



Under the auspices of the
PRESIDENCY OF THE
REPUBLIC OF TÜRKİYE

“ Rule the Technology
Shape the Future ”



INTERNATIONAL DEFENCE AND AEROSPACE EXHIBITION

05 - 09 MAY 2026
ISTANBUL EXPO CENTER

POST SHOW REPORT

SAHA
2026
INTERNATIONAL DEFENCE AND AEROSPACE EXHIBITION

SAHA 2026 · POST SHOW REPORT

Rule the Technology, Shape the Future

SAHA 2026 brought together the strength reached by Türkiye's defence and aerospace industries under one roof over five days.

This report is a record of the shared success written in Istanbul, the technologies produced, the partnerships established, and the vision that was brought forward.



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SAHA

INTERNATIONAL DEFENCE & AEROSPACE EXHIBITION
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SAHA 2026

Closing Ceremony Message

President of the Republic of Türkiye

H.E. Recep Tayyip ERDOĞAN

MAY 5-9, 2026 · ISTANBUL EXPO CENTER

Messages from President Recep Tayyip Erdoğan at the SAHA 2026 Closing Ceremony

Today, here, we are witnessing together the level Türkiye has reached in the defence and aerospace industries; our national technology vision; our will for strategic independence; our deterrence; and our rising competitive capacity on a global scale.

SAHA 2026 is the embodiment of Türkiye's founding role in the new security architecture - through industry, technology, diplomacy, and exports.

The concept of security can no longer be confined to a single domain, a single front, a single technology, or a single branch of industry. In today's world, security must be addressed within a multidimensional architecture extending from software to sensors, from engine technologies to ammunition production capabilities, from cybersecurity to electronic warfare, and from unmanned systems to space technologies.

Recognising this reality early, we as Türkiye have developed our defence industry not only through the number of platforms, but also through critical subsystems, software, design capability, engineering know-how, production discipline, and field-proven solutions.

Today, we possess a broad spectrum of capabilities, from our national combat aircraft to our unmanned combat aircraft, from helicopters to UAVs and UCAVs, from electronic warfare systems to satellite technologies, from air defence systems to radars, from tanks to armoured vehicles, from rocket and missile systems to warships, from unmanned naval vehicles to space projects.

Türkiye is now a country capable of developing, producing, exporting, and sharing with its friends systems bearing its own signature - from the depths of the seas to the vastness of space.

This achievement was certainly not easy. We faced embargoes. We faced restrictions. We lived through periods when systems that had already been paid for were not delivered. Obstacles were placed before us. They said, "You cannot do it." They said, "You cannot succeed." They said, "You cannot stand on your own feet in this field."

We, however, trusted our nation. We trusted our engineers, technicians, entrepreneurs, industrialists, and young people. We worked with patience. We moved forward with

determination. We did not retreat in the face of obstacles. We transformed every embargo into a new production drive, every restriction into a new technological leap, and every imposition into an opportunity that strengthened our national will.

At the point we have reached today, Türkiye's defence industry products are not only followed with confidence in our region, but are also preferred across the world and recognised as systems that have proven their success in the field.

The historic momentum achieved in our defence and aerospace exports is one of the most concrete indicators of this success. Türkiye is no longer a country that merely meets its own needs. Türkiye is a country that contributes to the security of friendly and allied nations, competes in the global defence market, develops technology, and produces high added value.

SAHA 2026 is a strong reflection of this vision. This exhibition is not only an area where products are displayed; it is also a strategic platform where partnerships are established, export channels are opened, new technologies are introduced, and the security architecture of the future is discussed.

Every signature placed here, every meeting held, every launch realised, and every partnership established adds a new link to Türkiye's rise in the defence and aerospace industries.

On this occasion, I would like to underline that today's achievements are rooted in a powerful historical memory. We are the heirs of a great ideal extending from Nuri Killigil to Şakir Zümre, from Vecihi Hürkuş to Nuri Demirağ, from Özdemir Bayraktar to the thousands of engineers, technicians, and entrepreneurs who work in this field today.

Their dreams are today finding expression in the skies, on land, at sea, in cyberspace, and in space through domestic and national technologies. We are continuing the struggle they began with stronger capabilities, a broader ecosystem, and greater objectives.

A strong defence industry, of course, is not only a matter of weapons, platforms, and technology. One of the most important elements of our national security is also the unity, solidarity, and resilience of our internal front.



The greatest foundation of a Türkiye with a strong economy, strong industry, strong technology, and a strong military is our noble nation, which preserves its brotherhood, solidarity, and common values. The more firmly we keep our internal front, the more resilient we will be against threats from outside.

With this understanding, while we continue to expand our defence industry, we will also continue to strengthen our national unity and solidarity. We will build our Türkiye Century vision on the principles of full independence, high technology, a strong economy, deterrent defence, and global justice.

The picture presented by SAHA 2026 has shown us clearly that Türkiye is no longer a passive follower of the new security order. Türkiye is one of the founding actors of that order. Türkiye is not a country that consumes technology, but one that produces it; not one that is bound by the rules of the game, but one that changes those rules; not one that waits, but one that takes the initiative.

I congratulate all our institutions, SAHA Istanbul, the valued companies of our defence and aerospace industries, our engineers, technicians, academics, entrepreneurs, young people, and all stakeholders who contributed to this exhibition.

I thank the delegations from friendly and brotherly countries, exhibitor companies, sector representatives, and all our guests.

I hope SAHA 2026 will bring benefit to our country, our nation, our sector, and all our friends, and I greet you with affection and respect.



Under the auspices of the
**PRESIDENCY OF THE
REPUBLIC OF TÜRKİYE**



OF TÜRKİYE
OF INTERIOR



REPUBLIC OF TÜRKİYE
MINISTRY OF FOREIGN AFFAIRS



REPUBLIC OF TÜRKİYE
MINISTRY OF INDUSTRY AND
TECHNOLOGY



REPUBLIC OF TÜRKİYE
MINISTRY OF TRANSPORT
AND INFRASTRUCTURE



REPUBLIC OF TÜRKİYE
MINISTRY OF NATIONAL DEFENCE
GENERAL STAFF



REPUBLIC OF TÜRKİYE
MINISTRY OF LAND, URBANIZATION
AND CLIMATE CHANGE



INTERNATIONAL DEFENCE & AEROSPACE EXHIBITION
05 - 09 MAY 2026 - ISTANBUL

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2026



SAHA 2026

Chairman's Message

Baykar General Manager · Chairman of the Board, SAHA Istanbul

Mr. Haluk BAYRAKTAR

MAY 5-9, 2026 · ISTANBUL EXPO CENTER

Global Showcase of Türkiye's Technological Sovereignty Vision

Distinguished guests, today we are not merely opening an exhibition. We are discussing a transformation of mindset and a new equation in the global ecosystem. The world stands at a critical threshold where trade wars have evolved into a struggle for technological sovereignty. Our country and our friends are engaged in an existential struggle at this point. At SAHA 2026, we are showing together how the future will be shaped through technology.

The world is waking abruptly from the long-standing illusion of free trade. "Customs wars" and "protectionism" are no longer merely commercial terms; they have become new fronts in the global power struggle.

Geopolitical tensions, bottlenecks in critical arteries such as the Strait of Hormuz, and volatility in energy costs have revealed how fragile industrial supply can be. In such a new era, national production capacity is not merely an economic preference, but a vital "resilience test" and an unavoidable requirement for the survival of states.

The technologies of the future are fundamentally tied to the security of supply of rare earth elements. In this new period, when supply is used as a geopolitical weapon, resource diversification and technological independence have become among the most critical building blocks of national security.

The nature of warfare is changing radically. What we have seen in Ukraine tells us this: modern warfare now manifests itself as the sum of technology and industrial production capacity.

