

2024 SUSTAINABILITY ADDITIONAL PERFORMANCE INDICATORS					
ENVIRONMENTAL PERFORMANCE	2020	2021	2022	2023	2024
Total Energy Consumption (GJ)	126,067,694	187,326,898	252,648,196	289,961,238	299,555,887
Direct Energy Consumption (GJ)					
Aviation Fuel	125,592,531	186,711,059	251,890,513	289,068,769	293,804,106
Natural Gas	128,241	124,505	241,942	204,473	186,259
Gasoline and Diesel	16,761	1,675	25,332	28,448	28,243
Other Resources					224,917
Indirect Energy Consumption (GJ) - Electricity	210,985	326,487	457,924	415,053	312,361
Conventional Electricity	210,985	326,487	394,003	357,683	250,725
Renewable Electricity	-	-	47,650	57,369.6	61,636
Other Resources	119,175	163,173	32,484	8,716.4	-
Total Non-Renewable Energy Consumption (MWH)	35,021,605	52,039,412	70,167,911	80,469,795	81,821,734
Total Renewable Energy Consumption (MWH)			13,237	15,937	17,121
Fuel Consumption					
Aviation Fuel (ton)	2,847,903	4,233,811	5,711,803	6,554,847	6,567,745
Natural Gas (m3)	3,712,707	3,604,558	7,004,464	4,176,501	5,312,549
Gasoline (liter)	3,489	265,936	404,554	161,507	389,938
Diesel (liter)	469,721	413,430	349,411	593,217	409,502
Fuel Saving (GJ)	1,003,716	1,635,316	2,539,366	3,167,703	3,089,028
Fuel Saving (Ton)	22,760	37,082	57,581	71,830	70,046
Efficiency & Intensity					
Fuel Efficiency (Fuel Consumption per 100 Available Seat KM) (Liters/100 ASK2)	3.21	3.16	3.10	3.07	3.11
Specific Fuel Consumption for Passenger Transport (Liter/100RPK)				3.82	3.76
Specific Fuel Consumption for Cargo Transport (Liter/RTK)				0.20	0.17
Emission Intensity (Carbon Dioxide Equivalent per Available Seat KM) (gCO2e/ASK2)				79.40	77.97
Emission Intensity Ratio for Passenger Transport (kg CO2e/RPK)				0.119	0.118
Emission Intensity Ratio for Cargo Transport (kg CO2e/RTK)				0.622	0.519
Electricity Consumption per Employee (GJ/Employee)	8.75	8.09	8.89	10.06	9.19
Electricity Consumption per Surface Area (GJ/m2)	0.49	0.42	0.60	0.76	0.81
Natural Gas Consumption per Surface Area (GJ/m2)	0.45	0.74	0.44	0.03	0.04
Total Greenhouse Gas Emissions (ton CO2e)	9,094,999	16,591,244	22,983,093	27,464,369	31,233,151.00
Scope 1 Emissions	9,059,793	13,462,858	18,170,030	20,898,027	22,602,053
Scope 2 Emissions	35,205	56,377	64,219	120,182	112,320
Scope 3 Emissions	-	3,072,009	4,748,844	6,446,159	8,518,778
Greenhouse Gas Emission Savings Provided by Efficiency Projects (tons CO2e)	72,312	117,815	182,987	228,264.5	222,595
Carbon Credits Surrendered to the Authorities (tons CO2e)	13,883	13,968	8,968	14,337	12,577
Emission Credits Surrendered Under EU ETS	13,835	10,838	6,619	8,892	8,368
Emissions Credits Surrendered Under CH ETS	48	0	52	5	15
Emissions Credits Surrendered Under UK ETS	-	3,130	2,297	5,440	4,194
Passenger Flight Offset (number)	669	672	476	694	758
NOx Emissions (ton)	31,398	46,678	63,040	72,384	73,511
NOx Emissions;Passenger (g/PKT) (Passenger Kilometers Transported)					0.3783
NOx Emissions;Cargo g/TKT (Ton Kilometers Transported)					7.2331
Total Water Withdrawal (m3) - Municipal Water	38,022	255,238	364,508	206,595	419,242
Water Withdrawal per Person (m3/person)	14.73	23.70	13.42	6.87	11.98
Waste Water Discharge (m3) (Wastewater Channel)	-	237,418	357,345	206,595	419,242
Solid Wastes (ton)	1,269	1,608	2,313	2,170	11,283
Recycled Non-hazardous Wastes	1,163	1,449	2,103	2,036.7	5,431
Recycled Hazardous Wastes	36	105	128	82.12	95
Disposed Non-hazardous Wastes	0	0	0	0.057	2,851
Disposed Hazardous Wastes	0.60	0.50	0.90	17.85	1
Recycled Packaging Wastes	69	53.50	81.00	33.31	2,902
Waste Recycling Ratio					74.72
Products with Reduced Environmental Impacts (unit)					
Forest Stewardship Council (FSC) Certified Toy Sets	0	323,925	677,809	366,450	436,812
Biodegradable and Compostable Headphone Packaging in accordance with TS EN 13432 Standard	9,872,042	16,722,548	30,307,783	34,388,286	29,181,724
TS EN 13432 Certified Biodegradable and Compostable Blanket Packaging	4,412,240	6,223,785	8,823,067	10,441,690	2,019,631
OEKO-TEX 100 Certified Passenger Blankets	572,215	1,144,145	1,552,460	1,554,476	2,019,631
Vegan Cosmetic Sets	-	63,471	1,313,320	3,569,512	3,723,068
Total Certified Paper Used (Paper such as FSC etc.)					33,562,133
Plastic consumption is prevented by preventing the consumption of plastic toys with all travel and toy set packages (ton)					316
Leaks and Spills					
Total Incidents (number)	0	0	0	0	0
Amount of Leaks and Spills (ton)	0	0	0	0	0
Environmental Fines			0	0	0
Environmental Management Expenditure (USD)	11,477,784	8,433,014	20,062,805	16,827,066	20,562,705
2024 Planned Budget for Environmental Management Expenditures (Million USD)				39.1	46
Environmental Trainings					
Training Participants (person)	-	3,227	8,425	5,513	4,917
Company Employees	-	2,731	8,350	5,123	4,917
Contractor Employees	-	496	75	390	0
Training Duration (person*hour)	-	2,210	6,319	2,951	2,433
Company Employees	-	1,946	6,263	2,756	2,433
Contractor Employees	-	264	56	195	0
Energy Efficiency and Awareness Training					
Training Participants (person)				29,189	9,269
Company Employees				27,055	7,254
Contractor Employees				2,134	2,015

