for new ideas and collaborations that will further strengthen Türkiye's strategic role in logistics.

Held with record participation, Türkiye Logistics Summit 2025 brought together public institutions, international organizations, private sector representatives, academics, investors, entrepreneurs, and industry professionals under one roof, standing out with its multi-stakeholder structure. This strong participation served as a tangible demonstration that the future of the logistics sector can be built through collective intelligence, collaboration, and sustainable solutions.

Strengthened further by the contributions of our main sponsor Turkish Cargo, the summit provided significant momentum to the sector's digitalization and innovation journey. I would like to extend my sincere thanks to our main sponsor Turkish Cargo, as well as to our strategic supporting institutions, partners, supporting organizations, and all stakeholders who added value to our event. I also express my gratitude to all speakers who enriched this platform by sharing their knowledge and experience, and to all participants whose strong engagement made our summit truly meaningful.

Türkiye Logistics Summit will continue its journey as one of the strongest platforms expressing Türkiye's global logistics vision.



OPENING SPEECHES

PIONEERING THE
FUTURE OF
LOGISTICS





BİLGEHAN ENGIN UTIKAD PRESIDENT

UTIKAD President Bilgehan Engin welcomed the participants as he opened his remarks, stating that Türkiye Logistics Summit 2025 is organized under the motto “Pioneering the Future of Logistics.”

While explaining what it means to pioneer the future of logistics, UTIKAD President Engin noted that the sector is at a sharp crossroads. Referring to the technological transformation through the example of warehouse management from past to present, he explained that manual processes have been replaced by sensor-based, robotic, and artificial intelligence-driven operations, while emphasizing that the human factor still remains at the core.

He stated that with this transformation, industry professionals are now responsible for answering more strategic questions, and that concepts such as environmental awareness, transparent supply chains, fair distribution of value added, and equality have become integral parts of operational decision-making. Continuing his speech, Engin touched upon the historical transformations of global trade, recalling the unjust structure of Atlantic trade, also known as triangular trade, and noting that even today some countries continue to struggle with similar challenges due to raw-material-focused production models. Using the example of Ghana, he highlighted the inequality within the chocolate supply chain, emphasizing that small producers are forced to settle for low value added. Engin stated that, from UTIKAD’s perspective, technology and transparent supply chains can create opportunities for small producers, prevent unethical production practices, strengthen local capital, and enable a fairer global trade system. He underlined that participatory and inclusive logistics can establish not only efficiency, but also equality and sustainability. In his assessment of the historic Silk Road, Engin emphasized that this route was not merely a trade corridor, but also an ecosystem in which cultural interac-

tions and inter-civilizational ties flourished. Referring to the example of Marco Polo, he noted that logistics has served as a bridge connecting societies for centuries.

He concluded by stating that in the future, logistics will play a key role not only in the movement of goods but also in the transmission of societies and values, and that while technology will manage operations, the vision of the future will be shaped by humanity. Engin closed his speech by noting that carefully designed panels were organized at Türkiye Logistics Summit 2025 to address this transformation from different perspectives, and by thanking all participants for accepting the invitation.





SELÇUK GENÇASLAN

TURKISH AIRLINES CARGO

HEAD OF MARKETING

Selçuk Gençaslan, Turkish Airlines Cargo Head of Marketing, welcomed all participants by stating that the Türkiye Logistics Summit, organized for the second time by UTİKAD, has become one of the most important common meeting points of the sector, and expressed that Turkish Airlines is proud to be the main sponsor of the event.

Recalling that the joint initiatives carried out with UTİKAD have made decisive contributions to Turkish Airlines' growth journey over the past 15 years, Gençaslan referred to the development processes implemented at the facilities at Atatürk Airport during the 2010s, emphasizing that these efforts significantly enhanced service quality.

Stating that, under UTİKAD's visionary leadership, the summit has evolved into a platform that brings all sector stakeholders together around collective intelligence, Gençaslan extended his thanks to the UTİKAD Board of Directors and all stakeholders contributing to the sector.

Continuing his remarks, he noted that Turkish Airlines' fleet, which consisted of 30 aircraft in the 1990s, has today reached nearly 500 aircraft, transforming Türkiye into Europe's largest aviation and logistics hub. He emphasized that within the scope of the 2033 strategic targets, the company aims to reach a fleet of 813 aircraft and is progressing toward becoming one of the world's largest logistics and aviation centers.

Highlighting the critical importance of logistics infrastructure for sustainable economic growth, Gençaslan referred to the evaluations made on the same platform in the previous year and stated that Turkish Cargo continues to operate with uninterrupted motivation in line with this vision. Explaining that the TK Aero product, introduced in 2024, was developed for time-critical and sensitive shipments in the aviation sector, Gençaslan noted that productization requires a comprehensive effort beyond branding, including the definition of operational standards, risk analyses, the formation of dedicated teams, and training processes. Referring to the success achieved with the TK Pharma product, he underlined that this approach has built trust among major pharmaceutical manufacturers and enabled Turkish Cargo to increase its

market share in the pharmaceutical sector to over 8.5%, positioning it among the preferred air cargo brands.

Stating that they aim to replicate similar success in the aviation sector through new product development processes, Gençaslan emphasized that they will continue to contribute to growing markets with the highest level of service quality. Noting that artificial intelligence will have significant impacts on efficiency in the logistics sector, he highlighted that his visit to Silicon Valley with Turkish Airlines executives demonstrated the speed of transformation in the technology domain.

Referring to Turkish Cargo's ongoing initiatives in this field, he stated that the new AI-powered version of the customer service support assistant CARGY has been launched, and that processes such as quotation requests and reservations may be managed through this system in the future. Within the scope of the startup acceleration program launched in early 2025, Gençaslan explained that more than 200 startups applied and that 16 successful POC projects were implemented based on identified needs and challenge areas, noting that these efforts have delivered innovative solutions to the sector.

Stating that once completed, the SmartIST Phase 2 facility will become one of the world's largest cargo facilities, Gençaslan emphasized that integrating autonomous forklifts, apron tractors, and AI-supported image processing technologies into facility operations will significantly increase operational efficiency.

Concluding his speech, he drew attention to the major technopark project to be established at Atatürk Airport under the name "Terminal Istanbul," noting that the inclusion of a logistics-themed area within this project is critical for the sector. He expressed his strong belief that, under UTİKAD's leadership, identifying sector needs, transferring them to the entrepreneurial ecosystem, and producing joint solutions could give rise to global technology solution partners originating from Türkiye.

Thanking all participants, Gençaslan expressed his wish that the summit would yield inspiring outcomes for the sector.



JUAN CARLOS SALAZAR

ICAO SECRETARY GENERAL

ICAO Secretary General Juan Carlos Salazar began his remarks by assessing Türkiye's strategic position in logistics and aviation from a global perspective. Stating that it was an honor for him to address the participants of the Türkiye Logistics Summit 2025, Salazar emphasized that Türkiye's leadership in the air cargo sector in recent years has gained international recognition. He noted that the first ICAO Global Air Cargo Summit, held in Antalya, demonstrated Türkiye's capacity and vision in the sector to the entire world.

Salazar stated that thanks to its central position along the Trans-Caspian Corridor, Türkiye plays a critical role in the sustainability of global supply chains. With its ports, railway networks, and air transport infrastructure, he said Türkiye serves as a reliable logistics bridge between Asia, Europe, and other regions. He added that the dynamism of Turkish aviation has turned the country into a regional hub for innovation and connectivity.

Continuing his speech, Salazar referred to ICAO's 2050 vision and long-term strategic plan, noting that the goals of "zero fatalities, net-zero carbon emissions, and a fully connected air transport system for all" align closely with Türkiye's vision for a safer and

more sustainable logistics sector. He stressed that such a transformation can only be achieved through strong international cooperation.

Salazar also highlighted Türkiye's steps toward digitalization. He described the adoption of e-AWB and the single window system as important examples of innovation that improve facilitation without compromising security and resilience. He added that this summit provides a critical platform for the sharing of knowledge and experience.

Drawing attention to sustainability and carbon reduction, Salazar stated that clean energy investments will create significant economic opportunities in the logistics sector. He explained that through ICAO's new SAF HUB initiative, they aim to connect investors with clean energy projects, particularly in developing countries. He noted that this initiative will serve as an important catalyst for accelerating carbon reduction. Salazar concluded his remarks by congratulating UTIKAD and all summit stakeholders. He stated that he expects this platform to generate important outcomes not only for Türkiye's logistics sector but also for global development, and that the work emerging from the summit will be remembered as a future turning point.

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“With its ports, railway networks, and air transport infrastructure, Türkiye serves as a reliable logistics bridge between Asia, Europe, and other regions.”

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IVAN PETROV

**FIATA PAST PRESIDENT
AND HONORARY MEMBER
OF THE BOARD**

Ivan Petrov, Former President of FIATA and Honorary Member of the Board, began his speech by expressing his pleasure at being in Istanbul. Describing Istanbul as his “second home,” Petrov emphasized that the city represents a global crossroads with both symbolic and strategic significance. He noted that UTIKAD’s visionary approach and the strong participation at the summit are of great importance in terms of the messages to be conveyed about the future of the sector. According to Petrov, the business world, much like life itself, is a field of struggle. New players, digital platforms, and e-commerce are transforming traditional market dynamics, while environmental concerns and expectations around social responsibility are reshaping business culture. For this reason, he stated that the logistics sector must strengthen its competitiveness by focusing on niche areas that generate greater value for customers.

Petrov also touched upon Türkiye’s strategic position, stressing that geographical advantage alone is not sufficient and must be supported by logistics capabilities. He highlighted Türkiye’s strong potential to transform high-volume cargo flows, particularly those directed toward Europe, into a more advanced regional logistics capacity.

“**Turn to multimodal and intermodal transportation models.**”

Petrov’s core message was clear. He stated that this has been one of FIATA’s key areas of focus in recent years, noting that FIATA BL supporting multimodal transport offer significant advantages to the sector. He emphasized that Türkiye possesses substantial expertise in this field, particularly reinforced by the strong traffic flows routed through Trieste.

However, according to Petrov, infrastructure investments to support this growth are of critical importance. He stated that a second railway connection across the Bosphorus has become a necessity, as the capacity of the existing line is no longer sufficient. He also noted that the planned second railway line between Bulgaria and Türkiye would strengthen regional logistics capacity. In addition, he pointed out that new terminal investments within Europe’s intermodal networks are supporting this transformation.

Petrov invited UTIKAD members to the South East European Freight Forwarders Conference and the FIATA European Region Meeting, to be held in Bucharest in May, emphasizing the importance of regional cooperation. He stated that these FIATA events contribute to the development of strategic relations both among sector players and between the private sector and governments.

He concluded his speech by reminding participants that the logistics sector is competitive, yet fundamentally built on cooperation. According to Petrov, the driving force of the sector lies in the principle of “cooperation within competition,” which he said forms the foundation of a global logistics ecosystem that creates greater value for all stakeholders.



TURGUT ERKESKİN

FIATA IMMEDIATE PRESIDENT

Turgut Erkeskin began his speech by stating that he views UTIKAD's development over the years as a great source of pride. He emphasized that the journey that began in the 1980s has evolved into a structure that today influences the global logistics agenda. In this transformation, he drew particular attention to the importance of cooperation between the private sector, public authorities, and civil society, noting that the long-standing collaboration with Turkish Cargo stands as a strong example of this partnership.

Erkeskin stated that the Türkiye Logistics Summit 2025 has become one of the most influential meeting platforms not only for Türkiye but for the entire region, noting that the collaborations, ideas, and visions shaping the sector emerge on this very platform.

Pointing out that the global trade system is undergoing a fundamental redefinition, Erkeskin said that geopolitical balances, supply chain vulnerabilities, and the diversification of production geographies have transformed logistics from being merely the "artery" of the global economy into its very "heart." In this new era, logistics is becoming a far more strategic structure that carries not only physical movement, but also information flows, data management, and trust.

Emphasizing that Türkiye stands at the very center of this transformation, Erkeskin stated that the country's geographical location, infrastructure investments, entrepreneurial business culture, digitalization vision, and growing strategic importance have turned Türkiye into a natural hub within global logistics networks. As demonstrated by FIATA's work with its global members, Türkiye is no longer positioned as an "alternative route," but rather as one of the "core countries" of newly reshaped supply chains.

Turgut Erkeskin explained that Türkiye plays a critical

unifying role across a wide geography, from the Middle Corridor to IMEC, from the Development Road to the Zangezur Corridor, and from European connections to Africa-focused initiatives, and that Türkiye actively contributes to these logistics projects.

Stating that 2026 will mark the beginning of a new era for the logistics sector, the Erkeskin noted that digital transformation, AI-supported operations, green logistics practices, and supply chain security are no longer expectations of the future, but mandatory standards of today. He explained that FIATA is preparing the sector for a "digital, green, and resilient future" through its work on electronic transport documents, digital bills of lading, and internationally harmonized digital documentation standards.

Noting that UTIKAD's motto for this year, "Pioneering the Future of Logistics," accurately reflects the spirit of this transformation, the speaker stated that pioneering the future does not merely mean following technology, but also sharing knowledge, strengthening cooperation, and producing sustainable solutions. He described the Türkiye Logistics Summit as a "laboratory" and a "synergy space" in this regard.

He concluded his speech by emphasizing that logistics has become a sector that transports not only goods, but also people, ideas, and hope. In order to build a stronger, greener, and smarter future logistics ecosystem, he outlined three key priorities:

- *Making digitalization human-centric,*
- *Making sustainability profitable and applicable,*
- *Transforming competition into a balanced model supported by cooperation.*

He concluded by expressing his belief that this summit will play an important role in building a global logistics future strengthened by shared goals.



BAŞARAN BAYRAK

TİM LOGISTICS BOARD PRESIDENT

Başaran Bayrak, TIM Logistics Board President, began his remarks by greeting all participants and stated that they view the summit hosted by UTİKAD not merely as a meeting point, but as a strategic platform where Türkiye's logistics vision is shaped through collective intelligence.

Bayrak emphasized that global trade is undergoing a new phase of transformation, in which resilience in supply chains, digitalization, and sustainability have become the key determinants of competitiveness. He noted that the diversification of supply networks, solutions aligned with green transportation goals, and data-driven decision-making mechanisms are redefining the future of the logistics sector.

Stating that Türkiye has the potential to turn its geographical position into a strategic advantage during this transformation, Bayrak underlined that infrastructure investments in railways, ports, and road transport, the digitalization of customs procedures, and the acceleration of border crossings are critical developments that directly impact exporters' competitiveness.

Sharing concrete data in his speech, the TIM Logistics Board President noted that the growth in Türkiye's logistics volume has progressed in parallel with its export performance:

- Exports increased from USD 166.5 billion in 2014 to USD 261.8 billion in 2024,
- During the same period, total cargo volume rose from 99 million tons to 153 million tons, representing a 54% increase.

This picture was evaluated as a tangible indicator that both Türkiye's export capacity and its logistics infrastructure are rapidly expanding in terms of scale and diversity.

Bayrak stated that, with the aim of improving Tür-

kiye's position in the Logistics Performance Index, comprehensive efforts are being carried out under the umbrella of TIM upon the assignment of the Ministry of Transport and Infrastructure. He noted that workshops, field meetings, and analyses conducted with the participation of the public and private sectors have produced significant outcomes in strengthening logistics infrastructure, reducing costs, and simplifying processes.

Highlighting the Customs and Logistics Workshop held last year with the participation of the Ministers of Trade and Transport and Infrastructure, Bayrak stated that this initiative marked a critical turning point for the sector and that similar efforts will continue in the coming period.

Emphasizing the role undertaken by the Services Exporters' Association under TIM for the development of the logistics sector, he noted that initiatives in air cargo, e-export, green transportation, and digital logistics have provided valuable contributions. He added that the long-standing and strong cooperation with UTİKAD remains one of the fundamental pillars of the sector ecosystem.

Bayrak stressed that exports and logistics cannot be considered separately, noting that the two fields mutually reinforce and add value to one another. He stated that TIM approaches the logistics sector not merely from the perspective of transportation activities, but as the backbone of Türkiye's competitiveness in global trade.

Stating that they will continue to support all logistics investments, projects, and collaborations, he thanked sector stakeholders, the UTİKAD management, and all institutions that contributed to the summit. He concluded his remarks by expressing his wish that the summit would lead to new partnerships and concrete outcomes.



TAMER KIRAN

CHAIRMAN OF THE BOARD OF DIRECTORS OF İMEAK CHAMBER OF SHIPPING

Tamer Kiran, Chairman of the Board of Directors of İMEAK Chamber of Shipping, began his remarks by expressing his satisfaction with UTİKAD's successful organization of this important summit for the second time, and conveyed his thanks to Chair of the Board Bilgehan Engin and the Board of Directors.

Stating that participants had come together at a time when global logistics dynamics are rapidly evolving to assess Türkiye's strategic position in logistics and emerging sector trends, Kiran emphasized his belief that the panels and sessions to be held throughout the day would provide significant contributions in support of Türkiye's goal of becoming an international logistics hub.

Noting that logistics constitutes the backbone of today's supply chains, Kiran explained that the supply chain encompasses all stages from raw material sourcing to the delivery of products to the final consumer, and that each link is critical for operational efficiency. For this reason, he stated that developing innovative approaches within supply chains not only enhances competitive advantage, but also enables the delivery of higher-quality services.

Emphasizing the critical importance of supporting Türkiye's geographical advantages—positioned as a bridge between Asia and Europe—with smart logistics systems, Kiran stated that this year's theme of the Türkiye Logistics Summit, "Pioneering the Future of Logistics," represents a powerful approach that reflects the transformation underway in the sector, new paradigms, and rising expectations.

Kiran noted that logistics is no longer limited to transportation alone, and that digitalization, artificial intelligence, sustainability, and security have become integral components of the sector. Underlining that digital transformation is no longer a choice but a necessity, he stressed the need for Türkiye to build an ecosystem that not only imports technology, but also develops its own innovative solutions.

Pointing out that Türkiye, by virtue of its location at

the intersection of road, rail, and maritime routes, is a strong candidate to become one of the most important logistics hubs between Europe and Asia, Kiran stated that achieving this goal will require complementary projects such as infrastructure and capacity expansion, the construction of new quays and piers, facilities capable of serving mega vessels, the expansion of logistics zones, and the strengthening of hinterland connections.

In addition, he emphasized that digitalization and automation, smart port technologies, AI-based traffic and cargo management, autonomous vehicles, and blockchain-based logistics applications are critical areas that must be further developed in the coming period. He stated that by implementing these steps, Türkiye can achieve a strong position as a logistics hub within its geography. Concluding his remarks by thanking all participants, Tamer Kiran expressed his wish that the summit would bring benefits to the country, the sector, and all stakeholders.