In the recent period, unmanned platforms and drones in particular have moved to the centre of conventional warfare. The 127-fold increase in drone use on the battlefield is the clearest evidence that military doctrines are now being rewritten around autonomous systems. Türkiye is not only a witness to this transformation; it is one of its strongest pioneers.

The world has reopened the nuclear deterrence debates that had been put aside after the Cold War.

Global defence spending has reached a historic peak of USD 2.9 trillion. The annual growth rate of 8.1% proves that the world now sees defence not as an "expenditure", but as a vital "insurance of existence".

A total of 73% of this spending is made by only 10 countries. Yet our country, with a 14% growth rate and strategic depth, is increasing its weight every day as a rule-setting producer.

The 116% increase in European defence spending appears as a reflection of the old continent's search for "strategic autonomy".

Defence demand now extends beyond geographic borders. At this point, we are not merely exporting products; we are building trust and strategic partnership.

Artificial intelligence is no longer a "promise of the future"; it is the most disruptive force in the field. The fact that some companies serving the Pentagon have grown by more than 140% in a short time is no coincidence. In the wrong hands, this technology is becoming a strategic operating system that directs the decision-making mechanisms of states and armies, and rebuilds domination through digital codes.

We must be vigilant. We cannot allow this transformation to drag us into a techno-feudalism that makes us dependent on global overlords. For in an order where the algorithm and data belong to someone else, one cannot speak of fully independent sovereignty, but only of digital captivity.

All these processes form a complete value chain, extending from qualified human capital to R&D and even financing. The strongest link in this chain is our qualified human capital. At this point, the greatest success of the National Technology Initiative is that it has enabled Turkish youth to dream in their own country. At the same time, modern defence doctrine requires a transition away from cumbersome development processes towards a mobile production paradigm based on low unit cost, high volume, and rapid field validation.

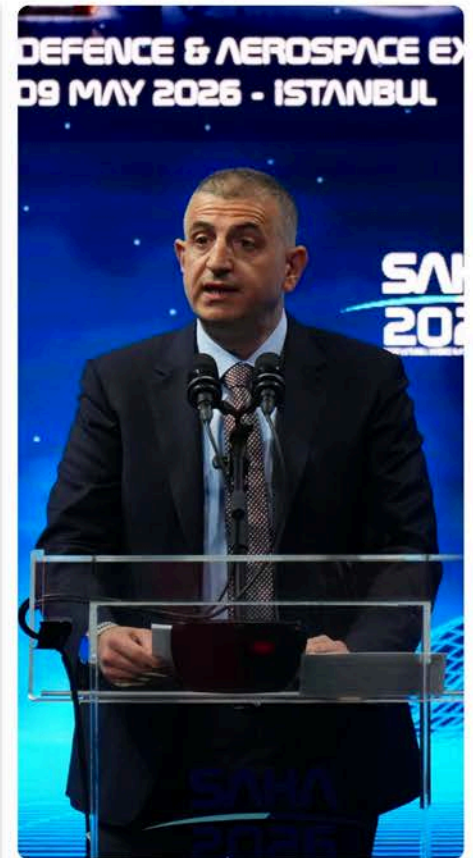
In this period of rising threats, we are increasing the share of our defence expenditures in GDP as a strategic necessity. The import share within our budget, which exceeds USD 36 billion, is also gradually declining.

“ Every technology whose design and algorithm do not belong to us is a candidate to turn us into digital colonies of the new world order. ”

Our domestic content rate, which was around 20% in the early 2000s, has reached 83% through the driving force of the National Technology Initiative.

We are also raising our exports every year. Our 2026 export target of USD 13 billion will be one of the marks Turkish engineering leaves on the world.

We do not look at domestic content only through figures or percentages. For us, domestic industrial participation is a concrete stage showing the ratio of full independence. Every technology whose design and algorithm do not belong to us is a candidate to turn us into digital colonies of the new world order.



The sustained decline in our defence imports is the most concrete proof that the National Technology Initiative is not an empty slogan, but an independence doctrine that produces results in the field. We are proud to have crossed the psychological threshold of USD 10 billion in exports in 2025. On the import side, the largest item is the passenger aircraft purchased by our airlines. When civil items such as passenger aircraft purchases are excluded, the foreign trade balance of our defence industry has reached one of the highest points in our history.

The main point I wish to emphasise here, however, is the quality of our exports. We have evolved from a country that once exported only simple components into a technology centre that now takes a share in high-technology exports, from smart munitions to unmanned systems. This broad spectrum, from UCAVs to warships, is an indication that Türkiye can no longer be confined to a technological unipolarity.

The defence industry is no longer only a matter of security. This sector is now the locomotive and flagship of Türkiye's high-technology industrial transformation. Our global leadership in UAV exports and the products we export to 185 countries are the clearest outcomes of this strategic focus.

Now, let us look together at SAHA Istanbul, Europe's largest cluster and the point where all these global and local dynamics converge.

Today, with more than 1,300 member companies, 30 universities, and a network spread across 49 cities, we are a large family that learns and produces together.

Spread over more than 400,000 square metres, SAHA 2026 is more than an exhibition; it is the meeting point of minds that will rule technology. At the exhibition, we will host 263 leading international companies from more than 120 countries. The vast ecosystem that makes SAHA 2026 possible is not only the work of companies and institutions, but of a shared mind united by the ideal of full independence.

I extend my gratitude, first and foremost, to our President, and to all institutions of our state and all stakeholders who have supported the National Technology Initiative and walked this path with us.

We continue to move forward by building on the success we achieved at SAHA 2024. This year, with more than 1,700 exhibitor companies and more than 150,000 expected visitors, we are raising the bar every time. We are positioning the SAHA brand among the top names in the global defence literature. A project volume of USD 14.3 billion managed by more than 88,000 qualified employees and an export capacity exceeding USD 8 billion also demonstrate the operational efficiency of the SAHA Istanbul ecosystem.

In addition, product launches the world will see for the first time, nearly 200 signing ceremonies, and more than 30,000 business meetings will leave their mark on this exhibition. In particular, our FPV Drone and UGV Challenge areas will be where innovation becomes tangible. Visitors will

witness panels where the future of the world and our sector will be discussed, as well as space meetings that look beyond the horizon.

Today, 204 official delegations from 75 countries across 4 continents are here. SAHA is now a global brand. From Europe to Asia, from Africa to the Americas, every continent is looking to Istanbul today to follow technological developments and understand how future defence needs will be shaped. The 216 signing ceremonies held within the scope of SAHA 2026 represent a total strategic business volume of USD 8 billion, including USD 6 billion directly export-oriented.

Every revenue item generated from SAHA 2026 will be transformed into an investment in our national future.

We will establish drone production and training centres for our young people in each of our 81 provinces. Eighty-one centres in 81 provinces, the largest of which will be in Istanbul. Step by step, we will build an infrastructure that will enhance the technological competence of our youth in this field and create the capacity to rapidly produce millions of drones in emergencies. Our aim is not only to produce technology, but also to raise a "Technology Generation" capable of using and developing it.

Our horizon now lies beyond the sky.

In the process extending from SAHA MUEK to IAC 2026, we will continue to be one of the strongest supporters of Türkiye's National Space Programme.

Today, the world is being pulled towards uncertainty under the shadow of emotionless algorithms and vast digital monopolies. Some present this technological revolution as a scenario of fear. Türkiye foresaw this rupture, which the

world is discussing today, 20 years ago and took measures accordingly. Great sacrifices were made on this path; lives were given for this cause. Many sons and daughters of this nation devoted their lives to this struggle.

The point we have reached today is the fruit of those silent heroes and of the sweat they shed.

Yes, we are at a good point today, but our work is not yet finished. We still have much to do and a long road to travel. Now is the time to rise with a spirit of mobilisation for full independence in every field of technology, from defence to health, from energy to finance. It is our duty to rapidly equip our young people for this new age and raise them as individuals who shape technology.

