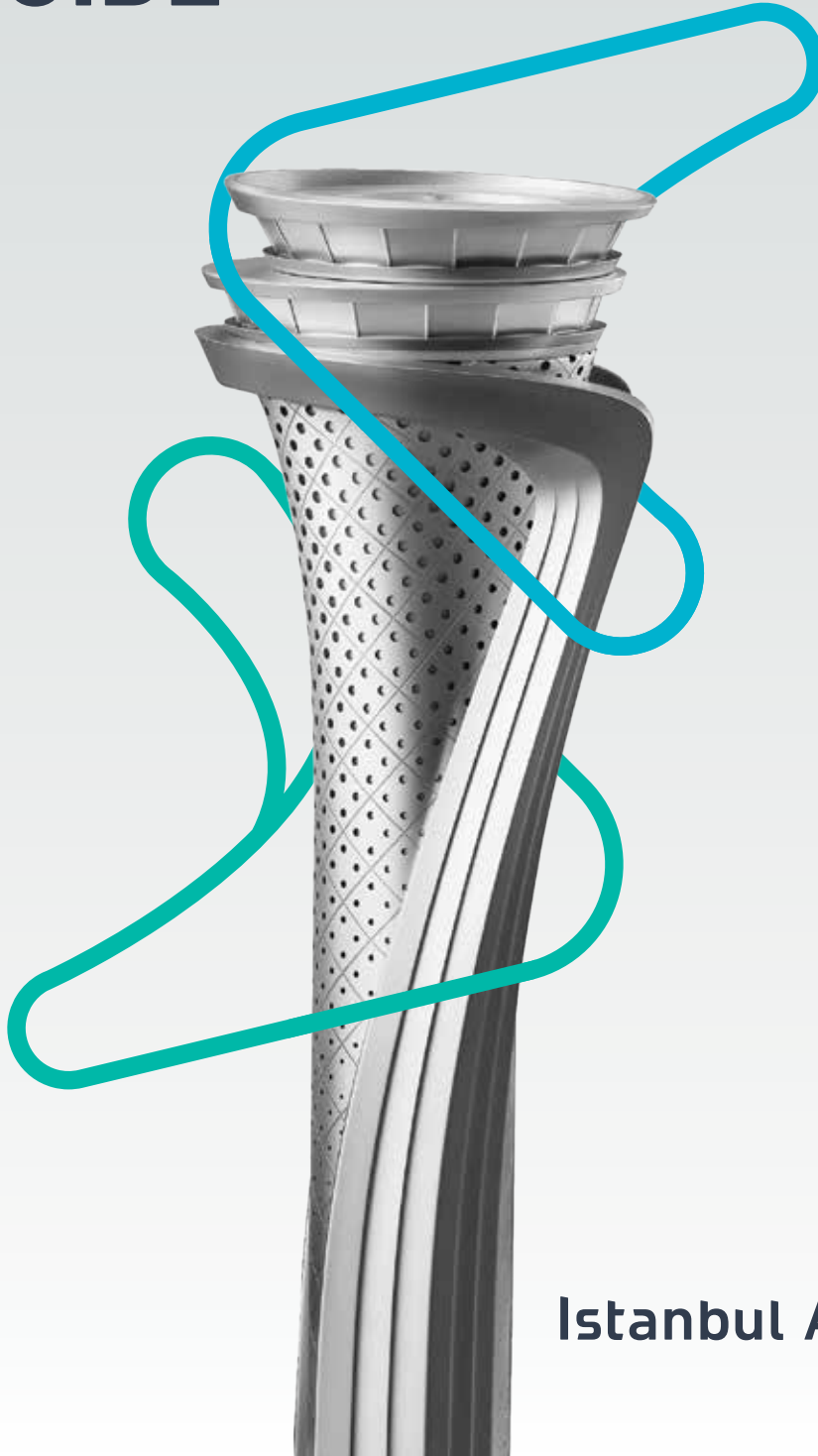


STRATEGIC COMMUNICATION GUIDE



iST





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01. Introduction

- Purpose
- The Airport that has realised Istanbul's potential
- Strategy

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Purpose

The main purpose of this strategic guide is to describe the corporate business conduct of iGA Istanbul Airport and to present its strategies towards its shareholders. This guide also aims to ensure that all stakeholders within the iGA Istanbul Airport ecosystem are progressing on the same track.

This guide contains the features of iGA Istanbul Airport including the principles it has acted with since its establishment, what kind of understanding it has adopted since the day it started its operations as a brand, its approach towards its shareholders, especially Passengers, Employees, Airlines, Cargo Companies, Partners, Society and the Environment and the way it does business, including sustainable future targets on a national and global scale.

This strategy guide was developed using a participatory method based on data gathered through internal and external field research undertaken for iGA Istanbul Airport both in the past, and at present, through workshops held with all business divisions within the organisation, and an examination of institutional inventories. This Guide will be updated and improved in line with future developments.







We are proud to have created the iGA Istanbul Airport, which contributes to the global aviation industry's development while also accelerating Türkiye's economy, employment, and position in civil aviation.

AN AIRPORT WHICH HAS REALISED ISTANBUL'S POTENTIAL

With its modern technology, as well as its culinary, cultural, entertainment and shopping options on offer, iGA Istanbul Airport serves as a gateway for travellers, hosting passengers in a comfortable space where they will feel at home. Designed to meet both present, and future, transportation needs, iGA Istanbul Airport offers a "Smart Airport" Concept through its advanced technological infrastructure.

iGA Istanbul Airport is a transportation hub to 350 destinations worldwide, 133 of which are only 3 hours from Istanbul, an important link between Europe and Asia. With its high capacity, advanced technology, and provision of more than 70,000 jobs, Istanbul Airport makes a significant contribution to Türkiye's national income and to the progress of the international aviation industry.

Although there was a rapid recovery period at iGA Istanbul Airport after the COVID-19 pandemic, it affected a huge number of flights and passengers and attracted the attention of the whole world.



OUR COMPETITIVE ADVANTAGES

UNIQUE GEOPOLITICAL LOCATION

- From Türkiye, which is at the junction of the European and Asian continents, it is possible to reach 200 different international airports and 60 capital cities on narrow-body aircraft. This corresponds to 40% of the total air traffic in Europe and Asia. With the inauguration of iGA Istanbul Airport, new destinations have been added to the flight network and the passenger capacity is increasing, as both A380-type aircraft and wide-body aircraft can land and take off at our airport.
- The biggest advantage for iGA Istanbul Airport is its strength in the domestic market as well as being a central hub for international passengers.

HIGH CAPACITY AND LARGE AREA

- iGA Istanbul Airport, an airport that is unmatched in the world, was launched at this unique geopolitical location on a 76,5 million square metre space. Once all the stages are completed, Istanbul Airport will have a capacity of 200 million passengers. With this in mind, we provide the necessary infrastructure to fulfill and exceed IATA's prediction of reaching 196 million passengers for Istanbul by 2036. Currently, iGA Istanbul Airport serves our guests with a cargo capacity of 5.5 million tons, 371 aircraft parking areas, 143 boarding bridges, a parking area with capacity for 40 thousand vehicles, more than 500 check-in counters and a duty-free area of 55 thousand square metres.

