

Tomorrow On-Board

 TURKISH AIRLINES

 **TURKISH AIRLINES**

A STAR ALLIANCE MEMBER 



**2022 Sustainability
Factsheet Reviews**

Message from the Chairman of the Board of Directors



Prof. Ahmet BOLAT
Chairman of the Board of Directors
and the Executive Committee

In 2022

57,581 tons and prevented
181,379
tons of CO₂ greenhouse gas
emissions.

Dear Esteemed Shareholders,

In 2022, we lived through a period in which the global economy was healing the wounds of the pandemic process. Our Incorporation exceeded the 2019 level by achieving 71.8 million passengers and 202 billion ASK. This success lies under the innovations we implemented to remind the pleasure of flying again after a difficult period and our service understanding that has become a star in our sector. The focus of these innovations is to create an aviation service that is safe and satisfactory for our passengers.

As Turkish Airlines, we have carried many new initiatives into effect with the aim of providing our guests with a more sustainable travel experience. One of these initiatives is the "Green Class" flight, which combines the use of biofuel throughout the year with environmentally friendly products. This flight is a kind of preview of our future plans. In the coming period, we aim to further develop the products offered on this flight and expand them to all our flights.

Sustainable Aviation Fuels (SAF) are key to reducing emissions in the sector. We do not confine our efforts on SAF to biofuel use. In 2022, we joined the Global SAF Declaration, representing a collaborative initiative established by stakeholders in the aviation, aerospace, and fuels sectors to decarbonize the sector. We will continue to develop broader partnerships to promote the use of these fuels.

Thanks to our comprehensive fuel efficiency policy, which includes the use of Sustainable Aviation Fuels, we prevent tons of emissions each year. By adding new-generation aircraft to our fleet, we increased our aircraft number to 394 while maintaining an average fleet age of 8.7 years. With highly fuel-efficient, new-generation aircraft and operational

improvements, we achieved a fuel saving of 57,581 tons and prevented 181,379 tons of CO₂ greenhouse gas emissions in 2022.

We aim to develop broader collaborations not only with organizations within the aviation sector but also with all our stakeholders, including our employees and passengers. The CO₂mission platform, which we launched in 2022, is one of the finest examples of collaboration with our guests who desire to be a part of the process of improving the world. Through the voluntary carbon offset platform CO₂mission, travel enthusiasts can offset the unavoidable emissions from their flights by supporting various development projects. Thanks to our passengers' contributions, made entirely on a voluntary basis, approximately 1.5 million kilograms of carbon dioxide were offset in one year. At Turkish Airlines, we also offset the emissions resulting from our employees' business travels through CO₂mission. However, our efforts in carbon offsetting practices for unavoidable emissions management go beyond this. Throughout the year, we offset a total of 8,968 tons of greenhouse gas emissions within emission trading systems such as EU ETS, UK ETS, and CH ETS. We voluntarily implement CORSIA, the International Civil Aviation Organization's Carbon Offsetting and Reduction Scheme for International Aviation, from the pilot phase onwards, in line with the scheme's timeline and requirements, and we will offset our emissions within this scope.

In our sustainability efforts, which are based on a multi-stakeholder, collaborative, and interdisciplinary approach, we have unified under the motto 'Tomorrow On-Board' during the reporting period. This enables us to carry out these activities in a more comprehensive perspective in the light of the UN Sustainable Development Goals. In 2022, our inclusion among the supporters of the UN Global Compact, the world's largest corporate sustainability

initiative, also demonstrates our commitment to adopting the UN Sustainable Development Goals as a guiding principle.

Like the bridges we build between our stakeholders and various fields that serve sustainability, we are also building bridges between countries, continents, and cultures in a manner befitting our mission. In 2022, our Incorporation conducted flights to 25 out of the 46 least developed countries recognized by the United Nations, carrying 1.4 million passengers. As the only airline flying to 152 international destinations, we provide unique support for sustainable development. Through the global connectivity we offer, we create opportunities for these regions to enhance their economic and social relationships with the world. With the momentum we gained in the reporting period, we significantly expanded our flight network. We increased the number of destinations we fly from 333 to 342, and the number of revenue passenger from 44.8 million to 71.8 million. This achievement makes our Incorporation the airline that flies to the most countries globally, and the flag carrier-network airline with the highest number of flights in Europe.

In 2023, we will commemorate two significant milestones, both for the Republic of Türkiye and for our Incorporation. We will have the honor of celebrating the 100th anniversary of our Republic and the 90th anniversary of our Incorporation together. In this outstanding year, while continuing our double-digit growth, we will add our 400th aircraft to our fleet and welcome our one billionth passenger with a warm "Welcome..." As the global face of Türkiye, we will continue to progress towards becoming a world-class airline, setting an example with our sustainability performance.

On this occasion, I would like to extend our gratitude to all our stakeholders, including our employees, business partners, shareholders, and passengers, for their trust in our Incorporation on this journey.

Turkish Airlines At a Glance

Turkish Airlines, the flag carrier airline of the Republic of Türkiye, has taken its place among the largest airline companies in the world with its rapid growth trend since its foundation in 1933, with the objective of carrying out domestic and international passenger and cargo air transportation activities.

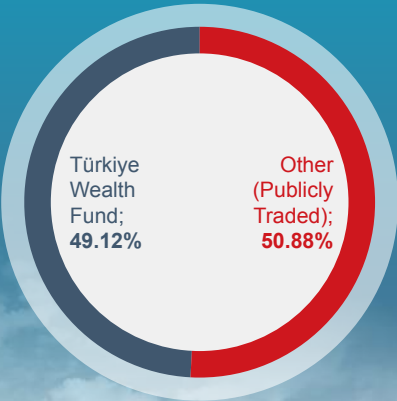


Today, Turkish Airlines continues to grow with the objective of having the youngest and most modern fleet in Europe with its 18 subsidiaries and affiliates, a paid-in capital of 1.38 billion TL, and more than 65,000 employees, including its subsidiaries.

With 394 passenger and cargo aircraft in its fleet, Turkish Airlines is the airline company that flies to the most countries in the world, with 342 domestic and international destinations in 2022. This year, Turkish Airlines transported 71.8 million passengers, 1.7 million tons of cargo and mail with 472,707 landings.



Turkish Airlines Ownership Structure



Brands

**SunExpress**

**AIR ALBANIA**

**we** WORLD EXPRESS

**TURKISH CARGO**

**TEC**
Turkish Engine Center

**TURKISH TECHNIC**

**TURKISH NACELLE CENTER**
Collins Aerospace  **TURKISH TECHNIC**

**fci**
CABIN INTERIOR®

**CORNEA**
AERO SYSTEMS

**TSI SEATS**

**TURKISH dpet**

**TFS**
TURKISH FUEL SERVICES

**TGS** **TURKISH GROUND SERVICES**

**TURKISH AIRLINES**
Flight Academy

**TURKISH DOGCO**

**TAX FREE ZONE**

**TURKISH AIRLINES**
TECHNOLOGY

Turkish Airlines International Investment and Transport Inc.



Turkish Airlines 2022 Awards



Europe's Best Airline
(Skytrax Passenger Choice Awards)

Southern Europe's Best Airline
(Skytrax Passenger Choice Awards)

World's Best
Business Class Catering
(Skytrax Passenger Choice Awards)

Europe's
Best Economy Class Airline
(Skytrax Passenger Choice Awards)



Most Technological
Airline Brand of Türkiye
(Tech Brands Türkiye)



5 Star Global Airline
(APEX The Airline Passenger
Experience Association)

APEX World Class 2022
(APEX The Airline Passenger
Experience Association)

Europe's Best Food and Beverage
Service
(APEX – Passenger Choice Awards)

Europe's Best Seat Design
(APEX – Passenger Choice Awards)



“The Happiest Workplaces in Türkiye”
(Happy Place to Work)



Airline of the Year for
Sustainability Innovation
(CAPA)



Most Sustainable Flag
Carrier Airline
(World Finance 2022
Sustainability Awards)



Sustainability Performance
Evaluation Silver Medal
(Ecovadis)



Most Valuable Brand of Türkiye
(Brand Finance)



Service Export
Special Award
(Turkish Exporters Assembly)



Best Transatlantic Airline Award
(Business Traveler- 2022)



2022 Readers' Choice Awards
Condé Nast Traveller Magazine



PAX International Readership Awards
(PAX International & PAX Tech)



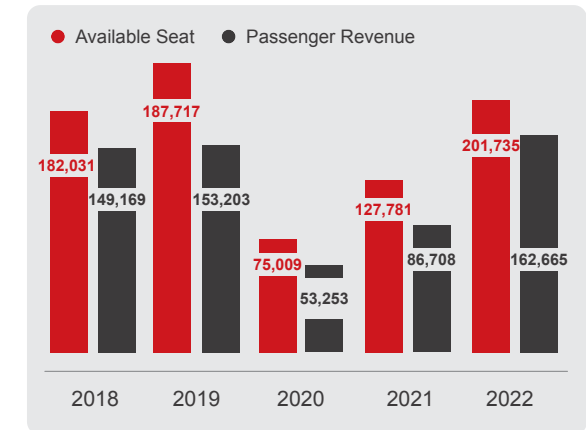
LACP 2022 Spotlight Awards
Global Communications
Competition – Gold Award
(LACP)

Financial and Operational Performance

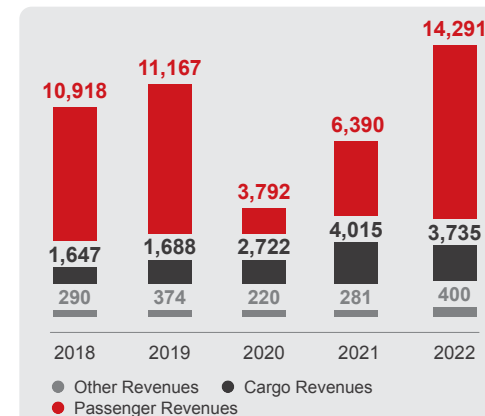
After the profound effects caused by the Covid-19 restrictions on the aviation industry in 2020-2021, Turkish Airlines left behind a successful year financially and operationally, despite all the challenging conditions that continued to affect the industry in 2022.

Financial Performances (million USD dollars)	2018	2019	2020	2021	2022
Net Revenue	12,855	13,229	6,734	10,686	18,426
Passenger Revenue	10,918	11,167	3,792	6,390	14,291
Cargo Revenue	1,647	1,688	2,722	4,015	3,735
Other Revenue	290	374	220	281	400
Operating Profit (million USD)	1,191	876	-255	1,414	2,779
EBITDA	2,463	2,589	1,481	3,416	4,947
EBITDAR (million USD)	3,349	3,107	1,866	3,744	5,377
EBITDAR Margin (%)	26.0%	23.5%	27.7%	35.0%	29.2%
Net Debt	7,687	10,107	14,120	11,596	8,714
Total Assets	20,732	24,724	25,530	26,537	30,944
Return on Equity (%)	13.0%	11.0%	-16.0%	14.0%	32.87%

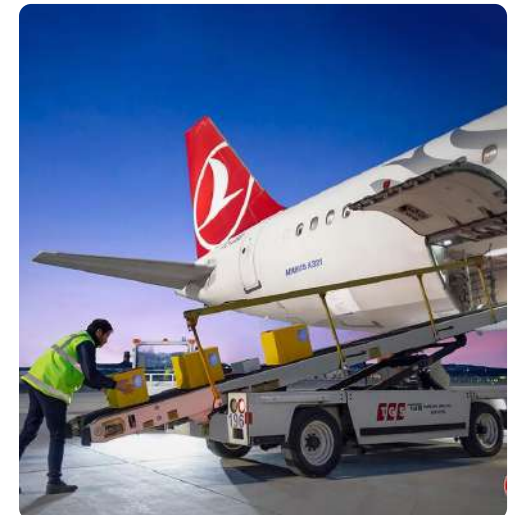
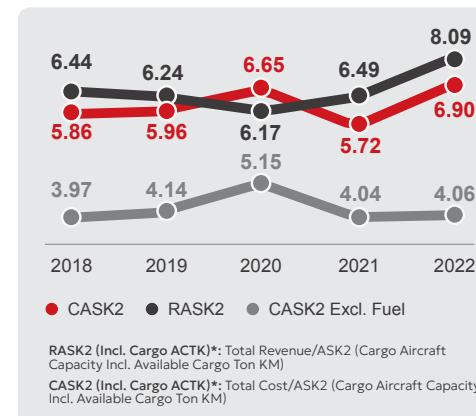
ASK and RPK Growth (Million KM)