The National Technology Initiative is never merely an industrial project. It is not capital-centred, but human-centred. It rises not through greed for profit, but through equality of opportunity. It is the embodiment of an understanding that defends justice, sustains compassion, protects the oppressed, and serves humanity.

In conclusion, in the second century of our Republic, our path is to produce technologies that begin with a dream, grow with the prayers of a nation, become a shield for the oppressed, and form a barrier against the oppressor. This path is the name of Türkiye's self-confidence, our shared hopes, and our claim to reunite humanity with its own values. We achieved this together, and we will continue to achieve it with even greater strength.

I extend my gratitude to all my teammates who contributed to this great gathering of the National Technology Initiative. I greet you all with my sincere respects, in the hope of meeting in the ideal of a fully independent, prosperous, and just world.







NAVAL AREA

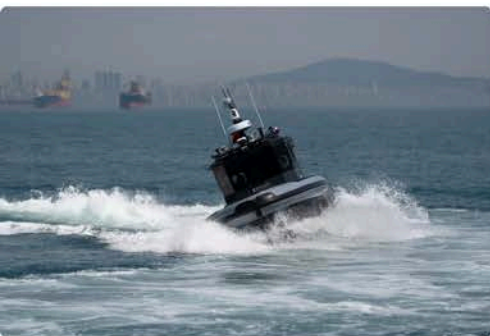
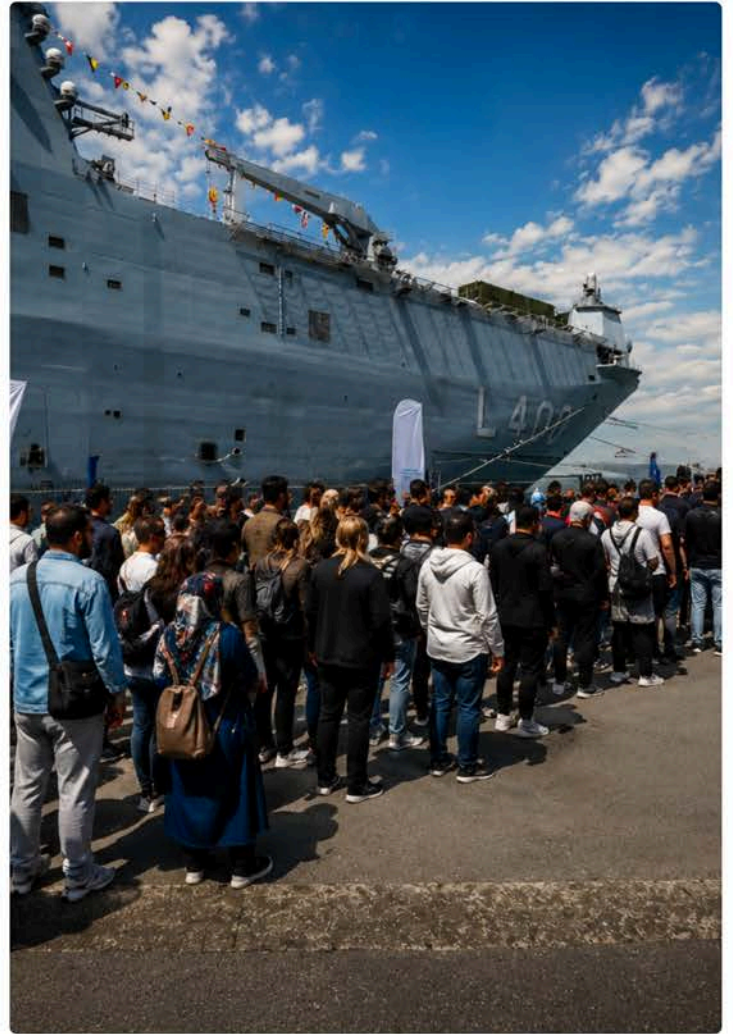
ATAKÖY MARINA & SARAYBURNU PORT

Superiority in the Blue Homeland

TCG Anadolu, TCG İstanbul, and TCG Piri Reis, together with the Pirana USV and ULAQ-12, showcased Türkiye's domestic and national capabilities in naval platforms at Ataköy and Sarayburnu ports.

The Pirana USV and ULAQ-12 unmanned naval vehicles displayed at Ataköy Marina offered official delegations attending the exhibition a close view of Türkiye's advanced technological capabilities in naval defence.

Throughout the exhibition, TCG Anadolu, positioned at Sarayburnu Port, was visited by many domestic and international sector professionals as well as the public.





PANEL ALANI SPONSORU

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PNL-10

Gelişen Mühimmat Teknolojileri ve Yeni Nesil Füze Sistemleri

MODERATÖR



Muhammet Sami ULUKAVAK

SSB Hava Savunma ve Füze Sistemleri Daire Başkanı



Murat İKİNCİ

ROKETSAN Genel Müdürü



İlhami KELEŞ

MKE Genel Müdürü



Kemal TOPALÖMER

UBITAK SAGE Müdürü

SAHA 2026

International Panels

May 5-9, 2026 · Istanbul Expo Center

18 International Panels

THE GLOBAL AGENDA OF THE SECTOR

The Global Agenda of the Sector

18

INTERNATIONAL PANELS

75

SPEAKERS

4

THEMATIC FRAMEWORKS

SAHA 2026 once again demonstrated its role as a platform generating strategic thought for the sector through 18 international panels that shaped the global agenda of the defence and aerospace industries. Held in a dedicated panel area, the sessions offered a broad perspective, from strategy, technology, capital, and human capital to the transformation dynamics of modern security architecture.

Topics ranging from new approaches introduced by FPV drones in asymmetric warfare to the new fronts opened by cyber warfare, electronic warfare, and hybrid threats within modern security architecture; and from the roadmap for integrated air and missile defence systems to next-generation ammunition and missile technologies, showed that the modern battlefield can no longer be confined to a single domain.

“ 75 speakers, 18 international panels, five days: at SAHA 2026, the sector’s agenda was not only brought to the table, but carried onto the global stage. ”

NATO capability development processes, co-production opportunities under the European SAFE framework, Türkiye's role in the transatlantic security ecosystem, and the strategic position of the NATO Innovation Fund were among the most discussed topics at the exhibition. With the contribution of 75 speakers, Türkiye's weight in defence diplomacy and industrial diplomacy was assessed on an international platform.

Capital flows and the start-up ecosystem also stood out as one of the main frameworks across the panels. Strategic capital, next-generation investment models, export financing, AI start-ups, software-centred production, and the innovative role of start-ups were addressed from different perspectives. Strategic supply chain management for critical raw materials and the role of human capital in the national competence initiative were discussed as essential issues for the long-term sustainability of the industry.

From the space vision to IAC 2026 Antalya, and from public-private partnership models to regional and global partnerships, the discussions throughout the 18 international panels transformed SAHA 2026 into a global platform where not only products, but also ideas, were showcased. Sector professionals, academics, investors, public representatives, and international delegations shaped the new agenda of the defence and aerospace industries under the same roof.



Four Thematic Frameworks

SAHA 2026 panels were organised under four official thematic frameworks: space technologies, defence and aerospace technologies, international approaches in the defence and aerospace industries, and human resources. The following mapping presents all sessions held during the exhibition in an integrated structure according to these frameworks.