CUTTING-EDGE INFRASTRUCTURE

- The most significant advantage of iGA Istanbul Airport is that it was implemented with an advanced technological infrastructure. We have been implementing many applications that strengthen our technological capabilities, where security and sustainability issues have been at the forefront from the very first day, and we have implemented digitised processes and services with an understanding of perfecting the travel experience for all our stakeholders, especially our passengers. With our operations in the big data and internet of things (IoT) fields, we conduct our processes with a focus on data.

OUR SUSTAINABLE DIGITAL PROCESSES

With its “smart airport” concept, iGA Istanbul Airport incorporates the latest technologies that prioritise security at all stages of its operations. It provides a flawless travel experience thanks to its smart systems that provide convenience both on the airside, and for the passenger.

A-SMGCS (Advanced Surface Movement Guidance and Control System)

With A-SMGCS, we provide surveillance and guidance for the controlled operation of aircraft and ground vehicles in all weather conditions in order to maintain flight traffic density by determining the required level of safety. We use this system, that is comprised of a series of complementary systems and operational rules, to effectively ensure the situational awareness of the controllers.

We can increase the security and productivity of all operations at iGA Istanbul Airport through advanced applications including all operational processes of controllers and a system that includes security networks, collision avoidance, and solution functions as well as planning and guidance for all airside users (ATCo, pilots, ARFF, ground services etc.).

We ensure the sustainability of the use of automation with the integration of the Advanced Surface Movement Guidance and Control System (A-SMGCS), Electronic Flight Strip (EFS), Departure Clearance (DLC) service systems which provide speed efficiency and more operational capacity in air traffic management.

Usage at iGA Istanbul Airport is 100% at Level 1 (Surveillance Service) and Level 2 (Safety Network Service). Level 3 (Redirection Service) is operationally ready for use. ATCo is in the approval process. This level of use is not available at any other airports yet. Although it is ready for an infrastructure Level 4 (Guidance Service), Eurocontrol regulations are still to be updated. A-SMGCS systems around the world are generally in limited use at Level 2 due to inadequate infrastructure and high infrastructure improvement investments.

AOCC

AOCC is an operation centre where state of the art systems and an innovative vision are combined with the holistic structure existing within it, and thanks to this, operations at iGA Istanbul Airport are monitored 24/7 and the necessary actions taken.

Thanks to AOCC, we increase the efficiency, predictability and general awareness in operational management performance by gathering the airport operational units in a single centre and constantly interacting with the operational shareholders. With the airport planning team; we ensure that resources are used efficiently by planning and allocating aviation resources. By using technology tools and solutions effectively, we ensure that employees and stakeholders fulfill their duties with complete and accurate information. At the centre where airport management decisions are made, we perform monitoring, control, coordination, reporting and analysis to the highest standards.

Thanks to the Ramp Control Unit operating within AOCC, we ensure that the planning for each aircraft, whether scheduled or unscheduled, the communication with the company that will provide ground-handling services and the airline company that performs the flight, the Follow Me, PBB Services and ATC regarding these flights, and the service information provided, are kept, stored and maintained in the system. We plan RMS-sourced assignments and flight schedules and prepare them for operational compliance.



Digital Apron Tower

The Ramp Tower, which controls ground movements and aircraft parking, is engineered to be operated virtually. Thanks to the virtual tower equipped with A-SMGCS, where high-technology cameras are used that can see the apron and parking areas, we ensure that our operators can perform an efficient ramp operation.

Building Information Modelling

During the construction of iGA Istanbul Airport, the biggest Building Information Modelling (BIM) application was used. This system enabled a productivity increase and an ease of control during the construction process and continued to be used as a decision support system during airport operation processes.

Mechanical Automation System

HVAC system equipment is automated and controlled via automatic interventions that observe outside parameters and are performed using the Mechanical Automation System. At our airport, where data is collected from a total of 130,000 locations, we analyse the state of the operators 24 hours a day, seven days a week using the information pages generated by the automated systems.

Information Security

With the awareness of data security that comes with digitalisation, iGA Istanbul Airport is working meticulously to meet its global obligations within the scope of privacy and data security laws. We operate in accordance with the ISO 27001 Information Security Management System requirements.

The Internet of Things (IoT)

In order to improve processes and harness big data, we employ IoT technologies at iGA Istanbul Airport. With our IoT infrastructure, we ensure orderly data flow by remotely monitoring all of the systems in the airport. With our IoT based technologies, we monitor the vital components of air navigation remotely and respond to potential emergencies in real time. With the latest improvements to our systems, we use IoT technologies in a wide range of problem areas, from monitoring drainage and wastewater pumps remotely to controlling the temperature and humidity in technical spaces.

Our Strategic Priorities

Vision

To offer the airport experience of the future, from today

Mission

To be a global hub that offers the most comfortable and perfect travel experience to all its stakeholders all over the world.

Brand Philosophy

Unique encounters and infinite possibilities start here.

Brand Values

Unity, Constant Development, Trust, Guest-Oriented

Brand EQ

Main Emotion: Revival


Supporting Emotion: Hope

Brand Experience: Lifting existing boundaries with infinite possibilities

Brand Persona

A wizard who makes his stakeholders experience the vision that he developed through his power of transformation





iGA Istanbul Airport, with the support it receives from the people of Türkiye, the President of the Republic of Türkiye, the Ministries and the Directorate General of the State Airports Authority in particular, is working towards realising a great vision.

While iGA Istanbul Airport carries the travel experience a little higher than the general expectations, it focuses on creating common and sustainable values with all its stakeholders.

"We had a dream about prioritising people and bringing the future to the present, This is because, for us, the future means using technology for the benefit of people."



VISION

iGA Istanbul Airport strives to offer all its stakeholders the airport experience of the future today.

iGA Istanbul Airport's strategic path was drawn out since the start, representing the airport's joy and hope for the future. Acting on the principle of continuous development, it raises world aviation standards through an approach that prioritises sustainability.

We work to improve ourselves every day to provide a service that will set the standard for world aviation. By combining our stakeholder-focused approach and the unique location of Istanbul, we offer a quintessential experience to anyone passing through iGA Istanbul Airport.

MISSION

iGA Istanbul Airport is a Global Transfer Hub that provides all its stakeholders in the world with a comfortable and perfect service thanks to its smart technologies.

The experience we provide to our stakeholders is not limited to our terminal. This experience is planned with an end-to-end approach. While using our people-focused smart technologies to provide perfect services, we produce customised solutions for various stakeholders.

Working to guarantee that our guests have the best possible experience at the airport is the most crucial reason for our existence.

BRAND PHILOSOPHY

UNIQUE ENCOUNTERS AND ENDLESS POSSIBILITIES.

We believe in constant development to be the centre of unique encounters and unlimited possibilities, high awareness integrated into our corporate culture, and the power of inventive and bold activities because of the inspiration we gain from Istanbul's exceptional position and energy.

With its globally sustainable and innovative approach, and with its vision that strives to bring people into the future, iGA Istanbul Airport holds its stakeholders in the highest regard. We nurture our leadership culture using high human-centred values and to serve the priorities of our business and our stakeholders.