Supplier Environmental Audits					
Number of Suppliers Subjected to Environmental Audit	0	52	42	43	29
Number of Suppliers Audited for the First Time	0	0	0	1	0
Number of Suppliers Failed in Audit	0	0	0	0	0
Number of Suppliers whose Contract was Terminated After the Audit	0	0	0	0	0
Number of Suppliers Given Development Program After the Audit	0	0	11	6	10
Number of Suppliers Completing the Development Program	0	0	11	6	10
Number of GHG Awareness Training Participants	2,522	1,487	3,586	12,903	11,957
Number of Waste Management Training Participants	22,459	3,227	5,851	356	5,084
Number of Corporate Sustainability Training Participants	22,459	3,227	5,851	8,049	4,163
FINANCIAL AND OPERATIONAL PERFORMANCE	2020	2021	2022	2023	2024
Net Revenue (USD million)	6,734	10,686	18,426	20,942	22,669
Passenger Revenue	3,792	6,390	14,291	17,727	18,444
Cargo Revenue	2,722	4,015	3,735	2,596	3,495
Other Revenue	220	281	400	619	730
Operating Profit (USD million)	-255	1,414	2,779	2,859	2,413
EBITDAR (USD million)	1,866	3,744	5,377	6,077	5,744
EBITDAR Margin (%)	27.7%	35.0%	29.2%	29.0%	25.3%
Net Debt (USD million)	14,120	11,596	8,714	7,330	5,699
Total Assets (USD million)	25,530	26,537	30,944	35,671	39,674
Total Investments (USD million)	4,903	4,193	5,499	5,570	5,659
Fleet Investments	2,926	2,061	2,879	3,306	3,131
Leasing Repayments	1,541	1,786	1,655	1,667	655
Other	436	346	965	597	1,873
Return on Equity (%)	-16%	14%	32.87%	47.60%	19.60%
Total Flight Miles (nautical mile)	254,970,056	379,947,624	515,501,080	582,895,788	619,717,603
Available Seat*Km (million Km)	75,015	127,793	201,757	234,839	254,120
Revenue Passenger*Km (million Km)	53,254	86,705	162,679	193,932	208,874
Revenue Passenger (person)	27,951,286	44,791,503	71,817,525	83,377,777	85,171,495
Passenger Load Factor (%)	71.0%	67.9%	80.6%	82.6%	82.2%
Flight Destinations	324	333	342	345	352
Number of Landings	240,354	357,207	472,724	539,743	547,266
Distance Flown Km (thousand)	472,032	703,265	953,902	1,079,523	1,147,717
Cargo & Mail Carried (ton)	1,494,276	1,880,989	1,679,393	1,658,686	2,000,873
Turkish Airlines-Only International Routes	155	142	152	188	159
Turkish Airlines-Only International Routes within Top 20 Airline Companies	216	203	223	352	232
Turkish Airlines-Only International Destinations within Top 20 Airline Companies	24	22	21	23	21
Fleet Data					
Fleet Average Age	8.44	8.50	8.70	9.30	9.90
Total Number of Aircraft	363	370	394	440	492
Number of Narrow-body Aircraft	234	246	263	296	338
Number of Wide-body Aircraft	104	104	110	120	130
Number of Aargo Aircraft	25	20	21	24	24
R&D Expenditure (USD)	8,857,844	4,254,596	8,611,503	10,903,014	22,038,000
Number of R&D Employees 752 719	719	829	442	785	1,011
Number of R&D Projects	40	20	92	88	88
Direct Economic Value Generated (USD million)	6,734	10,686	18,426	20,942	22,669
Direct Economic Value Distributed (USD million)	7,264	9,411	15,710	18,269	20,749
Operating Costs	6,103	8,051	13,473	14,885	15,882
Salaries and Benefits Paid to Employees	1,097	1,298	2,140	3,256	4,708
Dividend Paid	0	0	0	0	0
Taxes and Similar Payments to the Government	41	37	57	53	80
Donation, Sponsorship and Corporate Responsibility Expenditures	23	25	40	75	79
Tax Paid					
Republic of Türkiye (TL million)	898,893,051	1,472,755,988	4,139,375,929	7,964,087,175	14,043,291,369
Other States (TL million)	59,912,800	54,248,048	241,316,083	336,444,058	597,732,260
Airports (USD million)	425,535,737	740,139,335	1,310,017,369	1,561,402,280	1,575,293,786
Local Procurement Rate by Expenditure (%)	76.55%	62.50%	89.32%	53.23%	51.78%
Local Procurement Rate by Number of Suppliers (%)	78.64%	76.80%	74.16%	60.88%	63.81%
Code of Ethics, Anti-Bribery and Anti-Corruption Training					
Total training participants (number of people)	2,420	6,207	9,463	7,146	28,314
Total training hours (person*hour)	1,210	3,103	4,416	1,548	14,916
Ethical Line Grievances (number)	134	179	436	335	344
Breaches of Conduct/Ethical Rules During the Reporting Period (e.g., Corruption, Discrimination, etc.)					
Discrimination Grievances (number)	2	4	1	14	20
Money Laundering*	-	-	-	0	0
Whistleblowing / Insider trading*	-	-	-	0	0
Conflicts of Interest*	-	-	-	0	0
Breaches of Customer Privacy Data*	-	-	-	0	0
Incentives from Government and International Institutions (USD million)	164	187	183	410	280
Employee Suggestion System Data					
Number of Passengers Giving Suggestions (number)					4,416
Number of Employees Giving Suggestions (number)	7,144	507	1,560	562	1,491
Number of Suggestions Received From Employees (number)	24,259	25,129	3,548	2,051	3,099
Number of Suggestions Implemented (number)	1,225	1,227	713	102	546
Financial Benefit from Employee Suggestions (USD million)	163	185	250	82	52