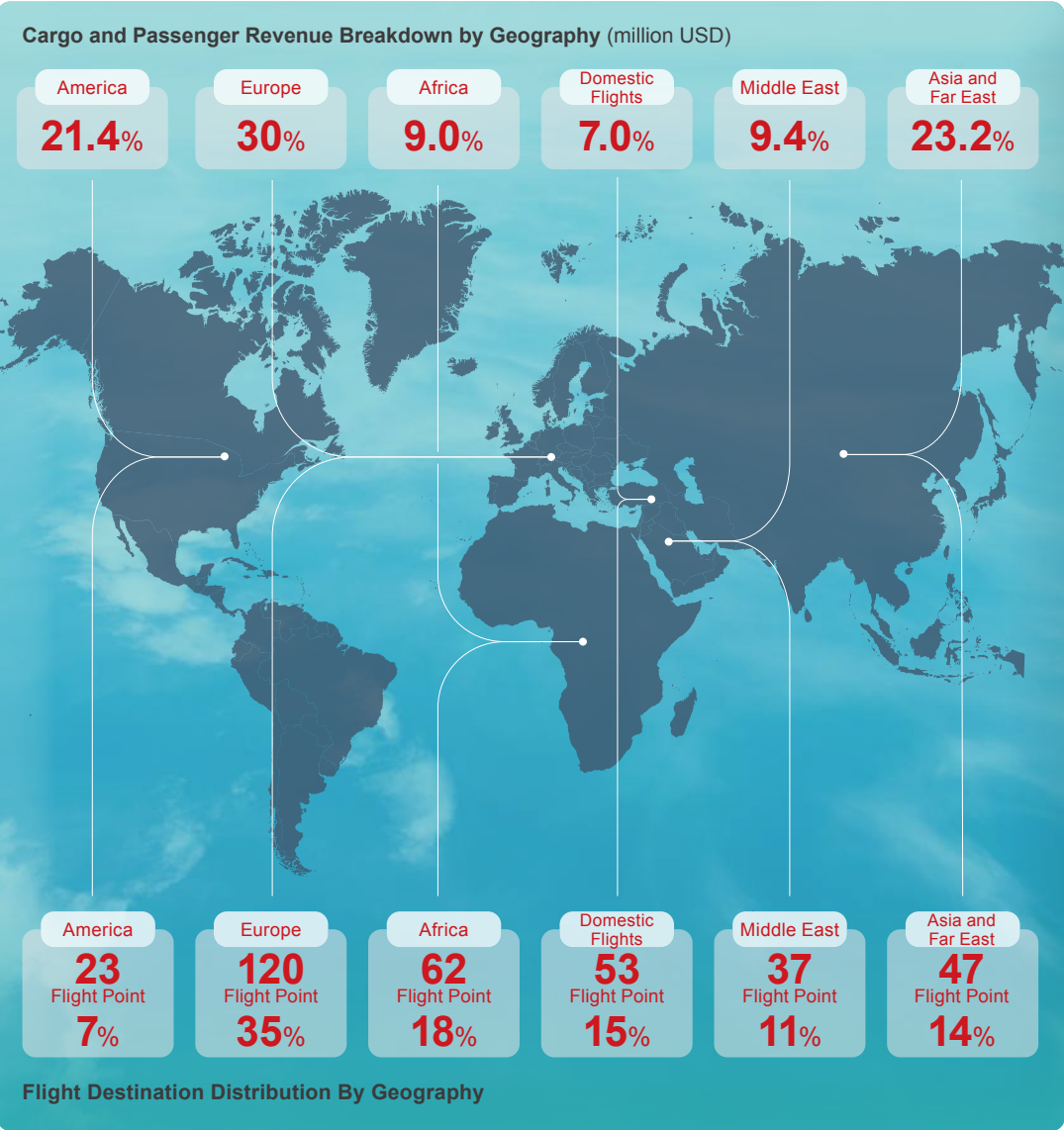


Revenue Breakdown By Category (Million Usd)



Unit Revenues and Costs (USD cent "USC")





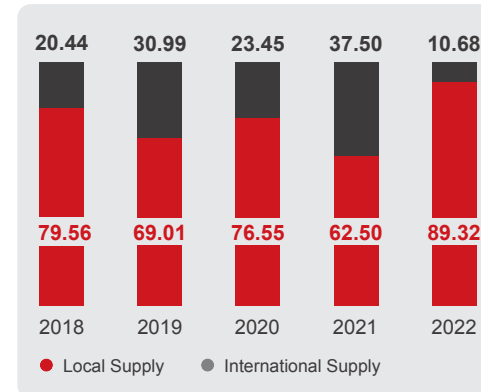
Operational Performances	2018	2019	2020	2021	2022
Total Flight Miles (nautical mile)	467,942,609	500,095,380	254,970,056	379,947,624	515,501,080
Available Seat*Km (million Km)	182,031	187,717	75,009	127,781	201,735
Revenue Passenger*Km (million Km)	149,169	153,202	53,253	86,708	162,665
Revenue Passenger (person)	75,167,807	74,282,064	27,951,286	44,791,503	71,817,525
Passenger Load Factor (%)	81.9%	81.6%	71.0%	67.9%	80.6%
Flight Destinations	310	322	324	333	342
Number of Landings	511,064	507,352	240,353	357,206	472,707
Distance Flown Km (thousand)	866,630	926,224	472,246	703,643	954,708
Cargo & Mail Carried (ton)	1,412,423	1,544,341	1,494,276	1,880,949	1,678,953
Excess Baggage Carried (ton)	7,717	11,848	7,513	22,181	31,519
Baggage Irregularity Rate (‰)	5.2‰	5‰	3.9‰	3.7‰	5.3‰
Turkish Airlines-Only International Routes	146	154	155	142	152
Turkish Airlines-Only International Routes within Top 20 Airline Companies	209	219	216	203	223
Turkish Airlines-Only International Destinations within Top 20 Airline Companies	30	30	24	22	21



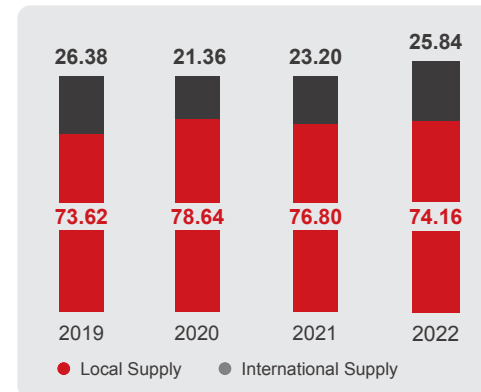
Our Contribution to the Economy

The aviation industry, which connects different cultures and markets in the world effortlessly, quickly, and economically, has a strategic importance for the development of the world economy.

Local Procurement Rate By Expenditure (%)



Local Procurement Rate By Number Of Suppliers (%)



Direct Economic Impact Distribution (million USD)

	2018	2019	2020	2021	2022
Direct economic value generated - Net Sales Revenue	12,855	13,229	6,734	10,686	18,426
Direct economic value distributed	11,686	12,644	7,264	9,411	15,710
Activity costs	9,827	10,477	6,103	8,051	13,473
Wages and benefits paid to employees	1,772	2,067	1,097	1,298	2,140
Dividends paid	0	0	0	0	0
State taxes and similar payments	41	52	41	37	57
Donations, sponsorships, and corporate responsibility expenditures	46	48	23	25	40

	2018	2019	2020	2021	2022
Investments (million USD)	2,940	4,315	4,903	4,193	5,499
Fleet investments	1,291	2,402	2,926	2,061	2,879
Financial Lease Refunds	906	974	1,541	1,786	1,655
Other	743	939	436	346	965

Taxes paid (TL)

	2018	2019	2020	2021	2022
Türkiye	773,139,271	1,441,302,581	898,893,051	1,472,755,988	4,139,375,929
Other States	59,865,126	66,849,176	59,912,800	54,248,048	241,316,083
Airports	1,108,276,906	1,120,050,112	425,535,737	740,139,335	1,310,017,369

Incentives from Government and International Institutions (million USD)

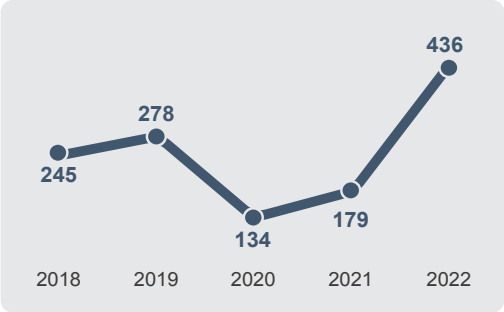
	2018	2019	2020	2021	2022
	62	110	164	187	183

Business Ethics and Code of Conduct

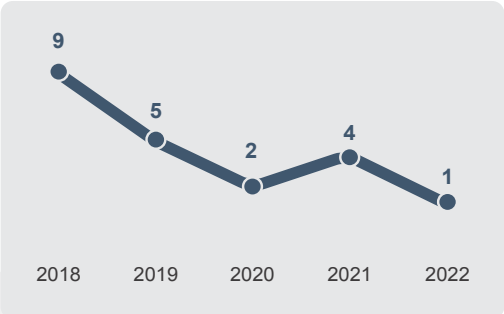
Turkish Airlines follows internationally recognized principles of business ethics and conduct in all its operations and decisions.

To increase the awareness of the Incorporation’s managers and employees on the corporate ethical culture, a Code of Ethics Training program was created. This program aims to train them with the expected attitudes aligned with Turkish Airlines’ Ethical Values and with the desired approach in potential suspicious situations. The training covers topics such as "Code of Ethics, Violations of Code of Ethic , Ethical Line, Ethics Committee" and extends beyond general business ethics principles to include legal compliance, anti-corruption, anti-bribery efforts and fair competition.

Number of Ethics Line Applications



Number of Reported Discrimination Cases

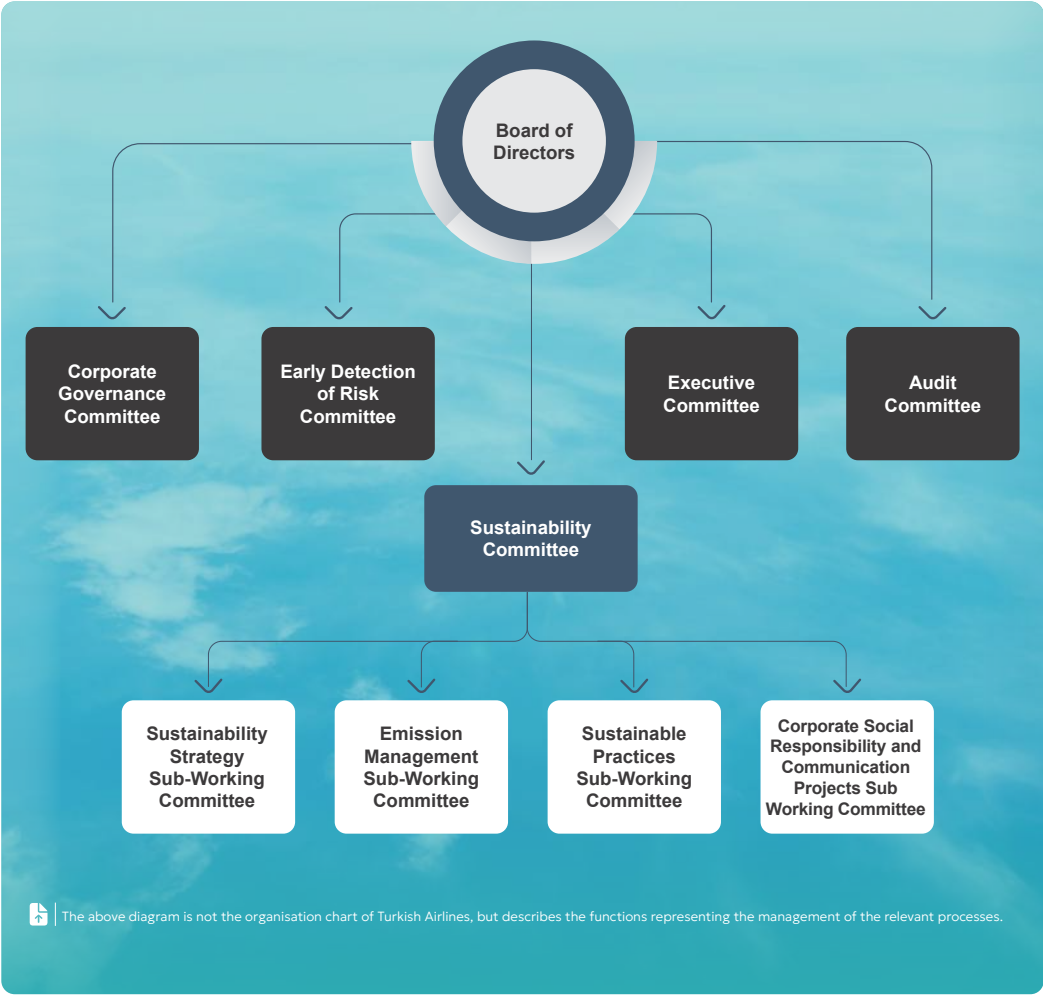


	2018	2019	2020	2021	2022
Code of Ethics, Anti-Bribery and AntiCorruption Training					
Total training participants (number of people)	5,910	4,320	2,420	6,207	9,463
Total training hours (person*hour)	2,955	2,160	1,210	3,103	4,416
Ethical Line Grievances (number)	245	278	134	179	436
Discrimination Grievances (number)	9	5	2	4	1
Total Amount of Significant Cash Fines Paid (million TL)	-	-	-	1,1	-
Non-monetary Sanctions (number)	-	-	-	1	-



Sustainability Management

In 2022, Turkish Airlines named its sustainability vision as **"Tomorrow On-Board"** in order to ensure that sustainability management processes are managed with a common corporate understanding. It is aimed to develop a holistic communication approach with the **"Tomorrow On-Board"** motto, which will also guide the future sustainability practices of the Incorporation.



The most senior governance bodies responsible for sustainability management at Turkish Airlines are the Board of Directors and the Executive Committee. The main responsibility of the Board of Directors and the Executive Committee is to manage the social, economic and environmental impacts arising from the operations of Turkish Airlines and to assess the sustainability risks and opportunities that may affect the operations of the Incorporation.