01 Space Technologies

- May 5, 2026** The New Reality of Space: Capabilities and Technologies That Will Shape the Future
- May 6, 2026** IAC 2026 Antalya: Türkiye's Space Vision and Global Cooperation Opportunities
- May 6, 2026** Multinational Cooperation in Space: The AX-3 Experience
- May 7, 2026** Smart and Autonomous Space Systems: Transformation in Satellite Technologies
- May 8, 2026** Entrepreneurship and SME Opportunities in the New Space Economy

03 International Approaches in the Defence and Aerospace Industries

- May 7, 2026** Defence Industry Cooperation in the Transatlantic Security Ecosystem: NATO and European SAFE
- May 7, 2026** Shaping the Future: Investment and Entrepreneurship in Next-Generation Defence and Aerospace
- May 8, 2026** Regional and Global Cooperation in the Defence and Aerospace Industry

04 Human Resources in the Defence and Aerospace Industries

- May 6, 2026** Strategic Capital in Defence and Aerospace: Investment, Growth and Export Financing
- May 7, 2026** Türkiye's DSR Ecosystem and the Strategic Role of the NATO Innovation Fund
- May 9, 2026** The Strategic Role of Human Capital in the National Technology and Competence Initiative

02 Defence and Aerospace Technologies

- May 5, 2026** Türkiye's Defence and Aerospace Industry Strategy
- May 5, 2026** FPV Drones and New Approaches in Asymmetric Warfare
- May 6, 2026** Redefining Production: National Technology and Software-Centred Production
- May 6, 2026** Critical Raw Materials and Strategic Supply Chain Management
- May 6, 2026** The Changing Nature of War: New Trends and Technologies
- May 7, 2026** Integrated Air and Missile Defence Systems: Türkiye's Roadmap
- May 8, 2026** Emerging Ammunition Technologies and Next-Generation Missile Systems
- May 9, 2026** Cyber Warfare, Electronic Warfare and Hybrid Threats
- May 9, 2026** Strategic Business Partnerships in the Defence Industry
- May 9, 2026** AI Start-Ups: Ecosystem, Investment and Growth Dynamics

 **All 18 Panels on the SAHA Istanbul YouTube Channel**

Scan the QR code to go directly to the playlist published on the SAHA Istanbul YouTube channel.

[YOUTUBE.COM/@SAHAISTANBUL](https://www.youtube.com/@SAHAISTANBUL)



Panel Speakers

01 / 03

18 PANELS · 4 THEMATIC FRAMEWORKS · 75 SPEAKERS

01 Strategy & Global Position

May 5, 2026 Türkiye's Defence and Aerospace Industry Strategy: Development, Transformation and Public-Private Partnership Models in Global Positioning



Gen. (Ret.) Ergin SAYGUN
Former Commander of the 1st Army,
Turkish Armed Forces



Özgür GÜLERYÜZ
General Manager, STM



Osman OKYAY
Vice Chairman, Kale Group



Bilal TOPÇU
General Manager, Turkish Armed Forces
Foundation

May 7, 2026 Defence Industry Cooperation in the Transatlantic Security Ecosystem: NATO Capability Development and Co-Production Opportunities under the European SAFE Framework



Ertaç KOCA
Head of Department for International
Cooperation, Secretariat of Defence
Industries



Ole AGUIRRE
Partner, Digital Transformation Capital
Partners (DTCP)



Timothy ASH
Economist, Chatham House



Stephen FUHR
Minister of Defence Procurement, Canada

May 8, 2026 Regional and Global Cooperation in the Defence and Aerospace Industry



Lt. Gen. (Ret.) Alpaslan ERDOĞAN
Founding Partner, Alp Consultancy



Mehmet Burçin GÖNENLİ
Director General for International Security,
Republic of Türkiye Ministry of Foreign
Affairs



Taurimas VALYS
Deputy Minister of Foreign Affairs of
Lithuania



Larisa GALADZA
Chargé d'Affaires, Embassy of Canada

May 9, 2026 Strategic Business Partnerships in the Defence Industry: Requirements, Barriers and Success Factors



Toğa SAYIN
Head of Industrialisation Department,
Secretariat of Defence Industries



Dr. Murat ASLAN
Deputy General Manager for Supply Chain
Management, ASELSAN



Halid BULUT
Deputy General Manager for Supply Chain
and Logistics, ROKETSAN



Serdar ÖZPOLAT
Head of Procurement and
Industrialisation, TUSAŞ



Ertuğrul AKHAN
Procurement Unit Manager, Baykar

May 7, 2026 Strengthening Türkiye's DSR Ecosystem as a Security Anchor in an Increasingly Unstable Region: The Strategic Role of the NATO Innovation Fund



Ahmet Halit HATİP
Director General for EU and Foreign
Affairs, Republic of Türkiye Ministry of
Industry and Technology



Dr. Ari Kristinn JOHNSON
President, NIF



Patrick SCHNEIDER-SKORSKY
Partner, NIF



Dr. Kadir DURAK
Founder, QUBITRUM



Erhan KILIÇÖZLÜ
Managing Partner, ACT Investment

02 Next-Generation Warfare & Threats

May 5, 2026 FPV Drones and New Approaches in Asymmetric Warfare



**Lt. Gen. (Ret.) Dr. Yavuz
TÜRKGENÇİ**
Senior NATO Advisor



Dr. Can KASAPÖĞLÜ
Senior Defence Analyst, Hudson Institute -
NATO Defense College



Mehmet ÖZTEKİN
General Manager, SKYDAGGER



Maksim ASKETOV
Special Forces Personnel, Fibre-Optic
Specialist, Ukraine



Ihor FEDIRKO
President, Defence Industry Council of
Ukraine

Panel Speakers

18 PANELS · 4 THEMATIC FRAMEWORKS · 75 SPEAKERS

May 6, 2026 The Changing Nature of War: New Trends and Technologies



Lt. Gen. (Ret.) Dr. Uğur TARÇIN
Faculty Member, Marmara University &
SAHA MBA



Mircea GEOANA
Senior Adviser, EY; former Deputy
Secretary General, NATO



Dr. Can KASAPOĞLU
Senior Defence Analyst, Hudson Institute -
NATO Defense College



Agnes HELOU
Defence Analyst and Journalist

May 9, 2026 Cyber Warfare, Electronic Warfare and Hybrid Threats: New Frontiers of Modern Security



Murat ÇİZGEL
Head of Cybersecurity and IT Department,
Secretariat of Defence Industries



Prof. Dr. Mustafa ALKAN
Chairman of the Board, Information
Security Association



Serkan GÜMRÜKÇÜOĞLU
R&D and Engineering Director, Information
and Communication Technologies,
HAVELSAN



Oğuz YILMAZ
Founder, LABRIS Technology

May 7, 2026 Integrated Air and Missile Defence Systems: Türkiye's Roadmap



Mustafa Murat ŞEKER
Deputy President, Secretariat of Defence
Industries



Murat İKİNCİ
General Manager, ROKETSAN



Ahmet AKYOL
General Manager, ASELSAN



Dr. Mehmet KAHRAMAN
General Manager, DeltaV

May 8, 2026 Emerging Ammunition Technologies and Next-Generation Missile Systems



Muhammet Sami ULUKAVAK
Head of Air Defence and Missile Systems
Department, Secretariat of Defence
Industries



Murat İKİNCİ
General Manager, ROKETSAN



İhrami KELEŞ
General Manager, MKE



Kemal TOPALÖMER
Director, TÜBİTAK SAGE

03 Capital & Start-Up Ecosystem

May 6, 2026 Strategic Capital in Defence and Aerospace: Venture Investment, Industrial Growth and Export Financing



Öziü YALAZA
Managing Director, Pragma Investment



Z. Burak MERCAN
General Manager, Altinay Defence
Technologies



Aziz TAHIRI
Global Customer Relations Director,
Hexagon Aerospace and Defence
Industries



Famer ENGİN
Business Development Director, Export
Development Canada

May 7, 2026 Shaping the Future: Investment and Entrepreneurship in Next-Generation Defence and Aerospace



Zafer ŞEN
General Manager, OBSS



Mahmut Selim PORGALI
Head of Investor Services Department,
Investment and Finance Office of the
Presidency of the Republic of Türkiye



Ümit Yaşar KARADENİZ
Founder & General Manager, Junosis
Technology



Sergio SCODANIBBIO
Board Member, Leonardo Türkiye

Panel Speakers

18 PANELS · 4 THEMATIC FRAMEWORKS · 75 SPEAKERS

May 6, 2026 Start-Ups: Innovators on the Front Line

**Bekir POLAT**Vice President, Investment and Finance
Office of the Presidency of the Republic of
Türkiye**Çağan BAYKAL**Co-Founder & General Manager,
Hyperever**Barış KARADENİZ**

Managing Partner, Arke Telekom

**Ozan ERBASAN**

General Manager, Exentech

**Mehmet Emre ÇETİNKAYA**

Founder, Alloy Additive

May 9, 2026 AI Start-Ups: Ecosystem, Investment and Growth Dynamics

**Mert DELİBALTA**

Co-Founder, BaykAI

**Ali BARAN**

General Manager, Yongatek

**Enes Selman TÛTÛNCÛ**

Co-Founder & CTO, Paywall

**Dr. Erhan TURAN**

Co-Founder & CTO, Simularge A.Ş.

