



**Pre-Recorded Remarks by the
Secretary General of the
International Civil Aviation Organization
Mr. Juan Carlos Salazar
to the Türkiye Logistics Summit**

7 November 2025

1. I am honoured to address the 2025 Türkiye Logistics Summit on behalf of the International Civil Aviation Organization, ICAO.
2. Türkiye's leadership and excellence in logistics are recognized worldwide. This was fully demonstrated earlier this year, when we gathered in Antalya for the First ICAO Global Air Cargo Summit. Türkiye's place at the heart of the Trans-Caspian Corridor is underpinning the world's supply chains at a time of significant complexity.
3. Across your ports, railways, and skies, goods flow reliably between Asia, Europe, and beyond.
4. The energy of Turkish aviation has made this region a global hub for connectivity and innovation.
5. Türkiye is exceptionally well positioned to lead the future of this sector.
6. ICAO's vision and Long-Term Strategic Plan for 2050 provides the structure and direction for partnership to support this leadership.
7. Our ambitions—zero fatalities, net-zero carbon emissions, and a fully connected air transport system for everyone, everywhere, align with Türkiye's vision for a safer, sustainable, and innovative sector.
8. This progress depends on partnership.

9. Implementing ICAO strategies and standards relies on governments, industry, and international organizations working together to achieve the following objectives:
10. First, security and resilience must be preserved as we enhance facilitation through digital documentation, automation, and data analytics.
11. Türkiye's proven vitality and expertise in innovation—exemplified by adoption of the e-Air Waybill and Single Window—support its leadership role.
12. And this summit is a key opportunity to share all this expertise and leadership, building a way forward for the sector.
13. Second, by working in partnership, we can create smarter, safer, and more sustainable logistics and air transport.
14. This partnership is also essential to the innovations and investments in operations, technology, and cleaner energy that will enable us to decarbonize.
15. Decarbonization will offer very significant economic opportunities, and I encourage you look into those opportunities through the ICAO Finvest Hub.
16. The Finvest Hub is an exciting new initiative from ICAO. It will link investors with cleaner energy projects worldwide, and especially in emerging economies.
17. I would like to end by congratulating UTIKAD and all partners for convening this important summit.
18. This is an exceptional platform for elevating your leadership and exploring new partnerships.
19. May your work here be remembered as a milestone for logistics in Türkiye, and for global development.

Thank you.