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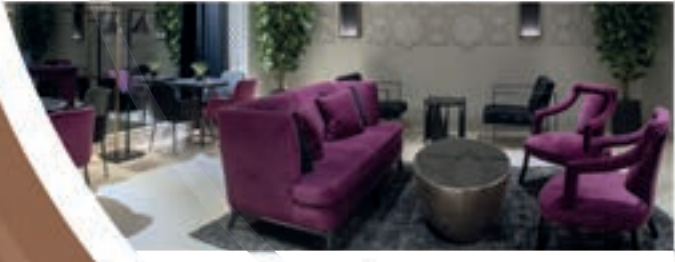
TÜRKİYE
TO EXPAND
TOURISM SECTOR
WITH 161 NEW
HOTELS IN 2025

TURKISH TOURISM
INVESTMENTS TO
MOMENTUM
IN 2025



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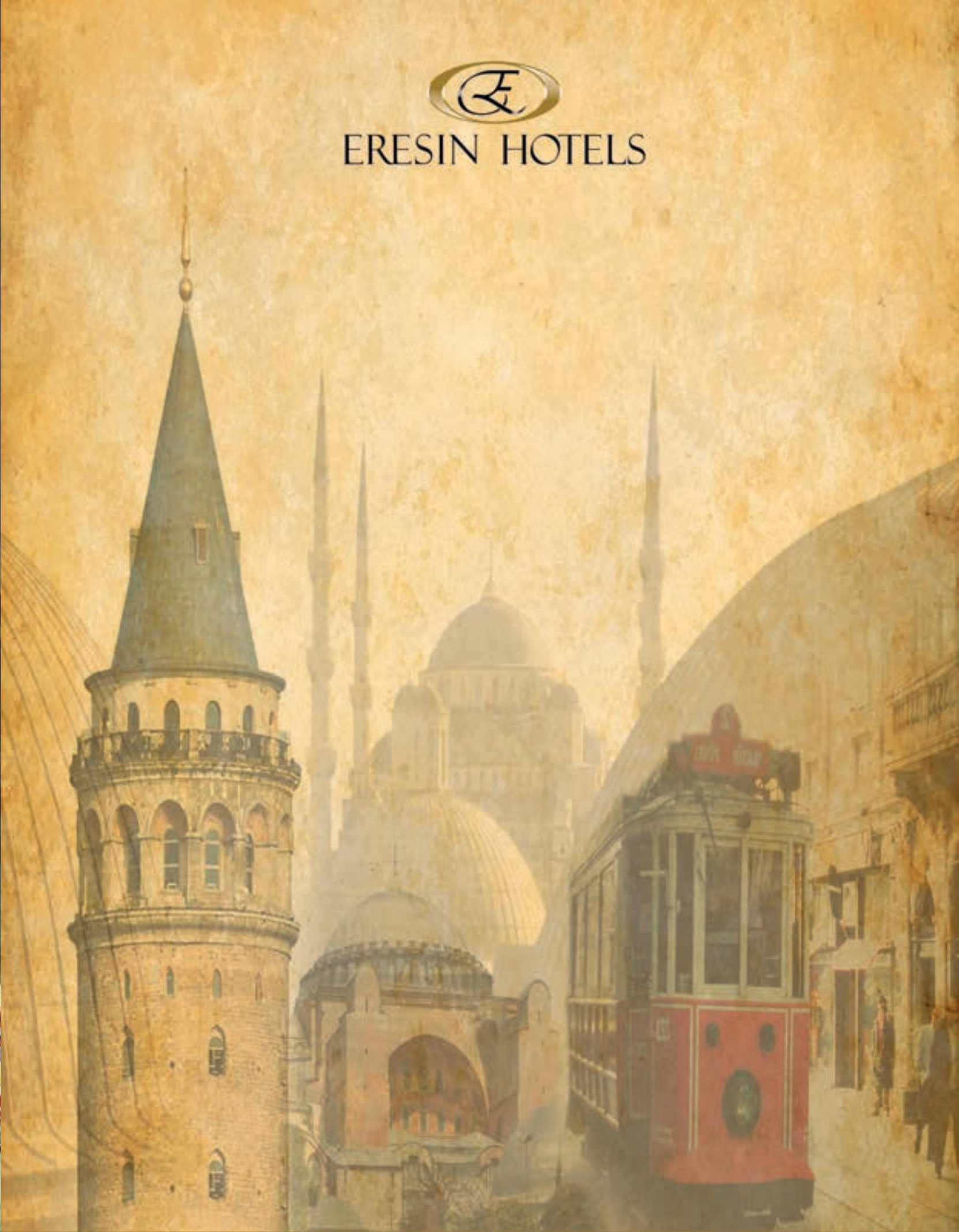
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We Are Fully Ready for the 2025 Tourism Season!

Greetings from Turizm Aktüel's ITB Berlin special edition! The world's largest tourism fair, ITB Berlin, where the pulse of the eagerly awaited 2025 season will be felt, is about to begin. The 2024 tourism season, which started with great hopes and showed positive signs early in the year through strong early booking demands, has brought smiles to the faces of Turkish tourism professionals. Now, it's time to plan and take action for the new season.

ITB Berlin Tourism Fair is not only where global tourism takes shape, new trends emerge, and business deals are made, but also where industry professionals evaluate their expectations for the upcoming season and exchange ideas with their international counterparts.

As in previous years, Turizm Aktüel Magazine has prepared a special English edition for ITB Berlin and will be in Germany to support the tourism sector as a representative of tourism media. Known as the voice of the tourism industry, Turizm Aktüel continues to offer its pages to industry professionals, and this latest issue stands out with its rich content.

In our ITB Berlin special edition, we present our traditional survey, in which tourism professionals reflect on the 2024 season and share their expectations for 2025. In general, tourism professionals remain optimistic about the 2025 season, though they cautiously acknowledge the unique factors that shape each season.

We reaffirm our commitment to keeping our finger on the pulse of the industry and invite all our readers to embark on an insightful journey through the pages of our magazine.

Our next edition will be prepared for the Arabian Travel Market (ATM). See you in the next issue!

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TOURISM REVENUES REACH ALL-TIME HIGH OF \$61.1 BILLION

The number of foreign visitors and tourism revenues in Türkiye rose to their new all-time highs in 2024, according to official data, marking a milestone for the big emerging market economy that relies on foreign exchange to narrow its chronic current account deficit.

Revenue from tourists jumped 8.3% from the previous year to \$61.1 billion (TL 2.19 trillion) and blew past the previous high of \$54.3 billion in 2023 and well over the \$34.5 billion in 2019 before the COVID-19 pandemic hit, data from the Turkish Statistical Institute (TurkStat) showed.

The figure also surpassed the target of \$59.6 billion in the government's medium-term economic program and capped a year of consistent momentum in a vital industry that Türkiye relies on to help flip its chronic current account deficit to a surplus.

Separate data from the Culture and Tourism Ministry on Friday showed that the total number of visitors arriving in 2024 rose by 9.84% from the previous year to 62.27 million, including visitors of Turkish origin. Foreign tourists' arrivals jumped by 6.95% year-over-year to 52.63 million, surpassing the previous high of 49.2 million in 2023. In October, the government revised its target upward and said it expected the overall figure to reach 61 million at the end of 2024, up from an earlier estimate of 60 million. Like in the previous year, arrivals in 2024 were spearheaded by tourists from Russia and Europe, mainly Germany and the United Kingdom.

More than 6.7 million Russians arrived in Türkiye last year the data showed. Tourists from Germany jumped to over 6.6 million, while arrivals from the United Kingdom rose to more than 4.4 million. For 2025, the government estimates 64 million visitors and some \$63.6 billion in revenues. Vice President Cevdet Yılmaz said the tourism industry played a crucial role in revitalizing economic activities and contributing to balanced economic growth. "This strong performance in tourism has not only revived economic activities but also contributed to our balanced economic growth, providing employment opportunities to many people, especially the youth, and playing a significant role in improving our current account deficit through foreign exchange inflows," Yılmaz noted. "These effects strengthen our country's policies of disinflation and balanced and inclusive growth," he wrote on social media platform X.

Türkiye's current account registered a deficit of \$5.61 billion from January through November, according to the central bank data. Economists expected the gap to narrow from the previous year's \$45.2 billion, given the tight monetary and fiscal policy,

Surveys see the deficit for 2024 at around \$10.5 billion. President Recep Tayyip Erdoğan has said they estimate the gap to be around \$10 billion-\$11 billion for the whole year, standing at a ratio of below 1% of gross domestic product (GDP). To improve the current account balance, the government has implemented measures to cap strong domestic demand, one of the main reasons for higher imports, and to boost investments and exports. According to the TurkStat data, tourism revenues in the fourth quarter of 2024 rose by 14.5% to \$13.79 billion, with visitor numbers increasing by 11.6% to 13.92 million. The average nightly expenditure per visitor also saw a 9% increase, reaching \$97. For the entire year, the average expenditure per visitor rose by 5.3% to \$97, the data showed. In the same period, tourism expenditures by residents traveling abroad decreased by 8.2%, amounting to \$7.74 billion. Of this, \$6.3 billion was spent on personal expenses, while \$1.43 billion was spent on package tours. The number of Turkish citizens traveling abroad increased by 2.9% to 11.39 million, with an average expenditure of \$680 per person, according to the data.



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Coral Travel Served Over 2 Million European Tourists in 2024

One of the fastest-growing tour operators in the German market, Coral Travel served more than 2 million European tourists in 2024. The company increased the number of German tourists it hosted by 28.2%, reaching 681,000, while its revenue in Germany grew by 35.4%, rising from €508 million to €688 million.

The "Coral Travel Starway Tourism Awards 2024", organized by Coral Travel and FERIEN Touristik, took place in Mallorca, Spain, from October 29 to November 2, with the participation of 100 travel agencies. Based on revenue performance between October 1, 2023, and September 30, 2024, the top travel agency in Germany was Reisebüro Poot from Emmerich, followed by Goss Reise from Cologne in second place and Keser Travel Agency from Hagen in third place.

2024 REVIEW AND 2025 EXPECTATIONS SHARED

In Austria, the best travel agency award was given to Restplatzbörse GmbH in Vösendorf, near Vienna. In the Benelux region, Esen Tour from Verviers, Belgium, secured the top spot. Travel FM Reisen from Munich won the award for Best Newcomer, having achieved the highest revenue growth in 2024.

During the event's presentations and workshops, a comprehensive review of 2024 was conducted, and

expectations for 2025 were shared. Coral Travel and FERIEN Touristik showcased their latest innovations, with a special focus on Vietnam, Thailand, the United Arab Emirates, the Indian Ocean, and Southeast Asia. Additionally, agency representatives had the opportunity to participate in special tours and exclusive events organized for them.

As one of the fastest-growing tour operators in Germany, Coral Travel served over 2 million European tourists and a total of 3.3 million tourists in 2024. The company increased its German customer base by 28.2%, reaching 681,000 tourists, and saw its German market revenue rise from €508 million to €688 million, marking a 35.4% increase.

Coral Travel Germany (formerly known as FERIEN Touristik GmbH) has been among Germany's leading tour operators for 24 years. Since 2000, the company has been offering its travel products in approximately 6,000 travel agencies and across major online platforms.



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Michelin Guide 2025 Istanbul-İzmir-Muğla selection announced

The Michelin Guide 2025 Istanbul-İzmir-Muğla selection was unveiled at a ceremony held on Dec. 5 at the Four Seasons Hotel Istanbul at the Bosphorus. A total of 32 new restaurants, including two Michelin-starred venues, were added to the 2025 selection for Istanbul, İzmir and Muğla. The number of recommended establishments in Türkiye has reached 132, with 77 in Istanbul, 24 in İzmir and 31 in Muğla.



Among the newly discovered restaurants by Michelin inspectors, two were awarded Michelin Stars, eight received Bib Gourmand recognition and six earned the Michelin Green Star. Additionally, all restaurants that received stars in 2023 and 2024 retained their accolades this year. This year, single Michelin Stars were awarded to Casa Lavanda in Istanbul and Narimor in İzmir. Several restaurants maintained their stars, including Araka, Arkestra, Mikla, Neolokal, Nicole, and Sankai by Nagaya in Istanbul; Kitchen by Osman Sezener and Maçakızı in Bodrum; and OD Urla, Teruar Urla and Vino Locale in İzmir. Istanbul's Turk Fatih Tutak, a leader in the local culinary scene, continues to be recommended with two Michelin Stars.

The Michelin Green Star, awarded to restaurants committed to

environmentally conscious gastronomy, was given to Casa Lavanda, The Barn, and Telezüz in Istanbul; Mezra Yalıkavak (Bodrum) and Agora Pansiyon (Milas) in Muğla; and Asma Yapağı in İzmir. The Bib Gourmand Award, recognized for offering exceptional food at reasonable prices, was presented to Arka Ristorante Pizzeria, Ali Ocakbaşı, Aslında Meyhane, Tatbak, Araf Istanbul, Nazende Cadde, Beynel and Green Star recipients Asma Yapağı and Agora Pansiyon.

With newly added establishments and those maintaining their accolades, the number of Bib Gourmand restaurants in 2025 has risen to 27, with 14 in Istanbul, 8 in İzmir and five in Muğla.

An additional 22 restaurants were included in the Michelin Guide recommendations. These include Birinci Kordon Balık Restoran, Gula Urla, Hus Şarapçılık, Kasap Fuat Çeşme, Ortaya

Alaçatı and Scappi from İzmir; The Barn, Telezüz, Apartıman Yeniköy, Herise Istanbul and Lokanta by Divan from Istanbul; and Divia by Maksut Aşkar, Barbarossa, Karnas Vineyards, Kornel, Lucca By The Sea, Oi Filoi, Oro by Alfredo Russo, Mori, The Red Balloon Yalıkavak and Mezra Yalıkavak from Muğla. The 2025 Michelin Sommelier Award was presented to Yunus Öztürk, the proprietor of the Michelin-starred restaurant OD Urla. The service team of the Michelin-starred restaurant Nicole was honored with the 2025 Michelin Service Award.

The 2025 Michelin Young Chef Award went to Serhat Doğramacı of the Green Star-awarded Mezra Yalıkavak restaurant in Bodrum. All restaurant recommendations for Istanbul, İzmir and Muğla can be accessed through the Michelin Guide website and mobile applications.

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Türkiye to expand tourism sector with 161 new hotels in 2025

This investment comes as part of the country's broader strategy to attract more international visitors and increase tourism revenues.

Türkiye, formerly known as Türkiye, is set to strengthen its tourism sector with the addition of 161 new hotels by 2025, increasing the country's accommodation capacity by 41,339 beds. This move comes as part of broader efforts to attract more international visitors and boost tourism revenues. However, challenges such as rising investment costs and geopolitical uncertainties have led to a slowdown in new hotel developments in 2023.

SURGE IN HOTEL INVESTMENTS

According to data from the Ministry of Culture and Tourism, Türkiye continues to be a major player in global tourism, thanks to its rich historical sites, diverse landscapes, and cultural attractions. Despite economic and geopolitical hurdles, the country remains committed to expanding its tourism infrastructure. Of the 161 planned hotels, 77 will be five-star establishments, contributing 28,341 beds to the overall capacity.

Meanwhile, 52 four-star hotels will add 10,051 beds, 25 three-star hotels will introduce 2,585 beds, and seven boutique hotels will contribute 362 beds.