The Sustainability Committee is responsible for the effective implementation of these processes at all levels of the Incorporation. The Sustainability Committee, chaired by the CEO with the participation of the Chief Officers and SVP (Senior Vice President) of Subsidiaries, convenes at least once a quarter. The Sustainability Committee reports to the Board of Directors the risks and opportunities regarding material sustainability issues, assessments of the performance results obtained as a result of the activities of the organisation, feedback from internal and external stakeholders and the practices decided to improve the sustainability performance of the Incorporation in the light of this information.

Taking into account the material sustainability issues of the Incorporation, legal regulations, sector trends, best practices, stakeholders' expectations and developments in the global agenda, four different Sustainability SubWorking Committees have been established to work on corporate social responsibility and communication projects, sustainability practices, sustainability strategy and emission management. Sustainability Sub-Working Committees first determine the projects that can be implemented within the Incorporation and submit their decision proposals to the Sustainability Committee for approval.

Sustainability Priorities

Aviation industry activities are closely related to a wide range of social, economic and environmental issues. However, not all of these issues may have the same priority in the sustainability strategy for each company. Turkish Airlines' sustainability strategy has been formulated within the framework of social, economic and environmental issues that may arise as a result of the Incorporation's activities, products and services or that may affect these activities, products and services. These issues are prioritised and classified through a systematic process designed in line with international standards and involving the opinions and suggestions of external stakeholders, and constitute the sustainability strategy of the Incorporation.

Turkish Airlines' sustainability priorities were revisited in the previous reporting period. In this process, global megarisk trends, international initiatives and reporting standards and prominent practices in the aviation industry were taken into consideration. As a result, social, economic and environmental issues specific to Turkish Airlines Sustainability Programme were identified. In the process of identifying material issues, 17 Sustainable Development Goals were also assessed in terms of the impacts, risks and opportunities they may pose on Turkish Airlines' operations, products and services. A total of 1,434 Turkish Airlines employees, including 98 managers, 857 office employees and 479 flight crew, participated in the materiality study. On the other hand, 281 external stakeholders, including investors and shareholders, customers, financial institutions, subsidiaries, suppliers, insurance and brokerage companies, provided feedback during the prioritisation process. The results obtained from these studies were re-evaluated in a workshop with a wide participation of company executives, and then submitted to senior management for approval, and sustainability priorities were determined.

- Support for the Social Development
- Fair Competition
- Water Management
- Single Use Plastic
- Sustainable Catering
- Noise Management
- Responsible Supply Chain Management
- Innovation

2 ZERO HUNGER

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

"Business Ethics and Ethical Behaviour", "Regulatory Compliance and Risk Management", "Customer Satisfaction" and "Financial Performance" are not subject to prioritisation as they are among the unchangeable principles of the Incorporation's management approach.



- Flight Safety and Security
- Climate Change
- Employee Health and Safety
- Changes in Customer Expectations and Behaviour
- Fleet Modernization and Development
- Digitalization
- Business Continuity
- Talent Management
- Waste Management

5 GENDER EQUALITY

7 AFFORDABLE AND CLEAN ENERGY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

- Human Related Environmental Disasters
- International Crises
- Animal Welfare
- Global Economic Crises
- Biodiversity Loss

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

15 LIFE ON LAND







16 PEACE, JUSTICE AND STRONG INSTITUTIONS













Sustainability Strategy


















Support of Turkish Airlines to the Sustainable Development Goals

Turkish Airlines has also included the United Nations Sustainable Development Goals in the materiality study carried out within the scope of its sustainability program; SDG5, SDG7, SDG8, SDG9, SDG12, SDG13, SDG16, SDG17 have been identified as the areas of work to be targeted in the coming periods. On the other hand, Turkish Airlines also contributes to many other SDGs other than those prioritized through its operations.

Supported SDGs	Sub-Goals	Description	References
	1.1 Eradicate extreme poverty 1.4 Equal rights to ownership, basic services, technology and economic resources	"Turkish Airlines generates direct and indirect economic value in the geographies where it operates through its value chain and the socioeconomic impact it provides at its destinations, and together with its subsidiaries, creates employment for more than 75,000 people. Compared to other sectors, each job created in the aviation industry is 175% more productive and creates a greater added value. In 2022, Turkish Airlines flew to 25 of the 46 countries categorized as the least developed countries by the United Nations. Thus, by carrying the production of underdeveloped or developing countries to target markets, Turkish Airlines contributes to their economic development, employment and income growth.	 Support to the Economy (p.10)
	3.3 Fight communicable diseases 3.8 Achieve universal health coverage 3.B Support research, development and universal access to affordable vaccines and medicines	With the end-to-end cold chain corridor established on over 400 different routes, Turkish Cargo plays an active role in the market for the transportation of vaccines and medicines at appropriate temperatures and conditions. Turkish Airlines flies to different destinations in many geographies, especially in Africa, and supplies vaccines and medical supplies to these regions, enabling the population to access vaccines and medicines.	 Turkish Airlines 2022 Annual Report (p.89)
	4.3 Equal access to affordable technical, vocational and higher education 4.4 Increase the number of people with relevant skills for financial success 4.5 Eliminate all discrimination in education	It is prerequisite for operating in the aviation sector to have a human resource with the highest level of training and professional capacity. With its international competencies, experience and technical infrastructure, Turkish Airlines plays an important role in both the training of its own employees and bringing new professionals to the sector. In this context, Turkish Airlines' support for undergraduate and graduate programs of universities and collaborations established with them, enables employee development, improves sectoral knowledge and increases employment opportunities.	 Talent Management (s.82)

Supported SDGs	Sub-Goals	Description	References
<div><div>5</div><div>GENDER EQUALITY</div><div></div></div>	<div>5.1 End discrimination against women and girls</div> <div>5.5 Ensure full participation in leadership and decision-making</div> <div>5.C Adopt and strengthen policies and enforceable legislation for gender equality</div> <div>10.2 Promote universal social, economic and political inclusion</div> <div>10.3 Ensure equal opportunities and end discrimination</div> <div>10.4 Adopt fiscal and social policies that promotes equality</div> <div>10.A Special and differential treatment for developing countries</div>	<p>Diversity and equality are amongst Turkish Airlines’ most fundamental corporate values. Equal treatment of all employees in all areas is of primary importance in terms of both human rights and corporate policies. Studies are carried out to ensure that female employees take a balanced place in technical and managerial roles where there is insufficient representation and to improve their career opportunities, and within this scope, partnerships with national and international initiatives are developed. While the participation of disadvantaged individuals in the workforce is supported by fair wages and working conditions, working conditions are facilitated by responsible HR policies.</p> <p>Turkish Airlines carries out internal and external process improvement, sustainable development management and corporate social responsibility activities to make its products and services more accessible to disabled, disabled-veteran, elderly, pregnant and disadvantaged passengers.</p> <p>With the end-to-end cold chain corridor established on over 400 different routes, Turkish Cargo has maintained its connectivity by continuing its flights to many developing and underdeveloped countries, and supported these countries experiencing inequalities in access to vaccines and medical supplies.</p>	<div><div></div><div>Gender Balance (p.79)</div></div> <div><div></div><div>Turkish Airlines 2022 Annual Report (p.89)</div></div>
<div><div>7</div><div>AFFORDABLE AND CLEAN ENERGY</div><div></div></div> <div><div>12</div><div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div></div></div> <div><div>13</div><div>CLIMATE ACTION</div><div></div></div>	<div>7.2 Increase global percentage of renewable energy</div> <div>7.3 Double the improvement in energy efficiency</div> <div>7.A Promote access to research, technology and investments in clean energy</div> <div>12.2 Sustainable management and use of natural resources</div> <div>12.4 Responsible management of chemicals and waste</div> <div>12.5 Substantially reduce waste generation</div> <div>12.6 Encourage companies to adopt sustainable practices and sustainability reporting</div> <div>12.8 Promote universal understanding of sustainable lifestyles</div> <div>13.1 Strengthen resilience and adaptive capacity to climate-related disasters</div> <div>13.2 Integrate climate change measures into policies, and planning</div> <div>13.3 Build knowledge and capacity to meet climate change</div>	<p>Turkish Airlines manages its environmental and climate impacts within the framework of its Sustainability Policy and Environmental Policy. In line with this context, impacts on the climate and the environment are managed with responsible practices and projections such as responsible procurement, waste management, energy and emission management, and clean energy, and the progress achieved by carrying out performance-enhancing studies is reported.</p> <p>Aware of the negative impacts of the global climate crisis and the role of the aviation industry, Turkish Airlines works to reduce its carbon footprint and minimize climate-related risks. To this end, Turkish Airlines increases fuel efficiency by optimizing flight operations, strengthens its fleet with new generation aircraft with high fuel efficiency, collaborates with universities to increase the use of biofuels and supports sustainable biofuel research and development efforts. Aware of the importance of global cooperation, Turkish Airlines takes part in joint efforts to decarbonize sustainable aviation fuel with stakeholders in the aviation, aerospace and fuel sectors, and continues to invest in and support sustainable aviation fuels, while significantly reducing its emissions through investments in the inclusion of new generation aircraft in the fleet, operational improvements and advanced fuel saving practices.</p> <p>On the other hand, Turkish Airlines also works to transition to sustainable product options with its in-flight catering practices. In this context, sustainable products and resource efficiency are supported by preferring recyclable and less waste-generating options in the materials used, and internal communication activities are carried out to raise employee awareness on sustainable living.</p> <p>With the CO₂mission Programme launched during the reporting period, all travellers can support sustainable development projects by offsetting their flight emissions.</p>	<div><div></div><div>Responsible Company (p.36)</div></div>
<div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div><div></div></div>	<div>8.1 Sustainable Economic Growth</div> <div>8.3 Promote policies to support job creation and growing enterprises</div> <div>8.5 Full employment and decent work with equal pay</div> <div>8.7 End modern slavery, trafficking, and child labour</div> <div>8.8 Protect labour rights and promote safe working environments</div>	<p>Aiming to generate economic value for its stakeholders with the business model it has developed with the awareness of being a fair employer and a safe operator, Turkish Airlines offers its employees a safe and fair work life that is open for development. Turkish Airlines, which accepts flight safety and security as a fundamental working standard that cannot be compromised under any circumstances, always aims for the highest standards in its operations.</p> <p>Conducting its operations in line with its principle of respecting human rights, Turkish Airlines assures all the rights of its employees with its ethical principles and policies. It provides a working environment where any practices that violate human rights such as modern slavery and forced labor, including human trafficking, cannot be found under the umbrella of the Incorporation.</p>	<div><div></div><div>Support to the Economy (p.10)</div></div> <div><div></div><div>Fair Employer (p.77)</div></div> <div><div></div><div>Reliable Operator (p.61)</div></div> <div><div></div><div>Business Ethics and Ethical Behavior (p.19)</div></div>

Supported SDGs	Sub-Goals	Description	References
	9.4 Upgrade all industries and infrastructures for sustainability 9.5 Enhance research and upgrade industrial technologies	<p>Turkish Airlines, the official flag carrier of the Republic of Türkiye and the airline that flies to most countries and international destinations in the world, has been constantly renewing its fleet since its foundation. With an average age of 8.7 years, Turkish Airlines has one of the youngest fleets in the world. The Incorporation aims to increase its fleet to 435 aircraft and expand its flight network with the new generation aircraft investment plan.</p> <p>Investing in R&D and innovation, especially in digitalization activities, in order to ensure the endurance of its operations and increase business continuity, Turkish Airlines constantly improves its operating infrastructure. While focusing on solving problems with new generation technology companies thanks to its open innovation strategy, it develops new technologies by managing resource efficiency and carries out cooperation programs to create new opportunities.</p>	<p> Sustainable Aviation Fuels (p.48)</p> <p> Fleet Modernization (p.60)</p> <p> R&D and Innovation (p.71)</p>
	11.2 Affordable and sustainable transport systems 11.5 Reduce the adverse effects of natural disasters 11.6 Reduce the environmental impacts of cities	<p>The aviation industry connects cities around the world, supporting economic activity and cultural exchanges. At the same time, the aviation sector has impacts on sustainable urban living, such as emissions and noise. Turkish Airlines invests in fleet modernization to reduce emissions and noise levels and contributes to reducing the negative environmental impact of cities through waste management practices.</p> <p>Emergency transportation becomes a top priority in disaster situations. In various emergency situations, particularly earthquakes, Turkish Airlines, in coordination with public institutions and NGOs, organizes emergency relief operations to meet the needs of people in disaster areas.</p>	<p> Fleet Modernization (p.60)</p>
	15.3 End desertification and restore degraded land 15.7 Eliminate poaching and trafficking of protected species	<p>Turkish Airlines signed the “United for Wildlife Buckingham Palace Declaration” (UFW), supported by IATA, which aims to prevent the illegal trade of wild animals and to raise sectoral awareness on this issue. Thus, it helps to prevent the illegal trade of wild animal parts such as ivory, rhino horns and tortoise shells. On the other hand, while environmentally friendly materials are preferred in the headset and blanket sets we offer to our passengers, the toys offered to our child passengers are produced with “Forest Stewardship Council (FSC)” certified products.</p>	<p> Sustainable Aviation Fuels (p.48)</p> <p> Environmental Management (p.50)</p>
	16.5 Substantially reduce corruption and bribery 16.6 Develop effective, accountable and transparent institutions 16.10 Ensure public access to information and protect fundamental freedoms 16.B Promote and enforce non-discriminatory laws and policies	<p>Turkish Airlines carries out its activities in line with the principles of transparency and accountability, in line with the inclusive, internationally accepted corporate governance and ethical rules that are responsible to its stakeholders.</p>	<p> Management Fundamentals (p.14)</p>
	17.6 Knowledge sharing and cooperation for access to science, technology and innovation 17.11 Increase the exports of developing countries 17.14 Enhance policy coherence for sustainable development 17.16 Enhance the global partnership for sustainable development 17.17 Encourage effective partnerships 17.18 Enhance availability of reliable data	<p>Turkish Airlines develops partnerships with various institutions and organizations in line with the 2030 Global Goals and common goals of sustainable development. By taking part in the sustainability initiatives created by international organizations that shape aviation practices, the practices of the Incorporation are developed and contribute to the formation of the international sustainability agenda.</p>	<p> Stakeholder Engagement (p.31)</p> <p> Support to the Economy (p.10)</p> <p> Responsible Compnay (p.36)</p>

Corporate Memberships

Turkish Airlines develops collaborations, participates in international organisations and initiatives, and plays an active role in setting sectoral standards in order to develop sectoral activities and achieve common goals on sustainability priorities.