We strive to be an airport that pioneers the riches that people and institutions will encounter in life, beyond just enabling them to travel from one place to another.



BRAND VALUES

Beyond the corporate behaviour of iGA Istanbul Airport workers, our values clarify the reason for our existence as a brand, as well as the motivation and inspiration driving how we aim to attain the objective we have set. These values act as a compass when it comes to our approach to our business goals, stakeholders, competition, and the society we live in.

Our Corporate Values shape the inspiration and motivation behind every step iGA Istanbul Airport takes and they are adopted at every layer of our organisation. In this way, they strengthen the synergy within our institution and make it possible to provide the same high standard of service at every stage. It aligns our brand's perception with that of our stakeholders and the contributions we provide to society, ensuring the sustainability of our vision and the purpose of our existence.

SYNERGY

With a culture that prioritises its stakeholders in order to reach its growth targets, iGA Istanbul Airport strives to sustain a harmony of interests and maximise mutual benefits in every step it takes.

CONTINUOUS IMPROVEMENT

No matter the conditions, iGA Istanbul Airport is focused on constant progression and process improvement. From the start, it has worked to make all of its experiences positive for its stakeholders.

TRUST

iGA Istanbul is sensitive to all its stakeholders, with all its employees having high humanitarian values, and it aims to transparently build relationships of trust in every step it takes.

GUEST CENTRICITY

At every step in the relationship built with its stakeholders, iGA Istanbul Airport aims to reflect one of the most important components of its culture, which is to be guest-oriented. Most importantly, it strives to host its visitors to the highest standards, giving them a taste of the good life.

As an institution centred upon people, **iGA Istanbul Airport** brings the future to the present through the use of technology. It believes in making a difference by eliminating obstacles and moving forward with an approach that inspires hope and excitement for progression. While implementing its ideals, the company maintains a positive attitude at all times.





OPERATIONAL EXCELLENCE

Within the spirit of iGA Istanbul Airport, there has been a flexible agility as well as an operational excellence since the first day of the project. With great teamwork, we present a proactive approach against all kinds of difficulties and continue to improve the standards above those that already exist. iGA Istanbul Airport has overcome the pandemic, a global crisis, by first setting the standards and then implementing them flawlessly.

THE PANDEMIC PHASE

While aviation is one of the most vulnerable industries to crises, it also offers unique solutions. Within this context, and while it is difficult to forecast crises in the aviation sector, we at iGA Istanbul Airport, always maintain a unique crisis plan with solutions at hand in case of passenger-related crises, accidents, or weather-related disasters.

During the COVID-19 pandemic, our top priority has been to ensure that people travel securely and hygienically. We have demonstrated that the aviation sector can emerge stronger from even the most terrible catastrophes throughout this process. Our work during the pandemic period was crowned with many awards given by international authorities. We have come through the global crisis without cutting our investments and by making great efforts to improve ourselves, and we have been rewarded for it.

Within the context of the COVID-19 pandemic, the largest global crisis in recent years, we first asked ourselves the following question:

“How can we make our passengers feel safe?”

In contrast to traditional airport operations, we took a proactive approach and delivered the answers to this issue to our guests through innovative terminal applications. As a result, we explored methods to convert the crisis into an opportunity for both iGA Istanbul Airport and our visiting guests.

First and foremost, we developed a set of rules by applying the appropriate approaches to each situation and we collaborated with the Ministry of Health.

We needed to maintain open lines of communication so that we could convey to people that the set of regulations we devised were for everyone's advantage and that people could use iGA Istanbul Airport with confidence. With the awareness of this, we have ensured a clear, orderly, and accurate flow of information throughout the process.

Our main objective is the safety of our passengers

Our main goal has always been to make our passengers feel safe from the first to the last point of their journey. Within the scope of security, all passengers are followed by thermal cameras placed at the terminal entrances and announcements are made at certain intervals to comply with the "social distancing" warning notices. Thermal cameras mounted on the helmets of personnel on duty at the gates are used to measure temperatures.

In addition, we continue our innovative work to provide hygiene protocols. We are testing an integrated system using X-ray devices to disinfect luggage with ultraviolet rays, one of the most effective methods.

During the pandemic period, we became the airport where people felt safe, and we were awarded by ACI Europe in this regard.

- Travel that provides the highest level of hygiene.
- The airport that best provides the best social distancing by turning its terminal size into an advantage.
- The first airport in the world to receive an 'Airport Health Accreditation' certificate.



02.02. Our Stakeholder-Focused Approach

- Our Passengers
- Services Specific to the International Terminal
- End-to-end Digital Journey Project
- Our Employees
- Airline Companies & Cargo
- Our Business Partners
- Society & the Environment





iGA Istanbul Airport prioritises the development of strong and trust-oriented connections with all of its internal and external stakeholders. It aims for progression and sustainable development that will create a mutual benefit with its stakeholders.

With its goal of becoming the world's most important global hub airport, iGA Istanbul Airport has become one of the most ambitious airports in the industry in a short span of time through its strong infrastructure, advanced technology, and top-tier travel experiences. Operationally, we implement new technologies daily to realise these goals through careful determination. We promote innovation not just in the development of new technologies but also in our workflow.

We develop innovative business models (platforms and ecosystems, markets, common digital areas), public and private sector cooperation, and ensure the execution of solutions to our social/environmental challenges in order to enhance the happiness and efficiency of our stakeholders.







Our Passengers

STAKEHOLDER COMMUNICATION UNDERTAKING

We understand that every passenger has their own unique story and “journey”. In light of this, we offer constantly evolving experiences.

Our Perspective

At iGA Istanbul Airport, we understand that passenger expectations for quality and value are always growing, and we work hard every day to improve those standards even further.

Knowing that each of our passengers comes from a different culture, we offer a diverse and personalised ecosystem of experiences for every stage of life.

As a global-hub airport, we are more than just a ‘stop’, we open doors for our passengers to brand new worlds with our passenger-focused approach.

iGA Istanbul Airport, one of the world’s most powerful transfer centers, guarantees its passengers a seamless travel experience. The primary purpose of thousands of personnel working in many departments is to give travelers the most satisfactory experience possible in accordance with Turkish Hospitality principles.

During the pandemic, we ranked amongst the top businesses providing the best hygiene practices, an important indicator of our hospitality culture. While we improve our unmanned technologies in the end-to-end digital journey we provide, we ensure that all of our passengers have a positive experience by implementing a wholly human-oriented, friendly, and helpful service.

How Do We Actualise This?

We understand that our passengers come from all over the globe on a daily basis, and so we aim to enhance airport standards even further.

Airport for Younger Travellers

Our younger passengers can play games, listen to music, eat snacks, and socialize with other young people in the Youth Lounge area specially created for them by iGA Istanbul Airport. Thanks to the charging points available and the internet service provided, they can continue their travel experience within the airport without disconnecting from the world.