ISTANBUL LEADS IN NEW HOTEL DEVELOPMENTS

Istanbul will see the highest number of new hotels, with 37 projects currently in progress. The city will gain 10,176 additional beds, cementing its position as Türkiye's primary tourist hub. The breakdown of these new establishments includes 20 five-star hotels, 11 four-star hotels, four three-star hotels, and two boutique hotels. Antalya follows closely, with 22 new hotel investments bringing 7,040 additional beds to the region. The province, known for its Mediterranean resorts, will see 15 five-star hotels, four four-star hotels, and three three-star hotels.

OTHER KEY TOURISM HUBS

Izmir ranks third in new hotel investments, with 14 planned projects contributing 4,490 beds. Muğla and

Van follow, with seven and ten new hotels, respectively. Other regions, including Nevşehir, Afyonkarahisar, and Şanlıurfa, are also set to benefit from hotel expansions, adding over 1,000 beds each.

However, 16 planned hotel projects have been either postponed or cancelled due to financial constraints and global uncertainties. These projects, which would have added over 4,000 beds, include ten five-star hotels, four four-star hotels, one three-star hotel, and one boutique hotel.

OUTLOOK FOR TÜRKİYE'S TOURISM INDUSTRY

Despite recent investment slowdowns, Türkiye's tourism sector remains resilient. With its strategic location, diverse attractions, and ongoing infrastructure development, the country is poised to remain a leading destination for international travellers. The expansion of hotel capacity by 2025 is expected to support the government's long-term tourism growth objectives.

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TURKISH TOURISM INVESTMENTS TO GAIN MOMENTUM IN 2025

Türkiye's tourism investments will gain momentum this year as interest rates start falling, Oya Narin, president of the Turkish Tourism Investors' Association (TTYD), told state-run Turizm Aktüel Magazine.

"The world tourism evolves to where big championships, like the Paris Olympics, are held, and despite Türkiye not holding such a high-profile event last year, we ranked fifth in tourist visits and seventh in tourism revenues," she said.

Narin highlighted that Türkiye has been doing well in tourist arrivals this year but there is a need to make new plans to increase the revenue.

"We are waiting for the results of the new economic policies, as investing is not favorable in an environment with such high inflation and high interest rates but as these gradually start falling, we expect a movement in investments after 2025 and 2026," she noted.

Narin mentioned that Istanbul will continue its upward trend among

other destinations worldwide, as the city offers great opportunities to both domestic and international investors, meaning that the demand for Istanbul will never cease.

"A new trend has started in [the southwestern] Antalya region in terms of branding, as we see a transformation from individual brands to chains, both hotels and brands, and we will see the same in the Aegean region," she said.

"If new areas could be allocated to these big hotels and chains, new investments could be unlocked, but of course, the Culture and Tourism Ministry is responsible for organizing this, but we're waiting for announcements," she added.

Narin stated that branding needs to increase to attract foreign investors

to the region as they prefer to buy facilities or build them where brands are, as they offer higher profitability. "As both Turkish and foreign brands become more widespread, foreign investor interest will increase," she said. She mentioned that the current investment attraction is mostly from Saudi Arabia and Egypt, with some from Greece.

"Other countries have created attractive incentives and mechanisms to increase tourism, like us, and we are also working with such countries, and so long as this work continues, it will get somewhere. Though these countries are trying to catch up with us, we're ahead enough not to worry about it. However, to hold our position, we need to make a plan until 2033 and 2050s," she added.

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TOURISM INDUSTRY CAUTIOUSLY OPTIMISTIC FOR THE 2025 SEASON

As they eagerly prepare for the 2025 season, representatives of the tourism industry have shared their views and expectations with *Tourism Aktüel*. After a challenging 2024 due to rising costs and currency pressures, industry professionals are particularly pleased with early booking figures. Optimistic about the new season, tourism experts agree that Turkey will continue to be a strong tourism destination in 2025.



Firuz Bağlıkaya

Firuz Bağlıkaya, President of the Association of Turkish Travel Agencies (TÜRSAB): We are entering a period of intense international competition

The year 2025 is expected to bring new tax regulations and policies that will make international trade more challenging globally, raising concerns in the global economy. Many countries are now considering compensating for lost foreign exchange income caused by trade barriers through service exports. Therefore, we anticipate an exceptionally competitive period in international tourism revenue generation in 2025. As of 2024, the number of registered employees in the tourism sector has exceeded 1.5 million, making up about 10% of total private sector employment. At TÜRSAB, we have implemented various initiatives to help our member travel agencies meet their need for qualified personnel. Our latest project under TÜRSAB Academy is the "TÜRSAB Travel Agencies Employment Project."



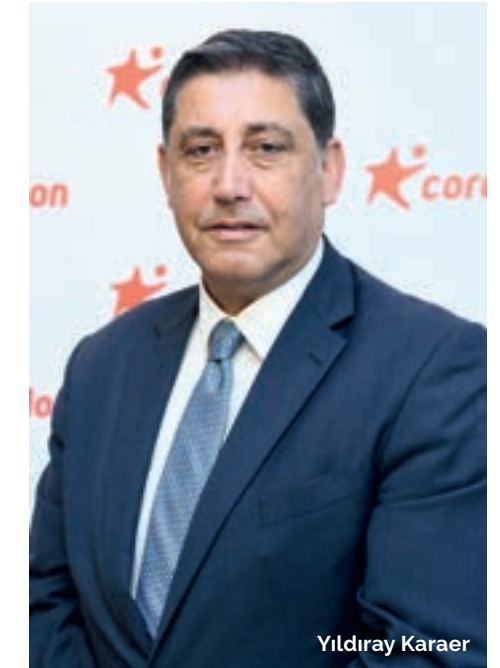
Oya Narin

Oya Narin, President of the Turkish Tourism Investors Association (TTYD): We will continue to be a strong tourism destination

We are receiving strong signals that Turkish tourism will continue to grow in 2025. The positive effects of economic measures aimed at reducing inflation are expected to be felt in 2025, creating an optimistic outlook for both the sector and the economy in general. Investments and promotional efforts to spread tourism across all 12 months, in addition to the search for new markets, are laying the foundation for sustainable growth. Alongside European and Middle Eastern markets, the potential increase in tourist numbers from the Far East could enable Turkey to host a more diverse range of visitors. The positive trend in early bookings and the increasing interest in Turkey at international tourism fairs further strengthen our hopes for 2025. The demand for niche tourism areas such as experiential tourism, gastronomy, and cultural tourism presents a great opportunity to attract high-value tourists. Turkey will continue to be a strong tourism destination in 2025, with the goal not only to increase tourist numbers but also to boost per capita spending and generate higher economic value.

Yıldırım Karaer, President of Corendon Tourism Group: 2025 bookings are accelerating

We operate in tour operations, hotel management, and transportation. As a tour operator, we had a successful year. Our hotel operations also experienced a solid season. However, airline costs are continuously rising—just the tax cost for a round trip from Amsterdam to Antalya amounts to 88 euros.



Yıldırım Karaer

For 2025, we have already started sales for both hotels and flights in the UK and Germany, and bookings are progressing rapidly. This gives us confidence that Turkey will have a strong tourism year. Corendon Airlines has a total seat capacity of 10 million across Germany, the Netherlands, Belgium, and the UK. To mitigate potential issues caused by conflicts, we have developed a contingency plan. We will focus on destinations unaffected by crises, such as India, Africa, Asia, and the Caribbean. We aim to attract Indian tourists to Istanbul, Antalya, and Cappadocia for sun, sea, and cultural tourism while also developing new markets to cater to different travel interests.



Müberra Eresin

Müberra Eresin, President of the Turkish Hotel Association (TÜROB): We are working to increase tourism revenue

Our goal for 2025 in tourism is to surpass our 2024 accommodation figures and raise our average room rates above the previous year's levels. Across Turkey, the ADR (Average Daily Rate) for accommodation was €130.6 between January and October 2024, compared to €133.4 in the same period of 2023.

One of our main objectives in the coming period is to increase tourism revenue, but we recognize that this will not be easy, and we are working accordingly. Looking at market expectations:

- We anticipate a recovery in Middle Eastern markets.
- There are positive developments in air traffic to the Far East, and we expect the upward trend in markets such as Japan and China to continue.
- Other markets we expect to grow in 2025 include the UK, Poland, Spain, and Italy.

One of the most critical issues in the accommodation sector is the stagnant foreign exchange rates. In 2025, our biggest expectation is for exchange rates to rise in parallel with inflation, ensuring a balanced economic environment.

Kaan Kavaloğlu, President of the Mediterranean Hotel Association (AKTOB): We will achieve our goals with steady progress

I expect Turkey's economic growth to continue steadily in 2025, despite global economic fluctuations and domestic and international political developments. Tourism is a highly fragile industry, but with strong tourist demand in 2025, we will confidently reach our goals. However, economic challenges such as exchange rate fluctuations, inflation, and rising costs could pose risks to the sector. Additionally, environmental factors and security concerns may impact tourist flow.

For 2025, I anticipate employment growth in the tourism, technology, and healthcare sectors. Investment volumes are also expected to increase, particularly in construction, energy efficiency, digital infrastructure, and green energy projects. The fixed exchange rate policy puts pressure on industries where over 90% of revenue is in foreign currency, such as exports and tourism. As a result, while revenue may grow moderately, profitability in 2025 is expected to be lower compared to previous years.



Kaan Kavaloğlu



David Kelly

David Kelly, Senior Vice President, Hilton Europe: 2025 will be a turning point for Turkey

We are delighted to expand our portfolio in Turkey with our four market-leading brands:

- DoubleTree by Hilton
- Tapestry Collection by Hilton
- Hilton Garden Inn
- Hampton by Hilton

We are in the most exciting period of our 70-year history in Turkey. In the coming year, we will open 10 new hotels and introduce three new brands to our guests. Additionally, we are continuing work on an \$80 million renovation of the iconic Hilton Istanbul Bosphorus.

One of our upcoming projects, DoubleTree by Hilton Kars Sarıkamış, will be Hilton's first ski resort in Turkey, developed in partnership with Faras İnşaat Yapı Sanayii Ticaret Limited Şirketi.

Another key opening in 2025 will be Hampton by Hilton İzmir Bornova, which will feature 185 rooms and be located near the main connection route between İzmir's coastline and the rest of the city.

Finally, in summer 2025, the opening of Hilton Istanbul Airport, Turkey's first airport hotel, will further strengthen Hilton's leadership in the market.



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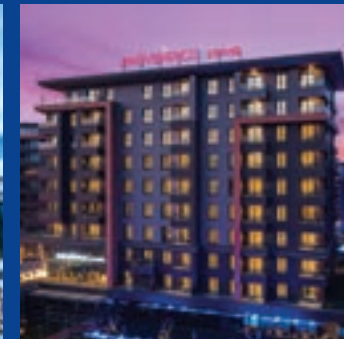
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Ergün Demiray, Chairman of the Board, Dedeman Hotels & Resorts International: Our goal is to employ 7,000 people

For 2025, the main threats facing the tourism industry are economic uncertainties, global inflation risks, exchange rate fluctuations, and the overall negative impact of these factors on travel expenditures. Additionally, rising energy and transportation costs, as well as increases in food and beverage prices, may negatively affect accommodation costs.

However, I anticipate that from the second quarter of 2025 onward, geopolitical risks in our region and worldwide will decrease, leading to a recovery in travel demand. I expect the second half of the year to be strong. Turkey's destination appeal and regional stability support this outlook. As of 2024, we have around 4,500 employees working in our 42 operational hotels. By the end of next year, we aim to increase this number to 7,000. Currently, 48% of our workforce is female, and in 2025, we are implementing initiatives to expand our hotel network to 60 properties and increase the percentage of female employees to over 50%. With the addition of new hotels to our chain, our workforce will grow proportionally.



Ergün Demiray



Emel Elik Bezaroglu

Emel Elik Bezaroglu, Board Member of Elite World Hotels & Resorts: We are steadily advancing toward 50 hotels

Elite World has 9 brands and a bed capacity of over 5,000. As part of our growth strategy through franchises, we are making steady progress toward our goal of reaching 50 hotels by 2030. To achieve this, we are working closely with investors from across our country and around the world, expanding the Elite World brand and service concept with our newly opened hotels.

Despite many challenges, such as regional unrest and the effects of last year's earthquake, we successfully navigated what we expected to be a tough 2024, and the year unfolded in line with our predictions. We were able to reach our pre-pandemic occupancy rates this year.

Thanks to the market diversification efforts by the Ministry of Culture and Tourism, and the demand from potential new markets, we believe that 2025 will show a positive impact on overall tourism figures. Additionally, we expect to see growth in certain types of tourism that we have been waiting to develop for some time.

We forecast that national and international business travel will experience positive growth from the second quarter of 2025, which will also lead to an increase in demand for group accommodations and meetings.

Ahmet Serdar Korukcu, Chairman of Dorak Holding: We want to invest in the East and Southeast

Together with our Japanese partner HIS, we launched our Cappadocia Marriott hotel with a \$60 million investment in November. In 2025, we will open another hotel in Pamukkale with HIS, for which we have signed a franchise agreement with Hilton. Before the pandemic, we had investment plans with Chinese investor companies, but these were put on hold. However, we expect investments from China. In the gastronomy sector, we will open Turkey's first chain seafood restaurant, Sur, in Dubai, followed by plans to expand to London and New York. We also introduced authentic Japanese cuisine to Turkey with our restaurant Take Sushi, shaped by renowned Japanese Master Chef Hiroki Takemura, first opening in Ürgüp and later expanding to Cihangir. For 2025, we have set a 30% growth target in terms of our balance sheet. In Turkish tourism, rather than focusing on coastal investments, we aim to invest in the East and Southeast. Historically, investments have always been directed to the West, South, and Istanbul, but for Turkey to grow, this development needs to come from the East.



Ahmet Serdar Korukcu



Bahadır Yaşık

Bahadır Yaşık, Member of the Board of Directors of the Istanbul Chamber of Commerce (ITO): We aim to increase our share in the global market

Turkey's and Istanbul's value in the global market, especially in the tourism and conference tourism sectors, is very high. The number of tourists coming to our country and city for business, tourism, and conference tourism is gradually increasing every year. Istanbul's global power in business travel and conference tourism provides a significant advantage to our sector in increasing the number of qualified tourists and our tourism revenue. One reason for this is that a tourist coming to our country and city for conference tourism spends 3-4 times more than a regular tourist. Another reason is that conferences with high participant numbers create a significant revenue opportunity for all tourism sector stakeholders, from hotels to transportation.

As ITO and ICVB, we have made significant investments in the last 8 years, along with our tourism sector stakeholders, to strengthen Istanbul's position in this field through various initiatives and projects.

As a result, we raised our city, which was ranked 133rd in the world in 2017, to 21st place in 2023. We foresee that these numbers and the demand for conference tourism in Istanbul will

increase in 2025 and 2026. With this in mind, we aim to contribute to the revenue growth of our tourism sector stakeholders and, together, increase Istanbul's and our country's share in the global market.

Mustafa Deliveli, President of the South Aegean Tourist Hoteliers Association (GETOB): We are trying to explain ourselves to tour operators

For the last two years, we have made increases in the range of 15-20% in foreign currency. This was accepted under the current conditions. However, now we are in a weaker position during negotiations. Economic balances in Europe have started to improve. The UK has been announcing its lowest inflation in the last 3 months. In our case, we have suppressed foreign currency and inflation increases. Costs have risen, and under these conditions, we are forced to make another 15-20% increase. However, while making these increases at the same rate for 3 years, our competitiveness will weaken. It seems like we will face difficulties. We are trying to explain ourselves to the tour operators. It seems this will affect our sales. I think that contracts for 2025 might be delayed a bit, but they will be completed quickly.