04 Production, Human Capital & Space

May 6, 2026 Critical Raw Materials and Strategic Supply Chain Management

**Mesude Kılıç**Head of Engine and Power Transmission
Systems Department, Secretariat of
Defence Industries**Prof. Dr. Fahrettin Öztürk**Chairman of the Board, TUSAŞ Engine
Industries Inc.**Prof. Dr. Burcu Özsoy**

President, TÜBİTAK MAM

**Prof. Dr. Ahmet Turan Özdemir**

General Manager, ASPİLSAN

**Prof. Dr. Mehmet Kul**Rector, Sivas University of Science and
Technology

May 6, 2026 Redefining Production in the Defence Industry: National Technology Initiative and Software-Centred Production

**Sadullah UZUN**

Director General of National Technology

**Andy BAYNES**Co-Founder and Chief Strategy Officer,
Tiberius Aerospace**Prof. Dr. Mustafa İLBAŞ**

General Manager, ASFAT

**Prof. Dr. Mahmut Faruk AKŞİT**General Manager, TUSAŞ Engine
Industries Inc.

May 9, 2026 The Strategic Role of Human Capital in the National Technology and Competence Initiative

**Dr. İsmail ARI**Director of Technology Transfer Office
and Entrepreneurship, Özyeğin University**Prof. Dr. Ahmet YOZGATLIGİL**

Rector, METU

**Prof. Dr. Cenk AKTAŞ**

President, SSB Academy

**Dr. Elvan Kuzucu HIDİR**

Chair of the Board, T3 Foundation

May 6, 2026 IAC 2026 Antalya: Türkiye's Space Vision and Global Cooperation Opportunities

**Emİne DOĞRUKÖK**IAC 2026 Coordinator and Ministerial
Advisor, Republic of Türkiye Ministry of
Industry and Technology**Gabriella ARRIGO**President, International Astronautical
Federation (IAF)**Yusuf KIRAÇ**

President, Turkish Space Agency

**Prof. Dr. Arif KARABEYOĞLU**

Senior Advisor, Fergani Space

MODERATOR



Tuva Cihangir ATASEVER

AX-3 Back



Michael Lopez-ALEGRIA

Vice President, IAF & AX-3 Mission Commander



Walter VILLADEI

Italian Air Force & AX-3 Mission



Alper GEZERAVCI

Turkish Space Agency & AX-3 Crew



Marcus WANDT

European Space Agency & AX-3 Mission Crew



SAHA 2026

Space Dome · Space Talks

May 5-9, 2026 · Istanbul Expo Center

The Global Stage of Space

FOUR SESSIONS



The Global Space Agenda Convened at the Space Dome

4 SPACE TALKS SESSIONS	17 SPEAKERS	4 DAYS	4 THEMATIC FRAMEWORKS
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“Space Talks became a strategic platform bringing Türkiye’s space vision together with the global ecosystem on the same stage.”

SAHA 2026 brought the global agenda of the defence and aerospace industries to the Istanbul Expo Center. Throughout the event, the Space Talks sessions held in the Space Dome brought together on the same stage the strategic frameworks of the new space economy, the power of multinational cooperation, and the future of autonomous satellite systems.

Held across four days under four different themes, Space Talks demonstrated that space is no longer solely the domain of states, but a shared field for agencies, SMEs, universities, entrepreneurs, and the private sector. The wide speaker spectrum, extending from APSCO to ESA, from Axiom Space to the Italian Space Agency and the Turkish Space Agency, opened Türkiye's space vision to discussion on a global platform.

The AX-3 session brought together on the same stage the crew of a mission that marked a historic milestone for Türkiye in human spaceflight. Experience-sharing by Commander Michael Lopez-Alegria, ESA astronaut Marcus Wandt, Italian astronaut Walter Villadei, and Türkiye's first astronauts Alper Gezeravcı and Tuva Cihangir Atasever conveyed first-hand to Space Dome visitors a concrete success story of multinational cooperation.

From smart satellite systems to entrepreneurship models in the new space economy, and from critical infrastructure investments to SME opportunities, the sessions clearly showed that space is no longer only a domain of scientific exploration, but also a field of economic growth and strategic security. At SAHA 2026, Space Talks became a strategic focal point bringing together the world's space agencies, industrialists, and entrepreneurs around Türkiye's space vision.

FOUR SESSIONS · FROM THE SPACE DOME STAGE

01	SPCT-01	May 5, 2026	The New Reality of Space: Capabilities and Technologies That Will Shape the Future
02	SPCT-02	May 6, 2026	Multinational Cooperation in Space: The AX-3 Experience
03	SPCT-03	May 7, 2026	Smart and Autonomous Space Systems: Transformation and Global Trends in Satellite Technologies
04	SPCT-04	May 8, 2026	Entrepreneurship and SME Opportunities in the New Space Economy: Investment Dynamics and Ecosystem Models

 **All Space Talks Sessions on the SAHA Istanbul YouTube Channel**

Scan the QR code to go directly to the Space Talks playlist on the SAHA Istanbul YouTube channel.

[YOUTUBE.COM/@SAHAISTANBUL](https://www.youtube.com/@SAHAISTANBUL)



NATO DIANA – Defence Innovation Accelerator at SAHA 2026



The Demo Day organised at SAHA 2026 for NATO DIANA (Defence Innovation Accelerator for the North Atlantic), the Alliance's accelerator programme for dual-use technology start-ups, was brought to the stage by the programme's Türkiye site, the NATO DIANA Turkish Accelerator Site at METU Technopolis.

In the session featuring Prof. Fiona Murray, Chair of the Board of the NATO Innovation Fund, and Muhammet Kasım Gönüllü, Deputy Minister of Industry and Technology, selected start-ups presented their solutions in autonomy, unmanned systems, and communications to international investors and decision-makers.



Prof. Fiona Murray

Chair of the Board · NATO Innovation Fund



Muhammet Kasım Gönüllü

Deputy Minister of Industry and Technology

Showcase of Innovative Solutions

HOW IT WORKS

Deploy trusted agents in hours, not months

Download

Build

- Spec driven
- Generate agent
- Build - test loop

Test

- Functional
- Interfaces
- Performance
- Security

Verify

- Compliance
- Verification
- Evidence

From device to trusted system in ~2 hours

ATLAS · RESILIENT DRONE-MESH COMMUNICATIONS

AERIX SYSTEMS · AXS-M1 UAV

SOLUTION: MULTI-AI-AGENT ORCHESTRATION

Benefits for users:

- Uninterrupted Missions: self-healing resilient Networks
- Multi-Domain Interoperability: hardware agnostic, forward NATO (STANAG) 4817
- Reduced decision latency: cloud-free decision making
- Trustworthy AI systems, explainable AI

NEURALAGENT · MULTI-AI ORCHESTRATION

VIZGARD · FORTIFAI VISUAL AI

- Armored Vehicle Emission Detection (KAREL - BMC PO)
- KEMENT Project - Target Detection (METEKSAN Defeat)
- Electronic Card Detection (SDT | 2014 - 2016)

AUTONOMOUS NAVAL SYSTEMS · USV

ATLAS INNOVATIVE TECHNOLOGIES

As part of Demo Day, start-ups in the NATO DIANA 2026 cohort presented technologies ranging from drone-mesh communications architectures resistant to RF jamming to multi-AI orchestration, and from next-generation unmanned aerial and naval platforms to camera-independent visual AI solutions.