Airport for Business People

We at iGA Istanbul Airport make it possible for business travellers to continue their journey without having to leave the office. Guests who wish to continue doing business without interruption during their travels can use the iGA Pass premium services to quickly go through the security and check-in processes, reach the flight gate quickly using the iGA Buggy, and hold their meetings in special meeting rooms within the lounge, with a host of delicious snacks on offer. Computers, printers, and charging stations are available in the International Business Centre 24 hours a day, seven days a week, and co-working facilities are available at the aircraft gates area for passengers who prefer to work on their own computers.

Children and Family Friendly Airport

As part of the unique travel experience we provide to our customers of various age groups, we have integrated numerous new projects after researching the challenges experienced by families with children prior to the trip. We offer extra services such as playgrounds with five different themes on a total area of 700 square metres within the airport, free buggy rides for passengers with children up to the age of 2 years, both on and off the plane, and we provide a special parking area for families with children as well as a special entrance gate.

Age-friendly Airport

Passengers over the age of 65 can use the free iGA Buggy electric cars at the terminal and pass through security checkpoints swiftly and easily thanks to the iGA Fast Track service. In addition, guests can make use of the Lounge, Meet and Greet Special Service, Sleepod, and luggage wrapping services at a 65% discount. While those guests who may need additional support can make themselves visible to our staff using the Sunflower Lanyard, they can also relax in specially allocated rooms away from the crowds and noise. In addition, we have adult changing rooms for those guests who may require this facility.



Pet Friendly Airport

We acknowledge the growing importance of pets for families as we endeavour to deliver the finest service to all guests from all over the world. By combining our awareness with love, we offer conveniences at our airport for our furry friends and their families. We provide two free pet rooms and pet bathrooms after passport control on the departures floor, where our guests can meet the basic needs of their pets.



Europe's Most Accessible Airport

iGA Istanbul Airport removes barriers to provide its passengers with an accessible and perfect experience for everyone within the scope of the "iGA Cares" services. Meetings at the video call centre using sign language is an option on our website and mobile app. Passengers who use their phones with the "voice over" function can obtain assistance using the map's "voice steps" option in the iGA Istanbul Airport mobile app. Tactile pathways at iGA Istanbul Airport were meticulously designed. Induction loop devices for our guests who use hearing aids are available at our information points. Priority Baggage Waiting Areas and Adult Changing Rooms are available for our disabled passengers. With great attention paid to invisible differences, iGA Istanbul Airport provides sunflower lanyards to passengers with invisible disabilities such as autism, dementia, Alzheimer's disease, and anxiety disorder. Employees at the airport are able to identify passengers with invisible differences and provide the appropriate special assistance thanks to this badge. For those guests who require it, we provide free rest areas away from crowds and noise, as well as priority luggage services. During the airport exit procedure, our guests can take advantage of accessible taxi and midibus services, as well as the buggy vehicle service, and can schedule an assistant service for these stages.



Services Specific to the International Terminal

We consider all the needs of our International Flight passengers in order to make their time at İGA Istanbul Airport much more enjoyable. Many conveniences have been introduced for all our passengers who want to experience a privileged airport experience by maximising comfort in their travel experience. We promise a well-rounded experience to all passengers, especially those who will be spending long hours at the airport, through the use of our mobile application which provides all the information they need about the airport experience and their flight details.

Nap Zone

We offer our passengers the opportunity to rest until their flight, free of charge, in the Nap Zone seats located at six different points within the terminal. Our guests can take a nap in one of the Nap Zone rest spaces, which have a total capacity of 278 persons.



iGA Sleepod

With our iGA Sleepod service, we have set up special areas for our passengers in the airport where they can rest whenever they want to. We provide a restful sleeping experience for our clients in the iGA Sleepod areas, where clean pillows and blankets are available to purchase if required.

YOTEL iGA Istanbul Airport

YOTEL iGA Istanbul Airport is one of the largest airport hotels in the world, and the largest in Europe, with a total of 451 cabins (rooms), 171 on the ground side and 280 on the air side. It provides a service for both local and transit passengers. While anybody can stay at a YOTEL on the ground side, YOTELAIR accommodates those who are going to pass through passport control on the air side to fly internationally from, or to, iGA Istanbul Airport.

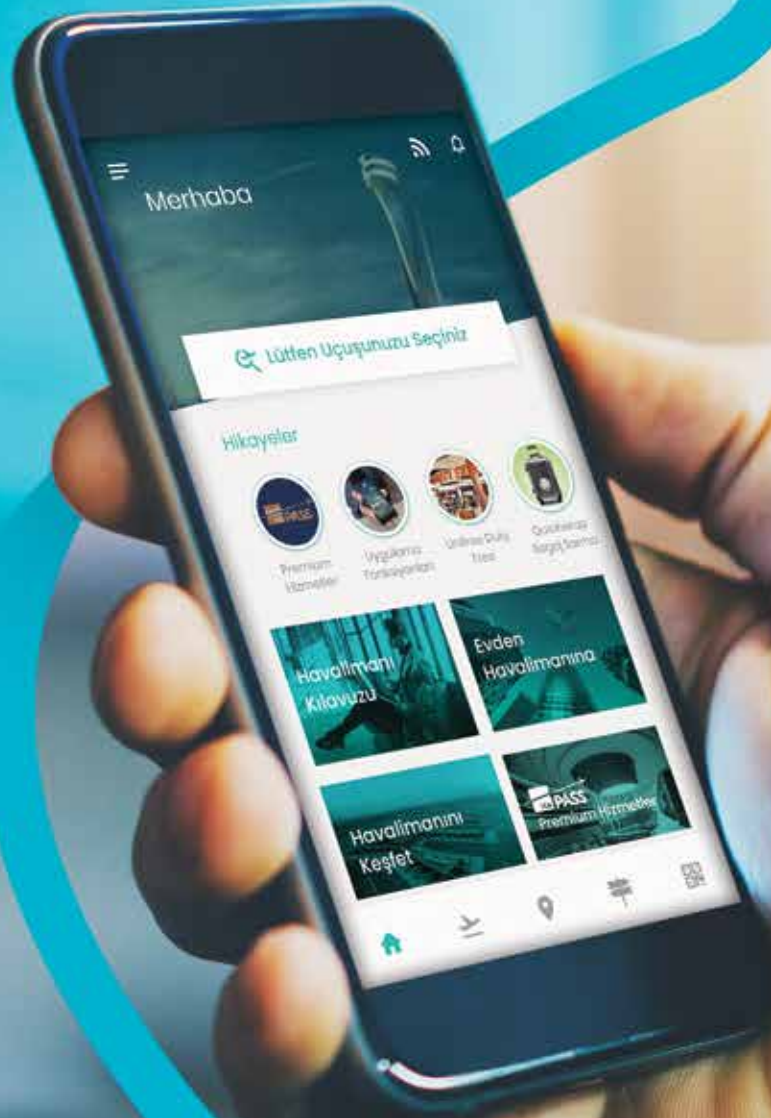
iGA Pass

iGA Pass offers a variety of product packages, ranging from daily to annual schedules, prepared according to the diverse needs of our guests travelling from Istanbul Airport. iGA Istanbul Airport provides a wide range of premium services, including the iGA Lounge, the welcome and farewell service, buggy option, Rapid Track, Fast Transit, and valet services, allowing you to customise your airport experience.