Mustafa Deliveli



Aydın Karacabay

Aydın Karacabay, Chairman of the Board of Levni Hotels: Tourism will be good in 2025

I think everyone has realized by now that tourism and export revenues are the two factors currently keeping the Turkish economy afloat. In 2024, although things didn't go badly in both of these important sectors, they couldn't make money commercially due to the horizontal movement of the exchange rate, which remained well below inflation figures. This is very clear. Undoubtedly, sectors that cannot create added value cannot make new investments or provide extra employment.

Our most important expectation for 2025 is that the increase in the exchange rate will rise in parallel with the inflation rate. Undoubtedly, we are aware of the competition in Istanbul and our region. For this reason, all our hotelier colleagues are doing their best to raise the standards in accommodation facilities, both in terms of increasing safety levels and ensuring a flawless accommodation experience.

In 2025, I expect projects related to sustainable tourism and nature conservation to stand out. As a result, tourism looks promising this year. We are very hopeful and should continue working without losing our excitement.

Firat Gedikli, Managing Director of Royan Hotels: Tourism can revive with the right strategies

2024 was a challenging year due to increased costs and currency pressures, and I expect a similar scenario for 2025. The number of hotels closing around us is increasing because there are too many facilities in areas with high demand. We have two options: either we will increase demand, or we will reduce the number of hotels. The second option is very difficult, so we need to focus on creating demand.

The region is losing its appeal in the eyes of tourists due to high prices. It's not possible to increase prices while offering the same service. We can raise prices by enhancing the brand value of the region. Large events in Europe increase hotel occupancy, and we need to host similar events as well. Winter festivals and summer events could attract more tourists to our region. However, for the success of these events, it's crucial to have proper infrastructure and monitor businesses. Price regulations and the control of advertised prices are necessary. Additionally, businesses that

serve tourists should be trained, and the quality should be improved. Issues like taxis and transportation should also be addressed. My expectation for 2025 is that it will be a stable year since tourism has not received the value it deserves. However, with the right strategies, the industry can revive.

Firat Gedikli



Burhan Sili, President of the Alanya Touristic Hoteliers Association (ALTİD): Due to the low exchange rate policy, our profitability remained low

The 2024 season went well in terms of occupancy. We opened our facilities earlier and closed them later compared to 2023. However, due to high cost increases and the low exchange rate policy, our profitability remained low. During the winter season, only about 10% of the facilities in the Alanya region remained open. The tourism sector in our region, preparing for the new season, is trying to foresee the future while considering many uncertainties.



Orhan Belge, President of the Cesme Hoteliers Association (ÇEŞTOB): We are hopeful for 2025, and we have already started our work

We are already receiving better signals for the tourism sector in 2025. The year 2025 already represents a hopeful year for us. Our goal is to build a year that will

exceed the number of overnight stays achieved in 2024. We have already started working for 2025. We had a season close to our targets. We are satisfied with the interest we've received. With the goal of having a better season, we are actively participating in tourism fairs. I believe that in the winter season, we will establish all the connections for 2025, and that Turkey will have a very successful year in 2025.



Hakan Saatçioğlu, President of the Professional Hotel Managers Association (POYD): Our guests leave Turkey satisfied

Antalya has become a globally recognized brand city. It makes a significant contribution to the country's economy. We are working in collaboration with both the public and private sectors to further develop tourism in Antalya. At the beginning of the season, we had projected 17 million tourists. It's pleasing to see this number achieved. This year, we will likely reach around 18.5 million. The tourism sector has achieved an important success. Antalya hosts tourists from all over the world, and the numbers are increasing every year. This shows that our guests are leaving satisfied with their experiences here.



Ali Onaran, Chairman of Prontotour: We have completed our planning and strengthened our human resources

In 2025, the economy will again be one of the country's priority issues. A stable currency and interest rate policy, low inflation, and investment in employment are among the market's expectations. According to the report released by S&P on the global economic outlook, it is stated that the global economy will start 2025 in a strong position. The report predicts that the global economy will grow by 3.3% this year and 3% next year. I believe that if the Turkish economy does not experience any significant breakdowns, it will grow at a rate higher than these projections. At Prontotour, we have completed our 2025 plans. We are aiming for growth within the companies under Pronto Group. We have strengthened our human resources and increased our marketing investments. We are closing 2024 with a 57% increase in the number of guests. The first period of the early bookings we started in October has been completed 75% higher than last year. The second period of early bookings at Prontotour continues with a 40% discount. The distribution of our investments is composed of 60% foreign currency and Eurobonds, 20% cash, and 20% American bonds, foreign currency derivatives, and other similar assets.

Ferzan Çelikkanat, General Manager of Er Yatırım: We will invest 100 million lira in renovations

We expect 2025 to be a year with high growth potential for the Turkish economy. For our group, we aim to achieve positive momentum in both hotel investments and the tourism sector. The increase in travel demand during the post-pandemic recovery process provides an advantage, especially in terms of international tourist flow. Additionally, the dynamic and strong structure of the domestic market also supports the sector. Our investment policy for 2025 focuses not only on new hotel projects but also on renovating existing facilities and improving digital infrastructures. In this context, we plan to invest approximately 100 million Turkish Lira in renovations. In terms of employment, with our planned investments, we will create a total of 300 jobs directly and indirectly. In 2025, we will focus on balance and diversification principles in managing our portfolio. Despite the high inflationary environment, real estate and tourism investments will continue to be an attractive option. Moreover, maintaining foreign currency-based assets will be important to ensure long-term value growth.



Yusuf Narlı, Executive Board Chairman of BN Hotel Thermal & Wellness: Çukurova Airport has brought a new breath to tourism

Russia is an important player in the tourism market. With the opening of Çukurova Airport, Mersin has become a much more attractive destination for Russian tourists. The direct flights from Russia, which are scheduled five days a week, have significantly increased interest in the region. Besides Russians choosing Turkey for their summer vacations, thermal tourism offers a great opportunity to bring them to Turkey during the winter as well. Mersin has high tourism potential. In addition to sea and faith tourism, the inclusion of thermal hotels has helped the region continue to be an alternative destination in Turkish tourism. With the economic policies becoming more favorable for investment, we plan to launch our new investments within the next 5 years. We expect foreign exchange rates to increase by at least 40% for production to revive. As Turkey, we value the worth of production. I foresee 2025 as a year for rebalancing, reducing inflation, and continuing the rebuilding of monetary policy security.

Haluk Otçu, General Manager of Iris Hotel: It will be a season full of opportunities for Turkey

As the 2025 tourism season approaches, both positive and challenging developments are taking place in the sector. With the completion of the post-pandemic recovery, an increase in the number of tourists from Europe and the Middle East is expected. Hotel occupancy rates in the Aegean and Mediterranean regions are likely to surpass those of 2024, and cultural destinations like Istanbul and Cappadocia will remain popular. However, the depreciation of the Turkish Lira and the stability of foreign currencies continue to be advantageous for foreign tourists but create significant cost increases for local businesses. Inflation, high flight ticket prices, and the personnel shortage in the tourism sector are major factors challenging service quality and profitability. Boutique hotels and small businesses, with their personalized services, are at an advantage during this period. On the other hand, sustainable tourism and environmental awareness are becoming increasingly important. Due to climate change, there is growing interest in eco-friendly facilities and green tourism concepts. Recycling, energy savings, and environmentally friendly practices have become decisive criteria, especially for European tourists. For Turkey to succeed in tourism, it needs to invest in service quality, renew the safety measures of facilities, explore new markets, and spread tourism throughout the year.



Haluk Otçu



Serdar Balta, General Manager of Ottoman Hotels: The tourism season will be active this year

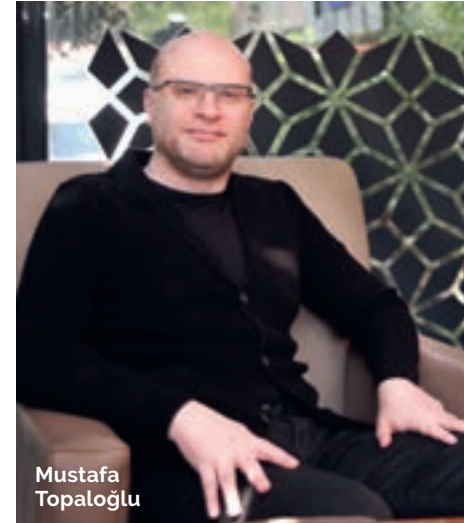
Global Tourism Growth Will Continue: The post-pandemic recovery has largely been completed, and in 2024, global tourism numbers approached 2019 levels. In 2025, tourism sector growth is expected to continue, particularly with the acceleration of the Asian and Middle Eastern markets. **High Demand for Turkey:** Turkey was on track to reach a record number of tourists in 2024, and this trend and momentum are expected to continue in 2025. The demand from the European market (Germany, the UK, Russia) will persist, and the flow of tourists from the Middle East and Asia will increase. Interest in cultural and gastronomic tourism will grow even further. **Sustainability and Luxury Segment Growth:** Eco-tourism and sustainable hotels will be increasingly preferred. In the luxury segment, personalized experiences will stand out. Nature tourism, boutique hotels, and alternative destinations will receive more attention.

Impact of Prices and Inflation: In 2025, hotel and flight ticket prices are expected to rise due to inflation and cost increases. However, thanks to early booking campaigns, tourists will have the opportunity to travel at affordable prices. Early booking sales may reach record levels.

Impact of Digitalization and Artificial Intelligence: Smart hotels, AI-assisted travel planning, and digital payment systems will become more

widespread. Tourists will be able to make more informed decisions with personalized recommendations and virtual experiences.

Overall, the 2025 tourism season is expected to be dynamic. I foresee our country remaining one of the leading destinations, particularly in the Mediterranean basin, and maintaining a strong position in global competition with new tourism concepts.



Mustafa Topaloğlu

Mustafa Topaloğlu, Chairman of All Seasons Hotels: Overall, we are more hopeful for 2025

Before addressing expectations for 2025, it's important to evaluate 2024. As you know, throughout 2024, the ongoing Russia-Ukraine and Israel-Palestine conflicts to the north and south directly affected the tourism sector. In addition, major events such as the UEFA European Football Championship and the Paris Olympics shaped global tourism mobility and somewhat impacted demand for Turkey.

In line with these developments, our expectations for 2024 were not fully met. There were particularly contractions in the Gulf and Latin American markets. However, a more positive outlook for 2025 is possible. A ceasefire in the south, the clarification of global balances after the U.S. elections, and the diminishing effects of the Russia-Ukraine war could bring positive reflections to the tourism sector.



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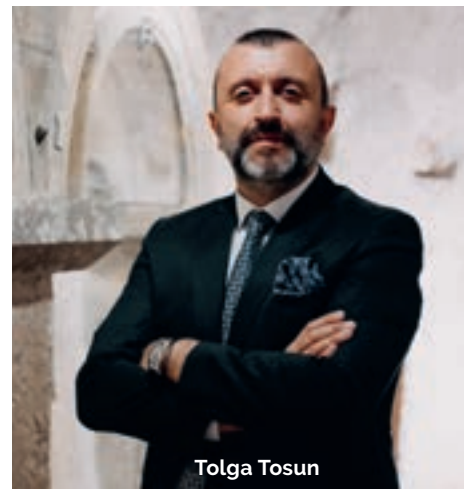
Volkan Çavuşoğlu, Sirene Hotels Group Director of Sales & Marketing: I believe tourism will be more vibrant and dynamic in 2025

The year 2024 has been quite productive and promising for the tourism sector. The intense interest from both domestic and foreign tourists has accelerated the recovery process of the sector. This year, we expect an increase in travel demand, and for tourism to become even stronger. Looking ahead to 2025, we believe the recovery in the sector will continue, and tourism activities will diversify even further. We expect an increase in both individual and group travel, and it seems like this will be a period where digitalization and sustainability will come to the forefront. In this context, we will continue developing innovative solutions to respond to guests' expectations more quickly and effectively. As Sirene Hotel Group, we aim to remain prominent in the 2025 season with the high-quality service we provide, comfortable accommodation options that are integrated with nature, and our family-friendly environment. Additionally, with the emphasis we place on sustainable tourism and our eco-friendly practices, we plan to strengthen our projects in this field,

as the demand for ecotourism is expected to rise. We know that competition in the region increases every year, which is why we aim to raise our brand value even more by offering unforgettable experiences to our guests. With innovative services and different events, we aim to exceed our guests' expectations.

Cem Lale, CEO of Questa Hotel: Demand for Turkey may decrease due to pricing issues

We hope that 2025 will be a year that meets the expectations of the entire tourism sector. However, to be realistic, it seems like this year will be a challenging one for tourism in Turkey due to the country's inflation-fighting policies. The fixed exchange rate in a certain range is increasing hotel prices, which is making Turkey a more expensive destination. As a result of rising costs, profit maximization is decreasing, and it seems that demand for Turkey will decrease due to pricing issues. Hopefully, these years should be considered as a preparation for the years when the economy will improve. I believe that achieving the 2024 figures should be seen as an achievement under these economic conditions.



Tolga Tosun, General Manager of Museum Hotel: The suppressed exchange rate is the biggest problem

For the 2025 season, especially from the second quarter onward, we are expecting an improvement compared to last year. I hope we will not experience the same calmness in the summer season (June - August period) as we did in 2024, which we still haven't fully understood. Given this situation, I anticipate that the suppressed exchange rate will be the biggest issue and main topic of this year.



Engin Eryılmaz: Orientbank Hotel Istanbul, Autograph Collection - Orient Occident Hotel Istanbul, Autograph Collection Multi Property General Manager: A great 2025 is waiting for us

We started 2025 off with a great beginning. Based on the data we have, since our main market is the United States, we have a more positive expectation after April. Along with our hotels, Roof Mezzopotamia and Gregor Jazz Club will also have a great 2025 ahead of us.



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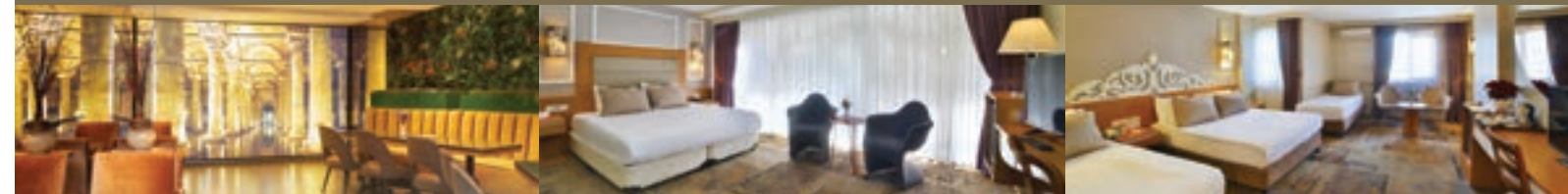
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HÜSEYİN KURT: 2025 WILL BE A YEAR FULL OF OPPORTUNITIES AND CHALLENGES

Hüseyin Kurt, President of I-MICE and co-founder of GlobeMeets & Oliva MICE, stated that 2025 will be a year filled with both opportunities and challenges for Türkiye's tourism, meetings, incentives, conferences, and exhibitions (MICE) sectors. He shared his expectations and forecasts for the industry in 2025.