Membership Organizations and Initiatives	Level of Engagement
AACO - The Arab Air Carriers' Organization	Partner Membership
AACO DTTF – AACO Digital Transformation Task Force	Member
AACO AWG – AACO Aeropolitical Watch Group	Member
AACO SAFTF – AACO Sustainable Aviation Fuel Task Force	Member
AIRE- Airlines International Representation in Europe	Board Membership
AIRE Social Media, Communication, PR and Marketing Task	Member
AIRE ASTF – AIRE Slots Task Force	Member
AIRE STF – AIRE Sustainability Task Force	Member
AIRE EASA Regulatory Task Force	Member
ALTA- Latin American & Caribbean Air Transport Association	Partner Membership
ATA- Animal Transportation Association	Member
Global SAF Declaration	Signatory
HIB - Service Exporters' Association - Freight Transport and Logistics Services Committee	Board Membership/ Member
IATA- International Air Transport Association	Member / Board Membership
IATA 25by2025 Initiative	Signatory
IATA CARGO	Advisory Board Membership
IATA CAC- IATA Cargo Advisory Council	Member
IATA CSC – IATA Cargo Services Conference, Dangerous Goods Board, Live Animals and Perishables Board, Cargo Operations and Technology Board, Air Mail Board, Cargo Border Management Board, ULD Board	Board Membership/ Observer Member
IATA DTAC- IATA Digital Transformation Advisory Council	Member
IATA IAAC- IATA Industry Affairs Advisory Council	Member
IATA LAC – IATA Legal Advisory Council	Member
IATA TrackZero2050 Working Group	Member
IATA IOSA Maintenance Task Force	Member
iGA (Istanbul Grand Airport) Noise Working Committee	Member
IATA EOC- IATA Environmental Assessment Oversight Council	Member

Membership Organizations and Initiatives	Level of Engagement
IATA SEAC SUPWG- Sustainability Environmental Advisory Council, Single-Use Plastics Working Group	Member
ICAO Ad Hoc Working Group on Combatting Trafficking in Supply Chain Working Group	Member
IPATA- The International Pet and Animal Association	Member
Istanbul Economy Summit	Board Membership
Pharma.Aero	Member
Star Alliance	Full Member & Committee Memberships
Star Alliance Chief Executive Board (CEB)	Member
Star Alliance Alliance Management Board (AMB)	Member
Star Alliance Membership Liaison and Quality Committee(MEMCO)	Member
Star Alliance Customer Experience Committee (CUSCO)	Member
Star Alliance Loyalty Committee (LOYCO)	Member
Star Alliance IT Committee (ITCO)	Member
Star Alliance Legal Committee	Member
Star Alliance Emergency Committee	Member
Star Alliance Safety Committee	Member
Star Alliance Sustainability Committee	Member
Star Alliance Sustainability Strategy Team	Member
Star Alliance Loyalty Strategy Team	Member
Star Alliance IT Strategy Team	Member
TIACA - The International Air Cargo Association	Board Membership/ Member
TIACA SWG - The International Air Cargo Association, Sustainability Working Group	Member
TUYID - Turkish Investor Relations Society	Member
TUYID Sustainability Working Group	Member
TUYID Emission Management Sub-Working Group	Sub-Working Group Presidency
UN Global Compact	Participant
UNGC SDG Innovation Accelerator for Young Professionals Programme	Participant
UNGC Business & Human Rights Accelerator Programme	Participant

Combating the Climate Change

While expanding its flight network and operations in line with the increasing demand for air transport, Turkish Airlines works to mitigate the potential negative impacts of its operations in line with the findings of the United Nations Intergovernmental Panel on Climate Change (IPCC) on climate change.

Sub-targets for the "2050 Carbon Neutral Airline" Target

New Generation Aircraft Reducing carbon emissions by 15-20% compared to earlier generation aircraft with the new generation aircraft we will include in our fleet	SAF Usage Extending the current use of Sustainable Aviation Fuel (SAF) on different routes and increasing frequencies	Renewable Energy To provide a minimum of 5% of the energy used in buildings from renewable energy sources	Carbon Offsetting Neutralise carbon emissions from flights operated under CORSIA that are above the base year value	Operational Improvements To increase fuel efficiency by 5% by 2033 compared to 2023 through operational improvements to be realised by 2033.
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In this context, the Incorporation considers combating climate change as a fundamental priority and integrates it into risk assessment, decision-making and implementation mechanisms for business processes.

Turkish Airlines adopts the targets set by the International Air Transport Association (IATA) for the aviation industry in terms of combating climate change. In this context, Turkish Airlines takes decisive steps to implement industry best practices by improving its performance in areas such as energy and emission management, sustainable aviation fuel studies, fleet modernisation and resource efficiency studies throughout its operations.

With Türkiye's ratification of the Paris Agreement and its commitment to net zero carbon emissions by 2053, we are reviewing our strategies in line with the agreements to which Türkiye is a party, global requirements and stakeholder expectations. In this context, Turkish Airlines supports the fight against climate change and pledges to be "Carbon Neutral by 2050".



Targets for Combating Climate Change

2022 Target	Related SDGs	2022 Performance	Realisation Level	2023 Target
Offsetting all emissions under the EU ETS	 	6,619 Tonnes CO ₂	✓	Offsetting all emissions under the EU-ETS
NEW TARGET	 	NEW TARGET	NEW TARGET	Offsetting all emissions under the UK-ETS
NEW TARGET	 	NEW TARGET	NEW TARGET	Offsetting all emissions under CH-ETS
Providing GHG awareness training to 1,800 employees	 	3,586 Employees	✓	The 2022 target has been reached and a related target has not been set for 2023.
Reduce kg/ATK by 5%by 2025 compared to 2016	   	COMPLETED ²	✓	-
45,000 tonnes of fuel savings	   	57,581 Tonnes	✓	60,000 tonnes of fuel savings
141,750 tonnes of CO ₂ emission prevention	   	181,379 Tonnes CO ₂	✓	189,000 tonnes of CO ₂ emissions prevented
Monitoring and calculation of Category 1, 2, 3, 4, 5, 6 emissions	   	100%	✓	Monitoring and calculation of Category 1, 2, 3, 4, 5, 6 emissions
Verification of 2022 GHG emissions	 	100%	✓	Verification of 2023 GHG emissions
Responding to the Carbon Disclosure Project (CDP) Climate Change Programme	 	100%	✓	Responding to the Carbon Disclosure Project (CDP) Climate Change Programme
Monitoring the emissions from our related flights within the scope of CORSIA and verifying the 2021 emission report and submitting it to DGCA	 	100%	✓	Monitoring the emissions from our related flights within the scope of CORSIA and verifying the 2022 emission report and submitting it to DGCA
NEW TARGET	 	NEW TARGET	NEW TARGET	Being among the organisations supporting the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and reporting in this context
NEW TARGET	   	NEW TARGET	NEW TARGET	The continuity of the number of routes flown using SAF
NEW TARGET	   	NEW TARGET	NEW TARGET	Realisation of SPP Projects to be located in the working areas of the Incorporation in various regions of Türkiye
NEW TARGET	   	NEW TARGET	NEW TARGET	Ensuring the continuity of meeting at least 5% of the energy in our new buildings from renewable sources

² The target performance area, which was tracked in kg/ATK units in the previous reporting period, started to be calculated in lt/100 ASK units in the reporting period. As of the reporting period, the targeted performance was realized by reaching 3.10 lt/100 ASK.

Energy Consumption and Greenhouse Gas Emissions

Turkish Airlines Inc. adopts the principles of using energy with maximum efficiency, reducing the use of natural resources and sustainable development.

During the reporting period, in parallel with the increase in the number of flights compared to the previous year, both aviation fuel consumption and other energy consumption increased. In 2022, the share of aviation fuels in total energy consumption of 252,648,196 GJ was 99.7%.

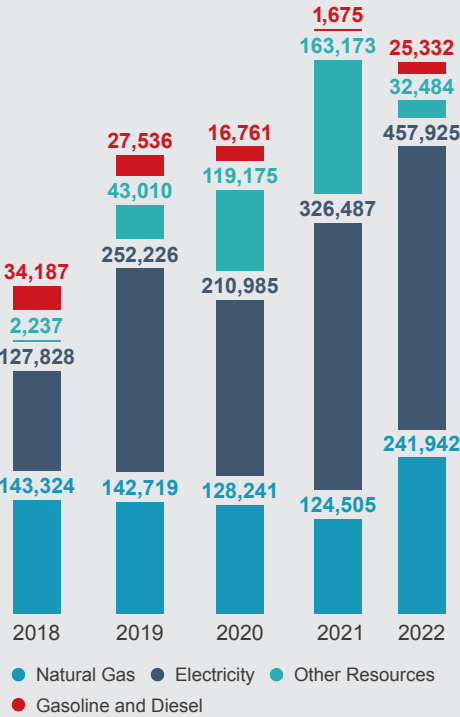
In parallel with the increased flight operations, total GHG emissions have also increased. Accordingly, a total of 22.98 million tonnes of CO2e GHG emissions occurred across the operations of the Incorporation in 2022.

	2018	2019	2020	2021	2022
Fuel Consumption (million tons)	5.3	5.6	2.9	4.2	5.7
Fuel Saving (tonnes)	29,608	55,492	22,760	37,082	57,581

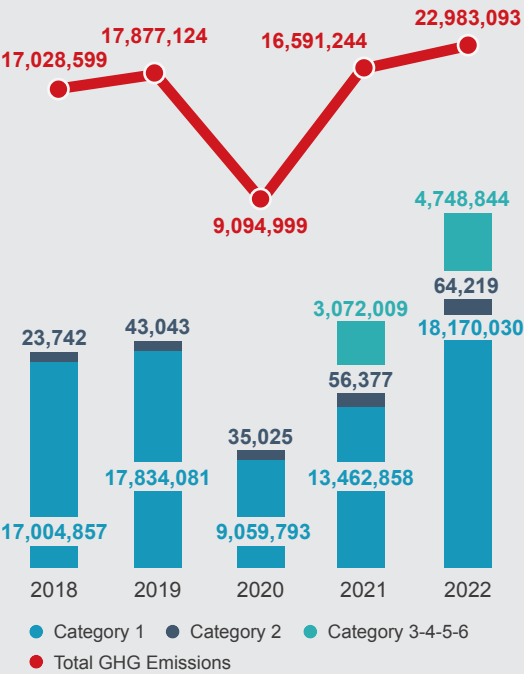


Environmental Performance	2018	2019	2020	2021	2022
Total Energy Consumption (GJ)	236,312,657	247,848,257	126,067,694	187,326,898	252,648,196
Direct Energy Consumption (GJ)					
Aviation Fuel	236,005,081	247,382,766	125,592,531	186,711,059	251,890,513
Natural Gas	143,324	142,719	128,241	124,505	241,942
Gasoline and Diesel	34,187	27,536	16,761	1,675	25,332
Other	0	0	0	0	0
Indirect Energy Consumption (GJ)					
Conventional Electricity	127,828	252,226	210,985	326,487	394,003
Other Resources	2,237	43,010	119,175	163,173	32,484
Fuel Consumption					
Aviation Fuel (Ton)	5,351,589	5,609,587	2,847,903	4,233,811	5,711,803
Natural Gas (m³)	4,149,367	4,131,857	3,712,707	3,604,558	7,004,464
Gasoline (litre)	6,640	2,091	3,489	265,936	404,554
Diesel (litre)	940,453	774,876	469,721	413,430	349,411
Fuel Saving (GJ)	1,305,713	2,447,197	1,003,716	1,635,316	2,539,366
Fuel Saving (Ton)	29,608	55,492	22,760	37,082	57,581
Fuel Efficiency (Fuel consumption per 100 Offered Seat Km) (Litres/100 ASK)	3.30	3.26	3.21	3.16	3.10
Energy Intensity					
Electricity Consumption per Employee (GJ/Employee)	9.17	11.19	8.75	8.09	8.89
Electricity Consumption per Surface Area (GJ/m²)	0.45	0.64	0.49	0.42	0.60
Natural Gas Consumption per Surface Area (GJ/m²)	0.22	0.43	0.45	0.74	0.44

Non-Aviation Fuel Energy Consumption (GJ)



Greenhouse Gas Emissions (Ton CO₂e)