Furthermore, we provide specialised VIP services at the General Aviation Terminal, which may be used for both private and scheduled flights, and our premium options are constantly expanding.



MAGICAL JOURNEYS START HERE



END-TO-END DIGITAL JOURNEY PROJECT

With the End-to-End Digital Journey project, technologies are being adopted to perfect a smoother and faster airport experience at iGA Istanbul Airport for all passengers. Our technologically advanced feedback system was established as the primary source of its entirely solution-oriented approach. With our focus on digitalisation, which has accelerated much faster than expected due to the impact of COVID-19, and with the knowledge that the concept of contactless travel will take the aviation industry to a new level, we work with the determination of a large team in this field to develop applications that will provide excellent service to our passengers. In order to address the ever-changing demands of passengers beyond their basic needs, we are preparing to employ mobility resources much more extensively, as well as to deploy e-commerce, augmented reality purchasing, and iGA Wallet initiatives as part of the digital journey project via the iGA App.

iGA APP

We have created a smartphone application where our guests can discover everything they need to make their airport experience - a crucial aspect of their journey - easier and more enjoyable. Due to its varied capabilities, this application allows all users to organise their schedule ahead of time, providing our passengers with the flexibility that only an airport can provide.

The **Home to Airport** feature shows how long it will take our passengers to travel from their current location to their departure point at the airport.

The **Flight Tracker** feature allows flights to be registered in the app by scanning the boarding card or by simply searching for the flight through the app... Thanks to this feature, our passengers can track their flight and receive flight information anytime and anywhere.

The **Map** feature allows our passengers to explore the biggest airport in the world. Any location that may be needed at the airport, from restaurants and cafeterias, to outlets and from banks to ATMs, can be accessed thanks to the map feature of Istanbul Airport Mobile.

The **Explore Istanbul** feature provides information about all events taking place in Istanbul.

The **Free-of-charge Wi-Fi** service can be used by logging into the application.

Transportation Options provides detailed information regarding transportation alternatives to the airport.



Our Employees

STAKEHOLDER COMMUNICATION UNDERTAKING

We are developing a culture that is encouraged by the desire to change the future by using an approach that prioritises competency and human values at every stage.

Our Perspective

At iGA Istanbul Airport, we are embracing a broad sense of responsibility that ranges from Türkiye's own growth to global sustainability, with our human strength of thousands providing unity inside our organisation, and we are building on this by inspiring individuals in this respect.

Every day, thousands of employees arrive at work with the same motivation and inspiration that has led to our organisation being known as a "Global Transit Centre." Employees at iGA Istanbul Airport work tirelessly towards a single goal by internalising the brand's vision and mission.

iGA Istanbul Airport draws its strength from the best in the industry, people who strive for this shared ambition and who have reflexively turned human focus into a common value for all of its stakeholders.

How Do We Actualise This?

The most prominent feature of our team, which continues to provide uninterrupted service at iGA Istanbul Airport by combining qualifications in different fields, is its adaptability. We are working to develop a structure that is a pioneer in Türkiye and which, from the first day, has improved global standards, and which began with the planning and administration of the operation. Each of our teammates demonstrates with great conviction and enthusiasm, their determination to make the ecosystem work perfectly.



Airline Companies & Cargo

STAKEHOLDER COMMUNICATION UNDERTAKING

At iGA Istanbul Airport, we provide limitless commercial potential as a result of the competitive operational advantage provided by our unique position, and we guarantee operational excellence and the best quality of service.

Our Perspective

As an organisation that places an emphasis on developing trust-based relationships with all of its internal and external stakeholders, iGA Istanbul Airport strives for long-term growth by recognising mutual benefits with its stakeholders.

To our airways and cargo stakeholders, we pledge maximum efficiency with our high capacity, reasonable costs, automation systems and experienced team. As a global hub, iGA Istanbul Airport offers an economically competitive operational advantage for connecting to airlines and cargo aircraft. iGA provides airlines and freight firms with significant opportunities to enhance customer satisfaction and service experience, thanks to its high-tech aviation infrastructure and service prospects.



How Do We Actualise This?

AIRLINES

iGA Istanbul Airport, which has a capacity of 150 million passengers and offers flights to over 350 destinations, operates with the goal of becoming an airport that can meet the demands of every airline, not just those in certain segments or destinations.

Thanks to our three independent parallel runways and two auxiliary runways, we have an area where we can respond to all types of operations required by airline companies, including super jumbo jets such as the A380 and B747-800.

CARGO

The air cargo sector is an industry that accounts for around 35% of world trade in terms of value, contributes to global economic development, and employs millions of people. We offer our infrastructure aimed at excellence and unique opportunities located at the center of the world to our stakeholders in the cargo sector, which is enriched by technological developments and digital processes every day.

We have an enormous Cargo/Logistics Centre which we are establishing on an area of 1.4 million m² in the first phase, and plan to expand it to 1.6 million m² by adding an extra 200,000 m² in the following phases. We also have many valuable partners to whom we offer these opportunities with 97 cargo flight points.



Our Business Partners

STAKEHOLDER COMMUNICATION UNDERTAKING

Our business partners, who play a critical role in providing a perfect experience end-to-end, are viewed as the partners in our great dream and our goal of continuous progress that constitutes our vision.

OUR PARTNERSHIP STRUCTURE

According to the Istanbul Airport Operator iGA's partnership structure, Kalyon Havacılık ve İnşaat A.Ş. holds 55% of the shares while Cengiz İnşaat Sanayi ve Ticaret A.Ş. holds 45% of the shares in the company.



Our Perspective

iGA Istanbul Airport has a variety of strong partnerships that value collaboration in a network of innovative and continuously improving suppliers.

Our biggest strength is our stakeholders, with whom we build mutual trust, and our business model, which is centred on addressing their demands. We are expanding by prioritising sustainability with our high capacity, adaptability, and resilience, which allows us to separate ourselves from our competition, and form business relationships that align with our mission.

Over roughly 32,000 m² of food and beverage space, guests can sample the most extensive and delectable selections of Turkish and international cuisines. We host a wide range and increasing number of shopping and catering areas, prioritising a relationship with all businesses that puts reliability and sustainability first.

How Do We Actualise This?

We have responsibilities and promises that we have made to both Türkiye and the world. We work hard to grow alongside our stakeholders, working tirelessly to realise our mission.

We approach the communities in which we live, the public institutions for which we are responsible, and all of our business partners with whom we collaborate in light of our corporate values, and promise a predictable, solid, and strong future with a focus on continuous improvement and excellent service.



Society & the Environment

STAKEHOLDER COMMUNICATION UNDERTAKING

While iGA Istanbul Airport strives for long-term prosperity for all stakeholders, it is guided by the philosophy of protecting the future of the community, the nation, and the world in which it operates.

Our Perspective

While placing people at the core of our company and brand ambitions, our fundamental aim was to constantly focus on progressing into the future through the use of technology for the benefit of the people. At the centre of all of our goals lies the desire to offer a sustainable future to the local, national, and global society. We believe that sustainable growth is not possible without the goal of achieving a sustainable future.