DURMUŞ ÜNÜVAR DEPUTY MINISTER OF TRANSPORT AND INFRASTRUCTURE OF THE REPUBLIC OF TÜRKİYE

Durmuş Ünüvar, Deputy Minister of Transport and Infrastructure of the Republic of Türkiye, began his remarks by respectfully greeting all participants and conveying the greetings of Minister Abdulkadir Uraloğlu. Emphasizing that global trade today involves not only the logistics of goods, but also of data, technology, sustainability, and trust, Ünüvar stated that the movement of a shipment or a container now takes place not only between ports, but also across cloud systems, artificial intelligence algorithms, and green energy infrastructures. For this reason, he noted that logistics is viewed not merely as a transportation activity, but as the strategic backbone of the economy. Summarizing this approach, the Deputy Minister stated: “If our logistics are strong, our trade is fast; if our trade is fast, our country becomes more competitive.”

Drawing attention to Türkiye’s position, which provides access within a four-hour flight radius to 1.5 billion people in 67 countries and a USD 55 trillion market, Ünüvar stated that their objective is not only to leverage this geographical advantage, but to transform Türkiye into a regional and global logistics hub through an environmentally friendly, sustainable, and resilient transport infrastructure supported by smart digital technologies. Ünüvar explained that the railway line connecting 21 countries via the Middle Corridor has turned Türkiye into a critical backbone of global trade. He highlighted that uninterrupted cargo flows from Asia to Europe have been achieved through the Baku–Tbilisi–Kars Railway, the Marmaray Tunnel, and integration with the European railway network. He added that the Zangezur Corridor is also being incorporated, and that construction is underway on the Gebze–Halkalı railway line, which will pass over the Yavuz Sultan Selim Bridge. He further stated that the Development Road Project will connect Europe to the Persian Gulf, and that all these initiatives are strengthening Türkiye’s role as a transit country and logistics hub.

Durmuş Ünüvar noted that Türkiye has become a major logistics center thanks to its over 68,000 kilometers of road network, nearly 14,000 kilometers of modernized railway corridors, ports, and transport corridors linking Europe, Asia, and Africa. He stated that USD 300 billion has been invested in transport and infrastructure over the past 23 years, and that approximately 57% of next year’s investment budget will be allocated to railways. Stating that digitalization is unavoidable in order to rise in global competition, Ünüvar said that procedures have been simplified and processes digitalized. He emphasized that AI-supported routing systems, autonomous vehicles, drones, and digital documentation applications are reshaping logistics processes. He noted that the Ministry is advancing toward the goal of “zero delay, zero paperwork, and zero waste” through applications such as e-Government, U-ETDS, digital transit permits, e-CMR, and smart transport systems.

He stated that joint practices with logistics partner countries are becoming more widespread, that standardized applications and single window systems are being implemented, that joint logistics master plans are being developed with corridor countries, and that steps are being taken to enable a transition toward single-corridor management over time.

Emphasizing that every shipment and every kilometer has a carbon footprint, Durmuş Ünüvar stated that sustainability has become a necessity rather than a choice. In line with the 2053 net-zero emissions target, he noted that new regulations have been introduced to promote LNG-powered, hybrid, and alternative-fuel vessels, and that green port practices are being expanded. He added that work is ongoing in areas such as low-carbon fuel usage, carbon emission reduction, carbon footprint calculation, and carbon taxation.

Stating that financial support mechanisms are being developed in order not to fall behind in green transformation competitiveness, Ünüvar noted that the issue is

continuously addressed on platforms such as the European Union, EBRD, and the World Bank. He announced that as of 2025, the Green Logistics Certificate program will be expanded to encourage combined transport. Recalling that global pandemics, wars, and the Red Sea crisis have demonstrated how supply chain disruptions can directly halt trade, Ünüvar stated that Türkiye has proven itself to be a resilient supply chain country during this period through its secure corridors and logistics capacity. He shared that Türkiye's foreign trade volume reached USD 606 billion in 2024, with 532 million tons of cargo and 13.5 million TEU of containers handled at ports. He noted that Türkiye's maritime trade fleet has risen to 10th place globally in capacity, and that five Turkish ports are ranked among the world's top 100 container ports. The Deputy Minister emphasized that multimodal transport and diversity of transport modes are critical for resilience against global crises. He stated that a road transport agreement with Syria has been signed, that work with Jordan is ongoing and nearing completion, and that a road connection to Southern Gulf countries will soon be established. He added that Ro-Ro transport in the Black Sea and Africa-focused initiatives are also continuing. According to Ministry of Trade data, Ünüvar noted that

services exports exceeded USD 117 billion in 2024, with 35% generated by logistics and transportation, emphasizing that the logistics sector plays a locomotive role among Türkiye's foreign-exchange-earning activities. Stressing that human capital lies at the center of this entire transformation, Ünüvar emphasized that no digital transformation can be sustained without a qualified workforce. He stated that developing competent logistics professionals, from vocational training to academic programs, is regarded as a priority area. Highlighting the importance of creating synergy and fostering a culture of collaboration, he recalled the saying: "No wind is favorable for a ship without a destination." Concluding his remarks, Ünüvar stated that strong transport connections reduce costs, shorten delivery times, strengthen supply chains, attract investment, and enhance competitiveness. He emphasized that the motto of the Türkiye Logistics Summit, "Pioneering the Future of Logistics," aligns closely with the Ministry's vision, noting that Türkiye aims for a logistics future strengthened by green and digital transformation, innovation, and openness to cooperation. He concluded by thanking all stakeholders who contributed to the summit, as well as UTIKAD, and reaffirmed their determination to pioneer the future of logistics.





GREEN AND SUSTAINABLE LOGISTICS PANEL



MODERATOR
DR. STÉPHANE GRABER
DIRECTOR GENERAL
FIATA



JEPPE VESTRUP SKIVILD
VP, HEAD OF TÜRKIYE
LOGISTICS DFDS



SOFIE LINDEGAARD
HEAD OF GROUP SUSTAINABILITY
DFDS



FATMA AYKUL BOZOKLU
IBL STRATEGY & PLANNING
MERCEDES BENZ TÜRK



HAVVA GÜLÇİN UĞUR
IBL DIGITALISATION & SUSTAINABILITY
MERCEDES BENZ TÜRK

PANELS



RAILWAYS AND THE MIDDLE CORRIDOR FROM AN INTERMODAL TRANSPORTATION PERSPECTIVE



MODERATOR
PROF. DR. ERKUT AKKARTAL
HEAD OF LOGISTICS DEPARTMENT
YEDITEPE UNIVERSITY



TURGUT ERKESKİN
FIATA, IMMEDIATE
PRESIDENT



MEHMET YAVUZ GÜNGÖR
PROJECT MANAGER, PRESIDENCY
OF THE REPUBLIC OF
TURKEY INVESTMENT AND FINANCE OFFICE



SERDAR YAYLALI
GENERAL MANAGER
METRANS ISTANBUL



ZEKİ DEMİRAĞ
DIRECTOR OF TRADE AND CUSTOMER
RELATIONS, PORT AND TERMINAL
OPERATIONS GROUP, ARKAS HOLDING

E-COMMERCE LOGISTICS DYNAMICS PANEL



MODERATOR
GEDİZ CÜRGÜL
PWC PARTNER
TECHNOLOGY CONSULTING



BÜLENT AYMEN
PRESIDENT,
SABAY LOJİSTİK/SBY EXPRESS



ATILLA ALVER
HEPSIJET
MANAGING DIRECTOR



ENES YILMAZ
WIDECT CEO



UTKU AYYARKIN
ARAS KARGO COO
AND MEMBER OF THE BOARD

PANELS

ARTIFICIAL INTELLIGENCE AND DIGITAL TRANSFORMATION IN SMART LOGISTICS PANEL



MODERATOR
PROF. DR. NAFİZ ARICA
RECTOR
OF PIRI REIS UNIVERSITY



AKİF TÜRKEL
TRANSPORT SECTOR MANAGER
AT TURKISH DELEGATION
OF EUROPEAN UNION



MURAT BAŞTOR
GENERAL DIRECTOR OF TRANSPORT
SERVICES REGULATION OF THE MINISTRY
OF TRANSPORT AND INFRASTRUCTURE



DR. EMRE SERPEN
TROYNET CEO



MATT (MURAT) ERYUREK
KTL AUSTRALIA CEO

INSPIRING WOMEN LEADERS



MODERATOR
ESEN ÖZ TEKAYAK
UTIKAD
BOARD MEMBER



TUĞBA PAŞALI KARACAN
HUMAN RESOURCES AND OCCUPATIONAL
HEALTH & SAFETY AT BORUSAN OTOMOTIV,
EXECUTIVE COMMITTEE MEMBER



SEDA ÖĞRETİR
PRESENTER, TV PRODUCER,
AND AUTHOR



DENİZ CANER
PINKO
TÜRKİYE DİSTRİBÜTÖR

-----SPECIAL SESSIONS-----



LEADERS SHAPING THE SUPPLY CHAIN



MODERATOR
SELMA AKDOĞAN
INDEPENDENT BOARD MEMBER &
STRATEGIC MANAGEMENT CONSULTANT



ÖMER KIZIL
ULUDAĞ İÇECEK TÜRK A.Ş.
PRESIDENT OF THE BOARD



BATUR CAN
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KÜBRA DENİZCİ KESKİN
THE WORLD'S FIRST AND ONLY FEMALE
RALLY DRIVER WITH A DISABILITY
AND A CLINICAL PSYCHOLOGIST



----- KEYNOTE SPEAKERS -----



MAHFİ EĞİLMEZ
TURKISH ECONOMIST
AND AUTHOR





GREEN AND SUSTAINABLE LOGISTICS PANEL

MODERATOR

DR. STÉPHANE GRABER
DIRECTOR GENERAL FIATA

PANELISTS

JEPPE VESTRUP SKIVILD
VP, HEAD OF TÜRKİYE LOGISTICS DFDS

SOFIE LINDEGAARD
HEAD OF GROUP SUSTAINABILITY DFDS

FATMA AYKUL BOZOKLU
IBL STRATEGY & PLANNING MERCEDES BENZ TURK

HAVVA GÜLÇİN UĞUR
IBL DIGITALISATION & SUSTAINABILITY
MERCEDES BENZ TURK

At the opening of the panel, FIATA Director General Dr. Stéphane Graber emphasized that sustainability in the logistics sector is no longer an “added value,” but has become a strategic necessity firmly embedded at the core of the business. He stated that customers, regulatory authorities, financial institutions, and customs administrations now expect companies to measure, report, and reduce their emissions.

He noted that this transformation has been accelerated by the IMO’s decarbonization agenda, sustainable fuels, the electrification of transport, and multimodal transportation, where low-emission transport modes are intelligently combined. He stressed that reliable emissions calculations require accurate, consistent, and interoperable data, that ESG objectives are steering the sector toward digital and connected supply chains, and that multimodal strategies are therefore gaining increasing importance.

Dr. Graber stated that FIATA’s priorities include raising awareness among its members about innovative solutions, providing access to best practices, and equipping members with tools that will help them manage this transformation. He underlined that cooperation and partner-

ships are vital to ensure that the entire sector, including small and medium-sized players, can transition together toward more sustainable supply chains.

He emphasized that reducing emissions, optimizing routes, adopting sustainable fuels, and ensuring regulatory compliance are not agendas that a single company can manage alone, and stated that public authorities must support this transformation through incentive-based policies and mechanisms.

He then outlined the flow of the panel, noting that discussions would focus on companies’ strategies, lessons learned, challenges encountered, and the role of cooperation with public authorities.

In response to the moderator Dr. Stéphane Graber’s question regarding sustainability strategies and priorities, Sofie Lindegaard stated that DFDS has embedded sustainability directly into its corporate strategy, noting that “Moving to Green” is one of the core focus areas of this strategy. Within this framework, she explained that the company is focused on decarbonizing its operations across all areas of its business, pursuing this goal along three main pillars:

1. Electric Trucks (e-trucks):

She stated that DFDS has one of the largest fleets of heavy-duty electric trucks across Europe, with the goal of expanding this fleet to at least 200 electric trucks and continuing to scale it further.

2. Low-Emission Vessels:

She noted that the commissioning of the first low-emission ferry is among the most critical priorities, and explained that work is ongoing on key aspects such as where the vessel will operate, how it will be designed, and which fuel it will use.

3. Science-Based Climate Targets:

She stated that DFDS has recently made a formal commitment to the Science Based Targets initiative (SBTi), aiming to ensure that its climate targets are aligned with the Paris Agreement, ambitious, and grounded in science.



Lindegaard emphasized that while delivering tangible transformations on the ground, they also strive to maintain ambitious long-term climate targets, aiming to strike a balance between operational realities and the requirements set by climate science.

Speaking on sustainability strategies, Havva Gülçin Uğur noted that transportation is the fundamental force

that moves people, ideas, and goods, and recalled that Daimler Truck, through the buses and trucks it has produced for more than 125 years, has been at the center of this global movement. She stated that more than 7% of global CO₂ emissions today originate from commercial vehicles, and emphasized that the company acts with full awareness of its responsibility within this context.

She stated that Daimler Truck’s sustainability strategy is structured around three main pillars, defined through the “3P” model (Planet, People, Performance):

1. Planet:

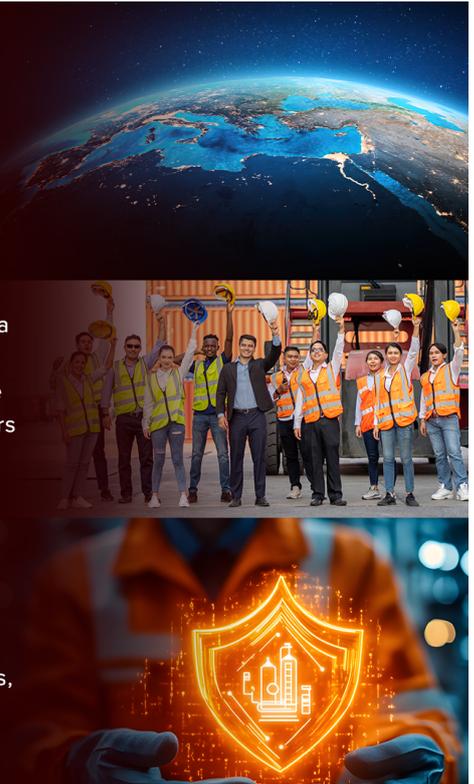
She explained that the company is committed to the Paris Climate Agreement, adopts circular economy principles in the design of trucks and buses, focuses on ensuring that materials used are recyclable, and aims to minimize environmental impact throughout the entire product life cycle. She emphasized that their goal is to reduce environmental waste to the lowest possible level.

2. People:

She stated that Daimler Truck regards respect for society and human rights as a fundamental principle, and maintains continuous dialogue with employees, employee representatives, NGOs, customers, and suppliers. She noted that the company places strong importance on working together with these stakeholders to develop joint solutions in the field of sustainability.

3. Performance:

She explained that the company operates with a “zero accidents” vision, integrates accident prevention and protective assistance systems into its vehicles, and that as of 2024, these safety packages have become standard across all mass-produced vehicles. In line with corporate governance principles, she stated that sustainability is defined as a measurable target within short-, medium-, and long-term planning horizons.



Uğur emphasized that they aim to make sustainability a core part of the business by transforming product structures and taking the necessary steps toward carbon-free transportation across the axes of planet, people, and performance. Regarding which innovations and technologies they invest in, Lindegaard stated that infrastruc-

ture lies at the heart of DFDS’s business model, and that both core operations and sustainability initiatives are shaped around the infrastructure they own. Emphasizing that having the right energy available at the right place and at the right time is critical, she noted that they are investing in three main areas:

1. Electric trucks and charging infrastructure:

She stated that while expanding electric truck fleets, charging infrastructure is being developed in parallel, with charging solutions implemented particularly in areas where terminals and warehouses are located.

2. Energy generation and port-side investments:

She explained that solar panels have begun to be installed at terminals and warehouses, with the aim of powering on-site operations with electricity as much as possible. On the maritime side, she noted a focus on shore power investments, transitioning to this infrastructure in order to reduce vessel emissions and local pollution while ships are at berth.

3. Use of data and artificial intelligence:

She stated that a data-driven approach is being adopted to properly manage the energy transition, working on AI-supported route optimization, optimal charging planning, and operational decision-support systems. She emphasized that their goal is to ensure that energy and infrastructure investments are structured in the most effective way across the company.



Havva Gülçin Uğur stated that Daimler Truck defines its clear climate targets at two levels:

1. Net-zero target during product use (driving phase):

She stated that for trucks and buses sold in the U.S., Japan, and Europe, the goal is to reduce CO₂ emissions during the driving phase to zero by 2039, and on a global scale by 2050.

2. Carbon-neutral supply chain and products/services:

She emphasized that, together with direct suppliers, efforts are underway to make products and services climate-neutral in the U.S., Japan, and Europe by 2039, and globally by 2050.



She stated that, in line with these targets, product innovations are progressing along two main technology axes:

1. Battery Electric Vehicles (BEVs):

She stated that 11 series-produced battery-electric models are already available across the bus and truck segments, and that the eActros 600, with a full charge range of approximately 500–600 km, is one of the longest-range electric trucks in series production as of the end of 2024.

2. Hydrogen-powered vehicles:

She noted that tests are being conducted with vehicle prototypes using liquid hydrogen as fuel, and shared that in a test carried out in Germany, a continuous distance of 1,047 km was achieved on a single refueling.



Uğur stated that investments are continuing along these technology axes by expanding the product portfolio through battery-electric and hydrogen-powered vehicles.

In response to moderator Dr. Stéphane Graber's question regarding the initiatives undertaken for the sustainable transformation of the supply chain, Fatma Aykul Bozoklu emphasized that suppliers are a critical part of the production network, and that their commitments and efforts in climate protection and resource efficiency are of great importance for the company's own sustainability targets. She stated that Daimler Truck encourages and guides its suppliers in reducing emissions, increasing resource efficiency, and developing sustainable solutions.

In this context, she explained that supplier summits are organized annually and that Daimler Truck Supplier Awards are presented to suppliers demonstrating outstanding performance and cooperation. She added that similar incentive mechanisms have been designed for logistics business partners; for example, logistics partners in Germany are encouraged to use

Mercedes-Benz eActros battery-electric trucks, and that in 2024, 20% of inbound transports to the Wörth plant were carried out using battery-electric vehicles. Specifically regarding Aksaray, she noted that due to infrastructure gaps and certain legal constraints, some projects had to be temporarily suspended, that simulations and pilot projects had previously been conducted with DFDS, and that they aim to revive these collaborations in the future. She also stated that in transports carried out with DFDS, intermodal methodologies with lower CO₂ emissions are used, that these emissions are reported in accordance with the GLEC Framework under Scope 3, and that they are monitored within the KPI sets of the Aksaray Truck Factory.