Carbon Offset Practices

Emission Credits Surrendered To The Authorities

	2018	2019	2020	2021	2022
Surrendered emission credits in scope of EU ETS (ton CO ₂)	10,617	13,240	13,835	10,838	6,619
Surrendered emission credits in scope of CH ETS (ton CO ₂)	-	0	48	0	52
Surrendered emission credits in scope of UK ETS (ton CO ₂)	-	-	-	3,130	2,297
Total Surrendered emission credits (ton CO ₂)	10,617	13,240	13,883	13,968	8,968
Reported number of passenger journeys	668	686	669	672	476

Total Greenhouse Gas Emissions (Tons CO₂e)

	2018	2019	2020	2021	2022
Total Greenhouse Gas Emissions	17,028,599	17,877,124	9,094,999	16,591,244	22,983,093
Category 1 Emissions	17,004,857	17,834,081	9,059,793	13,462,858	18,170,030
Category 2 Emissions	23,742	43,043	35,205	56,377	64,219
Category 3-4-5-6 Emissions	-	-	-	3,072,009	4,748,844

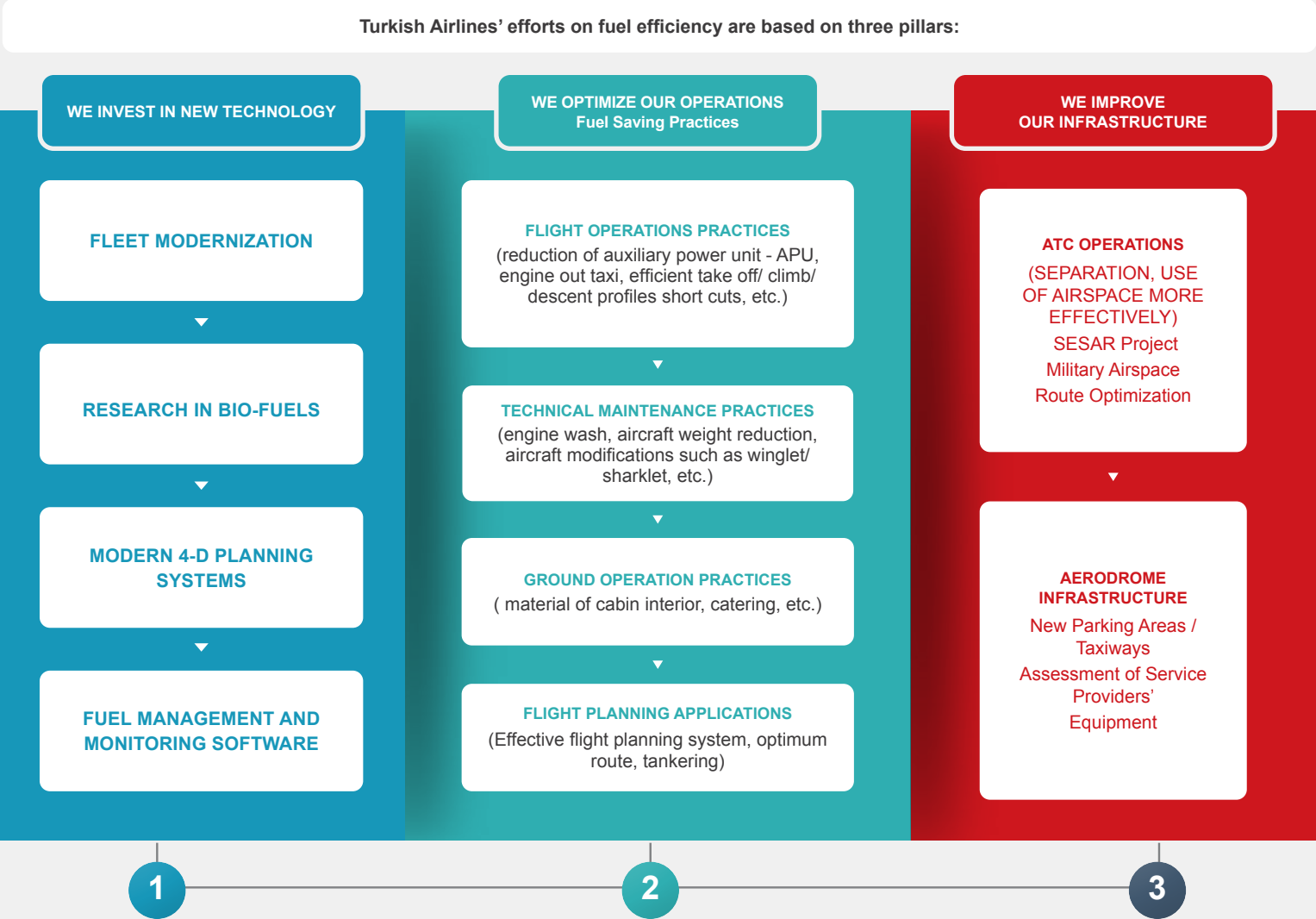
	2018	2019	2020	2021	2022
Number of GHG Awareness Training Participants	5,033	3,965	2,522	1,487	3,586

Fuel Efficiency

Fuel saving practices form the basis of Turkish Airlines' strategy to combat climate change and reduce greenhouse gas emissions. Various fuel efficiency parameters are continuously measured and monitored in accordance with the comprehensive fuel saving policy of the Incorporation, which supports the short and long term targets set by IATA. The Fuel Saving Board, which is chaired by the CEO, reviews and monitors the action plans implemented within the framework of the Fuel Efficiency Programme.

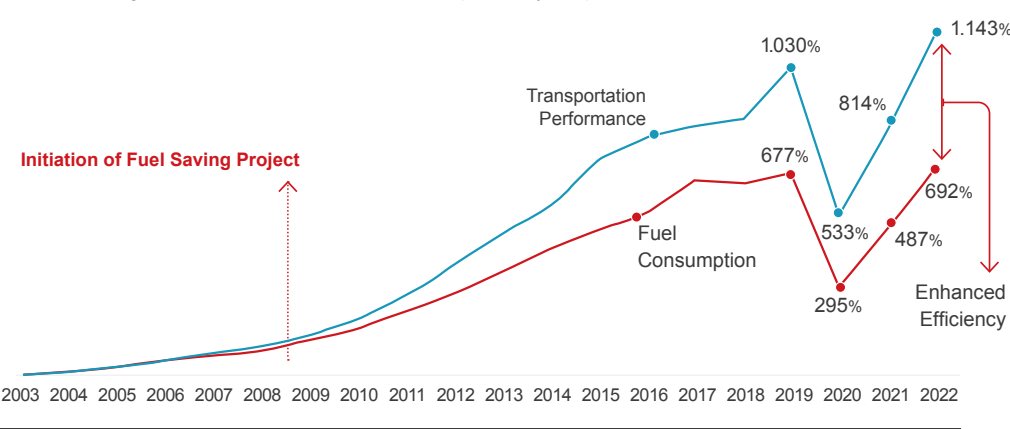
The Fuel Efficiency Performance of Turkish Airlines graph on page 45 shows the transport performance of Turkish Airlines between 2003 and 2022 and the corresponding fuel consumption. Thanks to the successful implementation of fuel efficiency projects since 2008, when the Fuel Saving Project started, the amount of fuel consumed per unit of transport activity has significantly decreased.

Based on 2008, it is seen that by 2022, transport performance has increased by **1,143%**, while fuel consumption has increased by **692%**.



Fuel Efficiency Performance of Turkish Airlines

Fuel Efficiency Performance of Turkish Airlines (Last 19 years)



The Fuel Efficiency Performance of Turkish Airlines graph on page 45 shows the transport performance of Turkish Airlines between 2003 and 2022 and the corresponding fuel consumption. Thanks to the successful implementation of fuel efficiency projects since 2008, when the Fuel Saving Project started, the amount of fuel consumed per unit of transport activity has significantly decreased.

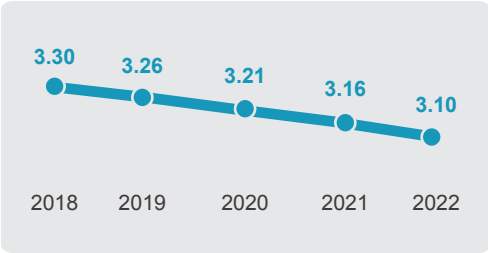


Fuel Savings and Greenhouse Gas Emission Reduction Achieved by Basic Practices

	Fuel Savings (Tonne)				GHG Emission Reduction (Tonne CO ₂)			
	2019	2020	2021	2022	2019	2020	2021	2022
Reduced flap take-off/landing	9,257	5,192	7,513	9,608	29,160	16,355	23,666	30,265
Engine out taxi in	6,228	1,841	2,526	5,745	19,618	5,799	7,957	18,095
Idle reverse on landing	9,917	5,145	7,966	9,886	31,239	16,207	25,093	31,140
Continuous Descent Approach	4,291	2,631	3,744	3,942	13,517	8,288	11,794	12,417

* For each kilogram of fuel saved, 3.15 kg of carbon dioxide (CO₂) emission is prevented.

Fuel Consumption per 100 Available Seat Kilometres (Litres/ 100 ASK)



ASK (Corrected by adding ACTK for cargo operations)



In line with the increasing sensitivity on sustainability issues, the voluntary carbon offset program [CO₂mission](#) was launched in August 2022 in order to meet passenger expectations and to emphasize the importance of taking action together in the fight against climate change. With the CO₂mission Programme, Turkish Airlines provides travellers with the opportunity to be involved in the process of improving the world by supporting sustainable development projects. Within the scope of the project, passengers are offered the opportunity to offset the emissions of not only Turkish Airlines flights, but also all flights with other airlines. Passengers are offered 3 different portfolio/package options to offset emissions: "Renewable Energy", "Social Benefit" and "Green World". The projects within the portfolio/package options consist of globally certified, carbon credit generating, climate change combating and social development projects that support 9 different Sustainable Development Goals. A carbon offset certificate is created for our passengers who perform the offsetting process by contributing the desired amount to the portfolio of their choice. Passengers can access their online certificates at any time via the platform, share their certificates on social media, and even present carbon offsetting to their loved ones. Within the scope of the CO₂mission programme, emissions from all business travels of our employees are offset by Turkish Airlines. 2,941 tonnes of carbon emissions resulting from 16,891 business trips in 2022 were offset by our Incorporation.



Green Class

Connecting the most countries in the world, Turkish Airlines develops the Green Class flight concept with its practices carried out with a sense of responsibility towards the environment and society.



Applications to be included in Green Class in 2023

- New FSC-certified inflight products
- Compostable, biodegradable or FSC certified cardboard cups
- Plant-based, biodegradable Business Class "Welcome Drink" mixers
- GRS certified slippers made from 80% recycled material
- Reduced density polyethylene in-cabin waste collection bags
- Wood mixers
- Blankets and pillows using recycled yarn
- Eye patches, socks, ear plugs, toothbrush heads made from recycled raw materials
- Toothpaste box with recycled packaging
- Wheat straw blend toothbrush

Environmental Management

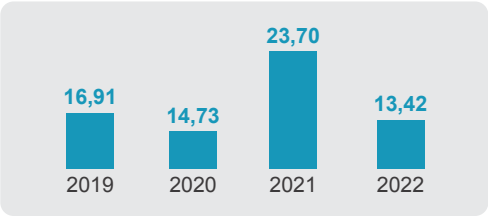
In line with its sustainability vision, Turkish Airlines has a comprehensive environmental management model in order to minimise the environmental impact of its operations, products and services and implements corrective practices with the principle of continuous improvement.




