We don't only host the meetings and travel experiences of today. For us, any journey that iGA Istanbul Airport was a part of, has an impact and equivalent in a sustainable future. We know that the operational footprint of our business is significant and large enough to affect not only our country or region, but also the whole world. The COVID-19 pandemic has been a turning point, giving companies and governments the chance to innovate and invest for the long term, supporting changes in every sector of the global economy, unparalleled innovation, and multi-actor governance.

As a result, especially after 2020, we expedited our planning efforts by putting not just the environment, but also human resources, community management, operational investments, and new technology at the forefront of our sustainable business practices.

Our work is guided by our goal of gaining the trust of our local communities and stakeholders by developing clear and efficient strategies that provide the most potential value while decreasing our environmental effect and leaving a lasting legacy for our country and planet.

Being both innovative and inclusive is key to our way of doing business at iGA Istanbul Airport. We illustrate this through an organisational strategy in which we share our experiences by fostering a supporting, motivating, and shared understanding among our stakeholders in the relationship we build with the environment and society. We seek to build a consistent environmental and social responsibility culture in accordance with our objective of becoming a zero-carbon airport by 2050 at the latest, and to keep this culture alive within the framework of our "respect for the future," as we committed in the area of sustainability.





How Do We Actualise This?

Our motto, “Respect The Future” will be turned into action through three main topics.

While we maintain our principle of work within the sustainability strategy through the three principles that are: Respect the Environment, Respect the Community and Sustainable Economic Development, we believe that all the achievements at iGA Istanbul Airport played a vital role during the course of the COVID-19 pandemic. These technologies are vital to us not just for complying with safety and health precautions during the pandemic, but also for designing a sustainable future.

We produce an increasing amount of additional value each year as a result of the acceleration we have achieved in the transition to sustainable and smart transportation using digital age technology. Our goal is to be a global hub that is aware of the times it lives in and accountable to every community it touches. With the goal of actualising this, we continue our work with all of our power.

We will continue to work tirelessly to leave a habitable environment for future generations as a reflection of our respect for our planet and, more significantly, with the sustainability strategy to which we are dedicated. For this purpose, we have restructured our promises and commitments for the future.

Zero Emission Commitment

The 2020s will be a crucial decade to achieve the goal of net zero emissions by 2050, as targeted by the European Commission.

At our airport, we optimise our system of energy management and energy consumption and enhance the performance with energy-efficient technologies and top-notch applications. For the purposes of managing energy efficiently, identifying and reducing the risks systematically thus protecting the environment, increasing the effectiveness of our actions to combat climate change, and implementing all of these procedures, we have intensified our efforts through ISO 50001 Energy Management System Certification.

Efficient Infrastructure Monitoring

Using the energy efficiency and geographic information system, we will be able to immediately regulate any efficiency loss and energy loss leaks that may occur in the underground systems at the airport. We constantly take daily and weekly “efficiency x-rays” of our infrastructure. We keep and archive records so that we can take proactive measures.



World's Largest LEED Certified Holder

In 2020, our terminal building, the world's largest building under a single roof, was awarded the "LEED Gold" Certificate by the US Green Building Council. Besides our terminal building, the Air Traffic Control Tower and the State Guesthouse are also LEED certified.

**LEED Certification is long process, from the design stages to the completion of a building, and comprises a wide range of disciplines.*

Zero Waste Commitment

The Zero Waste Declaration was an important step taken by iGA Istanbul Airport at the launch of its operations. CEOs of corporate stakeholders, with whom iGA Istanbul Airport cooperates, signed the Zero Waste Declaration to show their determination to take the necessary measures to separate waste at its source and to significantly minimize it. Continuing its activities in line with the Zero Waste mission and meeting the requirements of the Ministry of Environment and Urbanisation, iGA Istanbul Airport was awarded a Zero Waste certificate in 2020.

Water Footprint and Afforestation Campaign

Treated water is discharged into dams and lakes and is also used in landscaping. A significant investment was made in the region's reforestation process by planting 200,000 seedlings around iGA Istanbul Airport.

Sustainability Report

Within the framework of our commitments and, most importantly, in accordance with our principle of accountability, we prepare a report every year in order to share the results of our sustainability processes with our stakeholders. In this report we present the outcomes of our cooperation with our stakeholders and our approaches and plans focused on sustainable technologies.

Having been awarded the "ISO 14001 Environmental Management System" certification since 2020, we carefully employ all the relevant environmental procedures to manage environmental risks and impacts with an approach that is "innovative, considerate and advantageous for the future and society". In doing so, we maintain continuous, systematic and effective communication with our passengers, investors, and employees. We work together with our stakeholders to achieve a more positive future, as well as environmental, energy, and sustainable development goals.

03. Trends That Shape The Future



iST



A COMPREHENSIVE AND HOLISTIC EXPERIENCE

Airports are expected to play an increasingly important role in urban life as a result of the enabling effects of digitalisation and urbanisation. However, digitalisation does not completely replace the human factor, it functions as an important tool to achieve excellence in service. The seamless integration of technology and the human touch results in a really holistic experience. If the goal on the road to victory is to be more than an airport; it is essential to be an inclusive hub that offers community opportunities as well as providing an end-to-end digital experience. Airports are becoming both a retail and an experience hub.

DIGITAL TECHNOLOGY AS INFRASTRUCTURE

Thanks to the latest developments, digital technology opens the doors to a wonderland where we have almost magical opportunities. Consumers aspire to become a part of this experience. With the advantages of digital technology, everything is now just a click away and nothing is impossible. This is why airports that can integrate digital technology into a seamless and harmonious journey with their infrastructure and turn it into an experience will be able to make a difference. Customised digital solutions, on the other hand, are becoming increasingly important for the efficiency of corporate stakeholders. Fully electronic, digitised ATC solutions and airside operations' systems will set the stage for the competition.

SUSTAINABILITY FOCUS

While the world is dealing with a lack of resources, it is also facing disasters such as climate change, global pandemics, and unrest in many countries. All of this is heightening awareness and sensitivity more than ever. People used to be looking for a new action, but now they expect action to have already been taken. The world's resources hold themselves and others responsible for the sustainability of humanity. Many aspects of airline and airport operations will accelerate, from fleet conversion to next-generation aircraft to the usage of renewable energy sources.

NEW AND DEVELOPING SEGMENTS

The world is changing and the masses are transforming: As we see more pet families travelling, business travellers are looking for new ways to have meaningful travel experiences, including taking longer trips and combining work and pleasure. This trend is known as "bleisure". Global attention to health and wellbeing is expanding at an exponential rate, and with medical improvements, global life expectancy is improving by the day. The gap between the needs of the elderly and the young is getting bigger. Every day, new small groups that share the same behavioural patterns are emerging from among the conventional demographic categories that are already evolving. As a result, consumption patterns are no longer identifiable by static understanding of segments. Therefore, it will be increasingly important to segment the target audience by personalising it to their wants, habits, and life practices.