SOCIAL PERFORMANCE	2020	2021	2022	2023	2024
Number of Employees on Maternity/Paternity Leave	1,354	1,231	296	998	1,060
Female	823	628	119	452	475
Male	531	603	177	546	585
Number of Employees Returning from Maternity/Paternity Leave	1211	1,148	375	717	909
Female	677	550	198	171	330
Male	534	598	177	546	579
Number of Employees Who Haven't Left Work for the Last 12 Months After Returning	1,140	1,120	374	982	889
Female	623	532	197	448	326
Male	517	588	177	534	563
Number of Female Employees Benefiting from the Right to Work Part-Time After	0	7	6	5	2
Number of Female Employees Benefiting from Partial Employment Right after Childbirth	61	52	121	142	331
Average Amount Spent Per FTE On Training (US Dollar)				494	426
Training Cost (Mn. USD)					15
Employee Trainings- Participants (Number)	358,637	378,148	468,596	694,480	646,035
Ground/Non-flight Personnel	153,519	136,023	200,342	268,221	288,429
Cockpit Crew	54,968	49,088	86,973	108,138	95,320
Cabin Crew	150,150	193,037	181,281	317,496	261,972
Load Master - Dispeçer	-	-	-	625	314
Female	-	-	-		316,422
Male	-	-	-		329,613
Employee Trainings - Total Hours (PersonxHours)	-	-	254,242	1,600,896	2,430,121
Ground/Non-flight Personnel	-	-	158,869	309,255	392,321
Cockpit Crew	-	-	6,852	586,558	517,937
Cabin Crew	-	-	88,522	670,636	1,501,021
Load Master - Dispeçer	-	-	-	34,449	18,842
Female	-	-	126,839	561,386	1,198,667
Male	-	-	127,403	1,039,510	1,231,454
Contractor Employee Trainings- Participants (number)	-	-	5,340	36,160	69,362
Contractor Employee Trainings - Total Hours (PersonxHours)	-	-	39,586	46,166	65,007
Average Hours of Training Per Year Per Employee (Total Hours)				48.30	69.48
Female				37.17	75.68
Male				57.60	64.34
Accident Frequency Rate (by 1,000,000 Working Hours)	-	-	15.58	17.6	17.99
Direct Employment	4.57	7.82	14.36	16.26	16.87
Contractor Employees	-	-	20.64	23.34	62.83
Number of Injuries	-	-	1,371	1,735	1,583
Direct Employment	-	-	1,019	1,298	1,448
Female				971	1,108
Male				327	340
Contractor Employees	-	-	352	437	135
Female				89	-
Male				348	-
Accident Severity Rate (by 1,000,000 Working Hours)	-	-	116.27	203.09	150.4
Direct Employment	37	63	121.09	221.88	150.06
Contractor Employees	-	-	96.18	122.95	21.41
Number of Lost Days	-	-	10,232.5	20,015.0	13,233
Direct Employment	-	-	8,592.5	17,713.0	12,881
Female				9693.5	9,982
Male				8019.5	2,899
Contractor Employees	-	-	1,640	2,302	352
Lost Day Rate (Total)				239.90	196.41
Direct Employment				267.26	196.47
Female				320.95	341.1
Male				222.31	79.9
Contractor Employees				1166.64	191.93
Lost Time Injury Rate (Total) (by 1,000,000 Working Hours)				13.10	13.8
Direct Employment				13.91	13.48
Contractor Employees				9.97	25.08
Absentee Rate (Total) (% of total days scheduled)	1.47	1.97	3.36	3.64	4.44
Absentee Rate (As % of employees)				27.89%	23.09%
Absentee Rate (Target) (%)				3%	-
Occupational Disease Rate (1,000,000 On Working Hour Basis)	0	0	0	0	0.003
Direct Employment	0	0	0	0	0.003
Contractor Employees	0	0	0	0	0
Number of Occupational Diseases	0	0	0	0	1
Direct Employment	0	0	0	0	1
Contractor Employees	0	0	0	0	0