Data indicates that Türkiye will continue its strong performance from 2024 into 2025. An increase in the number of tourists from Europe, the Middle East, and Asia is expected. If demands for easing visa procedures are met, Türkiye could break records in tourist numbers. In addition to popular destinations such as Istanbul, Antalya, and Cappadocia, there is growing interest in

Eastern Anatolia and the Black Sea regions. New routes for gastronomy, culture, and nature tourism could be created. As luxury tourism continues to expand, eco-friendly and sustainable tourism projects will gain greater importance. Demand for eco-tourism facilities, local experiences, and environmentally conscious projects will rise.

In 2025, cities like Istanbul and Antalya will be preferred for international congresses, fairs, and B2B events. To sustain the momentum of previous years, new and innovative venues and hotels must increase. Hybrid events remain a significant trend, and more events that allow both physical and digital participation are expected in 2025. This will require increased investment in technological infrastructure. 2025 will also be a year in which Türkiye promotes its local MICE brands more extensively in the international market.

Visa issues restricting Turkish citizens' business and tourism travel to Europe remain a major challenge. Improvements in this area could boost the industry's growth. Türkiye's 2025 target is to attract 65 million tourists and generate \$65 billion in tourism revenue. To achieve this, innovative marketing strategies, digitalization, and enhanced customer experiences should be prioritized.

The year 2025 will bring both opportunities supporting Türkiye's goal of becoming a global tourism hub and challenges posed by external factors. Therefore, Türkiye should highlight its safety, attractiveness, and cost advantages compared to similar destinations. In addition to traditional markets such as Europe, Russia-Ukraine, and the UK, Türkiye should focus on alternative markets like Asia and South America, investing in eco-friendly tourism and digitalization trends. Despite regional crises, Türkiye should reinforce its image as a neutral, peaceful, and cooperative country.

In light of these developments, with the right strategies, Türkiye can turn crises into opportunities and strengthen its regional leadership in the tourism and MICE sectors.

Hüseyin Kurt, President of I-MICE and co-founder of GlobeMeets & Oliva MICE





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Türkiye Hoteliers' Association (TÜROFED) President Erkan Yağcı

TOURIST ARRIVALS LIKELY TO RISE BY 5 TO 10 PCT IN 2025

The number of tourists visiting Türkiye is likely to increase by at least 5 to 10 percent, Türkiye Hoteliers' Association (TÜROFED) President Erkan Yağcı has said, adding that early bookings are boosting hopes that this could be achieved.

Türkiye, which hosted a record number of holidaymakers last year, has the potential to draw up to annually 70 to 80 million tourists in the long run by focusing on certain source markets, according to Yağcı.

"What we did in the U.K. market was a success and the same could work for other countries," he said. "Antalya attracted only around 300,000 to 400,000 British tourists. Thanks to efforts of the Tourism Ministry and professionals in the tourism industry,

the number of Britons visiting Türkiye first climbed to 1.5 million. Today, this figure rose to 4.5 million," Yağcı explained. Promotion campaigns and well-planning helped draw a larger number of British tourists, he added. "We will try the same approach in other source markets, such as the U.S., Asian and European countries," he said. They are now focusing on France, China, Italy and the U.S., according to Yağcı. "There is strong tourist flow from the U.S and China to Europe. We can

attract some of those American and Chinese visitors to our country," he said. Türkiye had set targets of 61 million tourists and \$60 billion in tourism revenues for 2024. The official tourism data for the whole of 2024 has not yet been released. The latest figures showed that the foreign tourist arrivals increased more than 7 percent annually in January-November 2024 to over 50 million. Including Turks residing abroad, the country attracted a total of 57.4 million visitors in the first 11 months of last year.



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AHMET ARAS: WE WELCOME ALL OUR GUESTS TO OUR GLOBAL CITY, MUĞLA

Muğla Metropolitan Mayor Ahmet Aras stated that Muğla, which has the capacity for year-round tourism, aims to extend its tourism season by showcasing its historical, natural, and cultural riches.

Mayor Aras emphasized, "Muğla is not only a favorite destination for foreign tourists but also for domestic tourists. In terms of domestic tourism, Muğla is ahead of Antalya. With all its beauty, Muğla serves both international and domestic visitors. We are ahead of Antalya when it comes to domestic tourism. Tourists from every corner of our country choose Muğla because we offer a wide range of experiences. From the sea, mountaineering, paragliding, history, and gastronomy to natural beauty, culture, and art—Muğla has it all. We invite all our guests to our global city, Muğla."

Noting that Muğla hosted more than 3.5 million foreign tourists in 2024, Aras said, "Last year, we welcomed nearly 3.5 million foreign tourists, marking a 7% increase compared to the previous year. We are now expecting another rise and are in discussions with tourism companies. Reservations are in a good state and progressing well. We welcome all our guests to Muğla and are ready to provide them with a beautiful, safe, and peaceful vacation." He added, "In 2025, reservations are looking even better compared to last year. Pre-bookings and early reservations are stronger. We will see how it goes together, but we must prepare ourselves for the 2025 tourism season. That's why we continue to work diligently."

Muğla Metropolitan Mayor Ahmet Aras



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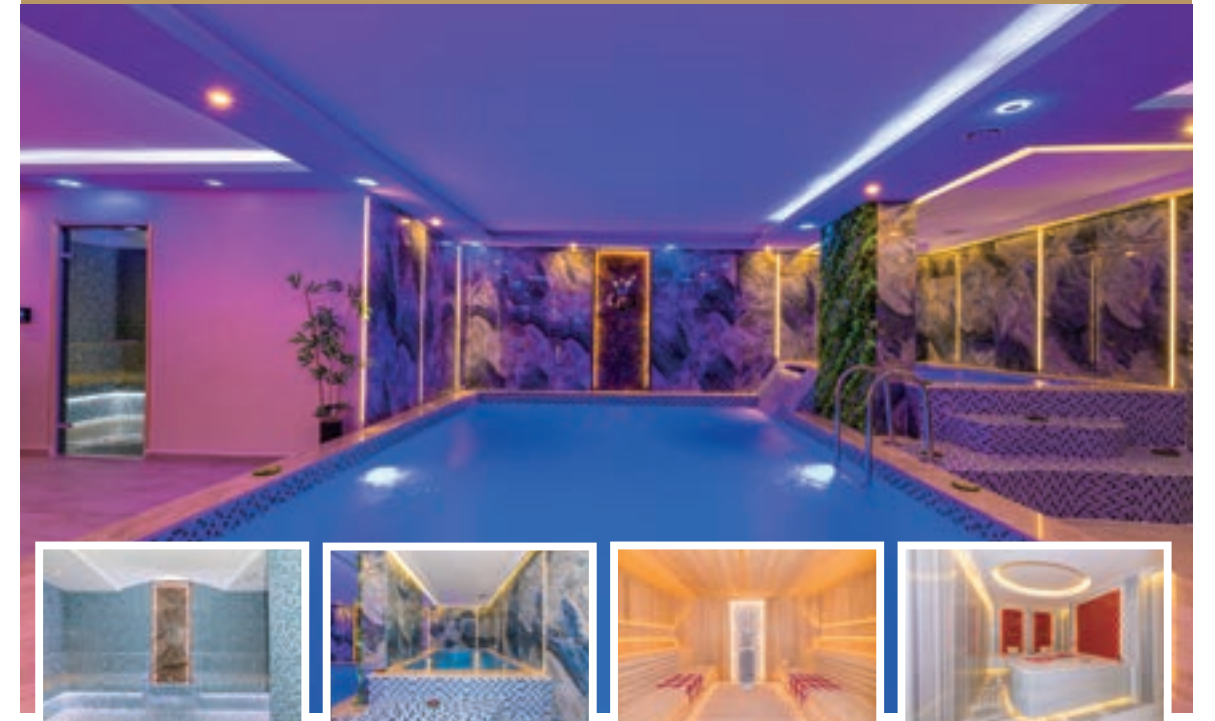
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Museum Hotel; A unique cave hotel with a unique living-museum concept

Situated in a very special geographic region in Cappadocia, Museum Hotel has been designed and created from a distinctive combination of the land and historical features and ruins, some intact and some beautifully restored to their original glory. The hotel features 34 rooms & suites—each of them

exceptional in their own inimitable way. No room can be alike, with each bringing its own special ambiance, contributing to Museum Hotel's evident character and charm. Steeped in thousands of years of history, there is a magical feel to the hotel. Our unusual 'living museum' concept means our cave rooms and specially restored

traditional rooms are all decorated with priceless antiques and feature stunning views of Cappadocia—just some of the elements that go to make Museum Hotel... well, unique! As evidence of this, Museum Hotel is the only hotel in Türkiye invited into the family of luxury hotels and special dining establishments that comprise Relais & Châteaux.





KORHAN ALŞAN: EARLY BOOKING HAS BECOME A NECESSITY

Korhan Alşan, Tourism Coordinator of Ela Excellence Resort Belek, emphasized the importance of early booking and provided recommendations for guests. He stated that early booking has become a "necessity" for five-star, all-inclusive vacation options and that, due to the high demand from foreign guests, finding availability in hotels will become more difficult.

Korhan Alşan, Tourism Coordinator of Ela Excellence Resort Belek, which has undergone a comprehensive transformation, including a name change, and provides international standards with a personalized vacation experience, highlighted the importance of early booking and shared valuable recommendations.

EARLY BOOKING HAS BECOME A NECESSITY FOR HOLIDAYMAKERS

Alşan explained that early booking has become a must for five-star, all-inclusive vacation options: "Due to the increasing demand and early bookings from our foreign guests, it is becoming difficult to find availability in many hotels during the season. With the early booking options we offer to our Turkish guests, they can enjoy their vacations without being affected by the occupancy rates, benefiting from exclusive services and prices." Korhan Alşan summarized the services offered to guests at Ela Excellence



Korhan Alşan, Tourism Coordinator of Ela Excellence Resort Belek

Resort Belek: "Ela Excellence Resort Belek updates its services throughout the season to serve all guests. With the ElaZen Spa & Wellness, located on 4,500 square meters, guests can access 50 different treatments and therapies in one place. In addition to the ElaZen Spa and Wellness services, Ela Excellence Resort Belek offers guests a wide range of activities including an

Outdoor and Indoor Fitness Area, Finnish and Bio Sauna, Steam Bath, Ice Fountain, Indoor and Outdoor Heated Pools, Turkish Bath, ElaZen Bar, Air Yoga, Yoga, CrossFit, Pilates, Aerobics, Step Aerobics, Body Exercise, Trampoline Exercise, Tennis, Basketball, Water Gymnastics - Aqua Fit, and Aqua Jumping. Guests choosing Ela Excellence Resort Belek can also expect special gastronomic experiences. Guests can try Latin American cuisine at the La Salsa restaurant, which features Mexican influences, or enjoy the finest Italian cuisine at La Perla, which stands out with its Sicilian architecture. At La Sante restaurant, Mediterranean and local cuisine made with the freshest ingredients is served. Ela Anatolian provides a 24/7 dining option for guests whenever they wish to eat. With 8 different bar options, guests can also enjoy beverage service late into the night. Our activities throughout the season are gathered under the FeelWell concept," he said.

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Ekrem Dişçi: We brought a different interpretation to the classic cultural tours

Our philosophy that does not compromise on quality and prioritizes customer satisfaction has carried us from success to success every year.



Founded in 2007 as a Class A travel agency, Merke Tour continues to make a difference with the innovations it brings to the sector. Ekrem Dişçi, Chairman of the Board, explained Merke Tour, which stands out with its philosophy that does not compromise on quality and prioritizes customer satisfaction, to Turizm Aktüel. **Can you tell us about Merke Tour?** Merke Tour was established in 2007 as a class A travel agency. Since 1988, coming from the core of tourism and knowing the European market customer mentality very well, we have prepared our best tours by combining our knowledge and experience. Of course, the most important factor here is that I am a professional tourist guide who knows our country very well with its history, geography and archeology. The cultural tours, faith tours, agricultural tours, caravan tours and train tours we have prepared have made us well known in Europe. Our philosophy, which does not compromise on quality and prioritizes customer satisfaction, has carried us from success to success every year.



Ekrem Dişçi, Chairman of the Board Merke Tour

Today, we are successfully working with agencies that offer the largest and highest quality tours in Germany. **What kind of facilities does Merke Tour offer to its guests?** The opportunities we offer are airplane - transfers - daily, weekly and 2-week cultural tours. Apart from these, we also offer sea-sand-sun tours. Apart from our group tours, we also have VIP tours. We offer our guests who travel with us the opportunity to get the best impression of our country. While doing this, we keep the real Anatolian

hospitality alive in villages and towns, apart from commercial hospitality. **What innovations has Merke Tour brought to Turkish tourism?** One of the most beautiful things we have done is that unlike the classic and stereotypical cultural tours, we have developed very different tours that no one else has. We have opened doors that have never been opened in tourism and cultural tours. We organize hiking and cultural tours to untouched regions of Anatolia. We ensure that tourists integrate with the people. We organize mutual conversations both in the Faculties of Theology and in village mosques. **Why are you among the privileged agencies in Türkiye? What are the main elements that make Merke Tour different?** What makes us different is to destroy the image of Türkiye as a cheap country abroad, especially in cultural tours. With the very high quality tours we offer, we bring both high quality and high spending customers and we take our guests to places in Anatolia that have never been visited.

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Turizoom Launches 5 New Hotel Projects

Ali Can Aksu, Chairman of the Board of Turizoom International Hotel, stated that the fast-moving hotel investments of 2024 will continue at full speed in 2025.



After implementing six hotel projects in 2024, Turizoom International Hotel announced that it will begin construction on five new projects in 2025. Aksu noted that hotel investments outside of Istanbul, particularly in the Anatolian region, have accelerated, with a high demand for branding. "We are pleased to see the increasing interest in our local and national hotel brands," said Aksu.



Ali Can Aksu, Chairman of the Board of Turizoom International Hotel

HOTEL PROJECTS:

DOUBLETREE BY HILTON BURSA-NİLÜFER

Located in Bursa's busiest district, Nilüfer, the 120-room facility, owned by Yafa Group, will operate under a city-thermal & spa concept.

Project Start Date: May 2025

WYNDHAM RESIDENCES HOTEL – ANTALYA

Situated in the rapidly developing Altıntaş area of Antalya's Aksu district, this hotel-residence hybrid, owned by Perma İnşaat Ltd. Şti, will feature approximately 110 rooms.

Project Start Date: January 2025

HILTON GARDEN INN ANTALYA-AKSU

Located in Antalya's Aksu district, within the growing Altıntaş area, this 120-room hotel, owned by Instant Turizm İnşaat Ltd. Şti, will operate as an airport-city hotel.

Project Start Date: May 2025

RAMADA BY WYNDHAM SEYDİŞEHİR

Situated in Seydişehir, Konya, this hotel, owned by Torkam Holding, aims to become a prime destination for thermal tourism, featuring approximately 120 rooms.

Project Start Date: April 2025

REST BY DEDEMAN AFYON-EMİRDAĞ

Located in Emirdağ, Afyon's prominent district, this 50-room city hotel is owned by Denkas Turizm Otelcilik Ltd. Şti.