Jeppe Vestrup Skivild stated that with the integration of EKOL into the DFDS group, DFDS has shifted its Northern Europe-centered business model toward a Türkiye-focused axis, effectively elevating the company to a truly pan-European scale. He added that this integration has delivered three main sustainability-related advantages:

1. Rail expertise:

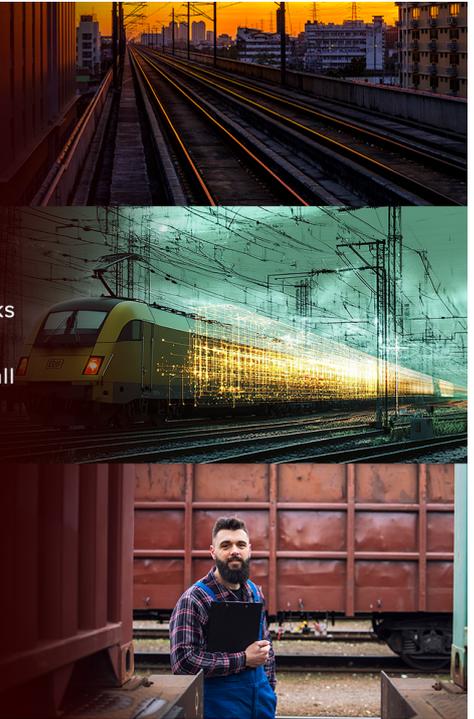
He emphasized that EKOL's intermodal expertise based on ferry + rail combinations, when integrated with DFDS's ferry network, enables lower-emission solutions to be offered to customers on a broader scale, making this combination a strong sustainability instrument for customers.

2. Network expansion and e-truck synergy:

He stated that the network has been expanded by connecting DFDS's strong regions with Türkiye, and that DFDS's experience with heavy-duty electric trucks has been combined with EKOL's rail and intermodal expertise. He noted that models in which ferries, trains, and electric trucks can be used together allow all sustainability "green boxes" to be checked from an emissions perspective.

3. Drivers' working conditions and the hub model:

He explained that in response to the expected driver shortage in Europe, models have been designed in which ferry and rail hubs are used more actively, aiming to create a structure where drivers can work in round trips rather than spending long periods away from home, allowing them to return home in the evenings. He emphasized that this approach is also part of a people-centered sustainability strategy.



Skivild stated in general terms that this integration has created a significant leverage effect for DFDS in terms of both sustainability and operational efficiency. In response to Graber's question regarding the importance of cooperation in achieving sustainability targets, Skivild underlined that partnerships and collaboration are unavoidable in sustainability investments. He noted that, in addition to customers, suppliers and public authorities are also essential stakeholders, and shared examples of various cooperation models. He explained that in some projects, different financing models are designed together with customers, such as adding a small "green premium" to freight rates for customers who choose sustainable solutions. In one model implemented with an energy company, he noted that although the energy company is not directly involved in logistics operations, it must transition toward electrification; DFDS provides the land and terminal space, while the energy company covers the cost of installing charging stations, creating an infrastructure capable of charging both DFDS vehicles and vehicles from other companies. He emphasized that this approach has brought a new player with no prior link to logistics into the sustainability ecosystem. Referring to an operation in Sweden involving more than 60 electric trucks, Skivild stated that thanks to fleet size and economies of scale, operations were able to become more profitable than diesel-based trucking. He noted that all these examples demonstrate that when governments establish incentive mechanisms supporting the green transition, and when energy companies and logistics firms cooperate, sustainable solutions can become self-sustaining both environ-

mentally and financially.

Specifically for Türkiye, he emphasized that fast-charging infrastructure suitable for heavy commercial vehicles is still insufficient, and that a publicly supported infrastructure initiative in this area would significantly accelerate the sector's transformation.

Fatma Aykul Bozoklu illustrated the power of collaboration through concrete projects implemented on the ground.

She explained that the "BioHarmony" project implemented at the Istanbul Bus Factory introduced a solution that separates oil and water without using energy, resulting in annual savings of approximately 80,000 tons of water. At the Aksaray Truck Factory, she noted that solar panels have been installed on the roofs of approximately eight buildings, covering a total area of 37,000 m². She stated that around 50% of the factory's annual electricity demand is now met through these panels, preventing approximately 5,300 tons of greenhouse gas emissions per year, an impact equivalent to planting about 133,000 trees.

She also explained that in daily operations, long-lasting metal load-carrying baskets and metal pallets are used instead of single-use packaging, reducing waste in logistics processes to nearly zero. She added that glass and reusable materials are preferred over plastic at headquarters and factory campuses, emphasizing that the "near-zero waste" goal is pursued at both corporate and individual levels. She concluded by stating that these projects clearly demonstrate how sustainability can be translated into tangible outcomes through both infrastructure investments and everyday practices.

Moderator Dr. Stéphane Graber raised the question of how employees respond when such projects are implemented, and how they are engaged in and motivated to embrace change.

Lindegaard stated that from an employee perspective, sustainability is an extremely important issue in both its climate and social dimensions, noting that people increasingly want to be part of companies that are not solely profit-driven, but that also take responsibility and embrace sustainability values. For this reason, she said they view sustainability as a strategic factor for attracting and retaining talent. To support this cultural transformation, she explained that sustainability is regularly addressed through internal communications, and that training programs are implemented particularly for teams in direct contact with customers. These trainings cover both what DFDS is doing in the field of sustainability and how customers' sustainability goals can be better understood and addressed through tailored joint solutions.

Uğur emphasized that at Mercedes-Benz Türk, sustainability is not merely a "top-down strategy," but an area driven by employees' personal motivation as well. She explained that the BioHarmony project emerged from teams with relevant technical expertise asking, "What can we do within our own areas?" and that the solar energy project was guided by the principle of "not installing panels on agricultural land, but on factory rooftops." In this context, she reiterated that the roofs of eight buildings in Aksaray have been fully covered with solar panels.

She noted that some projects had to be temporarily suspended due to factors such as insufficient incentives or the

charging infrastructure not yet being mature. Nevertheless, she emphasized that Daimler Truck aims to be a pioneer in the electrification of inbound logistics. She stated that they plan to revisit and advance these projects within the next 6–12 months, underlining that open-mindedness, adaptability to change, and strong partnerships with service providers such as DFDS are key elements for progress in sustainability.

In response to moderator Graber's question regarding measurement, reporting, and KPIs, Lindegaard stated that the core principle for DFDS is the belief that "what gets measured is where attention goes." For this reason, she explained that they strive to integrate sustainability indicators across the entire organization.

She noted that sustainability metrics are included in quarterly reports and that ESG targets are integrated into executive bonus models. These targets include the reduction of operational emissions, the share of women in management, diversity and inclusion indicators, and occupational health and safety performance.

On the customer side, she emphasized that carbon emissions data has become a critical criterion for nearly all customers, making high-quality, consistent, and transparent emissions reporting a key focus area for the company. She acknowledged that, as across the sector, challenges exist in data collection and data quality, but stated that these areas are continuously being improved through digitalization and system integrations.

She concluded by stating that their goal is to establish a data-driven, measurable, and accountable sustainability performance.



At the end of the panel, the speakers shared their one-sentence recommendations and final messages with the participants.



Jeppe Vestrup Skivild drew attention to the importance of companies being willing to change their processes. He explained that sustainable solutions often require a redesign of existing supply chains; for example, the emissions profile of a transport carried out solely by road on the Aksaray–Germany route can differ significantly from a model structured with a combination of electric truck + ferry + rail + electric truck. He noted that such intermodal solutions can reduce emissions by up to 50%, and that this reduction can exceed 90% if the use of biofuels on ferries is also introduced. However, he emphasized that these models involve changes in transit time and operational structure, and that companies must be ready to evaluate alternative solutions together, review their processes, and remain flexible accordingly.



Sofie Lindegaard reminded participants that progress in sustainability does not always come through major leaps, but often through small yet tangible steps. She noted that the pace of progress may at times seem slow and even discouraging, but that every measurable small step represents meaningful advancement. Emphasizing that everyone wants to move in the same direction in the fight against climate change, she underlined the importance of identifying common ground where stakeholders can support one another and focusing efforts there. Describing sustainability as a marathon, she stated that steady, step-by-step progress, rather than trying to achieve everything at once, is the most realistic and effective approach.



Fatma Aykul Bozoklu emphasized that while suspending certain projects in Türkiye due to reasons such as “insufficient infrastructure” or “it being too early” may be partly realistic, sustainability should not be reduced solely to this framework. She highlighted the importance of taking individual and corporate initiative in areas such as waste reduction, replacing single-use materials with reusable solutions, and improving energy efficiency. She noted that many climate regulations and sustainability standards emerging in Europe are expected to reach Türkiye in the near future, and stressed that closely monitoring these developments and asking the question “How can we implement these in Türkiye?” starting today will be critical for competitiveness in the years ahead.



Hawva Gülçin Uğur reiterated the importance of being open and flexible toward change, emphasizing that even if projects are temporarily suspended, they can be revived through the right partnerships. She noted that it may be difficult to create a sufficiently large sustainability impact at a single facility, such as the Aksaray plant, on its own, but that a collective picture emerges through the contributions of every facility, every company, and every individual. She stressed that sustainability is a shared responsibility of every factory, every organization, and every society, and that success is not possible without collaboration. She expressed her belief that with the right partnerships and determined steps, much more concrete and powerful outcomes will be achieved in the coming period.



In closing, **Dr. Stéphane Graber** summarized the key messages that emerged from the panel. He stated that the examples of DFDS and Daimler Truck / Mercedes-Benz Türk demonstrate how two strong industrial players are managing transformation within their own organizations while also working together to accelerate this transformation through cooperation.

He framed the key takeaways as follows:

1. Cooperation and partnerships:

He emphasized that neither manufacturers, nor logistics operators, nor public authorities can manage this transformation on their own, and that strong cooperation is needed across the public–private sector–manufacturers–carriers–freight forwarders axis.

2. Infrastructure and public incentives:

He stated that public support and incentives are critical for capital-intensive investments such as energy generation, charging stations, and port electrification; while companies are ready to transform, supportive policies and models are required to scale these investments.

3. Digitalization and efficiency:

He noted that digitalization is not an end in itself, but a tool for more efficient processes, optimized routes, and lower emissions, adding that digitalization is indispensable for reliable data, accurate emissions calculations, and transparent reporting.

4. Measurement and ESG linkage:

Underlining the principle that “what is not measured cannot be managed,” he stated that linking sustainability indicators to reports, KPIs, and senior executives’ incentive structures creates a strong mechanism for accountability and continuous improvement.

5. Step-by-step progress and cultural transformation:

He emphasized that everything does not need to be done at once; what matters is progressing steadily in the right direction and engaging employees in this journey.

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Noting that Türkiye has the potential to play a significant role in this transformation thanks to its geographical position and logistics capacity, Graber stated that UTIKAD and FIATA will continue working together with public authorities to help shape this process toward a greener, more digital, and more resilient logistics ecosystem. He concluded the panel by thanking all participants and congratulating the panelists for their valuable contributions.



INSPIRING WOMEN LEADERS SPECIAL SESSION

MODERATOR

ESEN ÖZ TEKAYAK
UTIKAD BOARD MEMBER

PANELISTS

SEDA ÖĞRETİR
PRESENTER, TV PRODUCER, AND AUTHOR

TUĞBA PAŞALI KARACAN
HUMAN RESOURCES AND
OCCUPATIONAL HEALTH & SAFETY AT
BORUSAN OTOMOTIV, EXECUTIVE COMMITTEE MEMBER

DENİZ CANER
PINKO TÜRKİYE DISTRIBUTOR

Esen Öz Tekayak, UTIKAD Board Member, opened the session by greeting the logistics community and all participants. In her remarks, she stated that they wanted to focus on women's "existence" in professional life, emphasizing that women simultaneously assume many roles in the business world, such as professionals, mothers, daughters, and spouses. She noted that this multiple role burden makes life more challenging for women compared to men, and emphasized that articulating this reality should not be perceived as positive discrimination.

She stated that the "women's issue" should be made visible in every field where intense struggle exists, underlining the importance of raising awareness and encouraging every woman to take on a mission at her own scale. She explained that the session aimed to inspire participants by sharing the experiences of three strong female leaders from different sectors, and then gave the floor to Seda Öğretir from the media sector. Seda Öğretir began her remarks by stating that being a woman in the media is "difficult and exhausting." Drawing from her own experience, she explained that she is often evaluated on screen not by what she says, but by how she looks. She noted that physical attributes such as hair, makeup, and weight can overshadow the framing of questions and on-air performance, and that such feedback comes not only from viewers, but also from within the industry, and even from colleagues. Öğretir emphasized that in Türkiye there is an invisible perception of an "expiration date" for women on screen. She

stated that after a certain age, women's on-screen presence is easily questioned and can be quickly undermined by comments such as "she's aged" or "her wrinkles have increased." In contrast, she noted that aging in male on-screen figures is associated with "experience and trust," citing Mehmet Ali Birand and Uğur Dündar as examples. She shared that she is 45 years old and questions whether she will be able to continue appearing on screen after the age of 50, while her 52-year-old husband does not share the same concern, highlighting this as a striking comparison.

Öğretir also noted that similar stereotypes exist during the reporting phase, explaining that female reporters are often directed toward areas such as education, health, and culture and arts, while courthouse reporting, war zones, hard politics, or economic news are perceived as "more male-oriented." She added that in terms of working hours, the requirements of night broadcasts and continuous work during holidays and festive periods conflict with the roles traditionally assigned to women in patriarchal societies.

She shared that throughout her daughter Ada's school years, she was rarely able to be at home to welcome her in the evenings, and often returned home to find her already asleep. She described this as a period that left a deep emotional mark and a sense of "unfulfilled longing" in her role as a mother. She concluded by describing this entire experience as the "cost" of existing as a woman in the field, even when one deeply loves the profession.

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Moderator Esen Öz Tekayak, stating “We are holding these sessions so that even if things have come to be this way, they do not continue this way,” brought the steps taken toward change and individual responsibilities to the forefront of the discussion.

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Seda Öğretir emphasized that women must take the lead in driving change. She noted that while there are now a visible number of women on screen, women remain extremely limited within decision-making mechanisms. Looking at the editors-in-chief of television channels in Türkiye, she stated that there is only one female editor-in-chief, and that the number of women in managerial positions within newsrooms is also remarkably low.

She said that in order to change this picture, women need to "pull one another up." Emphasizing the importance of women supporting each other by saying, "You can do this too; you can present this news as well," she stressed that criticism related to weight or physical appearance should not overshadow a woman's professional presence. She stated that perceptions such as "Yes, she gained weight, but she will continue presenting the news" must be normalized. She added that those who will change perceptions—and take ownership of sustaining this change—will once again be women themselves.

Moderator Esen Öz Tekayak then gave the floor to Tuğba Paşalı Karacan, asking her to evaluate the paradigms women

experience in professional life from her own perspective.

Karacan stated that paradigms manifest themselves in every aspect of life and that many of these patterns are shaped during childhood. She recalled that in household divisions of labor, boys are more often assigned "outside tasks," while girls are directed toward care- and service-oriented roles such as setting the table or fetching water. She noted that these patterns later reappear in professional life; at meeting tables, male colleagues can comfortably sit at the head of the table, while women often find themselves looking for a place on the side.

Sharing an example from her own experience, she explained that during an important meeting she tried to quietly resolve household-related crises over the phone, acting out of concern that her professional presence in the room should not be undermined. She contrasted this with a male colleague in the same environment who could comfortably talk about his daily plans. She emphasized that while similar responsibilities are perceived as a burden that must be hidden for women, they are often seen as a natural part of life for men.

İLHAM VEREN KADIN LİDERLER



She explained that this situation affects how women position themselves, reflecting in body language, tone of voice, clothing choices, and overall demeanor. She noted that some women withdraw more than necessary, while others may adopt a tendency toward “masculinization,” taking on an attitude of “Don’t worry, gentlemen, I’m one of you,” which she emphasized is not a healthy approach either.

Karacan stated that courage is critical at this point, and that what is being done must be accepted as normal and human. She then drew attention to the concept of “sisterhood.” She explained that the difference between being the only woman in a working group and having two women is significant; when there are two women, a conscious or unconscious support mechanism comes into play, strengthening solidarity through shared experiences such as “Something similar is happening in my team as well.” She stated that she believes the sense of sisterhood is an important lever in overcoming entrenched paradigms.

The moderator then asked Deniz Caner, who has worked in luxury fashion retail for many years and currently leads PINKO Türkiye operations, about women’s presence at management levels and female solidarity in the fashion sector.

Caner noted that while women are highly visible in shop windows and on stage in the fashion industry, management and ownership levels remain largely male-dominated. However, she observed that the number of strong female leaders has been increasing in recent years. She emphasized that Turkish women have taken significant steps in this field and, despite existing barriers, expressed optimism specifically for the fashion sector.

Pointing out the high pace and demanding nature of the fashion industry, she nevertheless stated that it remains an attractive field for women in terms of creativity and

enjoyment, and that she believes the number of successful women in the sector will continue to grow.

When asked whether women support one another, Caner shared that during her career journey she met Arzu Sabancı and took on the roles of brand director for Pinko and Patrizia Pepe. She explained that she was simultaneously responsible for many areas, including imports, purchasing, store management, and human resources, and that although the sector was entirely new to her, Arzu Sabancı opened up significant space for her and provided strong support—allowing her to adapt quickly to the industry.

She also noted the important contributions of Paolo Guareschi, Pinko’s country manager in Italy, and his team. She recalled that after several years of idea exchange with Arzu Sabancı and the Pinko team, the “Pinko by Arzu Sabancı” capsule collection was created, sold in 15 countries, and became a globally impactful collaboration originating from Türkiye. She stated that being part of this process was a great source of pride for her.

Caner also cited the professional balance she established with her 13-year colleague Zeynep Aydın as an example. She explained that Aydın has a more creative personality while she herself is more analytical, and that although they do not always agree, this difference has helped her grow. She stated that throughout her career she has received support from many strong female figures, enabling her to progress quickly, and emphasized that she wholeheartedly believes in the power of women and female solidarity.

Moderator Esen Öz Tekayak then referred to Seda Öğretir’s work not only as a journalist but also as a children’s literature author, asking how she addresses gender roles and equality in her works such as “Kovuk” and “Kefin’in Maceraları.”

Öğretir stated that a pronounced “male gaze” is still present in many classic and even some contemporary children’s books. She noted that the brave, successful, and fearless main character is most often portrayed as a boy, while the girl character is relegated to a secondary role, depicted as a decorative or filler element, with the familiar “princess waiting to be rescued” trope frequently repeated.

She explained that in her own books she deliberately tries to reverse these patterns: placing fathers in the kitchen and having them cook pastries, sending mothers to work and business trips, and carefully assigning roles such as astronauts, doctors, and decision-makers to female characters. She emphasized that visual language in children’s books is just as important as the text, and therefore she works closely with illustrators, guiding them to depict fathers wearing aprons and to avoid portraying professions exclusively through male figures. She stressed that the earlier and more balanced these codes are embedded in children’s minds, the healthier their perspective will be later in life.