Number of Work Related Fatality	0	0	0	1	3
Direct Employment	0	0	0	*1	*3
Contractor Employees	0	0	0	0	0
* A total of 3 employees passed away: 1 as a result of a traffic accident and 2 due to cardiovascular diseases					
OHS Trainings- Number of Participants				173,319	133,047
Direct Employment	20,563	153,579	91,104	173,319	133,047
Contractor Employees	67	159	6,057	0	0
OHS Trainings- Total Hours (PersonxHours)	-	106,727	66,003	128,453	120,423
Direct Employment	-	-	24,461	128,453	120,423
Contractor Employees	-	-	41,542	0	0
OHS Committees					
Numbers of OHS Committees				10	26
Number of Members in the OHS Committee				110	137
Number of Employee Representatives in OHS Committees				218	113
Female				76	31
Male				142	82
Full time				218	137
Part time				0	0
Turkish				218	137
Foreign National				0	0
Number of Field Surveillance Studies (Number)	204	632	460	673	1,144
Number of Physician Activities (Number)	125,326	117,699	184,219	177,048	178,394
Number of Disaster Emergency Trainings (Number)	10	19	48	49	46
Number of Disaster Emergency Training Participants (Person)	145	215	1,428	768	714
Disaster Emergency Training Hours (PersonxHours)	-	-	5,097	1,760	5,916
Number of Disaster Emergency Drills	8	97	96	91	102
Number of Employees Receiving Child Care/ Elderly Care Support	2,912	2,922	3,000	2,554	3,148
Ratio of Activity Facilities with Lactation Room (%)	50%	50%	55%	66%	75%
Number of Employees/Managers Receiving Training on Prevention of Harassment, Mobbing, Oppression and Violence					
Managers	414	122	0	132	523
Non-managers	21,948	6,085	0	7,014	27,791
Customer Satisfaction Rate (%)	77%	83%	83%	81%	82%
employee satisfaction Rate (%)	-	-	79%	79%	72.2%
The number of passengers surveyed for Feedback Management Process Satisfaction Survey	52,653	-	48,938	69,474	63,079
The average number of passengers surveyed for Feedback Management Process Satisfaction Survey Regarding Complaint Feedback (Number)	13,090	-	1,807	31,337	29,683
Average Response Days to Customer Complaints (Day)	4.9	4.3	6.7	5.1	3.3
Number of Employees Received Training on Human Rights Policies and Procedures					
Cockpit Crew	349	59	0	0	-
Cabin Crew	543	47	0	111	-
Security Personnel	2	1	0	0	-
Other Ground/Support Team	396	210	0	5	-
Number of Employee Complaint Regarding Discrimination, Harassment, Mobbing, Oppression and Violence	23	79	63	118	117
Female	6	25	22	20	18
Male	5	33	28	14	21
Anonymous	12	21	13	84	78
Number of Supplier Audits on Social Fields (OHS, Human Rights, etc.)					
Number of Suppliers Subjected to Audit				43	33
Number of Suppliers Audited for the First Time				1	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				9	10
Number of Suppliers Completing the Development Program				9	10
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 Security Trainings					
Training Participants (Person)	13,595	13,300	13,649	12,563	38,649
Cockpit Crew	2,620	936	2,175	3,089	5,183
Cabin Crew	2,528	2,432	5,884	6,422	13,011
Other Employees	8,447	9,932	5,590	3,052	20,455
Training Duration (PersonxHour)					
Cockpit Crew	1,321	470	2,719	3,861	1,104
Cabin Crew	1,898	1,502	7,355	8,028	2,614
Other Employees	12,253	20,531	6,988	3,815	13,101
Flight Security Data					
Number of Aircraft Accidents (Number)	0	0	0	0	1*
*The accident occurred on October 18, 2024 in Dublin as a result of a tail scrape.					
Sanctions for Non-Compliance with Flight Safety Regulations (Number)	0	0	0	0	0
Number of Flight Security Reports (Number)	3,760	5,577	4,380	6,030	7,151
SAFA Rate (%)	0.318	0.054	0.143	0.256	0.422
Number of Passenger Fatailities	0	0	0	0	0
Supplier Audit Rate (%)	-	-	55.8%	43.4%	42.3%

Management System Standards Certified Percent (%)					
ISO 45001 Occupational Health and Safety Management System Standard				92%	92%
ISO 9001 Quality Management System Standard					92%
Environmental Management System- IEnvA (IATA Environmental Assessment Stage 2) Program					100%
ISO 10002 Customer Satisfaction and Complaints Handling Management System Standard					44%
ISO 27001 Information Security Management System Standard					92%
ISO 50001 Energy Management System Standard					50%
EMPLOYEE DEMOGRAPHICS	2020	2021	2022	2023	2024
Total Workforce (Number)	33,583	33,191	37,379	35,013	35,087
Direct Employment	28,668	27,532	29,520	33,138	34,974
Female	13,129	12,682	13,804	15,101	15,837
Male	15,539	14,850	15,716	18,037	19,137
Contractor Employees	4,915	5,659	7,859	1,986	113
Female	1,099	1,167	1,214	210	4
Male	3,816	4,492	6,645	1,776	109
Employee Category (Number)					
Cockpit Crew	5,756	5,561	5,784	6,755	7,546
Female	303	296	318	446	578
Male	5,453	5,265	5,466	6,309	6,968
Cabin Crew	12,281	12,033	13,222	14,891	15,579
Female	8,105	7,910	8,770	9,590	10,037
Male	4,176	4,123	4,452	5,301	5,542
Technical Team - Engineer	368	353	471	755	682
Female	169	171	221	316	289
Male	199	182	250	439	393
Technical Team - Technician	189	152	173	177	183
Female	11	1	2	1	1
Male	178	151	171	176	182
Non-flight Personnel	10,631	9,938	10,514	11,492	11,849
Female	4,721	4,476	4,715	5,065	5,220
Male	5910	5,462	5,799	6,427	6,629
Total Workforce by Contract Type (Number)					
Indefinite Term Employment Contract	27,580	26,519	28,404	31,890	34,123
Female	12,640	12,232	13,359	14,332	15,471
Male	14,940	14,287	15,045	17,558	18,652
Temporary Employment Contract	1,081	1,007	866	907	726
Female	483	444	319	602	292
Male	598	563	547	305	434
Part-time Employees	7	6	250	341	125
Female					72
Male					53
Full-Time Equivalents (FTE) Number Of Total Employees				33,053	35,201
Total Workforce by Education Level (Number)					
Primary education	68	48	42	29	18
High school	4,486	3,997	4,193	4,381	4,192
University and Above	24,114	23,487	25,285	28,728	30,764
Total Workforce by Age Groups					
18-30	8,632	6,456	6,975	8,822	9,578
30-50	18,713	19,705	21,116	22,694	23,673
50+	1,323	1,371	1,529	1,622	1,723
Average Age of Employees (Age)	-	36	36.07	35.71	35.75
Senior Management Structure (Number)					
Female	59	56	66	78	93
18-30	0	0	0	0	1
30-50	56	49	61	77	86
50+	3	7	5	1	6
Male	560	528	506	525	550
18-30	7	1	1	0	3
30-50	514	487	467	495	509
50+	39	40	38	30	38
Mid-level Management Structure (Number)					
Female	496	498	506	557	543
18-30	25	21	11	14	17
30-50	448	453	468	515	490
50+	23	24	27	28	36
Male	1,066	1,095	1,085	1,146	1,165
18-30	66	53	46	46	43
30-50	945	987	963	1019	1,038
50+	55	55	76	81	84
New Recruits (Number)					
Female	118	131	1,521	3,103	1,751
Male	416	235	1,389	2,032	2,055
Distribution of Newly Recruited Employees by Age Groups (Number)					
18-30				3852	2967
30-50				1241	810
50+				42	29
Employees Left (Number)					
Female	569	578	399	737	1,017
Male	789	924	523	780	953
Employees Left (Domestic) (Number)					1,723
Employees Left (Abroad) (Number)					247
Employee Turn Over Rate (%)	4.6%	5.3%	3.2%	5.0%	5.70%