CULTURAL DIVERSITY

The United Nations World Tourism Organisation (UNWTO), estimates that only 25 million visitors travelled internationally in 1950. After 68 years, that figure has risen to 1.4 billion international trips every year. This is a 56-fold increase and a massive interaction between people from different cultures. The responsibility to serve such diversity requires a focus on the different needs and demands. To address the demands of passengers, it is necessary to understand not just airline consumers, but also passenger profile and travel behaviour. Airports and airlines that focus on cultural diversity and develop service models for this will be the winners of the future because the days of one-size-fits-all service are over. Now travellers expect a celebration of diversity.

ACCESSIBILITY FOR EVERYONE

According to the UN, nearly one-third of the world's population, which consists of more than 1 billion people with disabilities, as well as more than 2 billion people, such as their spouses, children, and caregivers, are directly affected by disability. Despite its huge potential for tourism, people with disabilities are still largely underserved due to discriminatory policies and practices. In this context, accessibility will be one of the most distinguishing factors for airports. Manned and digital service solutions for various types of disabilities will become more popular.

THE NEED FOR BALANCE and CONTROL

Physical and mental health issues have become increasingly widespread in the aftermath of the global pandemic, and we are confronted with the truth that in these times of uncertainty, the drive to control has become rather frail. As a result, customers today prefer products and services that are less stressful and give peace of mind. In particular, reducing the stress that business travellers with limited time experience by combining airport experiences with diverse services such as gyms, saunas, swimming pools, and high-end lounge concepts which provide experiences to promote balance and wellness, will increase airport loyalty and become factors influencing route preferences. Technological infrastructure, on the other hand, that meets the need for control by corporate stakeholders in diverse segments of service operations, and which ensure that efficiency can be regulated, will be a differentiating element.

ALTERNATIVE ARRIVAL POINTS

Following the COVID-19 pandemic, customers began to choose alternate locations and seek out rural and natural regions for their trips rather than just the first locations that came to mind. More and more modern travellers are looking for new activities to satisfy their wanderlust, and 40% of these visitors choose to visit unknown, or lesser-known, places. Untapped new destinations, which are unknown yet which have significant potential, will also pique the interest of new airlines. As a result, airports are directly affected by this tendency.



04. Our Goals for the Future

- *We are putting technology at the centre of iGA Istanbul Airport*
- *The Centre of International Layovers*
- *Strengthening Terminal Operations*
- *The World's Best Host*
- *Shopping Pleasure at iGA Istanbul Airport*
- *Airport Consulting Services*
- *iGA Istanbul AirportCity*

IST



We are making steady progress towards our objective of becoming the best airport first in Europe, then in the world, and ranking first in the world's top aviation teams. In doing so, the meaning of keeping the airport experience of the future alive today, is to provide the airport experience to all of our stakeholders in the most efficient and strategic way possible, within the framework of their needs. Our major mission is to provide a world-class customer experience to all airlines and passengers, as well as to be the "gateway to the world".

We have been establishing the foundations of our future from the outset, in light of these objectives that guide us, and we are aiming to deliver world-class goods and services.

We are prioritising future initiatives with the objective of providing a more comfortable experience at our airport through an optimal blend of technology and people.

WE ARE PLACING TECHNOLOGY AT THE CENTRE

We strive to provide the greatest stakeholder experience possible through a wide range of initiatives that serve all strategic areas for both operational excellence and smooth trade and travel. When it comes to technology, our priority is to make sure that the infrastructure we have built, functions seamlessly. In order to provide a complete end-to-end digital passenger experience, we continue to strengthen our procedures in which big data is processed.





THE CENTRE OF INTERNATIONAL TRANSFERS

iGA Istanbul Airport will become the airport with the largest network through the addition of new airlines and routes.

◦ **Expansion of the route network:**

We will make the world more accessible to everyone by connecting all points with relatively low accessibility, such as Australasia, Africa, and Central Asia, which many world-leading airports do not reach.

◦ **General aviation strengthening:**

Our claim in general aviation is increasing every year. The development of our terminal, 7-star luxury lounge alternatives, and services with special welcome teams are our priorities in this context.

◦ **New Airlines:**

By adding new airlines to our network, we will strengthen our claim of creating an exceptional travel experience for everyone.

◦ **Integration in travel and transportation routes:**

We will expand travel opportunities with a direct connection between Istanbul's new cruise port, Galataport, and iGA Istanbul Airport.

◦ **Representatives of iGA Istanbul Airport:**

In collaboration with the Turkish Tourism Promotion and Development Agency (TGA), we will support our marketing efforts with local offices and sister airports.

We will also live up to our claim of being the top international cargo hub in the world.

◦ **Expanding our Belly Cargo capacity:**

"Belly cargo", which is carried on passenger planes and generates revenue in the range of 10-20% for airlines, will be our strategic priority.

◦ **Air Cargo Community System:**

The manifestation of end-to-end digitalisation in the cargo area will be to establish an Air Cargo Community system through the same system with all cargo stakeholders. We will boost the efficiency of all players in the ecosystem by fully automating and smoothing a process that includes both air cargo businesses and other cargo stakeholders and authorities.

◦ **Strengthening our role as an integrator:**

We will grow together with our stakeholders by increasing the cargo volume and routes of all international cargo companies.

◦ **Greater expansions in e-commerce:**

We maintain our cooperation contacts with many e-commerce companies around the world. At iGA Istanbul Airport, we will strive to be the operational stakeholder of global e-commerce enterprises, ensuring that they have a presence in Türkiye.

◦ **End-to-end digitisation of foreign trade:**

Carriers, agencies, the airport itself, and the Republic of Türkiye. We will optimise efficiency by eliminating paperwork and automating procedures with governmental entities with whom we have close relationships, such as the Republic of Türkiye's Ministry of Transport and Infrastructure and the Ministry of Commerce.



BOOSTING THE TERMINAL OPERATIONS

ORAT (Operational Readiness and Airport Transport):

We have ensured that the operational preparation and commissioning steps of the project, which includes many systems and technologies, are implemented without any problems. We intend to share our knowledge by evaluating this experience in different projects in the world aviation sector.

CDM Project:

We will boost the airport's efficiency and capacity through the Collaborating Decision Making initiative. We will enhance the hourly traffic currently seen with this project.

THE BEST HOST IN THE WORLD

We will enrich the iGA Istanbul Airport experience for all passengers and deliver the best possible service.

◦ **Maximising customer satisfaction in the Centre of Turkish Hospitality:**

By processing big data and deepening various passenger insights, we will be at the top of international evaluations by increasing preference scores and recommendation ratings.

◦ **Deepening segments:**

We will increase the range of products and services offered by deepening data-driven passenger segments and improve the personalisation of digital and human touch in response to demands to meet passenger expectations.

◦ **Assessment of Cultural Differences:**

We will provide customised products and services for target audiences with different cultural characteristics by providing training on cultural differences to all personnel working at Istanbul Airport.