Öğretir also referred to author Buket Uzuner’s call in which she stated, “I do not participate in panels where I am the only female speaker.” She noted that refusing to be the sole woman on panels and at symposiums sends a powerful message, and that ensuring the presence of many women speakers, as in this session, is essential for demanding diversity across all platforms.

Responding to the moderator’s question on how gender equality is addressed in corporate life from a human resources perspective, Tuğba Paşalı Karacan stated that in a large and well-established group such as Borusan, creating real impact first requires genuine commitment to the issue. She noted that many companies hide behind the claim “There is no gender inequality here; we simply don’t receive applications from women,” whereas the real issue lies in questioning this mindset.

She explained that nearly ten years ago, the Borusan Group made a clear commitment in this area under the slogan “Equal Borusan”, with the message coming from the very top, from shareholders, embraced by CEOs and translated into a concrete pledge: “I will build a more equal and fair system for women.”

To give substance to this commitment, she stated that various working groups were established, with women playing leading roles, but not limited to women alone, mixed teams of men and women were formed. She emphasized that involving men in the process and foster-

ing empathy among them is critical.

She underlined the need to define metrics and targets tailored to each sector, noting that questions such as “How many women managers do I have?” and “If you say there is no pipeline, what are you really doing in recruitment?” help make the process tangible. She stated

that just as targets are set for sales, revenue, and profitability, targets must be set with the same seriousness for women’s representation.

What can be measured can be managed, she added, and keeping one’s commitments has now become a matter of reputation.

Citing the experience related to the goal of employing female technicians at Borusan Otomotiv, Karacan explained that technician roles in the automotive sector are traditionally viewed as “men’s work.” Instead of taking refuge in the excuse “there are no applicants,” they openly embraced the issue through the campaign “Borusan Auto: Women Hold the Key” explicitly announcing “We are looking for female technicians.” She noted that female figures were also used in the visuals. As a result, 90% of applicants were men and 10% were women; many male applicants applied with the motivation “You’re looking for technicians, so I might as well apply,” while female applicants often hesitated, saying “I don’t meet all the criteria; I’m not sure.”

At this point, she emphasized the need for positive discrimination, as well as the importance of development and retention programs after recruitment. Otherwise, women may feel isolated and excluded, preventing long-term retention. She stated that today there are approximately 40 female technicians successfully working under vehicle lifts in locations such as Istanbul, Adana, and Ankara. “If we had not committed ourselves to this,” she said, “we would still be saying ‘there are no applicants’ and closing the issue.” She highlighted the importance of determination and visible action. Moderator Esen Öz Tekayak then pointed out that the female body and beauty perceptions are highly visible in the fashion sector and asked whether female leaders are creating a sense of liberation in this area.

Deniz Caner responded that many brands have taken important steps in recent years, such as campaigns featuring different body types and age groups, and the complete reimagining of runway formats, as seen in the Victoria’s Secret example, sending strong signals of change. Nevertheless, she stated that it is still difficult to speak of a fully internalized sense of liberation at this stage.



Caner stated that the profile of the “Pinko woman” lies at the very center of the brand, describing this profile as a confident, bold female figure who is not afraid to express herself. She explained that through projects such as “Women and Self-Confidence”—themed seminars and events organized with Mirgün Cabas, they aim to address the lack of self-confidence in society. She added that they also seek to equip store teams with a mindset that supports customers in dressing in a way that suits their body, personality, and comfort, and to transform fashion into a “tool for happiness and self-expression.”

Caner emphasized that fashion is fundamentally a means of making people happy, liberating them, and enabling self-expression. While trends are important for keeping up with the times, she stressed that not every trend is suitable for everyone. She noted that in certain periods, nearly everyone on the street ends up wearing the same pieces, which at some point “strips society of its identity.” She highlighted that difference and individuality are beautiful, and that phrases such as “This isn’t appropriate for your age” or “Is this something you’d wear here?” restrict women’s self-expression. She stated that a woman being able to dress in a way that makes her feel good and confident is the true starting point of liberation. In response to moderator Esen Öz Tekayak’s question about sources of inspiration, Seda Öğretir said that her greatest motivation is not turning back once she has set her mind on something. She explained that she learned perseverance, resilience, and determination in the face of obstacles by observing her mother. She stated that she draws inspiration from her mother and now tries to raise her own daughter in the same way her mother raised her.

Tuğba Paşalı Karacan explained that her inspiration is shaped by looking both to the future and the past. On the future side, she said she wants her 16-year-old daughter and girls of her generation to live in a more just world; on the past side, she draws strength from her family, especially from her sister’s life struggle and resilience, even in her final moments. She stated that she tries to shape the future through inspiration drawn from the past.

Deniz Caner shared that her source of inspiration is her family. She explained that her family strongly encouraged her to stand on her own feet and to exist independently wherever she goes

in the world. She noted that she lived in the United States for five years, that exposure to different cultures and worlds nourished her, and helped her realize her appreciation for diversity. She stated that she believes people can reach entirely different places when they motivate and inspire one another. She added that she has been running her own business for seven years, during which she received significant support but also encountered voices saying “You can’t do it” or “It won’t work.”

“**We are behind you,
we will do it,
we will rise together**”

She emphasized that sometimes a single phone call or a single encouraging voice saying can change everything. She concluded by saying she believes in people inspiring one another, ending her remarks with the words: “We will grow together.”

In closing, Esen Öz Tekayak emphasized that although the speakers’ stories were very different, their common ground was strikingly clear: patience, perseverance, strength, and courage. She underlined that these qualities form the shared story of all women.

Recalling that for years the phrase “Behind successful businessmen, there are strong women” has been repeated, she said she now wants to add: “Behind successful businesspeople and successful women, there are also supportive men.” She noted that without partners who are motivated and willing to share responsibilities at home and in childcare, women’s lives would be far more difficult. For this reason, she stated that in a session so focused on women, it is also important to thank all the men who share responsibility and provide support. She concluded the panel by thanking all participants and expressing her hope that the experiences and messages shared would inspire at least a few people in the audience.





RAILWAYS AND THE MIDDLE CORRIDOR FROM AN INTERMODAL TRANSPORTATION PERSPECTIVE PANEL

MODERATOR

PROF. DR. ERKUT AKKARTAL
HEAD OF LOGISTICS DEPARTMENT, YEDITEPE UNIVERSITY

PANELISTS

TURGUT ERKESKİN
FIATA, IMMEDIATE PRESIDENT

MEHMET YAVUZ GÜNGÖR
PROJECT MANAGER,
PRESIDENCY OF THE REPUBLIC OF TURKEY INVESTMENT AND FINANCE OFFICE

SERDAR YAYLALI
GENERAL MANAGER, METRANS ISTANBUL

ZEKİ DEMİRAĞ
DIRECTOR OF TRADE AND CUSTOMER RELATIONS,
PORT AND TERMINAL OPERATIONS GROUP, ARKAS HOLDING

The panel opened with an introductory speech by Prof. Dr. Erkut Akkartal. Inviting all guests, panelists, and industry representatives to the session titled “Railways and The Middle Corridor From an Intermodal Transportation Perspective” Akkartal thanked UTIKAD and all stakeholders who contributed to the organization of the event.

In his remarks, Prof. Dr. Akkartal emphasized that at a time when global trade is being reshaped, intermodal transportation has become not a choice, but a necessity. He stated that efficiency, environmental sustainability, and cost optimization have come to the forefront in global supply chains, and that in this context, the integration of transport modes is of critical importance.

He noted that railways stand out as one of the strongest pillars of the intermodal structure, creating a competitive advantage not only as a standalone mode but through their ability to operate in coordination with road and maritime transport. He underlined that the Middle Corridor, stretching from China through the Caspian Sea to Türkiye and onward to Europe, is not merely a transit route, but a strategic structure that creates significant logistics opportunities for Türkiye.

Stating that the panel would address the current status of the Middle Corridor, the development of railway infrastructure, the opportunities and challenges of intermodal transportation, as well as public–private cooperation and legal/digital integration, Akkartal emphasized that the aim was not only to assess the current situation, but also to put forward concrete solutions. He then gave the floor to the first panelist.

Prof. Dr. Erkut Akkartal asked Mehmet Yavuz Güngör, Project

Manager at the Investment and Finance Office of the Presidency of the Republic of Türkiye, how Türkiye’s strategic position within the Middle Corridor is shaping logistics infrastructure investments.

Beginning his remarks by expressing his pleasure at participating in the event, which they support as a Strategic Institutional Partner, Mehmet Yavuz Güngör first outlined the macro-level drivers behind Türkiye’s infrastructure investment needs before addressing the strategic importance of the Middle Corridor. He stated that Türkiye has recorded an average growth rate of 5.3% over the past 20 years, that its population has reached 86 million and increases by approximately 1 million people each year, and that there are 24 cities with populations exceeding 1 million. He noted that Türkiye is located at the intersection of three continents and provides access, within a four-hour flight radius, to 1.3 billion consumers and a market worth approximately USD 30 trillion. He emphasized that these factors position Türkiye as a natural logistics hub and, consequently, create a need for sustained and steadily increasing infrastructure investments.

Referring to Global Infrastructure Hub data, Güngör stated that Türkiye’s infrastructure investment gap is projected to exceed USD 400 billion by 2040, and that while public investments continue, private sector participation is critical to closing this gap. He added that USD 180 billion has been invested in transport infrastructure over the past 20 years, of which USD 58 billion has been realized through public–private partnership (PPP) models.

Summarizing the current infrastructure, he stated that Türkiye today has:



58 airports



217 ports



**50.000 km
of highways**



**14.000 km
of railway network**

Güngör stated that by 2053, they aim to expand the railway network to 28,000 km, effectively doubling its current length. He emphasized that in recent years, railways have received the largest share of transport investments, noting that in the 2025 budget, the share allocated to railways has reached 55%. In line with the 2053 Net Zero target, he added that they aim to increase the share of rail freight transport from 5% to 22%.

Focusing specifically on the Middle Corridor, Mehmet Yavuz Güngör highlighted the Baku–Tbilisi–Kars (BTK) railway line and the Marmaray crossing as critical infrastructure components. He stated that efforts are ongoing to increase the capacity of these corridors, and that the Gebze–Halkalı Railway Project, which will pass over the Yavuz

Sultan Selim Bridge, has reached the tender stage within the year. He added that the commissioning of the Zangezur Corridor will significantly increase the capacity of the Middle Corridor, emphasizing that international financing interest in all these projects is very strong.

From the perspective of the Investment Office, he noted that Türkiye offers a broad range of opportunities in the field of intermodal transportation. He stated that rail links to organized industrial zones (OIZs), port–rail connections, and intermodal terminal investments are among the areas attracting the greatest interest from international investors. He also observed growing interest in terminal operations, locomotive and wagon investments, and entry into the railway industry.

He stated that, as the Investment Office, they provide support in areas such as land and site selection, information on incentives, coordination with public institutions, finding local partners, and end-to-end investment guidance. He noted that in international investment strategy documents, global supply-chain-oriented investments are positioned among the priority areas. He also emphasized that the process for a new regulation on logistics centers is progressing, and that some of these centers are expected to be implemented through public-private partnership (PPP) models.

Prof. Dr. Erkut Akkartal then asked Serdar Yaylalı, General Manager of Metrans Istanbul, for his views on which steps should be prioritized to bring Türkiye's railway and intermodal connections up to European standards.

Beginning his remarks, Serdar Yaylalı stated that Metrans is one of the leading companies in Europe in intermodal transportation and terminal operations, operating a broad terminal network with 650 weekly train departures.

He emphasized that the success of an intermodal system depends not only on the strength of railways, but on the integration of the entire system. He noted that in a model where terminals, ports, and inland connections do not operate in an integrated manner, an intermodal structure cannot be sustainable.

Yaylalı stated that Türkiye's adaptation to this structure will take time, but that progress is being made in the right direction. He highlighted shortcomings particularly in the following areas:

- Insufficient rail connections to Organized Industrial Zones (OIZs),
- Lack of port-inland railway connections,
- Limited number of terminals.

He added that with increased public investments and greater space for the private sector, Türkiye will evolve toward a much stronger position in intermodal transportation.

Yaylalı emphasized that the current level of public-private cooperation represents a significant development. He noted that the private sector—which in the past could neither keep pace with the speed of public investments nor integrate into monopolized structures—has now become much more actively integrated into the system through projects such as Marmaray, northern rail connections, Third Bridge rail line projects, and Railport-type investments.

He stated that, as Metrans, they are ready to transfer their experience gained from operating 20 terminals across Europe to Türkiye, and that the commissioning of Railport is of critical importance for them as well.

Prof. Dr. Erkut Akkartal then gave the floor to Zeki Demirağ, Director of Trade and Customer Relations, Port and Terminal Operations Group, Arkas Holding, to comment on the contribution of the Railport model to increasing Türkiye's intermodal capacity.

Beginning his remarks by thanking UTİKAD and all contributing stakeholders, Zeki Demirağ emphasized that the Railport project is the first concrete example in Türkiye of a rail-focused yet multi-purpose terminal operating concept. He also expressed his satisfaction that Railport had been referenced in different parts of the panel discussion.



Demirağ stated that Railport is the first terminal to be designed and constructed by the private sector and to operate exclusively for freight transportation. He noted that within the partnership structure, Arkas Holding brings a deep-rooted track record in railway transportation and terminal operations in Türkiye, while Duisport, Europe’s largest inland port—handling 4 million TEUs annually and serving 25,000 trains—adds significant know-how and scale to the project.

He explained that Railport, located on an area of approximately 265,000 m², has been designed as an integrated facility serving all modes of transport, thanks not only to its rail connectivity but also to its proximity to road and maritime transport. Demirağ stated that while Railport will be a first, he believes it will not be the last, and that similar investments are likely to increase as demand grows.

In the context of terminal integration and digitalization, he noted that operations on the European side are relatively well-functioning, and that the axis requiring the most improvement is the Türkiye–East direction. Demirağ emphasized that for rail transport to become attractive to customers, it must provide at least one of the following advantages:

- Cost advantage,
- Speed advantage,

- Sustainability advantage,
- Traceability and transparency.

Stating that the most critical challenges to be addressed within the Middle Corridor are long transit times and lack of digital integration, Demirağ highlighted that in the short term, the integration of customs systems, harmonization of documentation processes, and acceleration of data sharing are essential. He underlined that Railport has the infrastructure to operate in full integration with all systems both on the European and Turkish sides, and that such integration will be decisive for the efficiency of the intermodal chain.

Prof. Dr. Erkut Akkartal then asked Turgut Erkeskin, FIATA Immediate President, which steps need to be taken to strengthen the position of the Middle Corridor.

Beginning his remarks, Turgut Erkeskin stated that it is a great source of pride for him to represent Türkiye by serving on the FIATA Presidency. He noted that until recently the Middle Corridor had been regarded as an “alternative route,” whereas today it has become one of the strategic main axes.

Erkeskin explained that FIATA evaluates corridors based on three main pillars:

1. Infrastructure Investments:

He emphasized that due to the scale of these investments, public–private sector cooperation is essential, and that the number of Railport-like projects

2. Regulatory Harmonization Among Corridor Countries:

He stated that along the route stretching from China to the United Kingdom, countries such as Kazakhstan, Uzbekistan, Turkmenistan, Azerbaijan, Georgia, Türkiye, and Bulgaria are involved, and that ensuring coordination becomes difficult in a system where each country operates independently. He underlined that harmonization of transit regimes is a critical necessity.

3. Digital Integration:

He stressed that no matter how strong the physical infrastructure is, the system cannot operate at the desired level of efficiency without the “software” side. In this context, he drew attention to the implementation of MLETR (Model Law on Electronic Transferable Records), stating that this process must be strongly supported. He also referred to the Negotiable Cargo Documents (NCD) Convention, noting that it is the first convention in history to regulate multimodal transport without a maritime leg. He stated that 10 countries have so far integrated this convention into their domestic legal systems, and emphasized that Türkiye’s adoption of the NCD Convention into its domestic law would represent a major gain in terms of trade finance and the representation of ownership of goods.



Following this section, moderator Prof. Dr. Erkut Akkartal gave the floor to Mehmet Yavuz Güngör, Project Manager at the Presidency of the Republic of Turkey Investment and Finance Office, as part of the second round of questions. Akkartal asked Güngör about the opportunities Türkiye offers to international investors in the field of intermodal transportation and the support mechanisms provided by the Office in this area.

Mehmet Yavuz Güngör began his remarks by stating that

the opportunities related to infrastructure investments are equally valid for intermodal transportation. He noted that beyond main railway lines, the development of port connections and rail spur lines to organized industrial zones creates significant opportunities for freight terminal operations. Güngör added that these areas are being closely monitored by international investors and that the Office has been receiving an increasing number of applications and meetings through projects such as Railport.

Güngör drew attention to the increasing number of private sector companies obtaining Railway Train Operations Certificates, noting that despite high investment costs, companies are moving toward locomotive and wagon investments. He also stated that wagon and locomotive manufacturers have been contacting the Office with the intention of investing in Türkiye's railway industry.

Summarizing the role of the Investment Office of the Presidency of the Republic of Türkiye, Güngör emphasized that the Office is the sole official institution responsible for promoting Türkiye's investment environment internationally. He explained that they provide end-to-end support through a "one-stop-shop" approach in areas such as site and land selection, incentive information, coordination with public authorities, and finding local partners. He stated that intermodal transportation, carbon-neutral, and green logistics investments are viewed as priority areas, and underlined that global logistics routes such as the Middle Corridor, Zangezur Corridor, and Development Road have significantly increased investor appetite.

He added that these corridors create a leveraging effect not only for trade but also for political, cultural, and economic cooperation between countries.

Opening a new perspective on logistics centers, Güngör stated that logistics centers developed so far by the public sector could evolve, following the draft Logistics Centers Regulation prepared by the Ministry of Transport and Infrastructure, into a structure where the private sector plays a more active role through build-operate-transfer (BOT) models.

Moderator Prof. Dr. Erkut Akkartal then asked Serdar Yaylalı about the shortcomings observed in public-private cooperation in the effective operation of the Middle Corridor, and about the contribution of Metrans' operations in Türkiye to this process.

Yaylalı stated that discussing investments on the same panel with public administra-

tion representatives is extremely valuable for the sector.

He explained that in the past, despite the public sector having a strong vision, monopolistic structures prevented the private sector from being sufficiently involved, which limited speed, flexibility, and operational dynamism. He emphasized that public-private cooperation has strengthened in recent years, and that investments such as Railport are concrete indicators of this transformation.

Referring to Metrans' terminal investments in Europe, Yaylalı noted that transferring this experience to Türkiye is of great importance in terms of operational efficiency. He stressed that the timing of investments such as Marmaray and Northern Highway rail connections is critical, and that accelerating these processes is essential to meet sector expectations. He emphasized that Metrans is ready to transfer the know-how gained from its network of 20 terminals across Europe to Türkiye and the Middle Corridor route.