	2018	2019	2020	2021	2022
NOx Emissions (ton)					
	59,001	61,846	31,398	46,678	63,040
	2018	2019	2020	2021	2022
Water Management					
Total Water Withdrawal (m³) - Municipal water	56,608	64,903	38,022	255,238	364,508
Water Withdrawal per Person (m³/person)	-	16.91	14.73	23.70	13.42
Waste Water Discharge (m³) (Waste Water Channel)	-	-	-	237,418	357,345
	2018	2019	2020	2021	2022
Wastes					
Solid Wastes (Ton)	498	1,577	1,269	1,608	2,313
Recycled Non-hazardous Wastes	124	1,249	1,163	1,449	2,103
Recycled Hazardous Wastes	115	153	36	105	128
Disposed Non-hazardous Wastes	0	0	0	0	0
Disposed Hazardous Wastes	1.00	1.00	0.60	0.50	0.90
	2018	2019	2020	2021	2022
Leaks and Spills					
Total Incidents (number)	0	0	0	0	0
Amount of Leaks and Spills (ton)	0	0	0	0	0
	2018	2019	2020	2021	2022
Number of Waste Management Training Participants	0	0	22,459	3,227	5,851
	2018	2019	2020	2021	2022
Environmental Management Expenditure (USD)	-	8,211,709	11,477,784	8,433,014	20,062,805

	2021	2022
Environmental Trainings		
Training Participants (person)	3,227	8,425
Company Employees	2,731	8,350
Contractor Employees	496	75
Training Duration (person*hour)	2,210	6,319
Company Employees	1,946	6,263
Contractor Employees	264	56
	2021	2022
Supplier Environmental Audits		
Number of Suppliers Subjected to Environmental Audit	52	42
Number of Suppliers Audited for the First Time	0	0
Number of Suppliers Failed in Audit	0	0
Number of Suppliers whose Contract was Terminated After the Audit	0	0
Number of Suppliers Given Development Program After the Audit	0	11
Number of Suppliers Completing the Development Program	0	11

Water Consumption per Person (m³/person)



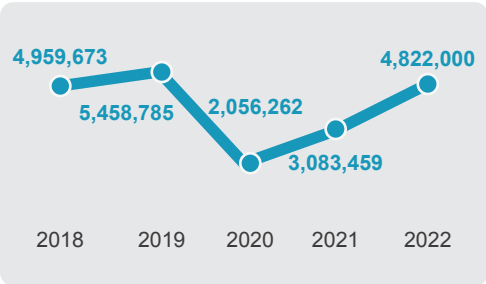
Environment Objectives

2022 Target	Related SDGs	2022 Performance	Realisation Level	2023 Target
No non-compliance with environmental regulation	 	100%		No non-compliance with environmental legislation
No environmental accidents, environmental emergencies or incidents	  	100%		No environmental accidents, environmental emergencies or incidents
Ensuring the continuity of TS EN ISO 14001 Environmental Management System Certificate	  	100%		Ensuring the continuity of TS EN ISO 14001 Environmental Management System Certificate
Ensuring the continuity of Stage 2 certification in IEnvA Programme	  	100%		Ensuring the continuity of Stage 2 certificate in IEnvA Programme
Reducing water consumption per employee by 5% compared to the previous year	  	13.42 m³/person		Reducing water consumption per employee by 5% compared to the previous year
Providing environmental and waste management training to at least 3,800 employees	 	14,201 person		The 2022 target has been reached and a related target has not been set for 2023.
Participation in the UN Global Compact	      	100%		The 2022 target has been reached and a related target has not been set for 2023.
NEW TARGET	  	NEW TARGET	NEW TARGET	Increasing and expanding the number of flights operated with the Green Class concept

Reducing Paper Consumption

Paper materials are used in many processes in the operations of the Incorporation. The application with the highest performance in reducing paper material consumption is the Mobile Boarding Pass. In this way, both significant material savings and improvement in customer experience by saving time for passengers are achieved. In 2022, a significant increase was recorded with the Mobile Boarding Pass application, which prevented the printing of 4.8 million physical boarding passes. In addition, 6.4 million pieces of paper printing was prevented with Web check-in and SMS check-in applications.

Number of Mobile Boarding Pass Applications



With the mobile boarding pass and Miles&Smiles digital card applications, cost savings of more than **USD 2.5 million** were achieved in addition to increased environmental performance.

Environmentally Friendly Material Preferences

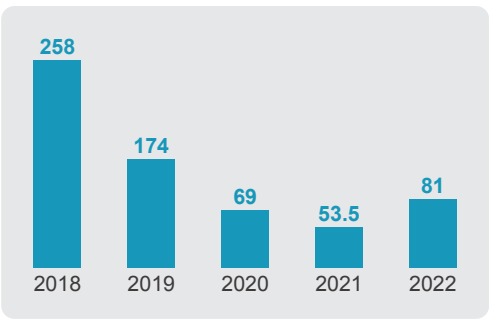
In the selection of materials to be used in the products and services, human health and environment are taken into consideration and responsible alternatives are preferred.

Since the previous periods, all travel and toy sets offered to passengers on board have been offered without the use of plastic packaging, thereby preventing significant plastic material consumption and waste generation. In this context, 46,693 tonnes of plastic consumption was prevented by preventing the consumption of plastic toys with all travel and toy set packaging offered to passengers in 2022.

Number of Products with Reduced Environmental Impact	2018	2019	2020	2021	2022
Forest Stewardship Council (FSC) Certified Toy Sets	2,268,000	1,647,700	0	323,925	677,809
Biodegradable and Compostable Headphone Packaging in accordance with TS EN 13432 Standard	37,698,863	37,790,212	9,872,042	16,722,548	30,307,783
TS EN 13432 Certified Biodegradable and Compostable Blanket Packaging	13,497,804	20,791,553	4,412,240	6,223,785	1,552,460
OEKO-TEX 100 Certified Passenger Blankets	1,509,204	2,181,610	572,215	1,144,145	1,552,460
Vegan Cosmetic Sets	-	-	-	63,471	1,313,320



Recycled Packaging Waste (tonnes)



A total of **1,313,320** cosmetic sets with vegan ingredients were offered to passengers in 2022.

31,860,243 biodegradable and compostable packages in 2022, thus preventing the consumption of single-use conventional plastics.

Tomorrow On-Board
TURKISH AIRLINES

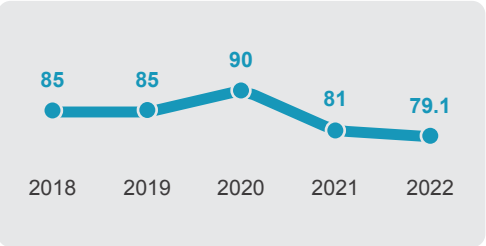
Responsible Catering

Since its foundation, the quality level achieved in Turkish Airlines in-flight catering constitutes a significant part of the Incorporation's increasing customer satisfaction and quality perception.



During the reporting period, as a result of the feedback and evaluations of millions of passengers, the Incorporation was honored with the World's Best Business Class Catering award at the Skytrax Awards and Europe's Best Food and Beverage Service award at the APEX Awards, which is the most strategic indicator of the Incorporation's success in this field. Considering the 71.8 million number of passengers we have reached in 2022, the operational size of in-flight catering services becomes apparent. These services are provided by Turkish DO&CO, a Turkish Airlines subsidiary.

Domestic Supply Ratio in Catering (%)



In 2022, Turkish Airlines provided **3,959,384** individual meal services in line with the personal preferences of its passengers.



Fleet Modernization

Turkish Airlines was established in 1933 with a fleet of five aircraft. Over the years, fleet modernization investments accelerated with a great leap forward in the 2000s, expanding the Turkish Airlines fleet both in terms of the number of aircraft and diversifying it in terms of aircraft classes.

As a result of these efforts, the Incorporation's fleet, which consisted of 65 aircraft at the beginning of 2004, increased by 6.1 times by the end of 2022. By the end of 2022, Turkish Airlines fleet reached 394 aircraft in total with 263 narrow-body, 110 wide-body aircraft and 21 cargo aircraft, with an average fleet age of 8.7 years. As a result of fleet modernization efforts, which were accelerated during the reporting period, the number of aircraft is targeted to reach 435 by the end of 2023.

Noise Management

Another positive impact of fleet modernization investments on the environmental performance of the Incorporation is in the area of reducing the acoustic impact of its operations in line with Turkish Airlines Environmental Policy.

For each new aircraft joining the fleet, a Noise Certificate is obtained from the Directorate General of Civil Aviation. The Noise Certificate is a certificate issued to an aircraft upon the assessment that it complies with the specified noise standard when maintained and operated in accordance with the relevant requirements and operational limits. Technical Directorate, Airworthiness Review Management carries out the necessary studies for each aircraft to obtain a Noise Certificate in accordance with national and international aviation requirements and monitors its updates. This certificate ensures compliance with landing and take-off noise level limits at airports.

In 2022, 16 aircraft with noise-reducing vortex generators were obtained. The low noise level of aircraft manufactured with new technologies also contributes to reducing the acoustic impact of operations. We aim to increase the noise reduction performance with the addition of current aircraft orders to the fleet.

Fleet Data	2018	2019	2020	2021	2022
Fleet average age	8.20	8.33	8.44	8.50	8.70
Total number of aircraft	332	350	363	370	394
Number of narrow-body aircraft	218	230	234	246	263
Number of wide-body aircraft	92	97	104	104	110
Number of cargo aircraft	22	23	25	20	21

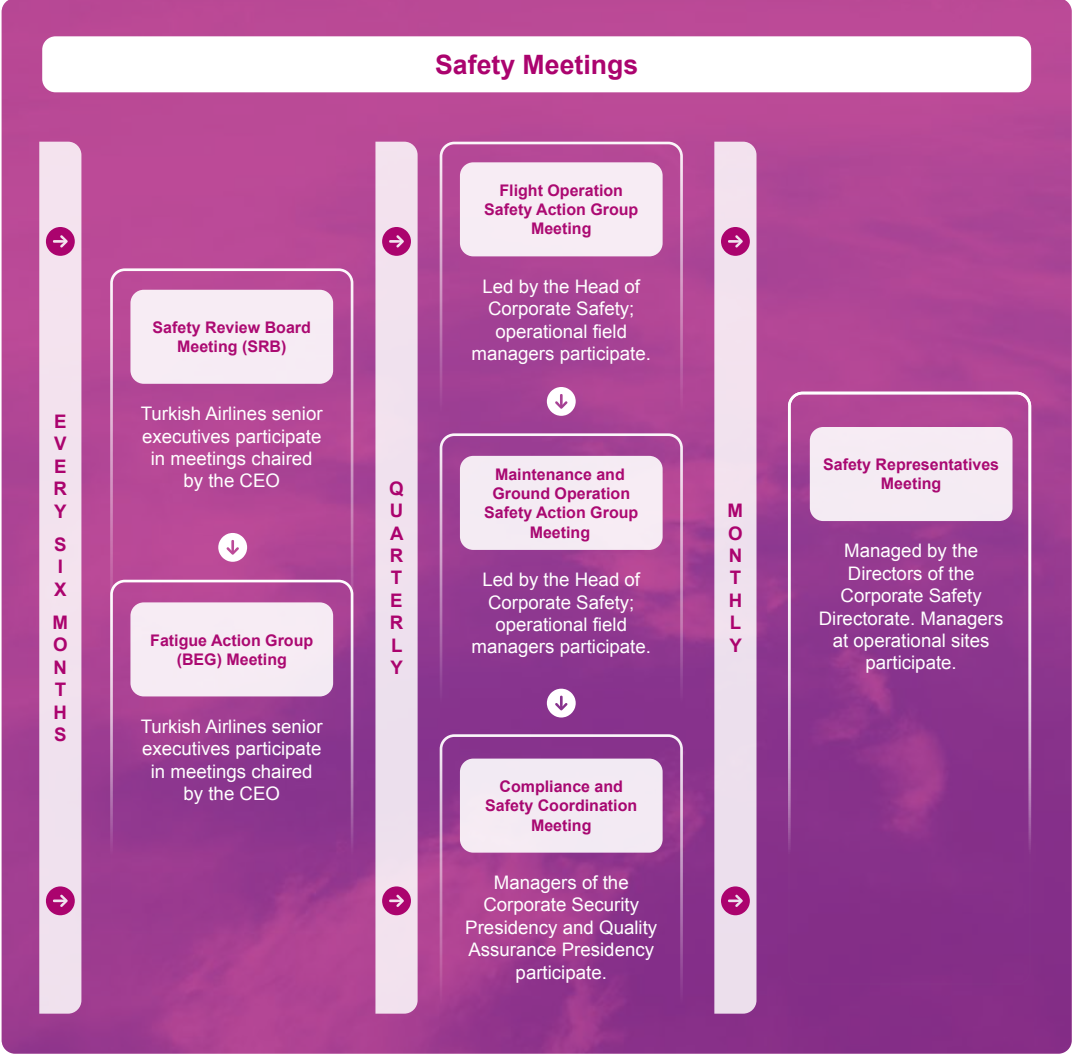


Flight Safety and Security

Turkish Airlines' top priority is to continuously strengthen its reputation as a reliable operator for its stakeholders.

To this end, the Incorporation takes measures to ensure the safety and security of its customers and business partners, business continuity, uninterrupted and uninterrupted operations and an unparalleled travel experience in all areas of its operations. It implements innovation and R&D activities in order to continuously improve processes, practices and service quality. Thus, it aims to continuously increase customer satisfaction.

Flight safety and flight security is more than a priority for Turkish Airlines; it is a fundamental operating norm that cannot be ignored for any reason or under any circumstances. For this reason, flight safety and flight security are taken seriously in line with comprehensive corporate policies that go beyond legal requirements, with responsibilities extending from the highest level to all relevant operational units.



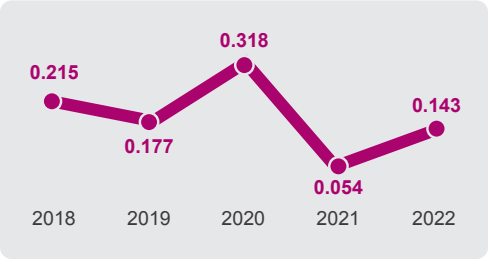
Safety Audit

	2018	2019	2020	2021	2022
Flight Safety Trainings					
Training Participants (person)	10,890	12,226	13,595	13,300	13,649
Cockpit Crew	932	1,476	2,620	936	2,175
Cabin Crew	2,634	2,992	2,528	2,432	5,884
Other Employees	7,324	7,758	8,447	9,932	5,590
Training Duration (person*hour)	16,463	27,144	15,472	22,503	17,062
Cockpit Crew	533	816	1,321	470	2,719
Cabin Crew	1,601	2,280	1,898	1,502	7,355
Other Employees	14,329	24,048	12,253	20,531	6,988
Flight Security Data					
Number of Aircraft Accidents (number)	-	-	0	0	0
Sanctions for Non-Compliance with Flight Safety Regulations (number)	-	-	0	0	0
Number of Flight Security Reports (number)	2,201	2,063	3,760	5,577	4,380
SAFA Rate (%)	0.215	0.177	0.318	0.054	0.143

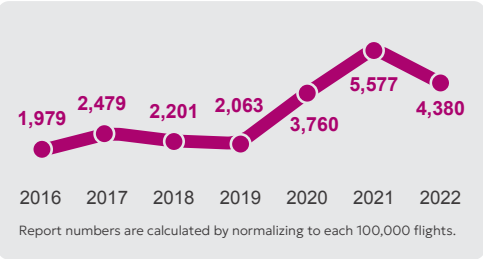
Flight Safety Activity Data

	2020	2021	2022
Number of Aircraft Accidents (Number)	0	0	0
Sanctions for Non-Compliance with Flight Safety Regulations (Number)	0	0	0

SAFA Ratio (%)



Reporting Performance



Employee Health and Safety

One of the prerequisites for being a reliable operator is to ensure the health and safety of its employees, business partners, contractors and all stakeholders in its locations of operation. In this context, Turkish Airlines considers employee health and safety as a fundamental operational norm and an integral part of its corporate culture.