Project Start Date: April 2025

In the middle of the city, in life



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ISTANBUL WELCOMED MORE THAN 18 MILLION VISITORS 2024

Istanbul, a metropolis with a population of nearly 16 million, retained its status as the most favored destination for foreign tourists in Türkiye last year.

Some 18.6 million international holidaymakers visited the megacity, which is also Türkiye's financial, commercial and cultural capital, in 2024, up from 17.4 million in the previous year. In 2022, Istanbul drew more than 16 million visitors. Istanbul accounted for 35.3 percent of all foreign tourist arrivals in the country last year. The latest data from the Tourism and Culture Ministry showed that 52.63 million foreigners visited Türkiye in 2024, up 6.95 percent from 2023. Including Turks residing abroad, Türkiye welcomed 62.27 million visitors in 2024. Last year, Istanbul welcomed a total of 1.98 million Russians, who constituted the largest group of foreign visitors. In 2023, 1.99 million Russian nationals

visited the city against 1.5 million in the prior year. Germans ranked second at 1.42 million, up from 1.29 million in 2023, followed by Iranians at 1.15 million. In 2023, Istanbul hosted 1.29 million Germans and more than 1 million Iranians. The number of tourists from the U.S. increased from 853,766 in 2023 to 967,095 last year, while British visitors rose from 701,361 to 794,990. There are some 3,091 accommodation facilities in the city serving travelers with a total bed capacity of 252,589. The famed resort city of Antalya on the Turkish Riviera ranked second, welcoming 15.9 million foreign visitors in 2024, which corresponded to 30.2 percent of all foreign tourist arrivals. The northwestern province of Edirne, which borders both Bulgaria and

Greece, followed with 4.8 million visitors, while the Aegean province of Muğla attracted 3.7 million. Russians accounted for 12.8 percent of all foreign arrivals, totaling 6.7 million, an annual increase of 6 percent. They were followed by Germans at 6.6 million (up 6.9 percent year-on-year), Britons at 4.4 million (up 16.7 percent), Iranians at 3.2 million (up 30.9 percent), and Bulgarians at 2.9 million (up 0.9 percent). The country's tourism revenue surged 18.3 percent year-on-year to a historic high of \$61.1 billion in 2024. Türkiye initially aimed for 60 million visitors and \$60 billion in tourism revenue for 2024, but both targets were surpassed last year. The country targets to boost tourism revenues to \$63.6 billion in 2025.



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Antalya breaks all-time tourist record

Antalya, the popular tourism center of the Turkish Mediterranean, broke a new record by reaching the highest number of visitors of all time in 2024.



The Ministry of Culture and Tourism announced the number of tourists coming to Antalya in December and throughout 2024. According to the announced data, the number of tourists coming to Antalya in 2024 increased by 8 percent compared to the same period of the previous year and reached 16 million 925 thousand. With the 352 thousand transfer passengers entering country from Antalya Airport, the total number of visitors coming to the city in 2024 was recorded as 17 million 278 thousand. In the list of countries that sent the most tourists to Antalya in the 12-month period of the year, the Russian Federation came first with 3 million 910 thousand visitors; Germany came in second with 3 million 517 thousand visitors; The UK came in third with 1 million 574 thousand 167 visitors. England was followed by Poland, Netherlands, Kazakhstan, Romania, Ukraine, Czech Republic and Lithuania, respectively.

THE NUMBER OF CITIZENS COMING FROM ABROAD EXCEEDED 1 MILLION

Antalya also achieved a historic success in the number of Turkish citizen visitors coming from abroad in 2024. The number of Turkish visitors living abroad exceeded the 1

million threshold for the first time in a year, reaching 1 million 11 thousand. This data was recorded as an important turning point in terms of Antalya tourism.

102 THOUSAND TOURISTS CAME TO THE CITY ON AUGUST 3

A historic peak was also reached in the number of daily visitors coming to the city by air in 2024. On Saturday, August 3, the highest number of daily visitors of all time was achieved with 102,755 visitors entering the Antalya Airport International Terminal. This figure once again revealed the intensity and international appeal of Antalya tourism.

DECEMBER VISITOR DATA

The number of tourists visiting Antalya in December was recorded as 318,641.

The most visitors to the city in December came from Germany with 81,244, while the Russian Federation came in second with 46,793 visitors, and the United Kingdom came in third with 34,170 visitors. The United Kingdom was followed by Poland, Ukraine, Bulgaria, Kazakhstan, the Netherlands, Romania and Belgium.



TIME TO DISCOVER





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CORAL TRAVEL'S WORKSHOP IN MOSCOW TURNS INTO A TOURISM FAIR

Coral Travel's workshop at the Carlton Hotel in Moscow garnered massive interest, exceeding expectations and effectively transforming into a tourism fair.

The event attracted over 1,400 travel agencies from different regions of Russia, showcasing Coral Travel's holiday destinations in the Russian market, with a particular focus on Türkiye. During the Türkiye-centered promotional program, İlker Özkan, Tourism Counselor at the Turkish Embassy in Moscow, delivered a presentation. Meanwhile, Türkiye's Ambassador to Moscow, Tanju Bilgiç, who visited the workshop, remarked that the event had a unique atmosphere. Participants also noted that this year's event stood out significantly from previous editions. Coral Travel's massive promotional campaign centered on Türkiye highlighted the company's strong presence in the Russian market, reinforcing its impact and success.



A sparkle in Istanbul

White House Hotel Istanbul is located in the heart of the historical peninsula and it is within walking distance to Hagia Sophia, Blue Mosque, Topkapı Palace, Archeology Museum, the Basilica Cistern, Grand Bazaar, Spice Bazaar, the Millennium Stone and Byzantine Hippodrome, which are the most important landmarks of the city. White House Hotel Istanbul is the ideal starting place for exploring this Ottoman capital city's endless historical sites, museums, restaurants, clubs and shops.



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ISTANBUL TOURISM ASSOCIATION PROMOTES ISTANBUL TO THE WORLD

The Istanbul Tourism Association made a significant impact at the EMITT Tourism Fair. As part of EMITT 2025, in collaboration with the association, nearly 700 tour operators from approximately 100 countries were brought to Türkiye.

Under the leadership of the Istanbul Tourism Association, B2B meetings were organized, opening new routes for the tourism sector and paving the way for international collaborations. Committed to showcasing Istanbul's unique tourism potential to the world, the association achieved great success at EMITT Tourism Fair.

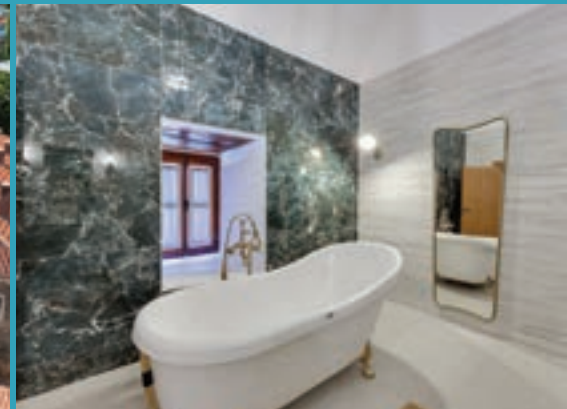
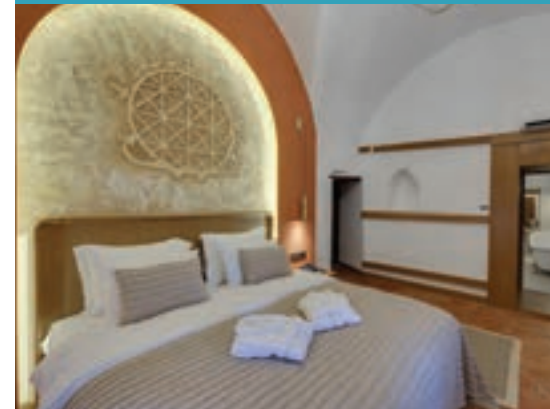
MURTAZA KALENDER: EMITT TOURISM FAIR PROVIDED GREAT SUPPORT TO THE INDUSTRY

Murtaza Kalender, Chairman of the Istanbul Tourism Association and TravelShop Türkiye, stated: "By collaborating with EMITT 2025 – Eastern Mediterranean International Tourism & Travel Exhibition, one of the world's largest tourism fairs, we have brought together industry professionals. As part of this event, nearly 700 tour operators from around 100 countries attended the fair, providing great support to the tourism industry." Chairman Murtaza Kalender added that they organized special familiarization trips (Fam Trips) for nearly 250 tour operators. These trips included visits to cities such as Istanbul, Sapanca, Bolu, Ankara, Çorum, Zile, Tokat, Ordu, Sivas, Cappadocia, Konya, Antalya, Pamukkale, Kuşadası, Ephesus, Bergama, and Bursa, introducing Türkiye's unique tourism destinations to the participants.



On the first and second days of the fair, the B2B Speed Networking event allowed nearly 700 tour operators and tourism professionals to engage in one-on-one business meetings, creating new business collaboration opportunities. These crucial meetings helped position Istanbul and Türkiye's tourism industry on the global stage, shaping the sector's future. The Istanbul Tourism Association (ISTTA) hosted a stand at the fair, providing members with the

opportunity to directly collaborate with international tourism professionals. Additionally, the Marriott Hotel Pendik sponsored lunch and beverages for tour operators, while the Pullman Hotel hosted a welcome cocktail reception for Hosted Buyer companies. This initiative highlighted that tourism is not just an economic activity but also a bridge connecting cultures, strengthening friendships, and making the world a more livable place. The promotion efforts will not be limited to Türkiye. In May 2025, a B2B Workshop will be organized in the Philippines, followed by another event in Morocco in September 2025. ISTTA members will be able to participate in these events free of charge. "I invite all tourism professionals to become members of the Istanbul Tourism Association," said Murtaza Kalender.



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YOU CAN APPLY FOR THE HOSTED BUYER PROGRAM!

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- Agencies Working In The MICE Segment
- Companies Working In Outgoing Cultural Tourism
- Firms Working Outgoing FIT
- Companies Working With Outgoing Leisure



BUYERS

Buyers are the accredited travel agencies and tour operators that deal with the outbound travel market and send guests which include:

- Outgoing Incentive Companies
- Agencies Working In The MICE Segment
- Companies Working In Outgoing Cultural Tourism
- Firms Working Outgoing FIT
- Companies Working With Outgoing Leisure

FREE ENTRANCE





Sinan Köseoğlu, Vice President of Operations for Accor Türkiye Premium



Mark Flower, Vice President Commercial Market Strategy

ACCOR TÜRKİYE CELEBRATED A SUCCESSFUL YEAR WITH ITS BUSINESS PARTNERS AND ALL MEMBERS

Accor, as a Global Hospitality Leader with 15 Brands and 80 Hotels in Türkiye, Held a Special Celebration Honoring Success, Collaboration and Shared Gains.

Accor, the leading brand of the global hospitality sector, has announced its determination to shape the future of Türkiye in the tourism and hospitality sector on February 11, 2025. Swissotel The Bosphorus Istanbul This special event brought together over 400 distinguished guests, including strategic business partners, leading figures from the business world and members of Accor's award-winning loyalty program ALL, to host a night celebrating innovation, strategic growth and strong partnerships.

Mark Flower, Vice President Commercial Market Strategy, Accor Middle East, Africa and Türkiye, drew attention to Türkiye's rapidly growing tourism sector and said: "Türkiye is a strategic growth center for Accor. Türkiye is expected to host more than 2025 million international visitors by 70 and the tourism sector is expanding every year. This great potential offers significant opportunities for Accor. We have a portfolio that will meet the expectations of all types of travelers with our various luxury, lifestyle, premium, mid-scale and economy brands. Our strategy is not only to increase the number of our hotels; it is also to ensure sustainable and strategic growth, develop strong partnerships and offer real value to our guests and business partners."

Sinan Köseoğlu, Vice President of Operations for

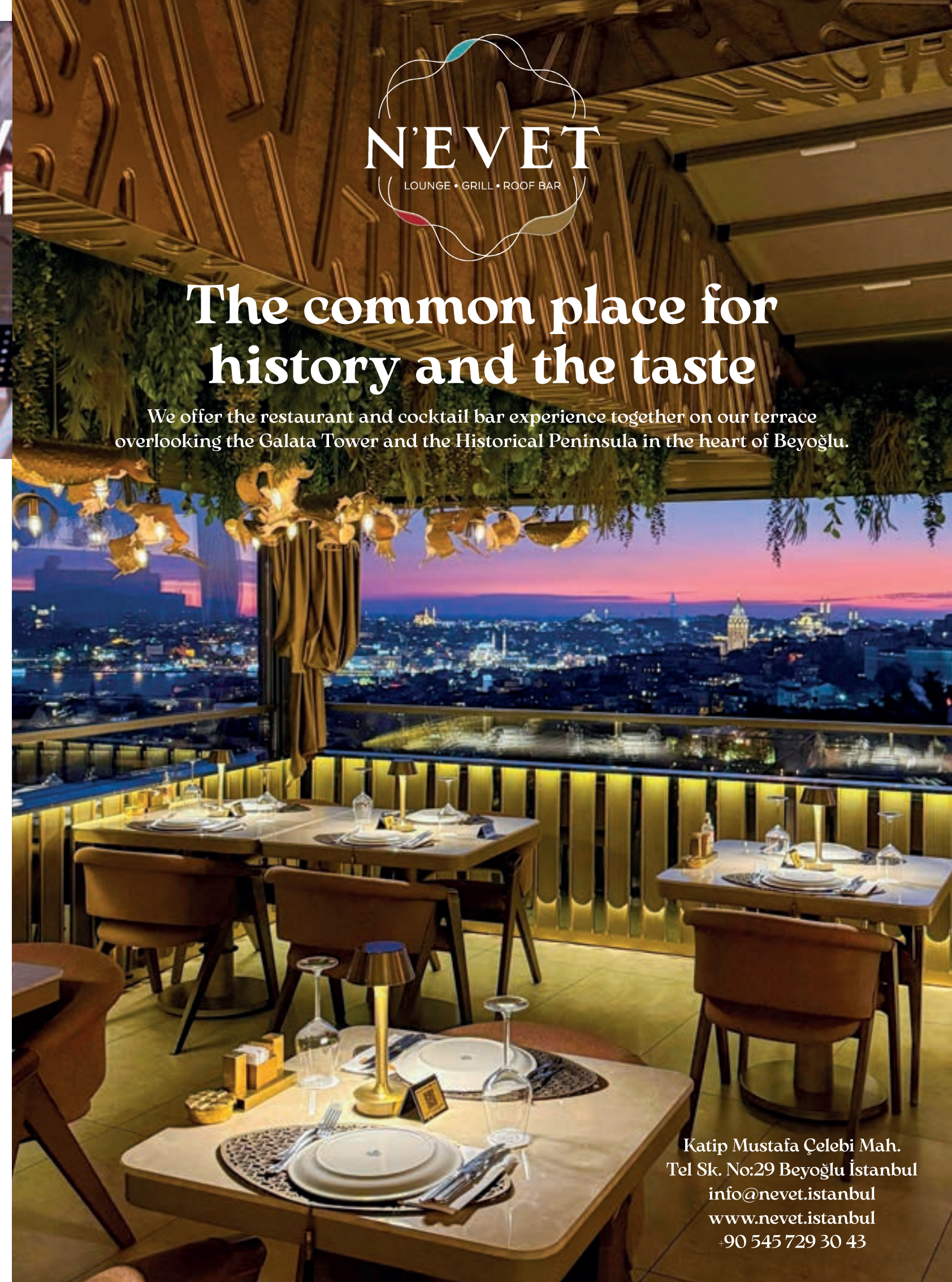
Accor Türkiye Premium, Mid-Scale & Economy Brands Emphasizing the great potential in Türkiye's tourism sector, Accor said: "With its broad portfolio of more than 45 brands, Accor not only sets new standards in the sector, but also redefines the guest experience. Looking ahead to 2025, we will continue to further expand our presence in Türkiye, introduce innovations and ensure sustainable growth in the tourism sector. We will achieve this with the support of our strong business partners." Koseoglu, He underlined Accor's long-term commitment to the Turkish market, adding: "We currently have 80 hotels operating in Türkiye and 12 new projects under development. More than 80% of our hotels have completely eliminated single-use plastics. Our carbon emission reduction projects and food waste monitoring programs are actively carried out. In addition, 85% of our hotels have received or are in the process of receiving ecological certifications. This clearly shows that Accor is a leader in sustainable tourism."