Voluntary Employee Turnover Rate				3.0%	3.70%
Involuntary Employee Turnover Ra				2.0%	1.90%
Employee Turn Over Rate (%) - Age					
18-30				6.0%	2%
30-50				3.5%	3%
50+				12.1%	0.70%
Employee Turn Over Rate (Domestic)				4.0%	5.50%
Female				2.0%	2.90%
Male				2.0%	2.70%
Employee Turn Over Rate (Abroad)				1%	7.50%
Female				0.5%	3.50%
Male				0.5%	4.00%
Employees with Disabilities					
Female	60	57	56	67	70
Male	170	155	150	159	152
Number of Disabled Employees in Manager Position	22	23	26	27	24
Ratio of Disabled Employees in Managing Positions					
Ratio of Disabled Managers Among All Managers (Mid and Senior Level) (%)				1.17%	1.02%
Freedom of Association					
Workforce Under the Collective Bargaining Agreement (number)	25,054	24,307	22,594	28,692	27,290
Unionized Employees (number)					23,170
Unionized Employees (%)				79.2%	72%
Ratio of Female Candidates Applying for a Job (%)	0%	0%	58%	48%	44%
Ratio of Female Candidates in Recruitment Interviews (%)	0%	0%	64%	47%	33%
Shortlisting Rate of Candidates in the New Employment Process (%)					
Female	0%	0%	58%	47%	33%
Male	0%	0%	42%	53%	67%
Ratio of Women Promoted During the Year (%)					35%
Domestic	33%	34%	23%	36%	37%
Abroad	0%	19%	20%	31%	35%
Ratio of Female Employees Promoted to the Management Position for the First Time (%)					36%
Domestic	40%	17%	37%	40%	39%
Abroad	0%	10%	83%	38%	35%
Ratio of Female Employees in Income Generating Positions (%)	7%	6%	7%	43.5%	47.64%
Ratio of Female Employees in Information Technology Positions (%)	-	-	38%	37%	36%
Ratio of Female Employees in Engineering Positions (%)	47%	49%	47%	40%	42.37%
Percentage of Open Positions Filled By Internal Candidates (Internal Hires) (%)				93%	31.12%
Average Time Employees Stayed in the Same Position (Years) (Waiting for Promotion)				11	8
Female				13	9
Male				10	7
Employees' Average Length of Service				8.09	8.2
Female				8.48	8.4
Male				7.71	7.9

CORPORATE GOVERNANCE

Turkish Airlines has undergone a comprehensive transformation process following its inclusion in the Privatisation Programme in 1990. At present, 50.88% of the Company's shares are publicly traded, and it continues its operations as a joint-stock company. The remaining 49.12% of the shares were transferred from the Privatisation Administration of the Ministry of Treasury and Finance of the Republic of Türkiye to the Türkiye Wealth Fund in 2017. The Privatisation Administration of the Ministry of Treasury and Finance of the Republic of Türkiye also holds 1 Class C share.

Turkish Airlines, whose shares are publicly traded on the Borsa Istanbul (BIST), conducts all of its activities in accordance with the Turkish Commercial Code and the regulations of the Capital Markets Board (CMB). In this context, our Company complies with all principles listed in the annex of the Capital Markets Board (CMB) Corporate Governance Communiqué No. II-17.1 on Corporate Governance. and demonstrates utmost diligence in complying with nonmandatory principles.

General Assembly and Communication with Shareholders

The General Assembly, which is comprised of shareholders, is the highest decision-making body of the Company. The General Assembly meetings, which are governed by the Articles of Association and internal policies, are held at least once a year and at a time in accordance with the legislation, with the agenda determined by the Board of Directors. Should it be deemed necessary, the General Assembly may be convened extraordinarily upon the invitation of the Board of Directors or a sufficient number of shareholders.