Accordingly, the Incorporation takes an approach beyond legal requirements when determining employee health and safety practices and implements exemplary practices on an international scale.

The Occupational Health and Safety Policy, which includes the [Occupational Health and Safety \(OHS\) principles](#) to be followed throughout Turkish Airlines operations, is made available to all relevant stakeholders on the corporate website. The management procedures established in the light of the policy principles are included in the Occupational Health and Safety Management Handbook. Collective bargaining agreements with trade unions include the basic elements of occupational health and safety and the conditions for compliance with applicable laws and regulations.

ISO 45001 Occupational Health and Safety Management System is referenced in Turkish Airlines operations. Certification of the standard is ensured through independent audits. Although Turkish Airlines' business units that carry out main operations and operating locations are included in the scope of the standard, when all operations are considered, the ratio of business units covered by ISO 45001 certification has reached 92% as of 2022.

In 2022, a total of **24,461** person*hours of occupational health and safety training was organised with the participation of **91,104** employees.



Occupational Health and Safety Data ¹	2018	2019	2020	2021	2022
Accident Frequency Rate	8.6	12.69	4.57	7.82	15.58
Accident Severity Rate	172	123	37	63	116.27
Number of Occupational Disease Cases	0	0	0	0	0
Fatality as a Result of Work Accident	0	0	0	0	0
Number of Field Surveillance	-	426	204	632	460
Number of Physician Activities	157,016	161,992	125,326	117,699	184,219

¹ In previous years, Accident Frequency Rate and Accident Severity Rate data were calculated only within the scope of direct employment. In 2022, since the employees of contractor companies are also included in these data, the figures show a significant difference compared to previous years.

Number of OHS Trainings Participants	2018	2019	2020	2021	2022
THY Employees	-	14,951	20,563	153,579	91,104

Disaster and Emergency Preparedness Studies	2018	2019	2020	2021	2022
Number of Disaster and Emergency Trainings	20	24	10	19	48
Disaster and Emergency Training Number of Participants	273	400	145	215	1,428
Number of Disaster and Emergency Drills	17	58	8	97	96

Innovation, R&D And Digital Transformation


In terms of the size it has reached, Turkish Airlines operations touch the lives of millions of passengers and cargo customers every year. Even the slightest improvement in any process of this complex operation means making a difference in the lives of thousands of people.




One of the indispensable objectives for the business units of the Incorporation is to create continuous innovation and further improve business processes. Turkish Airlines closely monitors many issues fuelled by technology, such as innovative products and services in customer experience, making operations more efficient, and developing new products and services that can generate revenue, and endeavours to implement them at an early stage. Within the scope of the open innovation strategy, various initiative programmes are implemented, and initiatives are closely monitored. Various studies and projects are being developed in the fields of contactless technologies, mobile and web applications and artificial intelligence, which have gained a lot of importance especially after the pandemic.

In 2022, 3,548 ideas were entered into the Corporate Innovation Platform and the total number of suggestions reached 27,870. 648 of these ideas were implemented during the reporting period, and the total financial benefit from the system exceeded USD 250 million.

In 2022,
442 personnel took
part in the R&D activities
of the Incorporation and
38
R&D activities were
carried out.



In 2022,
3,548
ideas were entered into
the Corporate Innovation
Platform and the total number
of suggestions reached
27,870.



R&D Activity Data	2018	2019	2020	2021	2022
Number of R&D employees	666	752	719	829	442
R&D expenditure (USD)	11,800,612	7,691,853	8,857,844	4,254,596	8,611,503
Number of R&D projects	33	49	40	20	92
Number of new products and services developed	53	10	6	6	5

Suggestion System Data	2018	2019	2020	2021	2022
Number of employees sharing suggestions (person)	6,268	4,316	7,144	507	1,560
Number of employee suggestions	16,716	21,995	24,259	25,129	3,548
Number of implemented suggestions	659	1,100	1,225	1,227	713
Financial benefits from employee suggestions (USD million)	55	132	163	185	250

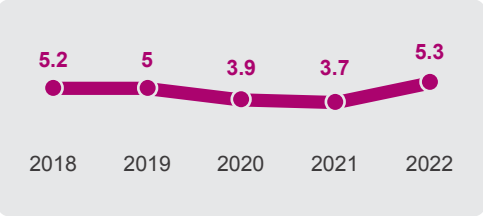


Customer Satisfaction

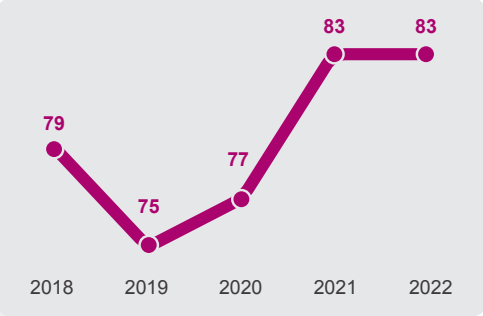
One of the most important values built by Turkish Airlines over the years of its operations is high-level customer experience and loyalty. The fundamental principles followed in the activities carried out for establishing these values are determined by the [Customer Satisfaction Policy](#) and [Quality Policy](#) documents.

When all operations of the Incorporation are evaluated, the ratio of business units within the scope of ISO 9001 certification has reached 92% as of 2022. On the other hand, our Incorporation, which has ISO 10002 Customer Satisfaction Quality Management System Standard certification since 2015, differentiated itself from many of its competitors in the world with this certificate and achieved the success of being one of the two airlines holding this certificate in the Star Alliance Alliance, which includes 26 airlines.

Baggage Irregularity Rate (%)



Customer Satisfaction Rate (%)



Turkish Airlines' customer satisfaction rate for 2022 is at **83%.**

Fair Employer

As in its 90-year journey, the most significant strength of Turkish Airlines in its future success journey will be its young, dynamic and qualified workforce. For this reason, the Incorporation offers a working environment where development and team spirit are supported and diversity and equality are observed.

Turkish Airlines' ability to bring together differences into a whole and direct them towards a common goal plays an important role in its success. Accordingly, the corporate culture emphasises diversity and inclusiveness as a core value. The fundamental principles set out in the Turkish Airlines [Code of Business Conduct and Ethics Manual](#) demonstrate that the Incorporation is an employer that prioritises equal opportunities and values diversity and different cultures.

In 2022, the number of female engineers increased by

30%

and reached

221.



In 2022,

3,000

employees benefited from nursery and elderly care assistance.

During the year,

6

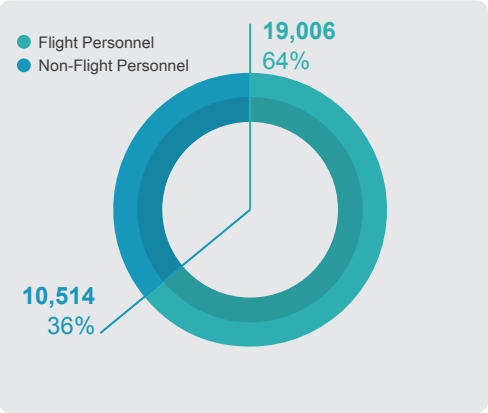
employees benefited from the right to part-time work after childbirth and

121

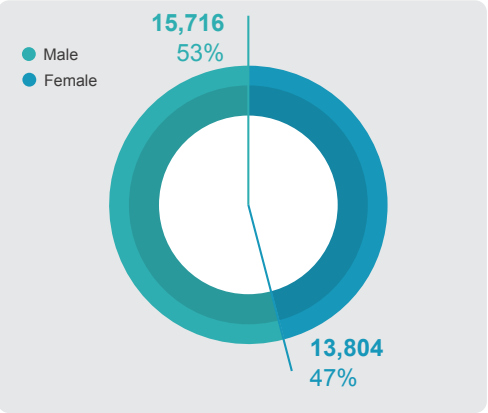
employees benefited from the right to partial work.



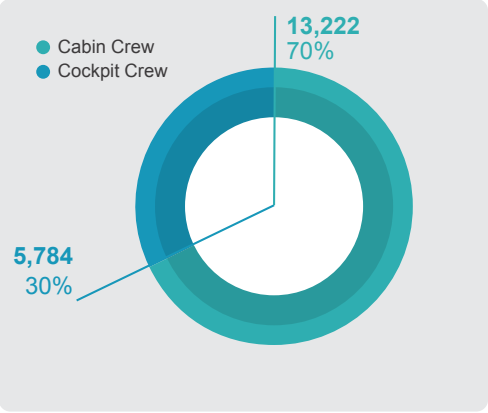
Employees by Category (%)



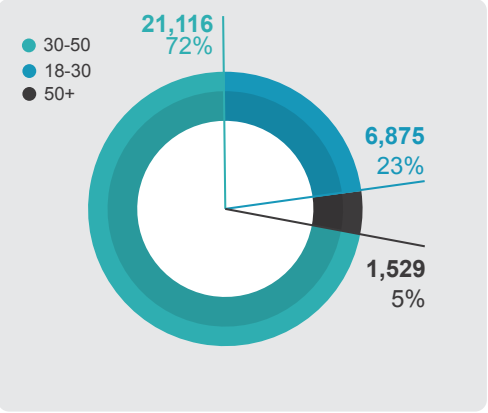
Employees by Gender (%)



Flight Personnel by Category (%)



Employees by Age Group (%)





As of 2022, Turkish Airlines has a total of **29,520** employees.
Of these, **5,784** are cockpit employees, **13,222** are cabin crew and **10,514** are non-flight personnel.



Employee Demographics		2018	2019	2020	2021	2022
Total Workforce (number)		30,874	34,222	33,583	33,191	37,379
Direct Employment		26,739	29,491	28,668	27,532	29,520
	Female	12,332	13,579	13,129	12,682	13,804
	Male	14,407	15,912	15,539	14,850	15,716
Contractor Employees		4,135	4,731	4,915	5,659	7,859
	Female	941	1,096	1,099	1,167	1,214
	Male	3,194	3,635	3,816	4,492	6,645
Employee Category (number)						
Cockpit Crew		5,213	5,839	5,756	5,561	5,784
	Female	241	297	303	296	318
	Male	4,972	5,542	5,453	5,265	5,466
Cabin Crew		10,513	12,247	12,281	12,033	13,222
	Female	7,161	8,243	8,105	7,910	8,770
	Male	3,352	4,004	4,176	4,123	4,452
Technical Team - Engineer		413	402	368	353	471
	Female	170	177	169	171	221
	Male	243	225	199	182	250
Technical Team - Technician		172	203	189	152	173
	Female	11	11	11	1	2
	Male	161	192	178	151	171
Non-flight Personnel		11,013	11,405	10,631	9,938	10,514
	Female	4,930	5,039	4,721	4,476	4,715
	Male	6,083	6,366	5,910	5,462	5,799
Total Workforce by Contract Type (number)						
Indefinite Term Employment Contract		25,472	28,214	27,580	26,519	28,404
	Female	11,756	12,999	12,640	12,232	13,359
	Male	13,716	15,215	14,940	14,287	15,045
Temporary Employment Contract		1,118	1,167	1,081	1,007	866
	Female	505	519	483	444	319
	Male	613	648	598	563	547
Part-time Employees		149	110	7	6	250
Total Workforce by Education Level (number)						
Primary education		45	74	68	48	42
	High school	4,443	5,024	4,486	3,997	4,193
	University and Above	22,251	24,393	24,114	23,487	25,285
Total Workforce by Age Groups						
18-30		9,914	10,658	8,632	6,456	6,875
	30-50	15,590	17,484	18,713	19,705	21,116
	50+	1,235	1,349	1,323	1,371	1,529
Senior Management Structure (number)						
Female		54	61	59	56	66
	18-30	1	1	0	0	0
	30-50	50	56	56	49	61
Male		3	4	3	7	5
	50+	553	564	560	528	506
18-30		29	13	7	1	1
	30-50	487	510	514	487	467
	50+	37	41	39	40	38