As Accor continues to expand its presence in Türkiye, it aims to maximize guest experience, develop strong partnerships and advance sustainable tourism practices. Looking to the future with a clear vision, Accor will continue to be a trusted leader in Türkiye's evolving hospitality sector with its commitment to responsible growth, operational excellence and setting new benchmarks in the sector.



The common place for history and the taste

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MICE INDUSTRY'S 'OSCAR'S' FIND THEIR WINNERS

The "Oscars" of the MICE (Meetings, Incentives, Conferences, and Events) industry, known as the Masters of Events by ACE of M.I.C.E. Awards, were held in a grand ceremony.

The giants of the tourism and events industry gathered for the 22nd edition of ACE of MICE. The Turkish Republic of Northern Cyprus (TRNC) hosted the largest event in the sector for the third time. The MICE industry, with a trade volume of nearly 14 billion dollars, saw the "Oscars" of its field awarded during this spectacular organization. The event, organized for the 22nd time by Dream Project, contributed to the commercial volume of the TRNC with over 3,500 B2B meetings. During

the gala night, the best performers in the conference, meeting, event, and tourism sectors were honored across 26 categories. The event was held under the auspices of the Deputy Prime Ministry of the TRNC, Ministry of Tourism, Culture, Youth, and Environment, hosted by Elexus Hotel & Convention, and supported by Cyprus Royal Tourism. National and international corporate firms, event agencies, hotels, travel agencies, and tourism and event industry professionals gathered under the ACE of MICE umbrella.

CONTRIBUTING TO TRNC'S COMMERCIAL VOLUME WITH OVER 3,500 B2B MEETINGS

Held over two days, from January 4 to 5, the event contributed to the commercial volume of the TRNC with over 3,500 B2B meetings. At the end of the event, the most successful brands and projects in the MICE field were awarded in a magnificent ceremony. Guests entered the venue through interviews conducted by Ercüment Şansal on the red carpet and kicked

off the night with an outstanding performance by the Ritim Türkiye Carnival Team. The award ceremony, hosted by Başak Koç, featured performances by the beloved artist Simge Eğrilmez.

WHO ATTENDED?

Notable attendees included the President of the Turkish Republic of Northern Cyprus (TRNC), Ersin Tatar, the Deputy Prime Minister and Minister of Tourism, Culture, Youth, and Environment of the TRNC, Fikri Ataoğlu, the President of the Mediterranean Tourism Hotel Owners and Operators Association, Kaan Kaşif Kavaloğlu, one of the founding partners of Cyprus Royal, Nusret Polat, Undersecretary of the Ministry of Tourism, Culture, Youth, and Environment of the TRNC, Serhan Aktunç, the General Manager of



Özlem Yıldız, Mete Vardar, Esra Bozkurt, Ersin Tatar, Pınar Ataman, Volkan Ataman, Fikri Ataoğlu

Swissôtel The Bosphorus Istanbul, Utkan Gülaçtı, the Chairman of Jolly Management Board, Mete Vardar, the Board Member and CEO of Dream

Project, Volkan Ataman, and famous personalities from the business and arts world, including renowned presenters Özlem Yıldız and İlker Ayırık.

İSTANBUL AIRPORT KEEPS CROWN OF EUROPE'S BUSIEST AIR HUB

The Turkish hub continued to lead the continent's aviation recovery, underscoring its significance in the region's air traffic network with a 2 percent year-on-year hike in the figure. Amsterdam Schiphol Airport climbed to second place with 1,336 daily flights, surpassing London Heathrow, which came third with 1,302 daily flights. Paris Charles de Gaulle and Frankfurt rounded out the top five, handling 1,275 and 1,204 daily flights, respectively. In 2024, European air traffic reached 10.7 million flights, climbing 5 percent from the previous year but making 96 percent of 2019 levels. The recovery varied across regions. Southern European countries exceeded pre-COVID-19 traffic levels, driven by strong demand for tourism and shifting airline route patterns.



Northern and Northeastern European countries, on the other hand, struggled to recover due to airspace closures, flight bans and reduced demand. The U.K. led Europe last year with the highest average number of daily flights (5,488 per day), a 4 percent rise compared from the previous year. Spain ranked second with 4,984 daily flights (up 8 percent), followed by Germany at 4,711 daily flights (up 4 percent). Italy showed the most significant growth among the top

10, with a 9 percent increase in flights, driven by strong connections with Spain (up 13 percent), Germany (up 7 percent), and Poland (up 25 percent). Its domestic traffic also grew by 3 percent. Four countries in the top 10 surpassed their 2019 traffic levels with increases, including Greece (18 percent), Türkiye (12 percent), Spain (8 percent), and Italy (6 percent).

230 MILLION PASSENGERS USED AIRPORTS IN TÜRKİYE DURING 2024

In 2024, airports in Türkiye served 95.3 million passengers on domestic flights and 134.7 million passengers on international flights. Including direct transit passengers, a total of 230.22 million passengers used the airports in the country, according to Transport and Infrastructure Minister Abdulkadir Uraloğlu who announced State Airports

Authority (DHMI) statistics. In 2024, the number of aircraft movements was about 902,000 for domestic flights and 867,000 for international flights. Including overflights, the total aircraft traffic reached nearly 2.3 million. At Istanbul Airport, there were 517,285 aircraft movements over the past year, including 117,764 domestic and

399,521 international flights, according to Minister Uraloğlu. The airport served about 80 million passengers, with 17.9 million on domestic flights and 62.9 million on international flights, marking a 5% increase in total passenger traffic compared to 2023. Minister Uraloğlu also noted that in 2024, airports in tourism centers with high international traffic served a total of 60.85 million passengers, with 18.1 million on domestic flights and 42.75 million on international flights. Aegean İzmir province's Adnan Menderes Airport served 11.5 million passengers, Antalya Airport served 38.25 million passengers, Muğla Dalaman Airport served 5.66 million passengers, and Muğla province's Milas-Bodrum Airport served 4.4 million passengers.



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FATİH ALP: MYGO OFFERS A FAST, SECURE, AND PRODUCT-RICH SYSTEM



The global B2B online reservation company myGO, headquartered in Belgium and having entered the Turkish market in 2018, continues to increase its market share in the country. Operating in six different countries worldwide, myGO is expanding its range of core services. The company boasts a hotel inventory of over 750,000 properties globally and provides services to 1,500 hotels in Türkiye. Fatih Alp, General Manager of myGO Türkiye, spoke to Turizm Aktüel about the company's journey and vision.

Can you briefly introduce myGO? myGO is a global B2B online reservation company that provides a one-stop system where travel agencies can access various tourism services from around the world. Headquartered in Belgium, myGO operates in six different countries, serving as a solution partner for travel agencies. Additionally, it supplies products and services to both global and local online wholesalers worldwide.

What services does the myGO B2B portal offer to travel agencies? myGO primarily provides hotel bookings but also offers complementary services such as global transfers, daily tours, car rentals, and airline tickets.

You opened your office in Türkiye in 2018. What has myGO achieved in Türkiye over the past seven years? We have registered numerous travel agencies in our system and now provide daily services to them. We have started supplying products to B2B wholesalers in Türkiye through



Fatih Alp,
General
Manager of
myGO Türkiye

system integrations. Our local supplier network has grown significantly. The number of incoming travelers from our global offices has reached 25,000 annually. We obtained our IATA certification and completed our Amadeus integration, allowing us to establish agreements with airlines. We developed our system for package sales and plan to focus more on package tours in the near future. We invited our partner software company, Netstorming, to Türkiye, and the number of companies using this software continues to increase.

How many hotels are available in the myGO system, both globally and in Türkiye? myGO's hotel inventory exceeds 750,000 worldwide, sourced from both global and local providers, as well as

through direct integrations with hotel channel managers. We also secure direct contracts with hotels in the countries where we have offices. In Türkiye, during peak season, the number of directly contracted hotels reaches 1,500. We focus particularly on Istanbul, the coastal areas between Kemer and Alanya, Bodrum, Fethiye, Marmaris, and other key tourism destinations.

Which regions in Türkiye are your top priorities?

Our primary focus is on Istanbul, followed by Antalya and Bodrum during the peak season. However, we are working on hotel contracts that include all major tourist destinations across Anatolia.

There are many competitors in the market. What makes myGO different?

myGO stands out with: A fast, secure, and stable system infrastructure. A wide variety of products sourced from multiple global providers. Competitive pricing. 24/7 operational support, ensuring fast and seamless service. Travel agencies appreciate these features, which is why they have continued to choose our system since day one.

How do you market Turkish hotels to the global audience?

We promote Turkish hotels through: A network of 5,000 agencies across North Africa, West Africa, the Middle East, and Europe. Museum and event sponsorships, visits, and promotional activities. Participation in tourism fairs—both as exhibitors and visitors. Digital marketing strategies to increase awareness and boost sales.

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Bioscore and Holidaymine Partner to Drive Sustainable Hospitality Across Key Tourism Markets

As sustainable travel continues to become a global priority, Bioscore and Holidaymine have joined forces to improve sustainability in the tourism sector in Türkiye, the CIS, the Middle East and Eastern Europe.

This strategic partnership will enable tourism accommodation and hospitality organisations to track, improve and certify their sustainability efforts, making responsible tourism more accessible and transparent.

By integrating Bioscore's sustainability management platform into Holidaymine's travel ecosystem, the collaboration will provide tourist accommodations with data-driven tools to monitor their environmental impact, offering transparent sustainability ratings for travellers. This initiative aligns with the growing demand for eco-friendly travel options and supports the global sustainability movement.

"At Bioscore, we believe that sustainability should be at the core of every hospitality business," said Victor Monzón, CEO of Bioscore. "This partnership with Holidaymine allows us to expand our mission to new regions, equipping hospitality organisations with the right tools to measure, improve, and communicate their sustainability efforts. Together, we can make a real impact in reducing tourism's environmental footprint while enhancing traveller awareness and engagement." Arzu Harley, Managing Partner of Holidaymine, emphasised the importance of sustainability in the evolving travel industry: "Sustainability is no longer a trend, it is a necessity. This alliance with Bioscore reinforces our dedication to providing our clients with sustainable



travel choices while supporting tourist accommodations in their transition to more responsible practices. We are excited to bring innovative sustainability solutions to our partners

across these key markets." This alliance represents a milestone in sustainable travel, reaffirming both companies' commitment to a greener, more responsible hospitality industry.



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BODRUM TO FOCUS ON MARKET DIVERSITY FOR YEAR-ROUND TOURISM



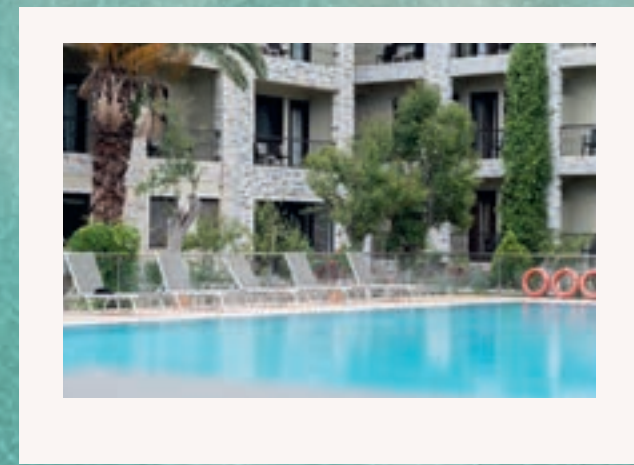
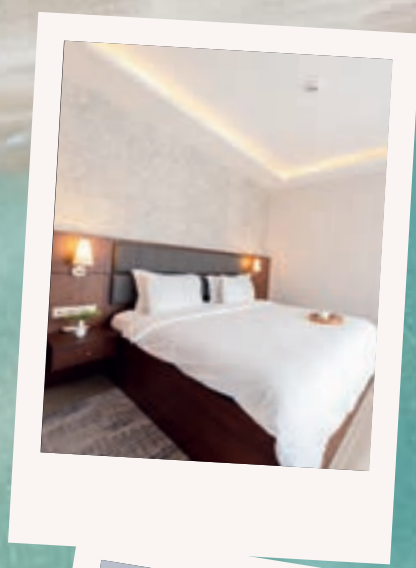
Beste Küçük, Board Member of the Bodrum Hoteliers Association

Beste Küçük, Board Member of the Bodrum Hoteliers Association and General Manager of Rammos Managed by Dedeman, stated, "Our goal is not only to promote sea, sand, and sun tourism but also to support and preserve Bodrum's cultural values." Küçük highlighted that the UK has maintained its market share in Bodrum over the past 10 years, while Scandinavian markets have shown declines. She emphasized that the UK, Russia, Poland, Germany, and the Netherlands are the top tourist-sending countries to Bodrum. "For high-quality tourism, we need to regain the Western European and Scandinavian markets. At the same time, we must sustain growth in the Polish and Russian markets," Küçük noted, underlining the importance of market diversity. Küçük continued, "For Bodrum to be a

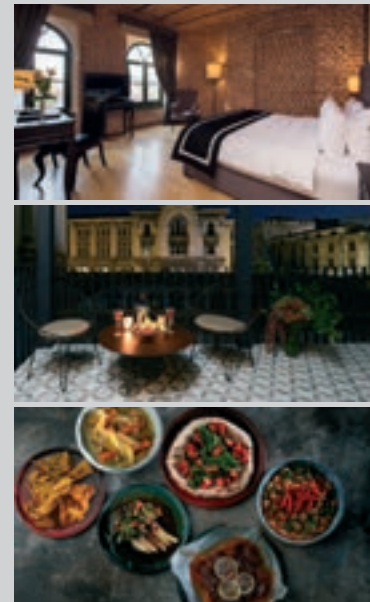
sustainable destination, it must provide services not only during the summer season but throughout the entire year. Our goal is to support and preserve Bodrum's cultural values rather than focusing solely on sea, sand, and sun tourism. We must maintain year-round operations and employment in our hotels for those who want to discover Bodrum in every season." "As tourism professionals, our primary duty is to offer the highest quality service and ensure sustainable tourism. The only way to achieve this is through education. The strategies that our managers follow in training will play a crucial role in ensuring high-quality tourism. In this sector, which is centered on people, we must first value our employees so that we can enhance the quality of service we provide. Early reservations in Bodrum have started with a 30% discount."