All shareholders, including minority shareholders, are entitled to propose resolutions and submit questions to the Board of Directors and management. Requests to add items to the agenda of the General Assembly must be submitted to the Board of Directors at least 21 days prior to the meeting date. The call for the 2024 General Assembly held in 2025 was published in the Turkish Trade Registry Gazette on 15.04.2025, and shareholders had the right to submit requests for items to be added to the agenda until 36 days prior to the General Assembly. No requests were received from the Company's shareholders for items to be added to the agenda of the General Assembly by the relevant date. During the General Assembly meeting, 2 shareholders addressed the Chairman of the Board of Directors, Mr. Ahmet Bolat, and made 5 requests, complaints, and suggestions directly to him. All General Assembly decisions are made by majority vote. Each share held by a shareholder entitles the holder to one vote. Furthermore, there are no restrictions on voting rights, such as a 'shareholding ratio limit,' 'rules for purchasing controlling shares,' 'unlimited registered capital,' 'golden parachute,' 'blank cheque,' or 'cross-shareholding.'

Decisions amending the articles of association are adopted at a General Assembly where at least half of the company's capital is represented, by a majority of the votes cast at the meeting, unless otherwise provided by law or the articles of association. As outlined in the Turkish Commercial Code, decisions regarding amendments to the articles of association concerning the complete change of the company's business purpose, the creation of preferred shares, and the restriction of the transfer of registered shares are adopted by the votes of shareholders or their representatives representing at least seventy-five percent of the total capital.

In accordance with the Corporate Governance Communiqué, an Investor Relations Department has been established in the Company, whose shares are traded on the stock exchange, in order to ensure open and timely information sharing with investors. This department is responsible for responding to all investor and shareholder queries in a prompt and effective manner, and also for strengthening the flow of information through regular communication activities. Investor Relations officials participated in 11 investor conferences and roadshows both domestically and internationally in 2024, conducted 112 investor meetings with 129 institutions, and organised four teleconferences regarding results related to financial statements.

Board of Directors Practices

The Board of Directors, which acts as the main representative and administrative body of the Company, is formed in accordance with the criteria specified in the Corporate Governance Statement. In accordance with the Corporate Governance Principles, the number of members of a company's board of directors shall be determined in such a way as to enable the board members to carry out their duties efficiently and constructively, make swift and rational decisions, and effectively organise the formation and operations of committees, provided that the number of members may not be less than five in any case. The majority of the members of the Board of Directors shall consist of non-executive members. Among the non-executive members of the Board of Directors, there must be independent members who are capable of performing their duties without being subject to any influence. The number of independent Board members must be determined to be no less than one-third of the total number of members.

The procedures and principles regarding the structure of the Board of Directors are specified in the Company Articles of Association. The Turkish Airlines Board of Directors is composed of the members elected by the General Assembly total of 9 members, three of whom are independent and meet the independence criteria specified in the Corporate Governance Principles of the Capital Markets Board. The General assembly elects 8 members of the Board of Directors amongst the candidates nominated by the Group A shareholders having highest votes, and one member amongst the candidates nominated by the Group C shareholder. The Chairman of the Board of Directors also fulfils the role of Chairman of the Executive Committee. As of the reporting period, there is one female member (11%) on the Board of Directors.

Board members are selected from among professionals who meet the conditions specified in the Turkish Commercial Code and Capital Markets legislation, primarily in fields such as aviation, finance and business, and who stand out for their professional competence and experience, for two-year terms of office. There is no classified or tiered Board membership structure. According to the Articles of Association, Board members whose terms have expired may be eligible for re-election. As stated in Article 364/1 of the Turkish Commercial Code, "Board members may be removed from office at any time by a general assembly resolution, even if they were appointed by the articles of association, provided that there is an item on the agenda related to their removal or, even if there is no such item on the agenda, there is a valid reason for their removal."

The Board of Directors convenes with a minimum of 6 members present and reaches decisions by a majority vote of at least 5 members. All members attended the 75 Board of Directors meetings held in 2024, with 100% participation. Each member's individual participation rate in the Board of Directors meetings held during the year was 100%.

Although there are no restrictions on members of the Board of Directors taking on other positions outside the company, these positions are disclosed to shareholders at the General Assembly meeting and through the Public Disclosure Platform (KAP).

In order to enhance the efficiency of the Board of Directors' operations and optimise governance standards, the establishment of an Audit Committee, a Corporate Governance Committee and an Early Detection of Risk Committee has been implemented. All members of the Early Risk Detection Committee and the Audit Committee, and the chairman of the Corporate Governance Committee, are selected from among independent members of the Board of Directors. As the Company has not established separate Nomination and Remuneration Committees, the Corporate Governance Committee performs the duties of these committees in accordance with Principle 4.5.1 of the Corporate Governance Principles.

The Board of Directors Committees continued their work in their respective areas in 2024 and informed the Board of Directors about their activities, thereby contributing to the effective management of the Board. Each member attended 100% of the Board of Directors Committee meetings held during the year.

The Board of Directors Committees shall seek independent expert opinions on matters they deem necessary in relation to their activities, as specified in the Corporate Governance Communiqué. The

company shall assume financial responsibility for any consultancy services requested by the Committees. However, in such cases, information about the person/entity providing the services and whether they have any relationship with the company shall be disclosed in the activity report.

Remuneration Strategy

Turkish Airlines has established a Remuneration Policy in order to fairly compensate the contributions of the members of the Board of Directors and Senior Management, and to ensure that independent members maintain their independence criteria. In this process, the Corporate Governance Committee also develops recommendations in its capacity as the Compensation Committee and submits them to the Board of Directors; these recommendations are implemented with the approval of the General Assembly. The compensation principles for members of the Board of Directors and senior managers are disclosed to shareholders for their information and approval. As well as the fixed remuneration for membership of the Board of Directors, which is determined annually by the General Assembly, additional remuneration and/or benefits may be provided to members serving on committees. These will be in accordance with the recommendations of the Corporate Governance Committee.