In the continuation of the panel, Prof. Dr. Akkartal gave the floor to Zeki Demirağ to evaluate the role of terminal integration and digitalization in railway transportation.

Demirağ began his remarks by expressing his satisfaction that Railport had been referenced multiple times throughout the panel, stating that this reflects the strong interest of leading sector players in rail-focused intermodal investments. He noted that he views the issue not only from a European perspective but within a broader framework encompassing the entire Middle Corridor.

Demirağ emphasized that rail transport must be made attractive to customers as a "product." He stated that corridors and maps alone are not sufficient, and that the final decision is made by cargo owners. Customers, he explained, seek tangible advantages such as cost, speed, sustainability, and traceability. Therefore, he stressed that shortening transit times, harmonizing documentation processes, and integrating customs systems should be prioritized as short-term actions.





Demirağ stated that Railport operates in full integration with Duisport on the European side, and that on the Türkiye side it has been designed with an infrastructure open to integration with all systems. He emphasized that such actions must be implemented rapidly for the Middle Corridor to operate efficiently.

In the final part of the panel, the moderator once again gave the floor to Turgut Erkeskin to assess the future of intermodal transportation in terms of sustainability and cost efficiency from the perspective of global freight forwarders and logistics companies.

Erkeskin stated that intermodal transportation is no longer merely an alternative for Türkiye, but has become a core component of a strategically vital main corridor. Emphasizing that the Middle Corridor's critical geopolitical and economic role is further strengthened through intermodal transportation, he noted that the additional capacity, cost advantages, and environmental sustainability offered by intermodal solutions now constitute the core values customers expect from logistics services.

Stating that customers now evaluate logistics services not only in terms of feasibility, but also speed, cost, security, and sustainability together, Erkeskin said that intermodal transportation has therefore become a necessity rather than a choice. In his assessment of Türkiye's potential role in this field, he explained that through both his professional work and his duties within international federations, he has been present in many major economic regions of the world, and that he does not believe there is another country with intermodal transportation capabilities comparable to Türkiye.

Erkeskin emphasized that Türkiye's strength across road, air, maritime, and rail transport simultaneously, and its ability to host routes where these modes can be used in an integrated manner, represents a major advantage.

He underlined that it is critical to clearly define which capacity should be offered to which customer, through which intermodal solution. Reminding that China—one of the world's largest production centers—lies to Türkiye's east, and Europe—one of the world's largest markets—to its west, he stated that Türkiye has the capacity to act as a bridge between these two major economic regions.

Erkeskin noted that despite various challenges, interoperability between different transport modes has been achieved. He explained that cargo arriving by road can be redirected to air transport depending on urgency, and that rail and maritime integrations can be effectively utilized thanks to Türkiye's geographic advantages. He emphasized that the human capital and infrastructure capacity developed by Türkiye over the years have been decisive in enabling this transformation.

Stating that Ro-Ro transportation connects Türkiye with key ports across Europe, Africa, and the Black Sea basin, Erkeskin added that swap body transport, trailer transport, and 45-foot container transport have become integral parts of the system. He emphasized that when airport capacity, airline capabilities, and the sector's experienced human resources are considered together, Türkiye has the competence to establish and operate intermodal infrastructure anywhere in the world.

Recalling that important initiatives such as the Ankara Logistics Base have already been implemented, Erkeskin stated that the Railport project represents not only a railway investment but a holistic logistics hub model that brings together multiple logistics components. He emphasized that Türkiye holds a highly advantageous position in intermodal transportation in terms of know-how, capital strength, and operational capability.

Highlighting that data usage and data transfer are critical for this structure to function effectively, Erkeskin stated that once the necessary digital infrastructures are completed, Türkiye will be able to leverage its logistics advantages far more powerfully. Referring to Turkish Cargo as an example, he noted that Türkiye possesses one of the brands that best utilizes the country's regional position and logistics capabilities, and that similar potential exists in other areas as well.

Erkeskin concluded his remarks by emphasizing that Türkiye's strong capacity and capability in intermodal transportation can only be fully realized through collective action by sector stakeholders, public authorities, academia, and all relevant partners.

In closing, Prof. Dr. Erkut Akkartal stated that regional crises have repeatedly positioned Türkiye as an alternative and reliable transit point, and that the Middle Corridor offers not only a trade route but also a structure that strengthens economic, social, and cultural ties. He concluded the session by thanking the panelists, participants, UTİKAD management, and sponsors.

E-COMMERCE LOGISTICS DYNAMICS PANEL

MODERATOR

GEDİZ CÜRGÜL

PWC PARTNER, TECHNOLOGY CONSULTING

PANELISTS

BÜLENT AYMEN

PWC PARTNER, TECHNOLOGY CONSULTING

ATILLA ALVER

HEPSIJET MANAGING DIRECTOR

ENES YILMAZ

WIDECT CEO

UTKU AYYARKIN

ARAS KARGO COO AND MEMBER OF THE BOARD



The panel opened with an introductory speech by Ge-diz Cürgül. Cürgül noted that dynamics in e-commerce logistics are changing very rapidly, and therefore they aimed to use the panel time as efficiently as possible. He emphasized that while e-commerce logistics was previously defined primarily by delivery speed, today customer expectations and customer experience have moved to the very center of this definition. Posing the question of what the new areas of competition in e-commerce logistics in Türkiye would be, he gave the floor to Atilla Alver.

At the beginning of his remarks, Alver pointed out that as e-commerce continues to grow day by day, customer expectations are also constantly evolving, and stated that this transformation is entirely natural.

Alver noted that the services offered in the past had a more standardized structure, and that transporting products from point A to point B did not involve the ambitious timelines and expectations seen today. However, he emphasized that at the current stage, customers express multiple expectations simultaneously—and that these expectations are justified.

Stating that customer expectations need to be addressed in a structured way, Alver said that the first and most fundamental expectation is speed. He explained that especially in e-commerce, speed has become one of the top expectations for end customers, and that various services have been developed in the sector to respond to this demand, such as same-day delivery, which has been introduced as a direct result of these expectations.

At the same time, Alver stressed that speed alone is no longer sufficient. He noted that customers expect products ordered later to be delivered earlier, a situation that naturally makes logistics operations more challenging. For this reason, he stated that they are continuously focusing on how to further accelerate processes.

Alver went on to say that transparency is another critical expectation following speed. After placing an order, customers want answers to questions such as “What is the

status of my order? What is happening? How is it progressing?” He emphasized that easy access to information at every stage of the process is extremely important for customers, and that transparency has become a core element of customer satisfaction.

Continuing his remarks, Alver underlined that the entire service must be viewed as an experience, stating that experience is currently the most important differentiating factor in e-commerce. He emphasized that one of the most critical components of this experience is logistics processes, and that it is impossible for a structure with weak logistics capabilities to create a competitive advantage.

At this point, Alver drew attention to the importance of flexibility, noting that flexibility—just like speed—has become a decisive factor in customer expectations. He explained that customers expect service providers to adapt to changes that arise after an order is placed, and that the sector is making significant efforts to meet this expectation. He emphasized that flexibilities such as address changes, redirecting deliveries to a different location, or changing delivery dates are extremely important for customer experience.

Finally, Alver stated that one of the areas where expectations have risen the most in e-commerce is returns management. He explained that returns have become a challenging issue for customers, with high expectations for resolution. He noted that they are trying to meet customers where they are through services such as doorstep returns, and that they are developing solutions to collect returns according to dates and conditions specified by customers. While providing all these services, Alver emphasized the importance of minimizing costs and offering competitive pricing to customers. He highlighted that in B2C relationships, business partners on the “B” side play a critical role. He concluded his remarks by stating that they continuously approach the business from the perspective of how to meet end-customer expectations together with business partners, how to help partners grow their businesses, and how to enhance their overall experience.



Gediz Cürgül noted that in e-commerce, not only customer experience but also new dynamics such as micro-exports are coming to the forefront. Stating that these topics have become more visible in the post-pandemic period, he gave the floor to Bülent Aymen to assess the opportunities and barriers within the framework of Türkiye's logistics infrastructure and regulatory environment. Bülent Aymen stated that doing business and living in Türkiye—just as in every sector—is extremely challenging in logistics as well, and that assuming risk inevitably brings numerous problems. He emphasized that e-commerce is not merely a form of shopping, but a force that redefines many areas, from customs procedures to the operating models of logistics companies. Aymen underlined that Türkiye holds a significant advantage thanks to its geographic position connecting Europe, the Middle East, and Asia, and that especially its air and road transport infrastructure offers great potential for e-commerce logistics. However, he stressed that as e-commerce develops rapidly, the back-end processes must evolve simultaneously with this transformation, and that translating regulatory changes into field practices requires a certain adaptation period. Pointing out that Türkiye's geographic advantage creates strong hub potential, Cürgül gave the floor to Enes Yılmaz to discuss what needs to be done—and which technological or process transformations are required—for Istanbul to become a global e-commerce hub. Enes Yılmaz stated that Istanbul is a strong center for regional countries both geographically and in terms of infrastructure when it comes to the hub concept. He explained that Turkish Airlines has successfully implemented the hub model on the passenger side, enabling the opening of new routes thanks to high transit passenger ratios. He added that the same model has been successfully applied in cargo operations, noting that Turkish Airlines is one of the cargo airlines flying to the highest

number of countries worldwide. However, Yılmaz emphasized that in e-commerce logistics, an Istanbul-based transit model is currently not possible due to existing regulations. He stated that for e-commerce shipments to be consolidated in Istanbul and distributed to different countries, the regulatory framework needs to be improved. Referring to the Domestic Transfer Center initiative of the Ministry of Trade, he noted that once these regulations are implemented, Istanbul could become a major e-commerce hub. Stating that Widedt's primary goal is to support Türkiye-origin micro-exporters, Yılmaz said that exporters' biggest challenge is logistics costs. Using the example of China, he explained in detail how volume differences impact costs, emphasizing that due to insufficient volume, unit costs for shipments originating from Türkiye remain very high. He noted that if Istanbul becomes a hub, consolidation with global e-commerce flows would be possible, allowing this cost advantage to be passed on to exporters. To explore how operational transformation is managed within established structures, Gediz Cürgül then gave the floor to Utku Ayyarkın.

Utku Ayyarkın stated that in the post-pandemic period, as campaign volumes increased, commerce shifted more heavily to online channels; although overall growth slowed, it essentially changed channels. He explained that since 2016, digitalization, the widespread use of platforms, and data-driven demand creation have forced logistics companies into rapid transformation. He noted that Aras Kargo operates as a structure that manages both time and capacity, striving to meet 24–48 hour delivery targets through defined cutoff times. He emphasized that this process created a simultaneous need for transformation across many areas, including finance, system integration, data infrastructure, and cloud technologies. He added that with Covid-19, the age range of online shoppers expanded significantly, further accelerating infrastructure transformation.



He explained that in response to rising costs, they have developed AI-supported routing systems, and through automation investments, they have become capable of handling hundreds of thousands of parcels per hour at transfer hubs. He noted that as parcel dimensions (volumetric weight) have decreased, cost pressure has increased; therefore, through Aras Digital and Aras Global initiatives, they are targeting both efficiency gains and international expansion.

He added that they provide consulting and support to prepare SMEs for e-exports, and that they operate under their own brands in Azerbaijan, Georgia, and Uzbekistan.

As the panel moved into the second round, Cürgül recalled that automation, technology, and digitalization had stood out in the first round, and asked Atilla Alver how data analytics, artificial intelligence, and automation are transforming the logistics sector.

Beginning his response, Atilla Alver stated that AI and automation are already transforming the logistics industry. He noted that while it is difficult to draw a definitive picture of the future, these technologies have, as of today, become inseparable components of daily operations. He emphasized that running daily operations without AI-driven algorithms and automation systems operating in the background is no longer possible.

Alver explained that there are two main drivers behind this transformation. First, growing volumes and changes in the structure of commerce have made such systems indispensable. Second, with the significant increase in product variety, it is no longer possible to speak of a single, standardized service; in structures managing thousands of people in the field, this complexity can only be handled through technological tools. He therefore stressed the need for digital tools and systems to steer operations. Sharing concrete examples across different service types, Alver elaborated on the process. Beyond

simply picking up and delivering a product, operations may include obtaining signatures, managing documentation, or delivering a new phone while checking and collecting the old device at the doorstep—all multi-step workflows. He stated that unless such processes are fully integrated into systems, operations cannot be managed effectively.

Touching on cost management, Alver explained that to minimize costs they use a distribution algorithm written entirely by their own teams. Once couriers scan parcels, the system automatically generates routes, with the goal of achieving faster deliveries, fewer kilometers, and more efficient operations. He noted that as of this year, they have brought this structure to a certain level of maturity in both collection processes and intercity line operations, and that they plan to fully deploy all these systems in 2026.

Emphasizing the critical importance of address data for their operations, Alver stated that this information—which directly affects delivery—must be analyzed accurately. Decisions such as whether an address is commercial or residential, or how operations should be directed depending on whether an address is open or closed, are supported by data analytics.

Finally, addressing customer feedback, Alver said that they receive thousands of feedback entries after operations, making manual analysis impossible. Thanks to AI-supported processes, they can quickly identify which unit or which carrier is experiencing issues, significantly accelerating intervention. He added that especially during peak periods such as November, when volumes surge, demand forecasts based on historical data are used effectively for operational planning.

Moderator Gediz Cürgül then gave the floor to Bülent Aymen, asking which development areas are critical for Türkiye to secure a larger share of global competition.



Bülent Aymen stated that Türkiye's geographic location offers a strong advantage and that the development of e-commerce in Türkiye is progressing positively; however, he emphasized that there are still some fundamental gaps. In particular, he underlined significant shortcomings in digital infrastructure and system integration, noting that today the decisive factor in competition is no longer delivery speed or product quality alone, but how the entire data chain operates—from order placement to customs clearance, from delivery to returns.

Aymen noted that this data chain has not yet been fully established in Türkiye and stressed that increasing micro-export and e-export capacity is of critical importance. He pointed out that global e-commerce volume stands at around USD 6 trillion, while Türkiye's share is approximately USD 90 billion, corresponding to 1.5%. While this represents a good starting point for Türkiye, he said it is not sufficient, emphasizing the need to expand SMEs' access to global markets through e-commerce. Stating that speed and trust in logistics have become indispensable, Aymen noted that same-day delivery and transparent delivery expectations have become standard worldwide. In this context, he said customs processes must also adapt to these expectations. He added that logistics companies are making serious investments in IT infrastructure, and that properly designed fulfillment centers and warehouse management are essential.

Aymen also highlighted that brand value and global visibility play a critical role in e-commerce, noting that SMEs in particular suffer from budget constraints and lack of support

in this area. He emphasized that increasing public incentives, enabling brand stories to be communicated in global markets, and training human capital in line with the digital era are fundamental elements for the sector's development.

To deepen the discussion on data usage, moderator Gediz Cürgül turned to Enes Yılmaz and asked how data is used at Widedt.

Enes Yılmaz emphasized that it is impossible to conduct trade without data, stating that the foundation of commerce lies in understanding data and applying the insights derived from it. Although Widedt is a young company with only two years of operation, he explained that they have developed a fully in-house software solution, supported by Turkish Airlines' technology infrastructure and its subsidiary Turkish Technology. Yılmaz stated that approximately 6 million parcels have been transported to date and that all processes are traceable from pickup to final delivery. He noted that the system generates

real-time alerts in case of unexpected situations. While the software infrastructure is still at a minimum viable product (MVP) stage, he emphasized that continuous development is ongoing.

Looking ahead, Yılmaz explained that they are working on AI-supported route optimization, aiming to use artificial intelligence to plan both supplier selection and the most appropriate airport injection, based on the shipment's destination and recipient. He also noted that efforts are underway to deploy AI-based agents in after-sales services.

Highlighting the high volatility of volumes in e-commerce, Yılmaz stressed that demand forecasting is critical to managing these fluctuations, and that they have developed various tools for this purpose. He emphasized that growth in e-commerce is not possible without such an infrastructure.

Moderator Gediz Cürgül then directed the panel's final question to Utku Ayyarkin, asking how artificial intelligence and sustainability goals can be managed together.

Utku Ayyarkin stated that society and regulations impose multiple responsibilities simultaneously on industry players. He noted that in line with the European Union's Green Deal, targets for 2030 and 2050 have been defined, and that they are the first cargo company in the sector to publish a sustainability report. To reduce carbon emissions, he explained that they are renewing their vehicle fleets with electric vehicles, and that through projects launched over the past two years, some districts have been transformed into fully green logistics zones. He emphasized that

this is a long-term transformation journey, and that vehicle conversion alone will not be sufficient.

Touching on alternative delivery models, Ayyarkin noted that they are working to transform consumer habits through parcel lockers and delivery points, which currently account for 3.5% of total deliveries. He added that this transformation will take time and requires a cultural shift.

Ayyarkin also addressed waste management, recycling, and social sustainability, sharing initiatives aimed at increasing female employment and setting targets for women's representation in management. He concluded by emphasizing that sustainability is not the responsibility of companies alone, but a shared journey of the entire ecosystem.

Concluding the session, moderator Gediz Cürgül noted that the panel had covered a wide range of perspectives, thanked the panelists for their contributions, and officially closed the discussion.





LEADERS SHAPING THE SUPPLY CHAIN SPECIAL SESSION

MODERATOR

SELMA AKDOĞAN

INDEPENDENT BOARD MEMBER &
STRATEGIC MANAGEMENT CONSULTANT

PANELISTS

CİHAT ÖZBEKLI

CEO, ÇİFT GEYİK KARACA GIYIM

BATUR CAN

FIBA RETAIL TÜRKİYE MANAGING DIRECTOR

ÖMER KIZIL

ULUDAĞ İÇECEK TÜRK A.Ş., PRESIDENT OF THE BOARD

The session opened with an introductory speech by moderator Selma Akdoğan. Akdoğan emphasized that supply chain management was once perceived as an invisible back-office function of companies, whereas today it has become the heart of competition and the backbone of sustainable growth and resilience. She noted that competition is no longer won on the production line, but through supply chain agility, speed of decision-making, and the accuracy of data. When properly designed, the supply chain evolves from being merely a cost item into a strategic element that creates value and enables sustainable, reputable growth. Within this framework, she explained that the first part of the session would focus on leaders' supply chain strategies and management reflexes, while the second part would address digitalization and future-oriented approaches.

Selma Akdoğan then gave the floor to Cihat Özbekli, CEO of Çift Geyik Karaca, asking how supply chain strategy is designed in a fast-changing, seasonal, and highly flexible sector such as fashion and textiles, especially when managing a deeply rooted brand.