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Ilimdar Riza,
Chairman
LBT Service



Istanbul's Luxury Hotels Promoted in Uzbekistan and Kazakhstan

The "The Istanbul Workshop Tashkent and The Istanbul Workshop Almaty 2024" event, organized by Leisure Business Travel (LBT Service), took place on November 19 in Tashkent, Uzbekistan, and on November 21 in Almaty, Kazakhstan. During the event, nearly 300 travel agency representatives met with hoteliers from Istanbul.

Ilimdar Riza, Chairman of Leisure Business Travel (LBT Service), stated that Uzbekistan and Kazakhstan are extremely important markets for Türkiye as a destination. Riza, noting that Istanbul is one of LBT Service's main destinations, said, "Therefore, we organize many events for the promotion and development of Istanbul. The Istanbul Workshop is a platform where Istanbul hotels meet and promote their own properties." Riza pointed out that the markets in Uzbekistan and Kazakhstan have developed very quickly. "There is a 200% increase in demand, especially for luxury segment hotels from this region. The strong participation of Istanbul's 'super league' luxury hotels is actually an indicator of the growing demand for Türkiye from this region. Normally, we held this event every year in Kazakhstan/Almaty. However, due to the high demand, we decided to hold it this year in both Uzbekistan/Tashkent and Kazakhstan/Almaty. This year's workshop, held for the fourth time, has had a significant impact on sales." Riza emphasized that their main goal is to better promote Istanbul across all Central Asian markets. "We are not only promoting hotels. Because most of the hotels participating in this event



are located in the most beautiful regions of Istanbul and offer upper-segment services to their guests. Therefore, our event is also an organization for the promotion of Istanbul."

TARGETING THE HIGH-INCOME GROUP

Sharing information about their plans for 2025, Ilimdar Riza stated that they aim to bring this event to Russia next year. "Every year we bring our overseas agents together in Istanbul," Riza said. "As a company, our goal is not just to bring more passengers, but to increase the number of high-income guests who stay longer. It's possible to bring 100,000 passengers a year, but our primary goal is to bring guests who stay

for 8-9 nights, instead of 3.5 nights." Hotels Participating in the Workshop: Ajwa Hotels, Ciragan Palace Kempinski, Crowne Plaza Istanbul Florya, CVK Park Bosphorus Hotel, Divan Istanbul, Elite World Hotels & Resorts, Four Seasons Hotel Bosphorus, Four Seasons Hotel Istanbul, JW Marriott Hotel Istanbul Marmara Sea, Levni Istanbul Hotel Handwritten Collection, Mandarin Oriental Bosphorus Istanbul, Renaissance Istanbul Polat Bosphorus Hotel, Renaissance Polat Istanbul Hotel, Rixos Tersane Istanbul, Sanasaryan Han, A Luxury Collection Hotel Istanbul, Shangri-La Bosphorus Istanbul, Sheraton Istanbul Atakoy Hotel, The Peninsula Istanbul, The Ritz-Carlton Istanbul, and Wyndham Grand Istanbul Levent.

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Özyeğin University and Accor Collaborate for Future Hotel Leaders

Özyeğin University and Accor have taken a step to strengthen the ties between academia and the sector by signing an innovative collaboration for the tourism and hotel industry. The "Accor Executive Training Program" aims to train future hotel managers and leaders, while providing students with sectoral experience at the management level and contributing to the development of their management skills. Thanks to this partnership that brings together knowledge and practice, students will have management competencies at international standards.



Joachim Hartl



Todori Kalamaris

Hilton Turkey Announces Two Senior Appointments

Hilton announced two new appointments relevant to Turkey. Joachim Hartl has taken on the newly created role of "Vice President of Operations for the European Continent," covering Turkey and other important markets in Southern Europe. Todori Kalamaris will begin his role as General Manager of Hilton Istanbul Bosphorus and Regional General Manager of Turkey.



Antalya Generates 250 Million Euros in Golf Tourism Revenue

Antalya Belek contributed 250 million Euros to the industry in 2024 solely from golf tourism. Ali Şahin, General Manager of Cornelia Golf Club, noted, "Compared to Spain and Portugal, unfortunately, it's not much. To increase revenue, new destinations are necessary."

Radisson Hotel Group Announces Senior Appointment

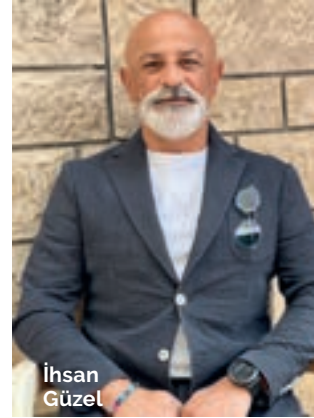
Radisson Blu Bosphorus Hotel, Istanbul has appointed Selin Avşar İnanlı as its new General Manager. Avşar İnanlı stated, "I am extremely excited to continue my career with my new position at Radisson Hotel Group. I am thrilled to work with our dedicated teams and leverage my experiences. I am proud to be part of this process where we will work to further enhance our services and guest experiences and grow Radisson Hotel Group."



Selin Avşar

Paximum's New Deputy General Manager is İhsan Güzel

Paximum has added a new name to its strong team. The company has appointed İhsan Güzel, who has over 30 years of experience, as its Deputy General Manager. Güzel will strengthen Paximum's global vision with his industry knowledge and leadership skills.



İhsan Güzel

Serkan Üstünoğlu Appointed General Manager of Mercure Hotel Sirkeci

Mercure Hotel Sirkeci, one of Istanbul's leading business and travel hotels, continues to strengthen its executive team. Serkan Üstünoğlu, known for his 20 years of experience in the tourism sector, has started his role as the new General Manager of Mercure Hotel Sirkeci.



Serkan Üstünoğlu



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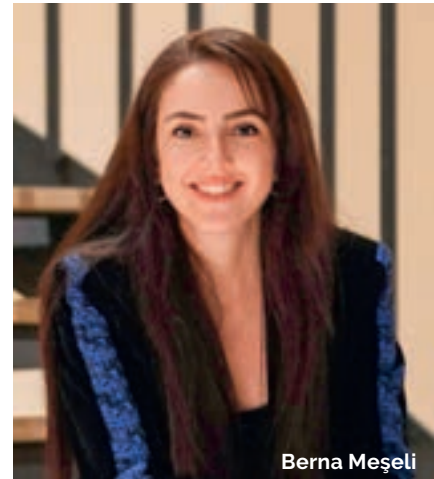


Sherwood Resorts and Hotels Donates Proceeds from Family Rooms to Darüşşafaka

Sherwood Resorts and Hotel, which sincerely offers comfort and peace with its privileged services and magnificent natural views, has made a meaningful collaboration with Darüşşafaka Society, which has been working with the mission of "Equal Opportunities in Education" since 1863. Sherwood Resorts and Hotels donated a portion of the income from family rooms to Darüşşafaka Society in order to support successful children to step into a brighter future by receiving quality education and to grow up as individuals who add value to society.

Cappadocia Marriott Hotel Opens Its Doors to Guests

Marriott Hotels' newest hotel in Turkey, Cappadocia Marriott Hotel, has opened its doors to guests. Located amidst the moonlike landscape and natural views of Cappadocia, this property is the largest and newest hotel in the region, offering travelers a gateway to this historic destination.



Berna Meşeli



Simge Güzel Öğüt

Accor Announces Two Senior Appointments in Turkey

Accor, the world's leading hospitality group committed to gender and opportunity equality, has made two key appointments. Simge Güzel Öğüt has been appointed as the Operations and Marketing & Communications Director for the Sub-Saharan Africa & Turkey Loyalty Program, while Berna Meşeli has been appointed as the Investment Manager for Accor Turkey's Premium, Mid-Scale, and Economy Brands.



Jamilya Şahin

Jamilya Şahin Appointed New Wellness Director at Six Senses Kaplankaya

Six Senses Kaplankaya has appointed Jamilya Şahin as the new Wellness Director, starting in 2025. Şahin, who previously worked in prestigious brands like Rixos Hotels, Mercure, and Anjana Spa in countries such as Dubai, Kazakhstan, and Turkey, has achieved significant success in guest satisfaction, revenue management, and team development throughout her career.



Deniz Dikkaya

Deniz Dikkaya Appointed Sales and Marketing Director at Artış Hotels Group

Artış Hotels Group, which includes prestigious international brands in Turkey, has appointed Deniz Dikkaya as Sales and Marketing Director. Dikkaya, with 28 years of experience in the tourism sector, has held senior management roles in international chains like Marriott Hotels, Hilton Hotels, Wyndham Hotels, and Divan Hotels. He has a mission to add value to the tourism sector.



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Kaya Demirer Elected President of TURİYİD

The 14th Ordinary General Assembly Meeting of the Turkish Restaurant Investors and Gastronomy Enterprises Association (TURİYİD) was held today. Kaya Demirer was re-elected as the Chairman of the Board of TURİYİD, and the new board members were also selected.



Derya
Güldiken



Mücahit Gül

New Appointments at Fairmont Quasar Istanbul

Fairmont Quasar Istanbul, the first Fairmont hotel in Turkey, has made two significant appointments to its management team. Mücahit Gül has been appointed as the Director of Engineering, while Derya Güldiken will take on the role of Director of Rooms.



Atalay Gümrah

New Senior Appointment at IGA

At IGA, the parent organization of Istanbul Airport, which continues to strengthen its position as a global hub in the aviation industry, Atalay Gümrah has been appointed as CEO of IGA Holding A.Ş., established in March 2024. Gümrah will start his new role on January 15, 2025.



Vuslat Dağlı

Vuslat Dağlı Appointed Hotel Manager of Hilton İstanbul Maslak

Hilton İstanbul Maslak, one of İstanbul's leading business and travel hotels since 2018, continues to strengthen its executive team. Vuslat Dağlı, known for his 20 years of experience in the luxury hotel industry, has started his role as the Hotel Manager of Hilton İstanbul Maslak.

Mustafa Lafçı Appointed New Assistant Sales Director at Ela Excellence Resort Belek

Mustafa Lafçı has been appointed as the Assistant Sales Director at Ela Excellence Resort Belek. Lafçı, who started his career in 2018 as the E-Commerce Sales Manager at Ela Excellence Resort Belek, has been serving in the tourism sector for over 15 years.



Mustafa Lafçı

Kadir Tanrısever Appointed CEO of Bilet Dükkanı

Kadir Tanrısever, who made significant achievements as the Vice Chairman of the Board of Bilet Dükkanı, has been appointed as the CEO. Known for his deep experience and strong leadership qualities gained through various roles in the company, Tanrısever aims to further advance the company's innovative vision.



Kadir Tanrısever



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GLOBAL TOURISM FULLY RECOVERED IN 2024 TO PRE-PANDEMIC LEVELS: UN

1 Global tourism fully recovered from the COVID-19 pandemic last year, with 1.4 billion international tourist arrivals recorded worldwide due to "robust" demand from key markets, a top U.N. agency said Monday.

"A majority of destinations welcomed more international tourists in 2024 than they did before the pandemic, while visitor spending also continued to grow strongly," the Madrid-based U.N. Tourism said in a statement. Last year, the number of international tourist arrivals was 11% higher than the 1.3 billion recorded in 2023, reaching the level seen in 2019, the year before the pandemic paralyzed travel. A "robust performance from large source markets and the ongoing recovery of destinations in Asia" drove the results, U.N. Tourism added. Receipts from global tourism reached \$1.6 trillion in 2024, about 3.0% more than the previous year and 4.0% more than in 2019 when inflation and currency fluctuations are taken into account.

"In 2024, global tourism completed its recovery from the pandemic and, in many places, tourist arrival and especially earnings are already higher than in 2019," U.N. Tourism Secretary-General Zurab Pololikashvili said. "Growth is expected to continue throughout 2025, driven by strong demand contributing to the socio-economic development of both mature and emerging destinations," he

added. "This recalls our immense responsibility as a sector to accelerate transformation, placing people and the planet at the center of the development of tourism." The surge in visitor numbers has sparked a backlash in many tourism hotspots, prompting the authorities to take steps to ease the pressure on bursting beaches and gridlocked streets. Venice, one of the world's top tourist destinations, is trying to limit the influx of tourists into its historic center by charging day trippers for entry. Japan has introduced a daily cap on hiker numbers at Mount Fuji, while Amsterdam and other port cities have reduced the number of cruise ships allowed to dock.

CONCERNS OVER CONFLICTS

Europe, the world's most popular destination region, recorded 747 million international arrivals in 2024, a 5% increase over the previous year and 1% above 2019 levels. All European regions surpassed pre-pandemic levels except Central and Eastern Europe, "where many destinations are still suffering from the lingering effects of the Russian aggression on Ukraine," the statement

said. International arrivals grew by 33% in Asia and the Pacific to reach 316 million in 2024, representing just 87% of pre-pandemic levels. The Middle East posted the strongest rebound since 2019, with 95 million arrivals last year, a 32% jump over pre-pandemic levels but just 1% higher than in 2023. Many countries, such as Japan and Morocco, have set new tourism records following the pandemic and several destinations reported double-digit growth in international arrivals when compared to 2019. El Salvador, which has successfully cracked down on violent crime, posted an 81% increase in foreign arrivals on 2019 levels. Saudi Arabia, which only fully opened to tourism in 2019, recorded a 69% jump. The U.N. body predicts that international arrivals will grow 3% to 5% in 2025 when compared to last year if the rebound in travel in Asia continues, inflation keeps receding and "geopolitical conflicts do not escalate." High transportation and accommodation costs, volatile oil prices and staff shortages are among the other key challenges the tourism sector will face this year, it added.



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HASAN EKMEN: We Aim to Grow in Türkiye

Hasan Ekmen, the General Manager of Barceló Hotel Group Türkiye, one of Spain's leading tourism groups with 303 hotels across more than 30 countries, stated, "In 26 years, we have made nearly 70 million euros in direct investment in Türkiye. Our goal is to exceed 100 million euros in our 30th year."



Hasan Ekmen, the General Manager of Barceló Hotel Group Türkiye

The group, which has been operating in Türkiye for 26 years and manages Barceló İstanbul and Occidental Taksim in İstanbul and Occidental Ankara in Ankara, opened a 5-star hotel in Cappadocia. With its architectural design and unique character, the hotel ranked 4th in the list of the largest 15 hotels opened in the Middle East in 2024. Hasan Ekmen, General Manager of Barceló Hotel Group Türkiye, said, "We trust in Türkiye's tourism diversity, strength, and unique location, where we have operated uninterrupted for 26 years. We have made 70 million euros in direct investment in Türkiye so far, and our goal is to increase this number to over 100 million euros in the next four years. We are focusing on important coastal cities such as Antalya, Bodrum, and İzmir in the Mediterranean and

Aegean regions, as well as historically and culturally rich cities like Mardin, Gaziantep, and Konya."

WE AIM TO GROW IN TÜRKİYE

Speaking at the grand opening ceremony of Barceló Cappadocia, Hasan Ekmen said, "We aim to continue investing in Türkiye without slowing down and to grow in the short and medium term. In 26 years, we have invested nearly 70 million euros in Türkiye. Our target is to increase this figure to over 100 million euros

by our 30th year in Türkiye. These investments will include new hotels as well as renovation projects for existing ones. We aim to address different segments by investing not only in key coastal cities like Antalya and Bodrum but also in historically and culturally rich regions such as Mardin, Gaziantep, and Konya. The fact that Barceló Türkiye hosted guests from 167 different nationalities in the first 11 months of 2024 clearly shows Türkiye's appeal and how our brand contributes to this diversity."