Sustainability performance is a fundamental evaluation criterion in performance-based incentive systems for senior managers, including the General Manager. In accordance with the 2033 Strategic Plan of the Company, incentive payments are made to all employees and senior management at the discretion of the Board of Directors. These payments are based on the achievement level of the annual strategic targets defined under the headings of Sustainable Growth and Profitability, Efficiency and Operational Excellence, Digitalisation, and Sustainability. In this context, various indicators such as emission reduction, energy efficiency, use of renewable energy, reduction of environmental incidents, and the company's position in sustainability indices are taken into consideration. Sustainable R&D investments and alignment with environmental financing are also key components of this system.

ENVIRONMENTAL PRACTICES

Water Management

Water consumption management optimises operating costs and reduces water risks associated with the climate crisis, thereby contributing to both environmental sustainability and corporate resilience. As of 2024, the Company has increased its efforts to comply with the Water Efficiency Regulation published by the Ministry of Environment, Urbanisation and Climate Change of the Republic of Türkiye. In this context, the integration of rainwater harvesting systems in new facility projects, the evaluation of opportunities for greywater use, and the strengthening of water conservation awareness campaigns for all employees are among the top priorities. Total water consumption in 2024 was 419,242 m³. Per capita water consumption was 11.99 m³/person. Our 2025 target is to reduce water consumption per employee by 0.5% compared to the previous year.

By converting the batteries used to adapter models and using water-saving aerators, water consumption has been reduced by approximately 20%. In addition, drip irrigation has been incorporated into landscape irrigation systems, and irrigation has been scheduled to take place during night-time or early morning hours, resulting in a 10% reduction in water consumption in this area.

In addition to promoting sustainable irrigation systems in operational areas, we are committed to ongoing monitoring activities aimed at reducing water consumption per employee. We are also dedicated to implementing communication initiatives that encourage behavioural change. Water conservation training programmes are regularly implemented as part of environmental management programmes.

The efficient use of water is a reflection of the Company's commitment to sustainable development, which addresses today's needs while ensuring the security of resources for future generations. With this awareness, the Company continues to consider water management to be an integral component of its operational systems and to continuously improve its performance in this area.

Waste Management

We minimize the amount of waste that cannot be prevented and bring it into the economy through recycling or recovery methods. We dispose of non-recoverable waste through licensed companies and regularly report all waste to the Ministry of Environment, Urbanization and Climate Change.

In order to reduce the amount of waste, defective headphones are repaired and put into operation. Defective and broken headphones that cannot be used are given to recycling companies. All waste is subjected to dismantling and mass reduction processes by recycling companies, using machinery and/or manual processes.

They are then separated according to the type of metal they contain and shipped to factories. Bags used for loading materials for expeditions are repaired and put back into use. In our Company, a total of 2783.8 tons of electronic waste and 7181 tons of headset waste were generated in 2024. These wastes were sent to licensed recycling facilities and energy and raw material recovery were provided.

Controlling and reducing the chemicals we use in our operations is among our prioritized environmental impact management activities. The painting system we have adopted allows the aircraft in the fleet to be painted 2 times instead of 3 times on average, using the most modern paint products throughout their 20-year economic life. In this way, our use of chemicals is reduced by 33%. The primers, paints, and other chemicals used in the painting of the aircraft of the Incorporation are searched for options that contain less chromium and have a reduced environmental impact in terms of VOCs. We do not use phenol-containing materials in the chemicals used for paint removal. We prefer chrome-free products for the gaskets used on the body.

Environmental Products

ER BC slippers made of GRS (Global Recycled Standard) recycled yarn. In-cabin garbage collection and material bags made of 40% recycled raw materials. Safety cards made of 100% recycled paper. The slipper service continues to be provided as recycled, and in the production of the slipper and slipper cover product, 100% sustainable yarn produced from recycled cotton and polyester is used, preventing a total of 400 thousand m3.

Since 2017, we prefer environment-friendly products instead of plastic alternatives in the toys we offer to our infant passengers. In this context, we offered 436,812 FSC-certified toy sets in 2024.

The Company also demonstrates its commitment to the principles of recycling and sustainability with the packaging of the headphones and blankets distributed to passengers in the cabin. Since 2017, we have been replacing the plastic bags used in the packaging of headphones and blankets with bio-plastic bags that are fully compliant with TS EN 13432 "Packaging-recyclable packaging features through bio-degradation and composting" standard and that disappear in nature. Although these packages produced from renewable resources are more expensive than conventional plastic packages, our Incorporation prefers them due to their environment-friendly properties.

Green Building Practices

As Turkish Airlines, we are committed to environmental sustainability, both in our operational processes and in our physical infrastructure, in the fight against climate change. In this context, green building criteria are taken as a basis in all our new construction projects, and design and construction processes are carried out in line with the principles of energy efficiency, resource optimisation and environmental awareness.

LEED (Leadership in Energy and Environmental Design) certification is targeted for all new facility projects of the Company, thereby systematically ensuring the sustainability performance of buildings from the design stage onwards. In 2023, the LEED Gold ID+C certification processes were initiated for the OC Building Closed Car Park and the Istanbul Airport Main & Domestic Lounge Expansion Project. In 2024, LEED BD+C certification processes will be initiated for the following projects: the Main Catering Facility, the SmartIST Cargo Facility Expansion, the TAFA Aydın Çıldır Flight Training Building, the Istanbul Airport Operations Support Office, the Florya Sedat Şekerci Simulator Facility and Data Centre, the General Management Additional Office, the Taksim Sales Office, the Florya Flight Training Campus and the Ankara Data Centre.