Cihat Özbekli stated that Çift Geyik Karaca has built a strong bond with the people of this country for 108 years, which also represents 108 years of supply chain experience. He explained that in the fashion and textile sector, fabrics, patterns, and products change on a weekly basis, making it necessary to constantly adapt and move very quickly. With the retail dimension added, he emphasized the challenge of simultaneously managing numerous products, sizes, and colors correctly, while maintaining a delicate balance between inventory, waste, and financing, which creates a significant operational burden. Özbekli stressed that the supply chain is not merely an operational process, but also embodies a strong cultural dimension. He underlined that forecasting and planning are among the most critical elements in fashion retail, and that the current economic environment has made these processes even more challenging. He noted that leveraging field data, data analytics, digitalization, and artificial intelligence, combined with experience and intuition, has become essential to ensure the right product is positioned at the right time and in the right location.

Highlighting the importance of an omnichannel structure, Öz-

bekli noted that predictions made during the pandemic that offline channels would disappear did not materialize. He explained that people, as social beings, still want to visit stores, touch products, and experience the physical retail environment. Therefore, the ability to quickly deliver a size that is unavailable in one store from another store or channel has become critical, describing this approach as one of the most important developments enabling efficient supply chain utilization.

Özbekli also identified supplier diversification and localization as key strategic priorities, stating that they are increasingly focusing on sourcing from nearby geographies. While final forms of raw materials may be sourced domestically, he noted that dependency on foreign suppliers for core inputs still persists. At this point, he emphasized that relationships with suppliers must be built on flexibility and mutual trust, concluding his remarks by underlining that alongside digitalization, a "human-centric" approach remains at the core of their corporate culture.

Akdoğan then turned to Batur Can, expressing interest in how Fiba Retail Group, which manages a multi-brand and international retail structure, organizes its supply chain. She asked whether each brand operates with its own dynamics or whether a holistic management model is applied.

Batur Can explained that Fiba Retail manages international brands, with the core of their operations centered on imports and the distribution of these products to approximately 100 stores across Türkiye. He emphasized that supply chains in fashion retail are far more complex than commonly assumed, and although each brand has different expectations and needs, the customer's fundamental expectation remains the same: access to the product on time.

Can stated that they manage approximately 16,000 SKUs annually, and that the accurate distribution of these products to stores requires a robust algorithmic infrastructure. He explained that products are transported from various geographies using road, air, and intermodal transportation. In fashion retail, he noted that products have an average shelf life of around three months, after which they must largely be sold; otherwise, they lose relevance. For this reason, he emphasized that speed is the top priority in the supply chain and that they strive to establish a highly flexible structure.



Referring to the pandemic period, Can stated that Türkiye exited the pandemic very quickly in retail terms, noting that a five-year digitalization journey was effectively completed in approximately six months. He emphasized that the post-pandemic period was marked by a surge in demand, and that in such a volatile environment, flexibility was the only way to survive.

The moderator then directed a question to Ömer Kızıl regarding Uludağ İçecek's long-standing corporate structure, broad product portfolio, and extensive distribution network in the fast-moving consumer goods sector. Kızıl explained that Uludağ İçecek, which he represents as a fourth-generation executive, traces its roots back to 1912, beginning with mineral water production, and that the family entered the soft drinks sector in 1930. He noted that the company's real transformation began after 2001, when Uludağ had only four products, compared to 57 different products today. He emphasized that this growth was driven by strategic decisions taken during times of crisis, including exiting private label production, abandoning cola manufacturing, and anticipating that new beverage categories would grow faster in the future.

Kızıl stated that Uludağ aims to be a brand that creates trends rather than follows them, noting that since 2001 only one product has been removed from the portfolio, with a product success rate of 90–95%. He emphasized that consumer feedback and market dynamics play a decisive role in decision-making processes.

Highlighting that distribution is a critical element in the beverage industry, Kızıl explained that due to the weight and volume of products, logistics dynamics differ significantly from sectors such as textiles. He noted that transporting beverage products through online sales channels presents serious challenges, yet Uludağ has made substantial progress in this area. With the introduction of new product categories, the distribution structure was also redesigned, and value-added products such as Uludağ Limonata and Uludağ Premium played a key role in this transformation.

Kızıl noted that in 2014, they observed that value-added products could not be effectively offered through the dealer model, particularly in major cities. As a result, they decided to establish their own distribution network. Today, Uludağ operates its own distribution organizations in 16 major cities across Türkiye, serving 90,000 points of sale directly through weekly order and delivery operations within a market comprising approximately 200,000 sales points. In addition, they provide direct

service to local and national out-of-home consumption channels, while 120 dealers, accounting for 30% of total business volume, play a complementary role.

Sharing an example from the pandemic period, Kızıl stated that demand for home beverage delivery increased rapidly. Thanks to their existing distribution infrastructure, they were able to quickly develop digital systems and launch home delivery services. He emphasized that such a service would not have been possible without a strong distribution infrastructure, underlining the need to treat logistics, software, and operations as an integrated whole.

Touching on packaging and reverse logistics, Kızıl explained that aluminum cans and PET bottles are largely collected due to their economic value, while glass packaging creates a more complex process due to its lower economic value and transportation challenges. He stated that deposit-return systems are inevitable in the future, and that this area may create new investment and business model opportunities for logistics companies.

In response to the moderator's question regarding the impact of digitalization and artificial intelligence on retail operations, Batur Can stated that the transformation experienced in the retail sector over the past five years has effectively turned companies into structures resembling technology firms.

Managing 16,000–17,000 product types annually with a constantly updated portfolio, he noted that they work with a massive data pool and have made significant investments in data science and AI infrastructures. Thanks to demand forecasting algorithms that incorporate historical data, economic conditions, campaign periods, and special days, they are able to plan orders with accuracy rates of up to 90%. Can explained that this approach optimizes inventory management, reduces waste, and lowers fuel consumption from a sustainability perspective. He also emphasized the importance of an omnichannel structure, noting that stores function as mini-warehouses, enabling e-commerce orders to be shipped directly from stores to customers, thereby reducing the need for stock transfers.

Finally, Can introduced "Monist," a technology startup developed under their internal entrepreneurship program. He explained that Monist optimizes e-commerce shipping processes on a single platform, identifying the fastest and most cost-effective courier company at the neighborhood level, resulting in up to 11% cost savings and up to 15% improvements in delivery speed.



In response to the moderator's question on how digitalization and demand management are reflected in the fashion industry, Cihat Özbek emphasized that human capital is just as critical as technology.

Özbek likened today's business environment to a football team forced to defend against multiple uncertainties at the same time. He stated that artificial intelligence, sustainability, and digitalization are unavoidable agendas, but stressed that the intellectual capital required to guide these technologies must not be neglected.

Addressing the challenges Türkiye faces in creating value-added brands, Özbek noted that despite the country's long-standing strength in private label production, it has not achieved the same level of success in branding and brand value creation. He emphasized that one of the main reasons for this shortcoming is insufficient investment in human resources. He stated that AI and digital tools can only generate meaningful results when combined with the right people; otherwise, companies risk remaining mere users of solutions developed by others.

While underlining the importance of digitalization, the moderator reiterated that the human element must not be overlooked. Referring to a current example, she mentioned criticism voiced by some academics at universities in the United States regarding the unconscious use of artificial intelligence and similar technologies, reminding the audience of the importance of using technology in a balanced and responsible manner. Within this context, the moderator referred to Uludağ İçecek's decision to establish its own distribution channels and asked Ömer Kızıl how technology is used in production and distribution processes, and whether robotic systems are employed in factories.

Ömer Kızıl evaluated Uludağ İçecek's innovation approach through the lenses of product portfolio diversity, distribution strength, and strategic decisions taken after periods of crisis. He stated that following the 2001 economic crisis, the company built a strong financial structure by taking the right steps, and emphasized that Uludağ is now one of the beverage companies in Türki-

ye with the highest level of exports under its own brand. Kızıl noted that Uludağ Gazoz has been produced in Germany since 1977, and that after 2021, production and distribution strategies were restructured. As of March, he explained, production in Europe and sales–distribution activities in Germany are now entirely managed through the company's own distribution network, adding that this move has provided the Uludağ brand with a strong international distribution structure.

Touching on the technologies used in production, Kızıl stated that formulations developed in Türkiye are applied using the same technology at overseas production facilities, while noting that the contract manufacturing facilities currently in use lag behind Uludağ İçecek in terms of technological capability.

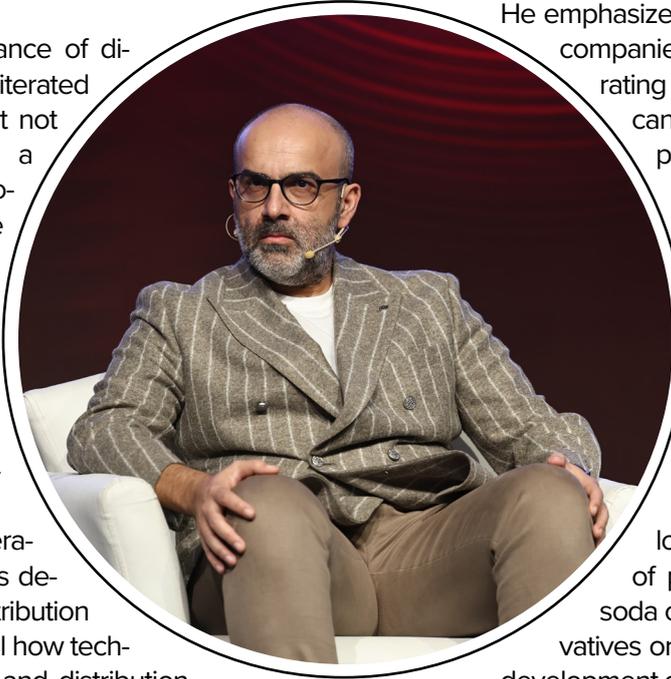
As an example of the company's innovation mindset, Kızıl highlighted preservative-free production, stating that long before artificial intelligence became a mainstream topic, Uludağ had already eliminated preservatives such as sodium benzoate and potassium sorbate from all its beverages for nearly 13 years.

He emphasized that Uludağ is one of the few companies in Türkiye and globally operating in this way, and that consumers can directly verify this by examining product labels.

Addressing the technical challenges of preservative-free production, Kızıl explained that while this approach can be applied relatively easily to non-carbonated beverages, it requires serious engineering capabilities for carbonated drinks. In this context, he stated that the idea to develop a special machine capable of producing both lemonade and soda on the same line without preservatives originated from Uludağ itself. The development of this machine took three years,

and he emphasized that Uludağ remains well ahead of competitors in this field today.

Finally, Kızıl underlined the company's firm stance on product ingredients, stating that no substitutes such as fructose, GMOs, or similar additives are used in production processes apart from sugar beet, and that this principle is one of the brand's core values. However, he noted that in some European production facilities, the use of preservatives may become unavoidable due to technological limitations.





Kızıl also touched on Uludağ's international growth strategy, stating that production and launch activities are ongoing in various European countries, and that Uludağ Limonata will soon be introduced to the market in six European countries. He noted that their primary objective is to increase the international brand awareness of Uludağ.

As part of new steps to expand the distribution network, Kızıl explained that they established a distribution company in Dubai two months ago, describing Dubai as a strategic hub due to its logistical accessibility and dense HORECA network. He added that they are working on setting standards to maintain product quality under hot climate conditions, which is particularly critical for the region.

Addressing digital systems and artificial intelligence, Kızıl stated that while their current systems are strong, the growth of the product portfolio and volumes requires these systems to be further developed. He emphasized that they are working on digital solutions that will enable sales representatives to access more information in the

field, and highlighted that artificial intelligence will be a key component of this transformation.

In the final part of the panel, the moderator referred to the logistics service providers present in the audience and asked the speakers about their expectations from supply chain stakeholders.

In response, Ömer Kızıl emphasized that product safety is critical, especially in shipments carried out under high-temperature conditions. He noted that mineral water is a product that can easily absorb surrounding odors, and stated that they are open to innovative container solutions that can ensure product safety as an alternative to refrigerated transport. He underlined that such solutions could help protect sustainability and brand value simultaneously.

Closing the panel, the moderator stated that all links of the supply chain are interconnected, and that strong leadership, strategic foresight, and sustainable transformation are what create a competitive edge. She thanked the speakers and participants for their contributions.



ARTIFICIAL INTELLIGENCE AND DIGITAL TRANSFORMATION IN SMART LOGISTICS PANEL

MODERATOR

PROF. DR. NAFİZ ARICA
RECTOR OF PIRI REIS UNIVERSITY

PANELISTS

AKİF TÜRKEL
TRANSPORT SECTOR MANAGER AT
TURKISH DELEGATION OF EUROPEAN UNION

MURAT BAŞTOR
GENERAL DIRECTOR OF TRANSPORT SERVICES REGULATION
OF THE MINISTRY OF TRANSPORT AND INFRASTRUCTURE

MATT (MURAT) ERYUREK
KTL AUSTRALIA CEO

DR. EMRE SERPEN
TROYNET CEO



At the opening of the panel, the moderator Prof. Dr. Nafiz Arca emphasized that artificial intelligence and digital transformation are among the most important topics of our time, stating that the panel had convened to discuss the use of these technologies in the logistics sector. The moderator explained that the concept of smart logistics aims to ensure that the right product reaches the right place, at the right time, in the most efficient way, and noted that this structure becomes possible through the integration of technologies such as artificial intelligence, 5G, big data, and blockchain into logistics processes. The primary objectives of these systems, she said, are to increase efficiency, reduce costs, and minimize environmental impact.

Arca underlined that digitalization and artificial intelligence are among the disruptive technologies shaping not only logistics but all areas of life today and in the future, adding that their impact is expected to grow even further in the coming years. She stressed that logistics is one of the broadest and most critical application areas of artificial intelligence, and noted that she wanted to draw particular attention to this point.

At the same time, the moderator stated that there are certain barriers to the adoption of artificial intelligence and digitalization, with high costs and the need for cultural transformation being the main challenges. Within the scope of the panel, she explained that they would address the current state of smart logistics in Türkiye, Türkiye's position from a European Union perspective, and the public authorities' approach to this field. She noted that the first round would focus on assessing the current situation, while the second round would present a future vision and collectively discuss the question, "What

should we do in the future?"

Following the opening remarks, the moderator gave the floor to the first speaker of the panel, Dr. Emre Serpen, CEO of Troynet. In her question to Dr. Serpen, the moderator asked for his assessment of the current state of data sharing, interoperability, and cross-platform integration among logistics stakeholders in Türkiye, and also requested that he share examples of best practices from both Türkiye and abroad in these areas.

Dr. Emre Serpen stated that Troynet's experience in Türkiye dates back to the past five years, while its international operations span nearly forty years. He emphasized that Türkiye has a strong logistics infrastructure, noting the growth of transportation fleets, the construction of new airports, and the country's significant potential within the Middle Corridor.

Serpen referred to the World Bank's Logistics Performance Index (LPI) as an important benchmark. He stated that Türkiye's current score is 3.4, ranking 38th, and highlighted that Türkiye, which ranked 28th in 2012, has declined despite continued infrastructure investments. At this point, he underlined that private sector performance is strong, but that public-private sector integration and public processes need further improvement.

Addressing international regulations, Serpen noted that as of 2024, the International Maritime Organization (IMO) has made data sharing among stakeholders mandatory, describing this development as a significant opportunity for Türkiye. He added that the Single Window Project launched by the Ministry of Trade in 2018 has motivated the private sector, and that inter-system communication has been established at many ports across the country.

Speaking about the digital model developed under the leadership of UTİKAD in the aviation sector and the data-sharing system that has been actively operating at Istanbul Airport for four years, Serpen emphasized that technology is no longer the problem; rather, the real challenge lies in change management and cultural transformation. He stated that technology accounts for only 10% of success, while perception and acceptance determine the remaining 90%.

Highlighting the importance of data openness and standardization, Serpen noted that in examples such as Rotterdam and Singapore, the openness of data definitions, standards, and APIs has increased trust, accelerated alignment, and boosted adoption rates. In Türkiye, however, he said that many systems remain closed, and although APIs exist, they are not sufficiently well known, which slows down implementation.

Turning to change management as his second key theme, Serpen explained that this issue is often approached from the narrow perspective of each individual stakeholder.

He stated that Türkiye's level of digitalization is quite advanced compared to many countries, and illustrated this point by sharing comparative examples from operations carried out in different countries. He noted that these differences became particularly evident during projects conducted in Pakistan.

Serpen pointed out that both public institutions and the private sector in Türkiye have established digitalized internal processes. He emphasized that government bodies—especially customs authorities—possess digital infrastructure, and that the private sector has likewise developed digital solutions within its own ecosystems. As a result, he observed that many organizations operate with the mindset of “we are already digital.”

Referring to global logistics players, Serpen explained that companies such as FedEx and UPS can achieve delivery within one or two days, albeit at high cost, while traditional air cargo operations may take up to six days.



In contrast, platforms such as Amazon and Alibaba are able to deliver within one to three days, thanks to the systems they have built.

He emphasized that agents, ground handling companies, or other stakeholders cannot build such large-scale systems on their own; instead, platform-based structures, as seen in the FedEx and UPS models, enable this level of integration. Through these platforms, all stakeholders can operate in an integrated manner, making effective information sharing possible.

Addressing perceptions of digitalization, Serpen stated that many organizations still rely on repeatedly sending PDF documents via email, which cannot be considered true digitalization. He noted that this approach leads to errors and inefficiencies. He also touched on data security, stating that modern systems are highly secure, and that technologies such as blockchain further reinforce this security.

In conclusion, he stressed that efforts aimed at improving and institutionalizing perceptions around digitalization and data security would deliver significant benefits.

Following Serpen's remarks, Prof. Dr. Nafiz Arica invited Matt Eryurek to share insights on the current situation in Australia and to provide a comparison with Türkiye.

Matt Eryurek explained that Australia is geographically remote, island-like, and approximately 3.5 times larger than the European Union. He noted that 95% of the population lives on just 5% of the land area. He added that the Australian economy is largely dependent on trade with China, the United States, Japan, and Korea.

Eryurek stated that Australia has a population of around 28 million, an unemployment rate of approximately 4%, and a highly rule-based structure. He explained that the country seeks to preserve existing balances, which results in relatively slow progress, and noted that Australia adopts a cautious approach toward artificial intelligence and digital transformation.



Recalling that artificial intelligence applications were tested in Australia nearly a decade ago by Maersk Shipping Line through a vertically integrated model, the speaker emphasized that both individuals and institutions showed resistance to change. He noted that, in particular, the reluctance of private companies and governments to share the data they possess has been one of the main factors limiting the pace of development.

Eryurek stated that the Covid-19 period altered certain balances, and that following the steps taken by Maersk, other companies drew lessons from these experiences, leading to a rapid privatization process currently underway in Australia. He added that major multinational companies such as DP, Maersk, and CMA have been making intensive efforts to acquire logistics infrastructure assets in Australia.