These presentations brought the NATO Alliance's dual-use deep-technology ecosystem together with Turkish start-ups on the same platform, carrying SAHA 2026 beyond being solely an exhibition area and transforming it into a strategic ground for innovation, adaptation, and technology cooperation on a global scale.

AERIX SYSTEMS

ATLAS

NEURALAGENT

NEURON

VIZGARD



SAHA 2026

Vision Speech

Chairman of the Board and Technology Leader, Baykar

Mr. Selçuk BAYRAKTAR

ISTANBUL · MAY 9, 2026



VISION SPEECH · SELÇUK BAYRAKTAR

Beyond Steel and Software

“Our cause is not to build a world that mechanises the human being, but to build a just future in which technology serves humanity, truth, compassion, and freedom.”

Today at SAHA 2026, we are not only discussing defence and aerospace technologies; we are discussing a fundamental crossroads regarding the future of humanity.

Technology can be a means that liberates people, strengthens justice, and protects human dignity; but in heartless hands, it can also become an instrument of domination that surrounds human will, monopolises data, and imprisons society through invisible networks.

Our cause is not to build a world that mechanises the human being, but to build a just future in which technology serves humanity, truth, compassion, and freedom.

For this reason, what falls to us as Türkiye is not to be followers of rules set by others, but to establish our own paradigm and de-

velop our own software, hardware, artificial intelligence architecture, and data security infrastructure.

Open source, federated learning, Edge AI, quantum-resistant encryption, and independent technology ecosystems are among the core headings of this struggle.

The National Technology Initiative is not merely an industrial initiative; it is a march of independence that breaks the chains in the minds of our young people and strengthens the will that says, "we can do the best."

Every work we see at SAHA 2026 is the imprint of this free and original march across the skies, on land, at sea, in space, and in the digital world.



SAHA 2026

Keynote · SAHA Talks · Academy Talks

May 5–9, 2026 · Istanbul Expo Center

Powerful Voices of the Sector

3 FORMATS · 8 SESSIONS

KEYNOTE · SAHA TALKS · ACADEMY TALKS

From Keynote to Academy, Powerful Voices of the Sector

8

SESSIONS IN TOTAL

1

KEYNOTE

2

SAHA TALKS

5

ACADEMY TALKS

EIGHT SESSIONS · THREE FORMATS

KEYNOTE

01

KEYN-01
May 7

Global Space Entrepreneurship
Bülent Altan — Co-Founder, Alpine Space Ventures

SAHA TALKS

02

SOHB-01
May 5

The New Route of Exports
Mehmet Ali Kılıçkaya — Director General for Exports, Republic of Türkiye Ministry of Trade

SOHB-02
May 7

International Cooperation
Ertaç Koca — Head of Department for International Cooperation, Secretariat of Defence Industries

ACADEMY TALKS

05

ACAD-01
May 5

Beyond Simulation: Integrated Cyber Exercise Areas
Emrehan Arda — Cyber Software Solutions Group Leader, STM

ACAD-02
May 5

Localising Printed Circuit Board Production
Teoman Şahin — Technology Cooperation Management Director, ROKETSAN

ACAD-03
May 8

Automated Fibre Placement · Composite Aerospace Structures
Dr. Onur Coşkun — Chief Engineer, TR Motor

ACAD-04
May 9

Domestic and National Gyroscope and IMU Systems
İsmail Cem Atar — Co-Founder, Pentamek Technology

ACAD-05
May 9

From Proposal to Production: AI-Enabled Defence ERP
Mustafa Aydın — Deputy General Manager, Dost Savunma

Rover and Unmanned Ground Vehicle Track

SAHA 2026 offered a strong experience for defence and technology enthusiasts not only in exhibition areas, but also through applied technology demonstrations.



SAHA UGV Area

Unmanned ground vehicles, which are playing an increasingly critical role on the modern battlefield, were tested on challenging tracks in terms of manoeuvrability, mission execution, terrain performance, and operational endurance. Visitors experienced first-hand the technical processes behind robotic systems, autonomous mobility, and sensor integration.

SAHA Rover Area

Durable and autonomous rover vehicles, expected to play a critical role in future space missions, were displayed on specially created tracks in terms of mobility, mission execution capacity, and engineering endurance. Participants not only observed performance, but also closely examined autonomous mobility systems and platform designs suitable for demanding environmental conditions.





Next-Generation Combat Capabilities Brought to the Field at SAHA 2026

At SAHA 2026, the FPV Drone Zone became one of the most visited experience areas of the exhibition. Low-cost, fast, and effective unmanned systems, which have gained prominence on the modern battlefield in recent years, were presented to visitors in a more tangible format in this area. Participants had the opportunity to see up close that FPV drones are not merely a technical innovation, but have become an important capability area in the field in terms of recon-

naissance, target tracking, manoeuvrability, and tactical flexibility.

Prepared with realistic scenarios and dynamic demonstrations, the area presented the level reached by drone technologies in both military and civilian applications. The speed, agility, and low-visibility advantages provided by FPV drones in conflict environments created a structure aligned with SAHA 2026's vision of "game-changing technologies."





A Global Gathering Across a 400,000 sqm Event Area

400,000 sqm

TOTAL EVENT AREA

100,000 sqm

INDOOR EXHIBITION AREA

20,000 sqm

OUTDOOR EXHIBITION AREA

9

EXHIBITION HALLS

SAHA 2026 was held at the Istanbul Expo Center across 100,000 square metres of indoor exhibition area, 20,000 square metres of outdoor exhibition area, and a broad total event area of 400,000 square metres. Within the scope of the event, 9 exhibition halls, foyer areas, and outdoor exhibition areas were used, creating an impressive platform for domestic and international companies operating in the defence and aerospace industries.

This comprehensive area arrangement enabled exhibitors to display their products and services together with the lat-

est technologies, while offering visitors the opportunity to experience innovations and developments in the sector closely. With each hall organised around specific themes, the exhibition area was designed to facilitate cooperation and knowledge exchange among relevant sector professionals by providing access to all companies.

Beyond product display, SAHA 2026 stood out as a global meeting point bringing together all stakeholders of the defence and aerospace ecosystem.



Meeting Point of the Global Defence and Aerospace Ecosystem

1,700+
EXHIBITOR COMPANIES

- Domestic and International Exhibitors
- Sector Representation from 4 Continents
- Leading Institutions and Organisations from Around the World
- Prime Contractors, SMEs, and Start-Ups