Employee Demographics		2018	2019	2020	2021	2022
Mid-level Management Structure (number)						
Female		482	516	496	498	506
	18-30	33	34	25	21	11
	30-50	428	459	448	453	468
Male		21	23	23	24	27
	18-30	1,041	1,117	1,066	1,095	1,085
	30-50	141	101	66	53	46
50+		855	963	945	987	963
	50+	45	53	55	55	76
New Recruits (number)						
Female		1,437	1,781	118	131	1,521
	Male	2,463	2,161	416	235	1,389
Employees Left (number)						
Female		473	535	569	578	399
	Male	763	654	789	924	523
Turn Over (%)		4.8%	4.2%	4.6%	5.3%	3.2%
Employees with Disabilities						
Female		56	60	60	57	56
	Male	161	175	170	155	150
Number of Disabled Employees in Manager Position		20	24	22	23	26
Workforce Under the Collective Bargaining Agreement (number)		23,015	25,513	25,054	24,307	22,594
Ratio of Female Candidates Applying for a Job (%)		41%	61%	0%	0%	58%
Ratio of Female Candidates in Recruitment Interviews (%)		38%	62%	0%	0%	64%
Shortlisting Rate of Candidates in the New Employment Process (%)		8%	5%	0%	0%	5%
Female		29%	57%	0%	0%	58%
	Male	71%	43%	0%	0%	42%
Ratio of Women Promoted During the Year (%)						
Domestic		50%	49%	33%	34%	23%
	Abroad	0%	0%	0%	19%	20%
Ratio of Female Employees Promoted to the Management Position for the First Time (%)						
Domestic		50%	50%	40%	17%	37%
	Abroad	0%	0%	0%	10%	83%
Ratio of Female Employees in Income Generating Positions (%)		8%	8%	7%	6%	0.7%
Ratio of Female Employees in Engineering Positions (%)		42%	45%	47%	49%	47%
Social Performance		2018	2019	2020	2021	2022
Number of Employees on Maternity/Paternity Leave						
Female		1,063	907	823	628	119
	Male	791	811	531	603	177
Number of Employees Returning from Maternity/Paternity Leave						
Female		906	756	677	550	198
	Male	792	815	534	598	177
Number of Employees Who Haven't Left Work for the Last 12 Months After Returning from Maternity Leave						
Female		897	739	623	532	197
	Male	794	815	517	588	177
Number of Female Employees Benefiting from the Right to Work Part-Time After Childbirth		2	4	0	7	6
Number of Female Employees Benefiting from Partial Employment Right after Childbirth		32	54	61	52	121

Talent Management

In the aviation industry, the human element is among the important factors affecting service quality. For this reason, Turkish Airlines considers talent management as a whole and aims to be a preferred workplace for the most qualified professionals in the industry. To this end, the Incorporation implements practices to keep employees' motivation and creativity alive and to support individual and professional development. The Incorporation aims to create a strong employee experience, increase employee loyalty and thus maintain the continuity of the qualified labour force through its work life practices.

Turkish Airlines follows an HR Development Journey Programme designed differently according to employee categories in order to plan the career journeys of its employees and develop their professional and personal skills and competencies in line with this planning. Within the scope of the programme, employees are first subjected to a position-based measurement and evaluation application through a system with a content specific to the Incorporation in cooperation with experts and academicians. In the light of the feedback received from these assessments, the process of competency determination and development programme creation is initiated. Following this, the required trainings are planned.

During the year,

USD **437** thousand

was allocated for training activities.

In 2022,

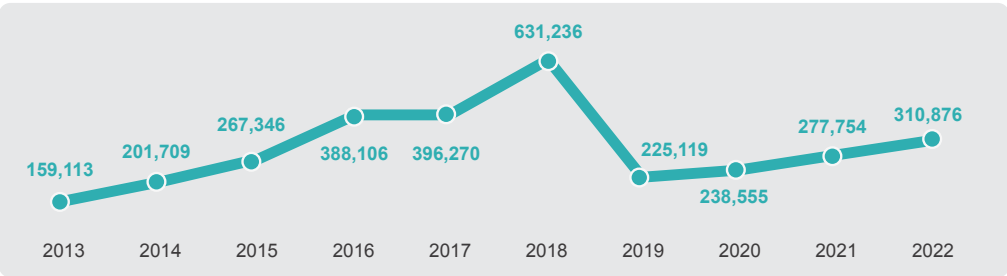
310,876 hours of training was provided for cabin crew and

610,469 hours of training was provided for cockpit crew at the Flight Training Centre.

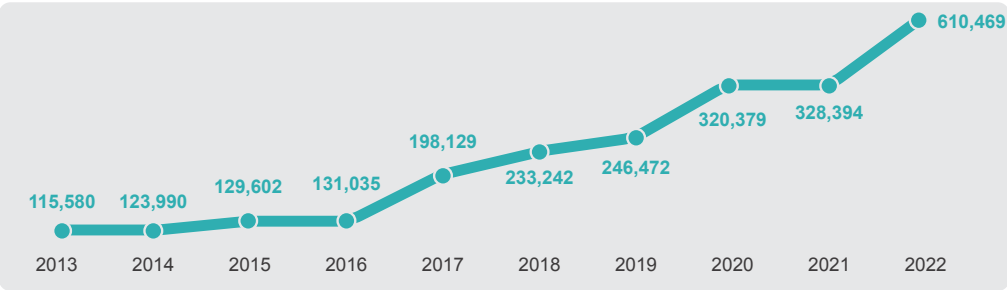
Flight Training Centre Equipment

Cockpit Trainings	Cabin Trainings
<ul style="list-style-type: none">•24 Full Flight Simulators (FFS)•7 Flight Training Devices (FTD)•2 B737/A320/A330 VSIM classrooms with a capacity of 16X2 = 32 students•6 Computer Based Training (CBT) classes	<ul style="list-style-type: none">•3 Mock-Ups•1 Fire Fighting Training Device (RFFT)•6 Door and Window Training Devices•B777, B787 and A320 Evacuation Slide•4 Emergency Station Zones•Ditching Pool•6 Cabin Service Training Devices (CST)

Cabin Crew Training Hours



Cockpit Crew Training Hours



National and International
Accreditations and Partnerships

General Directorate of Civil Aviation
Authorized Training Institution

- ▶ Passenger Services
- ▶ Load Control and Communication
- ▶ Ramp
- ▶ Cargo and Mail
 - ▶ Oversight and Management
 - ▶ Safety Management System
 - ▶ Aviation Security
 - ▶ Dangerous Goods

Language Proficiency Service Provider
and Authorized Exam Center

Aviation Training Course Authorized by
the Ministry of National Education

IATA Regional Training Partner
Certificate

IATA Certificate of Accreditation for Air
Transportation of Dangerous Goods
Training

IATA Competency Based Training and
Assessment Provider Accreditation
(IATA CBTA Provider Certificate of
Accreditation)



Employee Trainings- Participants (number)	2018	2019	2020	2021	2022
Ground/Non-flight Personne	87,412	135,831	153,519	136,023	200,342
Cockpit Crew	17,135	54,930	54,968	49,088	86,973
Cabin Crew	81,675	219,449	150,150	193,037	181,281

	2018	2019	2020	2021	2022
Number of Business Interruptions Due to Strike (number)	0	0	0	0	0
Number of Non-Working Days Due to Strike (number)	0	0	0	0	0



Flight Training Centre Accreditations

- Flight Simulation Training Device (EASA FSTD) Organisation accreditation
- DGCA approved ATO Training accreditation
- ATO and Cabin Crew Basic Training authorisations issued by Civil Aviation Authorities such as Iraq, Kuwait, Libya, Rwanda, Tajikistan
- DGCA Approved Cabin Crew Basic Training Organisation accreditation
- Authorisation to provide practical training with DGCA Approved CET certificate
- European Resuscitation Council approved Defibrillator Training accreditation
- Ministry of Health approved First Aid Basic, Update and OED Training accreditation
- Ministry of Health approved First Aid Trainer's Training accreditation
- Hazardous Material Rules Training authorisation
- Accreditation to provide "Training of Trainer" approved by the Ministry of National Education
- Accreditation to provide DGCA approved Aircraft Security Training
- Accreditation to provide DGCA approved SAFA Ramp Auditor Training
- Accreditation to provide DGCA approved Flight Dispatcher Training



GHG Verification Statement



TÜRK STANDARDLARI ENSTİTÜSÜ

HEAD OF SURVEILLANCE AND INSPECTION CENTER

GREENHOUSE GAS VERIFICATION STATEMENT



Certificate Number	SER.006.2023/B00029																														
Report Number	SER.006.2023/R00020																														
Date of Verification Statement	24.08.2023																														
Company Title	Türk Hava Yolları Anonim Ortaklığı																														
Company Address	Yeşilköy Atatürk Hava Limanı Bakırköy/İstanbul																														
Purpose of Verification	Verifying the Greenhouse Gas Statement of the organization which is prepared according to TS EN ISO 14064-1:2019 standard for the period 01.01.2022 - 31.12.2022 and verifying Total Greenhouse Gas Emissions which are in accordance with the requirements of the TS EN ISO 14064-3:2019 standard in "Reasonable Assurance Level".																														
Verification Methodology	Greenhouse Gas Statement Verification is carried out in accordance with requirement of TS EN ISO 14064-3:2019 standard.																														
Techniques of Verification	Greenhouse gas information system controls and greenhouse gas data / information are evaluated by document review, site visits and recalculation methods and on the basis of the evidence of Greenhouse Gas Statement is verified.																														
Verification Criteria	TS EN ISO 14064-1:2019																														
Verification Period	01.01.2022 - 31.12.2022																														
Base Year	2022																														
Organizational Boundaries	See the annex of verification statement.																														
Types of Greenhouse Gases	CO ₂ , CH ₄ , N ₂ O, HFC, SF ₆																														
Verified GHG Emissions and Removals	<table> <tr> <td>Category 1</td><td>Direct Emissions</td><td>18.170.029,62 tons CO₂e</td></tr> <tr> <td>Category 2</td><td>Energy Indirect Emissions (Location based)</td><td>64.219,33 tons CO₂e</td></tr> <tr> <td>Category 2</td><td>Energy Indirect Emissions (Market based)</td><td>56.406,69 tons CO₂e</td></tr> <tr> <td>Category 3</td><td>Indirect Emissions due to Transportation</td><td>51.778,53 tons CO₂e</td></tr> <tr> <td>Category 4</td><td>Indirect Emissions from Products/Services of the Organization</td><td>3.993.555,21 tons CO₂e</td></tr> <tr> <td>Category 5</td><td>Indirect Emissions related to use of Products</td><td>703.509,98 tons CO₂e</td></tr> <tr> <td>Category 6</td><td>Other Indirect Emissions</td><td>-</td></tr> <tr> <td></td><td>Emissions due to Biomass Combustion</td><td>325,25 tons CO₂e</td></tr> <tr> <td></td><td>GHO Removals</td><td>-</td></tr> <tr> <td></td><td>Carbon Credits</td><td>2.297 tons CO₂e (ETSWAP), 6.671 tons CO₂e (Deutsche Emissionshandelsstelle)</td></tr> </table>	Category 1	Direct Emissions	18.170.029,62 tons CO ₂ e	Category 2	Energy Indirect Emissions (Location based)	64.219,33 tons CO ₂ e	Category 2	Energy Indirect Emissions (Market based)	56.406,69 tons CO ₂ e	Category 3	Indirect Emissions due to Transportation	51.778,53 tons CO ₂ e	Category 4	Indirect Emissions from Products/Services of the Organization	3.993.555,21 tons CO ₂ e	Category 5	Indirect Emissions related to use of Products	703.509,98 tons CO ₂ e	Category 6	Other Indirect Emissions	-		Emissions due to Biomass Combustion	325,25 tons CO ₂ e		GHO Removals	-		Carbon Credits	2.297 tons CO ₂ e (ETSWAP), 6.671 tons CO ₂ e (Deutsche Emissionshandelsstelle)
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	GHO Removals	-																													
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Level of Assurance	Reasonable Assurance Level																														
Verification Opinion	Verified as Satisfactory																														



Ersin ERCAN
Deputy Director of Environmental Surveillance and Verification



<https://basvuru.tse.org.tr/uyeQRKodDogrulama?code=8BA4AF> You can query this address to check the accuracy and validity of the document.

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TÜRK STANDARDLARI ENSTİTÜSÜ

HEAD OF SURVEILLANCE AND INSPECTION CENTER

GREENHOUSE GAS VERIFICATION STATEMENT



Organizational Boundaries:	
Ankara Esenboğa Havalimanı İstasyonu	Ankara Satış Müdürlüğü, Ankara İstasyon Müdürlüğü, Ankara Kargo Müdürlüğü, Anadolujet Başkanlığı
Atatürk Havalimanı İstasyonu	Atatürk Havalimanı II. Bakım Üssü Binası, Atatürk Havalimanı Eski Kargo Binası, Eğitim Başkanlığı Binası, EBI Binası, Eğitim Başkanlığı Ek Bina, Florya İnsan Kaynakları Değerlendirme Merkezi, Florya Uçuş Eğitim Merkezi, Florya Veri Merkezi, Harbiye Satış Müdürlüğü, İkrâm Binası
İstanbul Havalimanı İstasyonu	İstanbul Havalimanı B Bölgesi Enerji Yönetim Binası, İstanbul Havalimanı C Bölgesi Enerji Yönetim Binası, İstanbul Havalimanı De-icing İstasyon Binası, İstanbul Havalimanı Kargo Hızlı Sevki Üssü, İstanbul Havalimanı Mega Kargo, İstanbul Havalimanı Operation Center Binası, İstanbul Havalimanı Uçak İçi Örtüler Deposu, İstanbul Havalimanı ULD Kontrol Merkezi, İstanbul Havalimanı Terminal Binası, Kadıköy Satış Müdürlüğü, K5 Servis Alanı, Levazım Depo Binası, Simülasyon Tesisi, Taksim Satış Ofisi, Teknik Yemekhane Binası, THY Genel Yönetim Binası, THY Teknoloji Binası,
İzmir Adnan Menderes Havalimanı İstasyonu	İzmir Satış Müdürlüğü, İzmir Kargo Müdürlüğü ve İzmir İstasyon Müdürlüğü





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