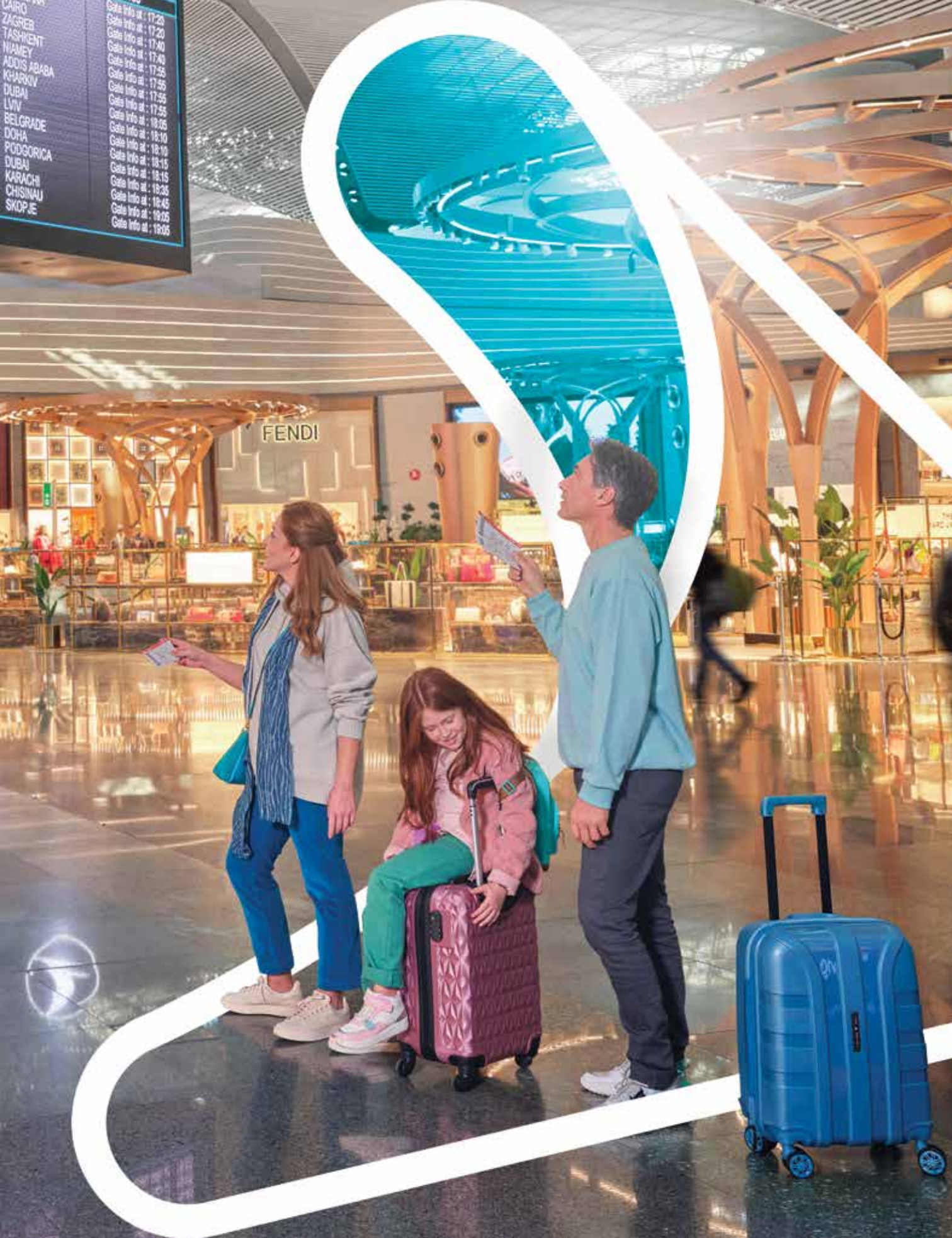
◦ **Dehumanising communication channels:**

We will increase the speed of our passengers' access to up-to-date information through centralised multi-channel management by fully digitising the communication channels available to them.

By putting technology at the core of our operations, we want to achieve operational excellence and the finest stakeholder experience in the world. Within this context, one of our important goals is to realise the first implementation of the Guidance Service (Follow Green) concept for A-SMGCS (Advanced Ground Motion Guidance and Control System). On the other hand, we are working to cultivate this aspect of ourselves through our ongoing projects:

- Developing IoT technologies
- Biometric travel system project
- Projects regarding self-service technologies
- Big data & data reporting project
- Queue management system project
- E-Commerce project
- AR game project for the "Youth Lounge"

AIRO	Gate info at: 17:28
ZAGREB	Gate info at: 17:28
TASHKENT	Gate info at: 17:40
NIAMEY	Gate info at: 17:40
ADDIS ABABA	Gate info at: 17:55
KHARKIV	Gate info at: 17:55
DUBAI	Gate info at: 17:55
LVIV	Gate info at: 17:55
BELGRADE	Gate info at: 18:05
DOHA	Gate info at: 18:10
PODGORICA	Gate info at: 18:10
DUBAI	Gate info at: 18:15
KARACHI	Gate info at: 18:15
CHISINAU	Gate info at: 18:35
SKOPJE	Gate info at: 19:05
	Gate info at: 19:05



SHOPPING PLEASURE

The istbuy online shopping platform will be implemented and widely used to improve the comfort and speed of the buying experience at Istanbul Airport.

◦ **Time efficiency for passengers:**

We are implementing a platform where our passengers, on entering their flight information, can use their time efficiently by deciding which stores they want to shop at and can access all the products they want to buy in advance.

◦ **Growing volume for brands:**

Our stakeholders at the other end of this technology will be able to move their products beyond physical borders to digital showcases and benefit from greater shopping volume.

Augmented Reality will make airport shopping much easier.

◦ **Shopping experience with CIGA:**

Ciga, an augmented reality character, will accompany passengers in the international shopping area and present information about stores, optional navigation directions, and store-specific campaign offers to passengers.



**iGA Istanbul Airport,
Much More Than Just an Airport...**

iGA ISTANBUL AIRPORT CITY

Having the goal of building the world of the future today as the motivation for its existence, iGA Istanbul Airport will soon prove its intentions to be more than an airport by launching Istanbul AirportCity, which is set to be the centre of global trade and change.

The Core Zone, located next to the main terminal of iGA Istanbul Airport, is primarily divided into accommodation and commercial units, with a hotel complex planned with a capacity of 1,500 rooms, a hospital, 300,000 m² of offices and more than 3,500 residences.

Given the absence of hotels, hospitals, offices, or suitable residential developments close to the airport, the Core Zone will offer a unique opportunity to choose international hotels, offices of the highest standard and a comfortable and green living environment. In addition to these units, the Core Zone will also include a university specialising in aviation and medicine, a technology park, and a cultural centre. With the metro line located next to the neighborhood, residents will be able to reach Istanbul city centre in half an hour.

We are creating our Teknopark complex with the goal of becoming the epicentre of aviation technologies of the future, with an incubation centre where projects that will contribute to aviation all over the world will be developed, and opportunities will be provided, in particular, to young people. Our university and education centre, which has flexible laboratory areas, classrooms, conference rooms, and offices, will be a very valuable project for us to realise our vision on a broad spectrum.

In addition to this, we are establishing a cultural building with an auditorium with a capacity of 500 people, which will also have flexible working and meeting areas to exhibit and celebrate the rich history of Türkiye's aviation.

Our hospital will have a capacity of 200 beds and a large emergency service area with state-of-the-art technology.





Istanbul Airport 

The Magical Journey is with
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