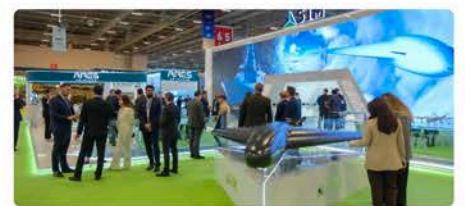


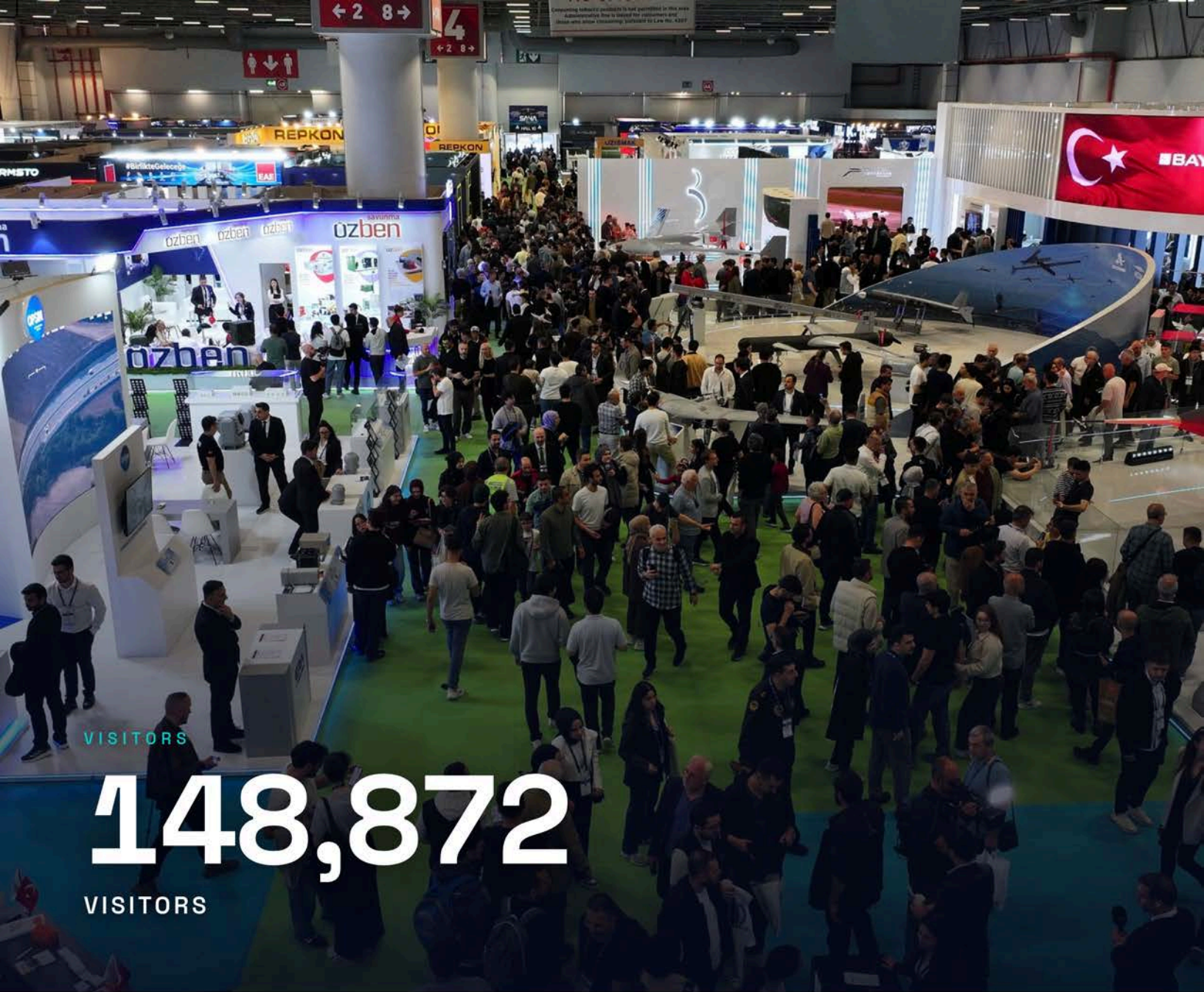
SAHA 2026 brought together more than 1,700 domestic and international companies operating in the defence and aerospace industries in Istanbul, becoming one of the sector's large-scale gatherings.

Alongside Türkiye's leading defence industry organisations, companies from Europe, Asia, Africa, the Americas, and the Middle East also took part in the exhibition. Exhibitors introduced their products and solutions across many fields, particularly unmanned aerial vehicles, auto-

nous systems, artificial intelligence, cybersecurity, and advanced material technologies. For companies, the exhibition offered not only a space to display products, but also a strong platform to develop new partnerships and international contacts.

While exhibitor companies made Türkiye's growing production capability in defence and technology visible, the exhibition further strengthened its contribution to both the domestic industrial ecosystem and international cooperation.





VISITORS

148,872

VISITORS



SAHA 2026 hosted 148,872 visitors as a global meeting point for professionals operating in the defence and aerospace industries.

This strong participation demonstrated the international impact reached by SAHA 2026 and the high level of interest it generated among sector professionals. The exhibition became an important centre of attraction for domestic and international visitors seeking to explore the latest technologies, innovative products, and strategic cooperation opportunities.

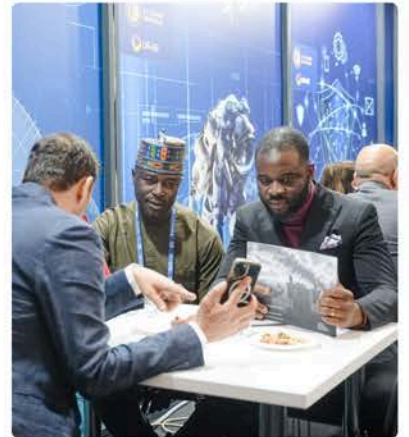
Going beyond an exhibition where products and services were displayed, SAHA 2026 was positioned as a global cooperation platform where business development, technology sharing, international engagement, and new partnerships were strengthened.

28,947

B2B MEETINGS



SAHA Match is an AI-supported B2B matchmaking platform that brings exhibitor companies together with the right partners with whom they can cooperate.



With the support and vision of the Republic of Türkiye Ministry of Trade, large-scale hosted buyer delegation activities with broad international participation were successfully carried out within the scope of three different UR-GE (Supporting the Development of International Competitiveness) projects. Within the framework of these organisations, 105 international companies and 158 representatives from a total of 35 countries participated, including strategic markets offering market diversity such as the United States of America, Italy, Brazil, Lithuania, Latvia, Kazakhstan, Indonesia, Pakistan, Thailand, Romania, Jordan, and Kuwait.

During these programmes, organised to increase global market share and deepen international integration, B2B bilateral meetings were held between delegation companies and Turkish companies. As a result of these intensive contacts, the targeted international interaction was not limited to standard procurement and sales processes; foundations were laid for sustainable strategic partnerships.

In this context, alongside contracts aimed at directly expanding trade volume with the relevant hosted buyer delegations, multi-dimensional agreements were established covering memoranda that encourage sectoral knowledge sharing and capacity building, as well as joint product development activities in high-technology fields.





SIGNING CEREMONIES

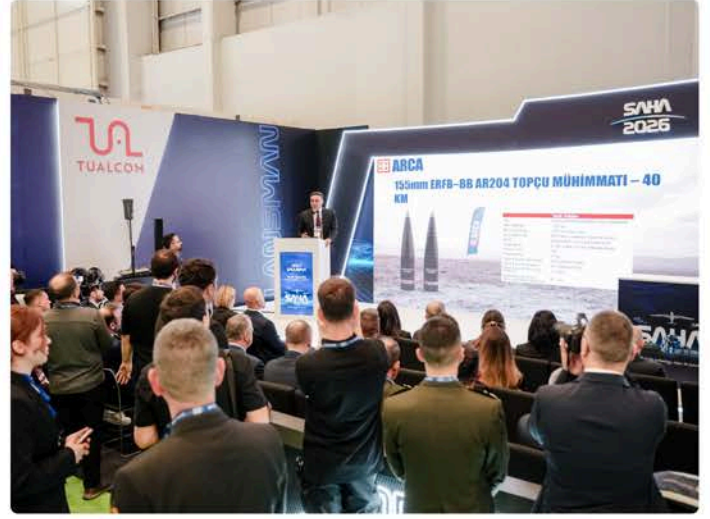


The 216 signing ceremonies held throughout the exhibition became a strong indicator of Türkiye's vision to strengthen international cooperation in the defence and aerospace industry.

The agreements signed offered both domestic companies and international participants the opportunity to develop commercial and strategic partnerships with Türkiye. The scope and economic scale of the agreements also demonstrated Türkiye's growing weight in the global defence industry.