WE'VE COMBINED THE ENCHANTING ATMOSPHERE OF CAPPADOCIA WITH BARCELÓ

Ekmen reminded that Cappadocia, listed as a UNESCO World Heritage site, has become a global attraction with its unique nature, historical texture, and exceptional experiences in recent years. He stated, "With Barceló Cappadocia, we aim to both preserve the region's cultural heritage and contribute to sustainable tourism."

RANKED AMONG THE TOP 15 LARGEST HOTELS OPENED IN THE MIDDLE EAST IN 2024

Ekmen emphasized that having only the hotel in Cappadocia from Türkiye on this prestigious list is a significant achievement, both in terms of advancing the region's tourism potential and contributing to international promotion. "Additionally, our hotel, which welcomed guests from 70 different nationalities in just 4 months, has achieved an exciting success story. We believe that it will further elevate the tourism industry by contributing to the already high service standards in the region."





THE 3RD TÜRSAB TOURISM CONGRESS TOOK PLACE IN ANTALYA

The 3rd TÜRSAB Tourism Congress, organized by the Association of Turkish Travel Agencies (TÜRSAB), was successfully held in Antalya. With the themes of "Education, Communication, and Solidarity," the congress welcomed over 1,000 tourism professionals and featured impactful sessions with valuable industry leaders. The event was closely followed for two days.



At the opening of the congress, TÜRSAB President Firuz Bağlıkaya emphasized the strategic importance of tourism for Turkey, stating: "We are here to learn from each other and to advance our profession."

FIRUZ BAĞLIKAYA: CONGRESSES ARE CRUCIAL FOR OUR PROFESSION

He highlighted the challenges of the tourism industry, saying: "Tourism professionals know better than anyone how difficult it is to make people from diverse backgrounds happy. It is not easy to always maintain a smiling face while ensuring the safety, well-being, and enjoyment of travelers. Bağlıkaya stressed the importance of staying informed about industry developments, explaining that one of TÜRSAB's key missions is to provide access to up-to-date information. He

emphasized: "This congress, centered on education, communication, and solidarity, is one of our most significant efforts. We are here to learn from each other, support one another, and elevate our profession." He also noted that despite past crises such as terrorist attacks, earthquakes, and the pandemic, the industry has persisted, learned valuable lessons, and emerged stronger. "We have overcome many challenges. We resisted, adapted, and continued on our journey toward something better. We have the strength to achieve even greater results for our country."

ERKAN YAĞCI: TOURISM IS A CHAIN OF VALUES

Erkan Yağcı, President of the Turkish Hoteliers Federation (TÜROFED), stated that Turkey has achieved significant growth in tourism, both in visitor numbers and revenue.



He described tourism as a value chain, stating: "Tourism is made up of various essential components: travel agencies, tour guides, food and beverage services, hotels, and transportation. None of these can be left out; they all contribute to the sector. We are not competitors—we add value to one another."

OYA NARIN: TURKEY NEEDS ITS THIRD TOURISM BREAKTHROUGH

Oya Narin, Chairperson of the Turkish Tourism Investors Association (TTYD), emphasized that tourism plays a key role in Turkey's economy. She pointed out that Turkey has become a major player in global tourism, and further growth will depend on diversifying tourism

offerings and expanding into new markets.

SESSIONS AND PRESENTATIONS WERE HELD

The "Future of Tourism" session organized within the scope of the 3rd TÜRSAB Tourism Congress was held under the moderation of the 54th Government Minister of Tourism Bahattin Yücel. In the panel, Economist Prof. Dr. Hakan Kara, Retired Consul General Gülrü Gezer and TURSAB President Faruk Pekin shared predictions that will guide sector professionals. The "Importance of Security in Tourism" session was held under the moderation of SKAL International Past World President Salih Çene. MTS Globe Turkey Board Chairman Münici Karakaya and Diana Travel Board Chairman Burak Tonbul

shared current developments in the field of tourism security, security problems encountered in the sector and solution suggestions. The session titled "The Impact of the Environment on the Tourism Economy" was narrated by Journalist and Author Cem Seymen. In the session that saw the intense participation of our travel agencies and sector representatives, Seymen explained the effects of global climate change on the tourism sector, sustainable tourism practices and future strategies. The topic of "Legal Regulations and the Future of Tourism" was narrated by TÜRSAB Chief Legal Advisor and Boğaziçi University Lecturer İlker Ünsever. Ünsever compared the existing and required legal regulations and discussed the effects of law on tourism in detail.



CAPPADOCIA'S HOT AIR BALLOON TOURISM SETS NEW RECORD IN 2024

Cappadocia's hot air balloon tourism reached an all-time high in 2024, with 769,814 tourists taking flight over the region's surreal landscapes.

For the first time, the number of balloon riders has surpassed 700,000, marking a significant milestone for one of the world's most famous ballooning destinations.

A RECORD-BREAKING YEAR FOR CAPPADOCIA'S SKIES

According to Nevşehir Governor Ali Fidan, Cappadocia continues to be a global hotspot for hot air balloon rides, offering visitors a breathtaking aerial view of its unique rock formations, fairy chimneys, and ancient valleys. The region hosted 236 flight days in 2024, up from 218 days in 2023, making it one of the most active ballooning sites in the world.

Governor Ali Fidan emphasized the growing demand for balloon tourism, stating that more than 3,000 people take off daily, while thousands more gather at viewing terraces to witness the vibrant morning spectacle. Comparing year-on-year statistics,

Cappadocia's balloon industry has seen a steady rise in tourist participation:

2023: 218 flight days – 622,000 passengers

2024: 236 flight days – 769,814 passengers

The increase in flight days and passenger numbers highlights Cappadocia's strong tourism growth and its ability to attract visitors from around the world.

WHAT'S DRIVING THE SURGE IN HOT AIR BALLOON TOURISM?

Several factors have contributed to Cappadocia's record-breaking year:

- Favorable weather conditions, allowing for more flight days.
- Growing international interest, fueled by social media and travel influencers.
- Rising demand for immersive experiences, with travelers seeking scenic and adventure tourism.
- Improved infrastructure and tourism

services, making balloon rides more accessible.

Cappadocia remains one of the few places in the world where balloon flights operate on more than 200 days per year, making it a must-visit destination for adventure seekers and nature lovers.

THE FUTURE OF BALLOON TOURISM IN CAPPADOCIA

Governor Ali Fidan expressed confidence that Cappadocia will continue to break new records, with strong demand expected in 2025 and beyond. The success of hot air balloon tourism not only enhances Cappadocia's reputation but also significantly boosts the local economy, supporting hotels, restaurants, and tour operators.

With its unparalleled landscapes, ideal flying conditions, and unforgettable sunrise views, Cappadocia is cementing its status as the world's premier hot air balloon destination.

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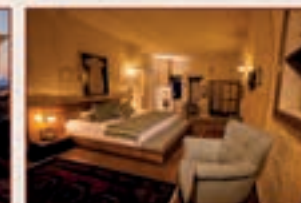
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WHAT THE ETC EXPECTS FOR THE 2025 TRAVEL YEAR

In 2025, economic uncertainties, geopolitical tensions and rising travel costs are the main risks for European tourism. At least that's the opinion of the European Travel Commission (ETC).

The latest ETC study on European tourism shows that more than 50% of European countries have exceeded the volume of foreign arrivals achieved in 2019. The slowest recovery can be observed in the countries bordering Russia and Ukraine: The Baltic states, Finland, Romania and Slovakia continue to report shortfalls of between 11 and 24% compared to 2019.

"Our latest survey of Europeans' travel intentions between October 2024

and March 2025 found that 13.2% of respondents remain concerned about the ongoing conflict between Russia and Ukraine, making it the third biggest concern for European travellers," a spokesperson told [fvw|TravelTalk](#).

INFLATION CONTINUES TO BE AN ISSUE

Inflation in tourism continues to be a problem for the further development of tourism in the entire region and is having an impact on demand both

within the region and for long-haul holidays, according to the ETC. For source markets outside the eurozone, such as North and South America or the Asia-Pacific region, relative inflation is also important. However, continued strong tourism demand is the most important positive factor for 2025, supported by positive traveller sentiment and increasing connectivity. Numerous transatlantic flight routes were opened this summer and more will be added in 2025. The transatlantic source markets will therefore remain decisive for the European inbound business, but demand from the Asia-Pacific region will also continue to grow.

TRAVEL INTENTIONS IN EUROPE HAVE INCREASED

Europeans' travel intentions also remain high: 73% of respondents plan to travel between October 2024 and March 2025, an increase of six percentage points compared to the previous year.

In the eurozone, consumer spending is expected to gradually improve as real incomes rise again thanks to solid nominal income growth and easing inflation.



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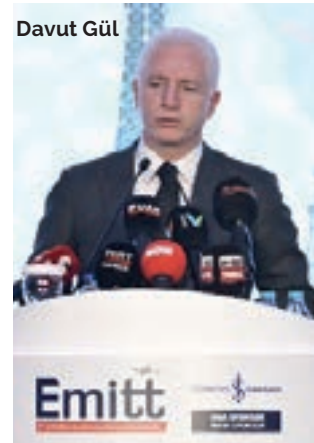
EMITT Opens Its Doors for the 28th Time

The EMITT – East Mediterranean International Tourism and Travel Fair, one of the five largest tourism fairs in the world, has opened. From February 5 to 7, 2025, it brought together global tourism professionals and holiday consumers for the 28th time in Istanbul.

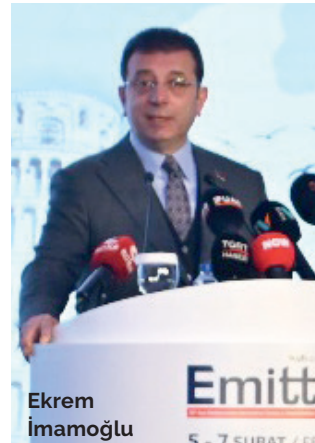
The opening of EMITT Fair was attended by Istanbul Governor Davut Gül, Istanbul Metropolitan Municipality Mayor Ekrem İmamoğlu, Ministry of Culture and Tourism General Promotion Director Timuçin Güler, Minister of Tourism, Culture, Youth and Environment of the Turkish Republic of Northern Cyprus (TRNC) Fikri Ataoğlu, THY Deputy General Manager Ahmet Olmuştur, Türkiye İş Bankası Deputy General Manager Sezgin Yılmaz, President of the Association of Turkish Tourism Investors (TTYD) Oya Narin, President



Hacer Aydın



Davut Gül



Ekrem İmamoğlu

of the Turkish Hoteliers Federation (TÜROFED) Erkan Yağcı, Vice President of the Association of Turkish

Travel Agents (TÜRSAB) Hasan Eker, and Tourism Minister of the Bolivarian Republic of Venezuela Leticia Cecilla Gomez Hernandez.

Organized by ICA Events and sponsored by Türkiye İş Bankası, the East Mediterranean International Tourism and Travel Fair EMITT welcomed tourism industry professionals and travel enthusiasts for the 28th time. The fair, which makes significant contributions to Türkiye's tourism ecosystem, was once again the meeting point of the international tourism world, with corporate sponsorships from the Ministry of Culture and Tourism, Ministry of Trade, Istanbul Metropolitan Municipality, and Turkish Airlines, along with partnerships from TÜROFED and TTYD.



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CRUISE INDUSTRY EYES RECORD NUMBER OF PASSENGERS IN 2025

The Turkish cruise industry aims for further growth this year by focusing on sustainability and technological transformation, hoping to welcome more than 2 million passengers.



Even though, the Transport Ministry has not yet unveiled data for 2024, it is estimated that over 1.9 million cruise passengers visited Türkiye last year, an all-time high. "The year 2024 was one of recovery and resurgence for the cruise industry," Burak Çalışkan, general manager of GemiTrend.com, told state-run. Travel habits returned to normalcy after the COVID-19 outbreak and the increase in demand made Mediterranean and Aegean destinations attractive, he said, adding that interest in Türkiye also revived. "Türkiye has strengthened its competitiveness in the sector. In 2025 and beyond, we expect this momentum to continue," Çalışkan said. In the 2025 season sustainable tourism and environmentally friendly ship technologies will come to the fore, according to Çalışkan. Adding new destinations to the routes, increasing existing port capacities and international promotional activities are among the main targets of the sector, he said. Cruise tourism will gain momentum by prioritizing sustainability, technological transformation and customer experience. Çalışkan added. The number of domestic tourists choosing a cruise vacation from Türkiye is expected to increase by at least 60 percent, said Ercan Abitağaoğlu, general manager of Costa Cruises Türkiye. The industry forecasts a 20 percent increase in the number of ships arriving at Turkish ports and a 30 percent rise in the number of passengers, with the arrival of larger ships anticipated, according to Abitağaoğlu. "Expectations are running high for 2025 and 2026," he said.



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Yiğit Girgin, General Manager of Bodrium Hotel & Spa and POYD Bodrum Representative.

Quality and Standards in Tourism Should Improve Rather Than Just Tourist Numbers

Yiğit Girgin, General Manager of Bodrium Hotel & Spa and POYD Bodrum Representative, emphasized that the success of the tourism season in Bodrum should not be evaluated solely based on tourist numbers. Unfortunately, businesses in Bodrum tend to open the season late and close early.

Girgin stated that tourism is not just a sector that should be measured by the number of incoming tourists, saying: "The economic distribution of tourists, their accommodation and food and beverage expenditures, as well as the value they add to the local economy, are of great importance. The sustainability of tourism and the preservation of our region's natural and cultural heritage are factors just as significant as numerical data. We often hear statements like 'records have been broken' based on tourist numbers, but the quality and nature of tourism are equally important. Our target was to reach 1 million tourists, and we achieved this. However, we do not know how many of them actually stayed in Bodrum. Some are happy with this result, while those who are not, remain silent. There is also a significant number of tourists traveling to Didim. We know that 40% to 50% of tourists coming to Bodrum also visit Didim. This is not a competition between these two destinations. However, we must consider the overall tourism marketing

strategy. Currently, Bodrum lacks a holistic tourism perspective. A clear tourism policy must be developed. We need to be more organized and unified."

WINTER SEASON FELL BELOW EXPECTATIONS

"We need to look at the overall economic situation of the country rather than just Bodrum. There has been an effort to create the perception that these numbers are solely due to Bodrum businesses, but this is incorrect, as we all experience the same economic conditions. Every commercial enterprise in the country operates with a profit motive. Whether customers choose a particular business or not is a matter of personal preference, and we respect both choices. A tourism city is known for its natural beauty, history, gastronomy, and walking trails. Instead of highlighting these strengths, discussions about prices being turned into tabloid material benefit no one. As for the winter season, we are experiencing a process that is falling below our expectations.

The main reasons are the country's economic situation and people being more cautious with their spending. Additionally, businesses unfortunately open late and close early in the season."

WE MUST AIM FOR SUSTAINABLE TOURISM YEAR-ROUND

"When we talk about sustainable tourism, there is a misconception that it only means having environmentally friendly facilities. However, we must think in a 360-degree perspective. Businesses, unfortunately, tend to have a seasonal mindset. In other words, construction is planned for the winter season, and during the transition periods between summer and tourism seasons, they struggle with planning. We need to decide what kind of city we want to be—should we focus on tourism, or should we prioritize another sector? We already know our bed capacity and the number of tourists we can accommodate. If we take the right steps at the beginning and end of the season, we can extend the tourism period."

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