Within this context, he emphasized that Australia's logistics ecosystem is largely privatized, and noted that the government does not have the same level of direct intervention capability as seen in Türkiye.

He explained that artificial intelligence is currently being used in education and private-sector applications, but that its widespread adoption at the state level will take more time in the medium term. He stated that this is also influenced by Australia's relationships with its partner countries.

Eryurek also touched upon Australia's cultural and commercial ties, noting that the country has historically had close relations with the United States and the United Kingdom, while its largest trading partner is China. For this reason, he explained, there is sensitivity around the large-scale deployment of artificial intelligence, as it could be perceived as opening national data to China. He added that although progress is being made in the field of artificial intelligence at both individual and corporate levels, this progress is being pursued cautiously due to concerns about its potential impact on employment levels.

Following these remarks, the moderator asked for views from the Türkiye perspective.

Matt Eryurek highlighted Türkiye's geographical and demographic advantages, stating that the country holds a strong position in terms of road, sea, and air transport, and has a young and dynamic population. Referring to differing opinions expressed in earlier discussions, he reminded participants that Türkiye provides access to a population of approximately 1.5 billion people within a four-hour flight radius.

Noting that Türkiye has a structure that constantly experiments and learns through experimentation, the speaker stated that even if the right steps are not always taken, this culture of trial and learning creates a significant advantage. He described Australia as more conservative and distant toward change, while emphasizing that Türkiye demonstrates the opposite—strong dynamism and adaptability.

Acknowledging that Türkiye may have experienced periodic fluctuations in export and trade figures, Eryurek pointed out that large-scale global investments in Türkiye have increased markedly over the past 12 months. He stated that these investments are driven by companies' forward-looking preparation strategies.

Evaluating Türkiye from an Australian perspective, he said that these developments are exciting, adding that this is why he visits Türkiye frequently, and that this process has also contributed to the improvement of his Turkish language skills.

Following this, moderator Prof. Dr. Nafiz Arıca gave the floor to Akif Türkel, Transport Sector Manager at the Delegation of the European Union to Türkiye, asking him to share his views on Türkiye's level of digital transformation in logistics from an EU perspective, as well as Türkiye's strengths and weaknesses in terms of alignment with EU standards and digital platforms.

Türkel described Türkiye's level of digital transformation in logistics in one word as "good," and in two words as "very good."

Referring to the World Bank's Logistics Performance Index, Türkel stated that Türkiye's strengths in logistics are clearly reflected in these indicators. He noted that Türkiye's overall score stands at 3.4, but that in areas where the private sector is heavily involved—particularly digitalization and on-time delivery—the scores are around 3.7. He explained that one of the main reasons for the relatively lower overall score is the 3.0 rating in the customs category, which he chose to set aside in his assessment.

Speaking on behalf of the EU Delegation to Türkiye, Türkel stated that they have carried out numerous sector-wide cooperation projects together with ministries in the transport sector, and noted that approximately €1 billion in grants has been provided to the transport sector over the past 15 years. Within this scope, he explained that more than 1,000 kilometers of railway lines have been rebuilt and modernized, and that these investments are classified as "hard infrastructure" in line with the European Union's policy documents.



Emphasizing that infrastructure investments alone are not sufficient, Türkel stated that “hard infrastructure” investments only create real impact when they are complemented by “soft measures.” He noted that customs, digitalization, and similar areas fall under these soft measures, and emphasized that digitalization is one of the top priorities within this scope. He added that an active dialogue is being maintained with Türkiye in this area, and that bilateral meetings were held last year with several ministries, during which topics such as e-government, e-health, and the justice system were also discussed as part of these evaluations.

Türkel highlighted that one of the key focus areas in the transport sector is eFTI (Electronic Freight Transport Information), explaining that this regulation was published across the European Union in 2020 and will become mandatory in 2027. While the regulation is already in force, he stated that its full implementation will become binding as of 2027. At present, it does not cover countries outside the EU, but in the coming period, closer cooperation—especially with candidate countries—is planned.

In this context, Türkel stated that they aim to establish closer dialogue with UTİKAD and the Ministry of Transport and Infrastructure, and through UTİKAD, with the private sector. He announced that a webinar will be organized in the coming months, to be announced via UTİKAD, to explain how eFTI will be implemented in Türkiye, how Türkiye should prepare for this process, and how alignment will be ensured.

Türkel also addressed the benefits of eFTI, noting that this regulation will enable a fully paperless transport and logistics system. According to preliminary studies, eFTI is expected to generate annual savings of approximately €1 billion for the transport and logistics sector within Europe, and he stated that these gains will also be valid for Türkiye. Reiterating that Türkiye’s current position is at a good level, Türkel added that this performance can be taken even further in the coming period.

To address the regulatory and supervisory dimension of digitalization, Arıca then gave the floor to Murat Baştör, General Director of Transport Services Regulation of the Ministry of Transport and Infrastructure.

Baştör emphasized that the Directorate General for Regulation of Transport Services is a regulatory body, and stated that their primary objective is not to produce legislation that remains on paper and is not implemented in the field. In line with this approach, Baştör explained that they re-

main in constant contact with the sector and civil society organizations during legislative drafting processes, ensuring that field experience, demands, and priorities are taken into account and integrated into the legal framework. He noted that they maintain close, ongoing cooperation with leading sectoral NGOs such as UTİKAD, listening to demands and shaping regulations accordingly.

Pointing out that transport and logistics is a multi-stakeholder field, Baştör stated that while some regulations can be implemented quickly, others may take time due to approval processes involving relevant stakeholder institutions. He emphasized that their goal is to produce regulations that are applicable in practice and address real needs, underlining that civil society organizations are indispensable stakeholders in this process.

Addressing the regulatory and supervisory aspects of digitalization in logistics and transport services, Baştör stated that as a ministry, they are obliged to pursue digitalization-focused efforts.

He emphasized that digitalization is indispensable for remaining competitive globally and for effectively managing and governing the sector. He noted that approximately 600,000 authorization certificate holders—covering both passenger and freight transport—are regulated by the Ministry, and that a structure of this scale cannot be managed without digitalization.

Baştör highlighted that digitalization became a critical issue especially after the pandemic, noting that all logistics services provided by the Directorate General are now delivered

through e-government platforms. He explained that in the past, carriers had to travel to provincial centers to complete procedures, resulting in losses of time, fuel, and labor, whereas today processes can be completed via e-government within minutes. He expressed particular satisfaction with having achieved such an advanced level of digital infrastructure.

Finally, Baştör stated that as a public authority, they must plan not only for today but also for the future, and therefore continue to pursue digitalization- and artificial intelligence-focused initiatives. He noted that legislation is continuously updated, close coordination is maintained with relevant institutions, and serious efforts are being undertaken in this field. He added that the pandemic was a major catalyst accelerating digitalization, and thanks to pre-established digital infrastructure, many services were able to be delivered with reduced physical contact—benefits that the sector experienced directly.



Addressing the issue of data sharing and system integration among public institutions, Baştör stated that logistics is an ecosystem with many stakeholders, and that the digital infrastructure of a single institution alone is not sufficient. In this context, he explained that the U-NET automation system, developed by the Ministry, has been in operation for approximately 10–12 years and is continuously being enhanced. Through the U-NET system, numerous processes are carried out, including licensing, certification, inspections, vehicle checks, collections, and especially border crossings in export operations.

Baştör noted that as of today, the U-NET system is integrated with approximately 30 institutions, enabling backend communication between these entities within seconds to meet all the needs of carriers. He stated that inspection units, banks, chambers of commerce, and trade registries are also integrated into this system.

He added that 147 different e-government services are delivered via U-NET, and that within the first ten months of 2025 alone, there were 2 billion accesses and 45 million transactions related solely to logistics services.

Proudly stating that the Directorate General for Regulation of Transport Services ranks among the top 10 public institutions using e-government most effectively, Baştör emphasized that transportation is traditionally conservative in nature and that habits are not easily changed. For this reason, he explained that discounts of up to 5% are offered for transactions conducted via e-government in order to encourage carriers to adopt digitalization, noting that this represents a significant financial advantage, particularly for high-value authorization certificates.

In the second round of the panel, discussions focused on how digital transformation can be scaled within the logistics sector, public–private cooperation models, legislation and incentive mechanisms, and Türkiye’s objective of becoming a digital logistics hub. Within this framework, moderator Prof. Dr. Nafiz Arica directed the floor to Dr. Emre Serpen, asking how a public–private cooperation model should be structured, what the state expects from the private sector, and which concrete steps Türkiye must take to become a digital logistics center.

Dr. Serpen first emphasized that adopting and implementing the eFTI standards developed by the European Union is a critical milestone for Türkiye. He stated that there is no need to invent a new system, as implementing existing and ready standards would increase trans-

parency among all stakeholders and enable a transition from closed systems to an open data ecosystem.

As a second key topic, Serpen highlighted the importance of a data backbone, noting that Troynet won an international tender in Pakistan and established a nationwide data backbone there. Within this framework, couriers, 10 airports, airlines, and various logistics stakeholders were integrated into a single platform. Despite Pakistan’s lower level of digitalization and regulatory maturity compared to Türkiye, he emphasized that the government demonstrated a strong determination to reach the most advanced level, enabling very rapid regulatory changes. This example, he stressed, illustrates that mental readiness and managerial decisiveness are the decisive factors in artificial intelligence and digital transformation.

Serpen underlined that artificial intelligence is not merely a technological tool, but a force that fundamentally transforms labor and production models, referring to global statements in this context. He recalled Jeff Bezos’s prediction that the use of robots and AI in Amazon’s warehouse operations will rapidly increase, as well as Elon Musk’s view that digital platforms and applications will soon evolve entirely into cloud- and AI-based systems. In this transformation, he emphasized that users must participate not only as consumers but also as producers.

Serpen stated that a country’s competitive strength increasingly depends on its capacity to use artificial intelligence as a strategic advantage, citing examples such as Saudi Arabia and major technology companies, which have directed tens of thousands of employees to digital and AI training and invested billions of dollars to build new ecosystems. However, he noted that regulations often fail to keep pace with technological progress, making it imperative for customs and regulatory frameworks to adapt to this transformation.

Referring specifically to İstanbul Airport, Serpen pointed out that collaborative efforts involving multiple stakeholders clearly demonstrate the need for legislation to keep up with technology. He emphasized that while a strong foundation for cooperation already exists between the public and private sectors, it is crucial for this cooperation to evolve from project-based and intermittent collaboration into a continuous and institutionalized structure. In this regard, he stated that digital platforms such as air transport working groups under UTİKAD offer significant opportunities.



Dr. Serpen emphasized that physical infrastructure alone is not sufficient for Türkiye's goal of becoming a digital logistics hub, and that hardware investments must be supported by software and digital platforms. He stated that if Istanbul-based digital platforms were to establish integrated digital corridors with global hubs such as Heathrow or Frankfurt, logistics would evolve into digital trade, and speed would increase with a multiplier effect. He concluded by noting that infrastructure projects such as the Middle Corridor will not be sufficient in global competition unless they are supported by digital integration, stressing that the direction of the sector is clearly moving toward this area.

In response to moderator Prof. Dr. Nafiz Arca's question regarding which steps Australia and Türkiye should take from a future-oriented perspective, Matt Eryurek stated that Australia is pursuing its digital transformation and logistics reform processes with a cautious approach. Eryurek noted that Australia is a country with a strong awareness of modern reform and digitalization; however, due to its geopolitical position and global balances, it adopts a more prudent stance, particularly in the context of relations between China and the United States. He emphasized that this cautious approach plays a decisive role in the country's attitude toward opening and sharing trade and logistics data. Eryurek explained that the Australian government has grouped its current digitalization and reform initiatives under four main headings, listing them as follows: a simplified trade system, the National Freight Data Hub, the maritime single window system, and biosecurity and certification platforms. He stated that these structures aim to establish a data-driven control mechanism within the country's logistics and trade processes.

Eryurek noted that the Australian government holds extensive and comprehensive data sets, but acts with great caution regarding data sharing and openness. He stated that the main reason for this cautious approach is the challenge of balancing high-volume data and trade flows in commercial relations with global actors such as China and the United States. For this reason, he concluded that Australia's

priority is to establish a healthy balance between digitalization, data security, and national interests.

In response to moderator Prof. Dr. Nafiz Arca's question regarding European Union funds, project and program opportunities, and good practice examples in Europe, Akif Türkel took the floor to share his assessments.

Türkel stated that he wished to briefly address what needs to be done to advance digital transformation in logistics in Türkiye to more advanced levels. In this context, he noted that they are in continuous dialogue with the Ministry of Transport and Infrastructure. Given Türkiye's status as a candidate country, he said that expectations regarding a regulation such as eFTI are natural, and that he believes such a regulation would generally ease processes and lead to more successful implementation. He added that he was aware that similar efforts are also being carried out within the Ministry.

Emphasizing that cooperation is the fundamental path to improvement, Türkel underlined that this cooperation should be structured not only between the European Union and Türkiye, but within a framework that also includes the private sector. Referring to existing opportunities in this context, Türkel announced that within the framework of the 2026 programming, a budget of EUR 12 million has been allocated specifically for digital logistics in Türkiye, in cooperation with the Ministry of Transport and Infrastructure. He stated that the entire budget is dedicated to digital logistics, and that both the title and scope are clearly defined. Türkel explained that the details of this EUR 12 million digital logistics package, created to support the development of digital logistics in Türkiye, will be further developed next year through negotiations with the Ministry of Transport and Infrastructure, particularly in cooperation with the Directorate General led by Murat Baştor. He added that this work will be handled through a holistic approach covering other transport modes as well, and will be translated into concrete implementation. Türkel concluded by emphasizing that they believe this allocation will provide significant benefits both for the sector and for the Ministry.



Türkel also drew attention to the Horizon Europe Programme, which is currently in force. He noted that there is an open call under the heading “digital transport” within the programme, and that project applications can be submitted in this field. He stated that applications are open until mid-January, and that it is possible to apply for R&D projects in digital transport either by forming partnerships with other European institutions and companies or by joining existing consortia. He particularly emphasized that this opportunity should not be missed, adding that the approximately 2.5-month application period is sufficient for developing project concepts and ideas.

In addition, Türkel explained that although not directly aimed at immediate sectoral use, the EU Delegation is working on other initiatives. He stated that they are planning an “expert group” study in Türkiye, within the scope of which experts from Brussels will visit Türkiye. He also noted the existence of a “Digital Transport Working Group” that includes not only Türkiye but also other neighbouring and candidate countries, and added that efforts are underway to involve experts in this group.

In concluding his remarks, Türkel stated that Türkiye’s current position is “good”, but that he believes it can be elevated to a “much better” level through strong cooperation with the private sector, and he concluded his speech on this note.

In response to the moderator’s question regarding the strategic steps and new projects planned by the Ministry, Murat Baştor took the floor.

Baştor began his remarks by referring to the 2053 Transport and Logistics Master Plan published by the Ministry. Within the framework of this plan, he stated that digitalization, mobility, and communication are among the core pillars, and that digitalization is addressed separately across all transport modes, including road, maritime, air, and rail transport. He emphasized that all projects and activities of the Ministry are carried out in line with this vision.

He underlined that the plan addresses the sustainability of transport and logistics systems not only through

physical infrastructure investments, but also through the strengthening of digital infrastructure, data infrastructure, and the human resources required to manage these systems. In this context, he stated that the creation of a national transport database, the development of demand forecasting models, and the strengthening of planning, monitoring, and evaluation processes through data-driven approaches are among the plan’s key priorities.

Baştor also referred to the National Smart Transport Systems Strategy Document and Action Plan prepared by the Ministry, explaining that the aim is to establish a system that strengthens data communication between users, vehicles, infrastructure, and control centres. He noted that real-time monitoring, the use of sensor and communication technologies, intermodal data sharing, and traffic management constitute the core components of these efforts. He emphasized that transport systems are increasingly evolving into more connected, intelligent, and data-driven structures.

Stating that the 2053 National Transport and Logistics Master Plan establishes a holistic digitalization vision covering all transport modes, Baştor explained that this vision is based on intermodal integration, data sharing, and the digital transformation of processes. He noted that data standardization, digital documentation processes, and artificial intelligence applications are among the key elements of this

transformation. Baştor also touched upon integration efforts with the European Union, stating that Türkiye acts in coordination with EU projects, particularly in the field of freight transport information systems. In addition, he noted that various R&D projects are supported through the Transport, Maritime and Communications Research Center operating under the Ministry. As examples of these efforts, he cited satellite-supported national intelligent transport systems automation projects, as well as the development of a central software platform for cooperative and intelligent transport systems.



Emphasizing the importance they attach to young people actively contributing to the digital transformation process, Baştor stated that, within this framework, the “Accessible and Connected Türkiye 2053 Inter-University R&D Idea Competitions” are being organized. He noted that the fourth edition was held this year, and that the project application platform was launched as of 1 November 2025. He concluded his remarks by underlining their belief that digitalization is not merely a technological investment, but an ecosystem transformation, and that strengthening this ecosystem requires addressing legislation, technology, human resources, and international cooperation together. At the end of the panel, Prof. Dr. Nafiz Arica stated that it is anticipated that technological developments over the next five years will bring about a transformation equivalent to the changes experienced over approximately the last 250 years. He noted that this represents an extremely critical threshold in human history, and that humanity is entering a highly challenging period.

Arica emphasized that artificial intelligence technologies lie at the core of this transformation, stating that digitalization in logistics has already been implemented at varying levels by many companies, yet significant areas for improvement remain, particularly in data sharing and interoperability between systems. Despite these challenges, he noted that Türkiye’s level of digitalization is above the global average.

Stressing that much greater emphasis must be placed on artificial intelligence in the coming period, Arica stated that he frequently conveys the following approach to his students at Piri Reis University:

“**Artificial intelligence will not replace people, but people who use artificial intelligence will replace those who do not.**”

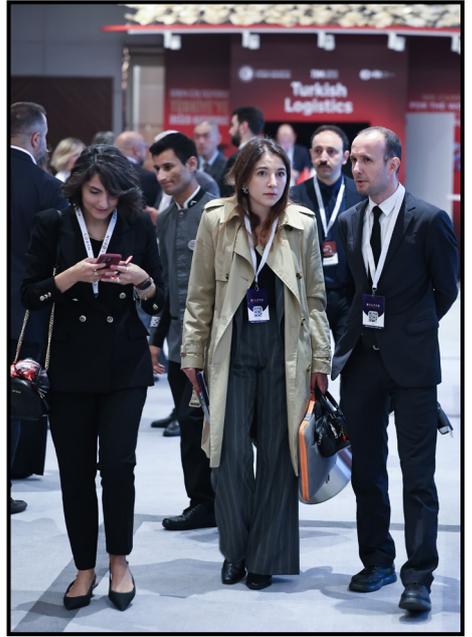
Arica stated that the same approach applies to companies as well, emphasizing that artificial intelligence will not replace companies on its own; however, companies that use AI effectively will move ahead of those that do not, and he concluded the panel with this remark.