218

PRODUCT LAUNCHES



Artificial Intelligence

Autonomous Systems

Unmanned Aerial Vehicles

Cybersecurity

Advanced Materials

SAHA 2026 became an important platform where new products and technologies in the defence and aerospace industries were introduced. Throughout the exhibition, leading companies in the sector presented their newly developed systems and solutions to visitors.

The 218 product launches held within the scope of the event enabled companies to showcase their current capabilities and engineering work in defence technologies. These launches also stood out in terms of presenting Türkiye's domestic production capacity and high-technology projects to international participants.

Presentations in artificial intelligence, autonomous systems, unmanned aerial vehicles, cybersecurity, and advanced material technologies were among the headings that strengthened the technology-driven character of the exhibition.

Meeting Point of Global Diplomacy

75

OFFICIAL DELEGATION
COUNTRIES

204

OFFICIAL DELEGATIONS

819

OFFICIAL DELEGATION
MEMBERS

105

HOSTED BUYER DELEGATIONS

158

HOSTED BUYER DELEGATION
MEMBERS



SAHA 2026 hosted a broad-based gathering that made Türkiye's international position in the defence industry visible. The participation of 204 official delegations and 819 official delegation members from 75 countries showed that the organisation created a strong engagement platform at the global level.

In addition to official delegations, 105 hosted buyer delegations and 158 hosted buyer delegation members also came together with sector representatives at the exhibition. These meetings contributed to direct contact between companies and to the assessment of new cooperation opportunities.

The intensive delegation participation demonstrated that SAHA 2026 was not merely an exhibition area, but a strategic organisation where diplomacy, trade, and industrial cooperation came together on the same platform.

High-Level Protocol and Defence Diplomacy

1

PRIME MINISTER

19

MINISTERS

15

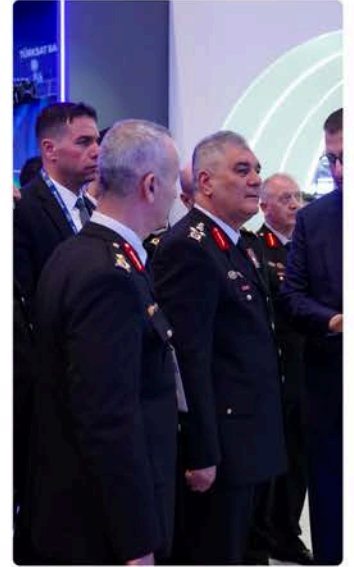
DEPUTY MINISTERS

11

CHIEFS AND
DEPUTY CHIEFS OF
GENERAL STAFF

13

FORCE
COMMANDERS



SAHA 2026 also hosted strong participation in terms of defence diplomacy. Throughout the exhibition, 1 Prime Minister, 19 Ministers, and 15 Deputy Ministers came together with sector representatives in Istanbul and closely followed Türkiye's capabilities in the defence industry.

The participation of 11 Chiefs and Deputy Chiefs of General Staff and 13 Force Commanders showed that SAHA 2026 created an important engagement platform not only from an industrial perspective, but also in terms of defence diplomacy.

This high-level participation demonstrated Türkiye's growing international visibility in the defence and aerospace industries and the global reach achieved by the exhibition.

SAHA 2026 in Numbers

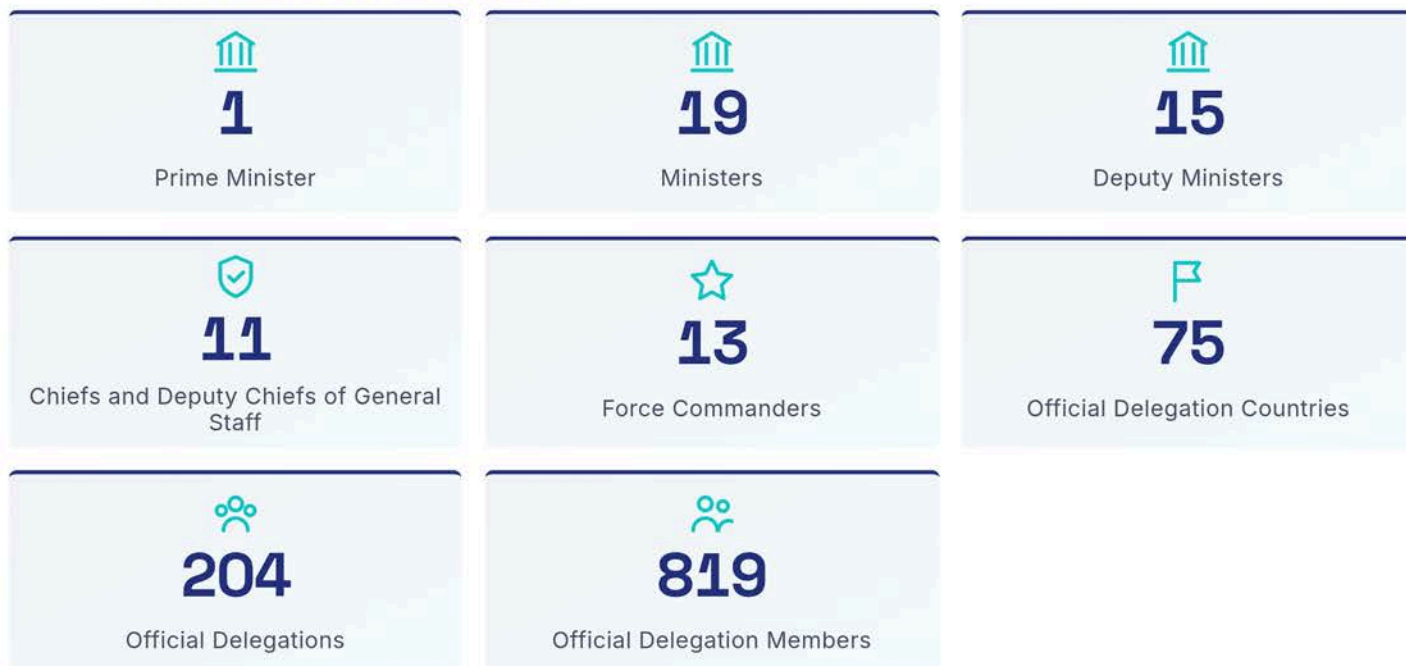
PARTICIPATION & AREA



TRADE & COOPERATION



DIPLOMACY & PROTOCOL





Under the auspices of the
**PRESIDENCY OF THE
REPUBLIC OF TÜRKİYE**

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PRESTIGE SPONSOR



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Unmanned Ground Vehicle Area Sponsorship



Panel Areas Sponsorship



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Launch Area Sponsorship



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Exhibition Bag Sponsorship



Gala Reception Sponsorship



Official Delegation Bag Sponsorship



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Match-Makers Vest Sponsorship



SECURITY PARTNER



THE NEXT MEETING

See You in 2028

MAY 16-20, 2028

Istanbul Expo Center · Yeşilköy, Istanbul

We concluded SAHA 2026 with a vision that rules the technology and shapes the future together. The global meeting point of the defence and aerospace industries will reopen its doors in 2028 with a stronger and more ambitious programme. We thank all our exhibitors, visitors, and stakeholders who accompanied us on this journey.



SAHAEXPO.COM

COLOPHON

Post Show Report

PREPARED BY
SAHA EXPO

DATA SOURCE
SAHA 2026 official data

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Rule the Technology, Shape the Future

SAHA
2026
INTERNATIONAL DEFENCE & AEROSPACE EXHIBITION

International Defence and Aerospace Exhibition

sahaexpo.com / info@sahaexpo.com

Exhibition: Istanbul Expo Center, Yeşilköy, Atatürk Cd. No:5/5, Bakırköy/Istanbul
Mailing Address: Teknopark Istanbul, Teknopark Boulevard No:1/9A D:104, Pendik/Istanbul