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UTİKAD'dan iki stratejik adım!



Türkiye lojistik sektörü için 200 milyar dolar pazar büyüklüğü ve dünyada ilk 10 ülke arasında yer alma hedefini kamuyolaşma paylaşılan UTİKAD, bu yolda inovasyon, teknoloji ve kapasite sürdürülebilirlik odaklı iki stratejik adım, düzensizliği basın toplantısında duyurdu.

SEKTÖRE ÖNCÜLÜK

Türkiye'nin lojistikte bir merkez haline geçecek dönüşümün öncülüğünü üstlenen UTİKAD'ın iki stratejik adım bir olan ve Turkish Cargo ana sponsorluğunda 7 Kasım'da gerçekleştirilecek Türkiye Logistics Summit 2025'te günümüzde hızla değişen

küresel lojistik dinamikleri ve sektörün geleceğine öncülük edecek konular, en güncel verilerle ve uzman görüşleriyle ele alınacak. **KADIN ETKİ RAPORU** UTİKAD'ın ikinci stratejik adım ise, küresel lojistik sektöründe büyük önem taşıyan kadın varlığı ve temsilietisi konusunda hazırlanan "Lojistik Sektöründe Kadın Etki Raporu" verileri basın toplantısında ilk kez kamuya ile paylaşıldı ve sektörde büyümenin ancak fırsat eşitliği mümkün olacağına inanılı çizildi. (BÜLTEN)

BÜYÜK LOJİSTİK BULUŞMASINA 75 GÜN KALDI!



UTİKAD tarafından, bugün "Pioneering the Future of Logistics" temalı ve Turkish Cargo ana sponsorluğunda düzenlenen Türkiye'nin lojistik sektöründeki en büyük buluşması Türkiye Logistics Summit 2025, yarın Başbakan Binali Yıldırım'ın katılımıyla İstanbul'da gerçekleştirilecek. 7 Kasım 2025 tarihinde İstanbul'da gerçekleştirilecek olan Türkiye Logistics Summit 2025, sektörün geleceğiyle ilgili stratejik konular ve yeni teknolojilerle ilgili konuşmaların yanı sıra, kadınların sektördeki rolüne değinilecek ve yeni iş fırsatları sunma fırsatı sunacak.

Küresel lojistik dinamikleri hızla değişen küresel pazar ortamında, Türkiye'nin lojistik sektöründe öncülük edecek konular, en güncel verilerle ve uzman görüşleriyle ele alınacak. Türkiye'nin lojistikte bir merkez haline geçecek dönüşümün öncülüğünü üstlenen UTİKAD'ın iki stratejik adım bir olan ve Turkish Cargo ana sponsorluğunda 7 Kasım 2025'te gerçekleştirilecek Türkiye Logistics Summit 2025'te günümüzde hızla değişen

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SEKTÖRDEN HABERLER

UTİKAD'DAN İKİ STRATEJİK ADIM

UTİKAD inovasyon, teknoloji ve kapasite sürdürülebilirlik odaklı iki stratejik adım, düzensizliği basın toplantısında duyurdu.



Türkiye'nin lojistikte bir merkez haline geçecek dönüşümün öncülüğünü üstlenen UTİKAD'ın iki stratejik adım bir olan ve Turkish Cargo ana sponsorluğunda 7 Kasım 2025'te gerçekleştirilecek Türkiye Logistics Summit 2025'te günümüzde hızla değişen

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AKŞAM

LOJİSTİKTE 200 MİLYAR DOLARLIK PAZAR BÜYÜKLÜĞÜNE TAŞIMAK İÇİN 10 ÜLKE ARASINDA YER ALMA HEDFİNİ KAMUYOLAŞMA PAYLAŞILAN UTİKAD, İKİ STRATEJİK ADIM DUYURDU

Türkiye tasamçılık ve lojistik sektörü 200 milyar dolarlık hacme ulaşmayı hedefliyor. Türkiye Logistics Summit 2025 ve Kadın Etki Raporu, sektörün küresel rekabet gücünü artıracak iki stratejik adım olarak öne çıkıyor.

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ANALİZ

LOJİSTİKTE DÖNÜŞÜM VE EŞİTLİK

UTİKAD, lojistikte 200 milyar dolarlık pazar hedefine teknoloji ve eşitlik temelli iki stratejik adım attı. Türkiye Logistics Summit 2025 ve Kadın Etki Raporu, sektörün dönüşüm vizyonunu ortaya koyuyor. Hedef, Türkiye'yi küresel lojistikte lider merkezlerden biri haline getirmek.



Türkiye'nin lojistikte bir merkez haline geçecek dönüşümün öncülüğünü üstlenen UTİKAD'ın iki stratejik adım bir olan ve Turkish Cargo ana sponsorluğunda 7 Kasım'da gerçekleştirilecek Türkiye Logistics Summit 2025'te günümüzde hızla değişen

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AYDINLIK

UTİKAD'dan 200 milyar dolarlık hedef

UTİKAD, Türkiye lojistik sektörünü 200 milyar dolarlık pazar büyüklüğüne taşımak ve dünyada ilk 10 ülke arasında sokmak hedefine iki stratejik adım attı. Turkish Cargo sponsorluğunda Türkiye Logistics Summit 2025 ve yayımlanan "Lojistik Sektöründe Kadın Etki Raporunda" dönüşüm ve eşitlik vizyonunu öne çıktı

Türkiye tasamçılık ve lojistik sektörü 200 milyar dolarlık hacme ulaşmayı hedefliyor. Türkiye Logistics Summit 2025 ve Kadın Etki Raporu, sektörün küresel rekabet gücünü artıracak iki stratejik adım olarak öne çıkıyor. Türkiye'nin lojistikte bir merkez haline geçecek dönüşümün öncülüğünü üstlenen UTİKAD'ın iki stratejik adım bir olan ve Turkish Cargo ana sponsorluğunda 7 Kasım'da gerçekleştirilecek Türkiye Logistics Summit 2025'te günümüzde hızla değişen

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GÜNCEL

UTIKAD YÖNETİM KURULU BAŞKANI BİLGEHAN ENGİN UTIKAD LOJİSTİK SEKTÖRÜNÜN SÜRDÜRÜLEBİLİRLİK DÖNÜŞÜMÜNDE LİDERLİK ÜSTLENİYOR!



Küresel lojistik dinamiklerinin hızla değiştiği günümüzde, Uluslararası Taahhütlü ve Lojistik Hizmet Üreticileri Derneği (UTIKAD) sadece bir sektörün değil, aynı zamanda taşıyıcı sektörün liderlik konularında liderdir.

Tüm taşımacılık ve lojistik sektörünün en geniş kapsamı altında toplanan kuruluşlar olan UTIKAD, 2025 yılında bir önceki 2024'ten farklı olarak Uluslararası Taahhütlü ve Lojistik Hizmet Üreticileri Derneği (UTIKAD) başkanlığına Bilgehan Engin'in seçilmesini duyurdu.

Raporu, UTIKAD'ın sektörün yeni vizyonunu açıkladığını, gelecekteki hedeflerini ve sektörün karşılaştığı zorlukları tanımladığını belirtiyor. Raporun, Türkiye'nin lojistik sektöründe liderlik konularında öncülük ettiğini de vurguluyor.

Bilgehan Engin, konuşurken sektörün dinamiklerini, küresel lojistik sektörünün geleceğini ve UTIKAD'ın bu süreçte oynadığı rolü vurguladı. "UTIKAD, sadece bir sektörün değil, aynı zamanda taşıyıcı sektörün liderlik konularında liderdir."

UTIKAD, küresel lojistik dinamiklerinin hızla değiştiği günümüzde, Uluslararası Taahhütlü ve Lojistik Hizmet Üreticileri Derneği (UTIKAD) başkanlığına Bilgehan Engin'in seçilmesini duyurdu. "UTIKAD, sadece bir sektörün değil, aynı zamanda taşıyıcı sektörün liderlik konularında liderdir."

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Mustafa Önen

"Hedefimiz 2023'te duyurduğumuz büyük kargo markası olma"

Türk Hava Yolları Kargo Departmanı Başkanı Selçuk Genççenli ile, Türkiye'nin lojistik sektöründe liderlik konularında öncülük ettiğini de vurguluyor.

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Uluslararası Taahhütlü ve Lojistik Hizmet Üreticileri Derneği'nin (UTIKAD) Türkiye CARGO ana sponsorluğunda düzenlenen, ülkemizin en büyük lojistik buluşması Türkiye Logistics Summit 2025, 200 milyar dolar büyüklük hedefleyen lojistik sektörünü İstanbul'da buluşturdu.

Türkiye'nin lojistik sektöründe liderlik konularında öncülük ettiğini de vurguluyor. "UTIKAD, sadece bir sektörün değil, aynı zamanda taşıyıcı sektörün liderlik konularında liderdir."

DÜNYA EK 1

UTIKAD, 200 milyar dolar sektör büyüklüğü için iki stratejik adım attı

Yeni lojistik dünyamız 10 ilke arasında yer alan başat bir hedefimizdir. Türkiye'nin lojistik sektöründe liderlik konularında öncülük ettiğini de vurguluyor.

"Kadınların yönetime yükseltilmesi" "Kadınların yönetime yükseltilmesi" "Kadınların yönetime yükseltilmesi" "Kadınların yönetime yükseltilmesi" "Kadınların yönetime yükseltilmesi"

UTIKAD'DAN 200 MİLYAR \$'LIK SEKTÖR BÜYÜKLÜĞÜ HEDEFİYLE İKİ STRATEJİK ADIM

Türkiye lojistik sektörü için 200 milyar dolar pazar büyüklüğü ve dünyada ilk 10 ilke arasında yer alma hedefini kamuoyuyla paylaştan Uluslararası Taahhütlü ve Lojistik Hizmet Üreticileri Derneği (UTIKAD), bu yolda inovasyon, teknoloji ve kapsayıcı sürdürülebilirlik odaklı iki stratejik adım, düzenlendiği basın toplantısında duyurdu.

Türkiye'nin lojistikte bir merkez haline gelecek dönüşümün öncülüğünü üstlenen UTIKAD'ın iki stratejik adımın biri olan ve Türkiye CARGO ana sponsorluğunda 7 Kasım'da gerçekleştirilecek Türkiye Logistics Summit 2025'te günümüzde hızla değişen küresel lojistik dinamikleri ve sektörün geleceğine öncülük edecek konular, en güncel verilerle ve uzman görüşleriyle ele alınacak. UTIKAD'ın ikinci stratejik adımı ise, küresel lojistik sektörde büyük önem taşıyan



UTIKAD Yönetim Kurulu Başkanı Bilgehan Engin, "Türkiye'nin lojistikte 200 milyar dolar dünyada pazar büyüklüğüyle bir anda dünyanın 10 ülkesi arasında yer alması başat bir merkez haline gelmesini hedefliyor. Sektörümüz bu hedefi gerçekleştirilecek ve hatta aşabilecek bilgi, deneyim, yetkinlik kalitesi ve yönetim viziyonuna sahiptir" dedi.

HÜRSER

'Her 3 \$ hizmet ihracatının 1 doları lojistikten geliyor'

Uluslararası Taahhütlü ve Lojistik Hizmet Üreticileri Derneği (UTIKAD) başkanlığına Bilgehan Engin'in seçilmesini duyurdu. "UTIKAD, sadece bir sektörün değil, aynı zamanda taşıyıcı sektörün liderlik konularında liderdir."

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NASIL BİR EKONOMİ

YÖNETİM KURULU BAŞKANI BİLGEHAN ENGİN: UTIKAD'dan 200 milyar dolar sektör büyüklüğü hedefiyle iki stratejik adım

Uluslararası Taahhütlü ve Lojistik Hizmet Üreticileri Derneği (UTIKAD) Yönetim Kurulu Başkanı Bilgehan Engin, Türkiye'nin lojistikte 200 milyar dolar dünyada pazar büyüklüğüyle bir anda dünyanın ilk 10 ülkesi arasında yer alması başat bir merkez haline gelmesini hedeflediğini belirtti. "Sektörümüz bu hedefi gerçekleştirilecek ve hatta aşabilecek bilgi, deneyim, yetkinlik kalitesi ve yönetim viziyonuna sahiptir" dedi.

UTIKAD, düzenlendiği basın toplantısında sektörün büyüklüğüne, hedeflerine, Türkiye'nin lojistikte 200 milyar dolar dünyada pazar büyüklüğüyle bir anda dünyanın ilk 10 ülkesi arasında yer alması başat bir merkez haline gelmesini hedeflediğini belirtti. "Sektörümüz bu hedefi gerçekleştirilecek ve hatta aşabilecek bilgi, deneyim, yetkinlik kalitesi ve yönetim viziyonuna sahiptir" dedi.



Sektöründe Kadın Etki Raporu'nun da yer aldığı basın toplantısında konuşan Engin, "Türkiye'nin lojistikte 200 milyar dolar dünyada pazar büyüklüğüyle bir anda dünyanın ilk 10 ülkesi arasında yer alması başat bir merkez haline gelmesini hedefliyor. Sektörümüz bu hedefi gerçekleştirilecek ve hatta aşabilecek bilgi, deneyim, yetkinlik kalitesi ve yönetim viziyonuna sahiptir" dedi.



LONCA BUSINESS NETWORK



Lonca Business Network olarak bir araya geldik. Birlikte çalışarak, bir arada büyüyerek, bir arada ilerleyerek, bir arada başarıya ulaşarak hedeflerimize ulaşacağız. Birlikte çalışarak, bir arada büyüyerek, bir arada ilerleyerek, bir arada başarıya ulaşarak hedeflerimize ulaşacağız.

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UTIKAD'dan 200 Milyar Dolar Sektör Büyüklüğü Hedefiyle İki Stratejik Adım

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UTIKAD Başkanı Bilgehan Engin, Türkiye Lojistik Sektörü 2025'te 200 milyar dolarlık pazar büyüklüğüne ulaşarak, dünyada ilk 10 ülke arasında yer alması için iki stratejik adım önerdi. İlk adım, kamuyolu taşıyıcıları arasında liderlik pozisyonuna ulaşmaktır. İkinci adım ise, teknoloji ve kapasite sürdürülebilirliği artırarak, sektördeki verimliliği artırmaktır.

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TURKIYE LOGISTICS SUMMIT 2025

PIONEERING THE FUTURE OF LOGISTICS

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SON DETAY

Büyük Lojistik Buluşmasına 75 Gün Kaldı

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TAŞIMA DÜNYASI

UTIKAD, Küresel Rekabet Gücünü Artıracak İki Stratejik Adımı Açıkladı: 200 Milyar Dolarlık Yol Haritası

UTIKAD Türkiye için 200 milyar dolarlık pazar büyüklüğüne ulaşarak, dünyada ilk 10 ülke arasında yer alması için iki stratejik adım önerdi. İlk adım, kamuyolu taşıyıcıları arasında liderlik pozisyonuna ulaşmaktır. İkinci adım ise, teknoloji ve kapasite sürdürülebilirliği artırarak, sektördeki verimliliği artırmaktır.

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SEKTÖREL TANITIM LOJİSTİK VE DEPOLAMA ÇÖZÜMLERİ

GÜNDEM

UTİKAD Sektörün Sürdürülebilirlik Dönüşümünde Liderlik Üstleniyor

Uluslararası Taşmacılık ve Lojistik Hizmet Üreticileri Derneği (UTİKAD), Birleşmiş Milletler Küresel Sürdürülebilirlik (UN Global Compact) kapsamında hazırlanan beşinci Sorumluluk Bildirim Raporu'nu kamuoyuyla paylaştı.

Küresel lojistik sektöründe liderlik konularında öncülük eden UTİKAD, sürdürülebilirlik konularında liderlik rolünü üstleniyor. UTİKAD, sürdürülebilirlik konularında liderlik rolünü üstleniyor. UTİKAD, sürdürülebilirlik konularında liderlik rolünü üstleniyor. UTİKAD, sürdürülebilirlik konularında liderlik rolünü üstleniyor.



UTİKAD Yürütme Kurulu Başkanı Mustafa Kemal Başaran

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SEKTÖREL TANITIM LOJİSTİK VE DEPOLAMA ÇÖZÜMLERİ

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SEKTÖREL TANITIM LOJİSTİK VE DEPOLAMA ÇÖZÜMLERİ

GÜNDEM

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SEKTÖREL TANITIM LOJİSTİK VE DEPOLAMA ÇÖZÜMLERİ

GÜNDEM

200 Milyar Dolar Sektör Büyüklüğü Hedefiniyor

Türkiye lojistik sektörü için 200 milyar dolar pazar büyüklüğü hedefini paylaştan UTİKAD, bu yolda inovasyon, teknoloji ve kapasite sürdürülebilirlik odaklı iki stratejik adım duyurdu.

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SON DETAY

200 Milyar Dolar Büyüklük Hedefleyen Lojistik Sektörü Türkiye Logistics Summit 2025'te Buluştu

Uluslararası Taşmacılık ve Lojistik Hizmet Üreticileri Derneği'nin (UTİKAD) Türkiye Cargo ana sponsorluğunda düzenlenen, ülkemizin en büyük lojistik buluşması Türkiye Logistics Summit 2025, 200 milyar dolar büyüklük hedefleyen lojistik sektörünü İstanbul'da buluşturdu. Açılış Konuşmalarında UTİKAD Başkanı Engin Tüfekçi, Türkiye lojistik sektörünün 200 milyar dolar pazar büyüklüğü hedeflediğini belirtti.

UTİKAD Başkanı Engin Tüfekçi, "Gelecekte" Doğrudan Hışecek

"Hedefimiz 2033'te Dünyanın En Büyük Kargo Markası Olmak"

TÜNAYDIN

UTİKAD iki stratejik adımını paylaştı

UTİKAD Yürütme Kurulu Başkanı Engin Tüfekçi, birleşmiş milletler küresel sürdürülebilirlik hedeflerini...

UTİKAD Yürütme Kurulu Başkanı Engin Tüfekçi, birleşmiş milletler küresel sürdürülebilirlik hedeflerini...

TÜNAYDIN

Türkiye Logistics Summit lojistik sektörünü buluşturdu

Türkiye Logistics Summit 2025, 200 milyar dolar pazar büyüklüğü hedefini paylaştan UTİKAD, bu yolda inovasyon, teknoloji ve kapasite sürdürülebilirlik odaklı iki stratejik adım duyurdu.

YENİ ÇAĞRI

UTİKAD 200 milyar dolar hedefi için 2 önemli adım

100 milyar dolarlık pazar büyüklüğü ve küresel lojistik ihracatında yüzde 2,5 paylaştı. TÜNAYDIN, sırada yer alan Lojistik ve taşmacılık sektörü, Türkiye hizmet ihracatının yüzde 40'ını gerçekleştiriyor.

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