This approach not only enhances building performance, but also facilitates a physical infrastructure transformation that is in line with global climate objectives.

Environmental Investments

Beyond using sustainable fuel, Turkish Airlines is also developing collaborations to increase the production and utilization of SAF, which is very limited in quantity worldwide. In this context, in addition to making long-term guaranteed purchase agreements with SAF suppliers, we are also partnering with companies planning production in Türkiye to secure our supply and provide easy access to SAF.

As part of efforts to produce renewable energy on a facility scale, solar energy systems are being installed at critical locations, including the AHL Cargo Facility, TAFA Ege Campus and the Sedat Şekerci Flight Simulation Facility. The total installed capacity of these projects is expected to exceed 6,000 kWp, with an annual production capacity of millions of kilowatt-hours upon completion. It is anticipated that these investments will achieve approximately 24 million USD in total energy savings and significant emission reductions over the entire lifecycle.

In addition, the thermal solar system installed at Çukurova Airport Cargo Facility is expected to reduce natural gas consumption by more than 5,600 m³ per year for hot water production, thereby preventing 12 tonnes of CO₂ emissions. In addition, the wastewater recovery project being implemented at the Istanbul Airport ECC building is expected to generate an additional annual saving of 35,000 EUR by reusing the contaminated water generated in the cooling systems.

These projects illustrate that the transition to renewable energy is a strategic initiative with the potential to impact operations and finances, reflecting Turkish Airlines' commitment to energy transformation.

Environmental Management

Turkish Airlines has systematically identified the environmental impacts arising from its operations throughout 2024 and has transparently shared its priority impacts with the public through its "Environmental Aspects and Impacts List". In pursuit of 100% certification coverage across all processes under the ISO 14001 Environmental Management System, the audit processes conducted in accordance with IEnvA (IATA Environmental Assessment), a programme specifically developed by IATA for airlines, were completed with zero findings during the reporting period.

In addition to legal obligations, voluntary compliance with international commitments is among the key priorities of the environmental strategy. As a result of the controls carried out in this regard, no emergencies, leaks, spills or environmental accidents occurred in 2024. During the reporting period, there were no instances of non-compliance with environmental legislation, and no legal or administrative sanctions were imposed on the Company due to environmental impacts.

The Company's environmental management activities are overseen by the Board of Directors and the Executive Committee; they are carried out under the coordination of the Deputy General Manager (Investment and Strategy) and reported to senior management on a regular basis through Management Review Meetings. A key element in ensuring the structure's sustainability is the environmental awareness of employees. In 2024, a total of 2,433 person*hours of environmental training was conducted with the participation of 4,917 employees, thereby strengthening corporate awareness in the field of environmental management.

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Environmental Partnerships

Turkish Airlines' Corporate SAF Programme offers an innovative collaboration model that involves the business world in this transformation. The Corporate SAF Programme was initiated to provide all corporate customers who utilise passenger and cargo services with the opportunity to incorporate SAF on their flights or business trips via Turkish Airlines. The programme enables corporate customers to reduce their Scope 3 emissions by supporting the use of SAF in flights operated by Turkish Airlines by their employees. In accordance with the agreements made, Turkish Airlines calculates its SAF-related emission reductions in line with sector-specific methodologies, subject to an independent audit process, and presents the results to the relevant corporate customers along with assurance reports.

The calculation infrastructure developed for carbon emission management also supports this process. Passengers can calculate their flight-based carbon footprints via the CO2mission platform, a system that works with high accuracy. It takes into account parameters such as route length, aircraft type, load factor and fuel data. Currently operational for individual users, the system is planned to be expanded to include corporate users in the future. Through integration with THY Corporate Club, the system will facilitate the widespread adoption of SAF-supported offsetting options.

Beyond using sustainable fuel, Turkish Airlines is also developing collaborations to increase the production and utilization of SAF, which is very limited in quantity worldwide. In this context, in addition to making long-term guaranteed purchase agreements with SAF suppliers, we are also partnering with companies planning production in Türkiye to secure our supply and provide easy access to SAF.

By signing the "Global SAF Declaration," which expresses a common working integrity established by stakeholders in the aviation, space, and fuel sectors for the decarbonization of sustainable aviation

fuel, our Company has once again demonstrated the importance it attaches to combating climate change.

The project, initiated in 2023 and ongoing during the reporting period under the title "91st Year 91 Thousand Saplings", has contributed to environmental sustainability while also serving as a symbol of social solidarity through sapling planting in earthquake-affected regions. The project provided direct support to over 900 local farmers, thereby contributing to the reconstruction of the regional economy. By donating olive and pistachio saplings to local producers, traditional agricultural knowledge was integrated with sustainable techniques, creating lasting economic benefits. The voluntary participation of Turkish Airlines employees further strengthened our corporate identity with social responsibility.

Management of Supply Chain Impact

Turkish Airlines has a wide network of suppliers and business partners, with a total of 3,500, to ensure the continuous supply of products and services necessary for its operations. Priority is given to local sources in procurement activities with a view to achieving cost, logistics and business continuity advantages, as well as to reducing social and environmental impacts. In line with this approach, as of 2024, 51.78% of purchases were sourced locally in terms of expenditure, and 63.81% in terms of the number of suppliers. This preference also makes a significant contribution to the local economy.

The Company aims to disseminate its corporate understanding in environmental and social areas through its commercial partners. In order to increase efficiency and standardisation in purchasing processes, we provided 'Purchasing Planning and Management' training to 72 purchasing officers in 2024.

The Company evaluates its suppliers not only based on traditional criteria such as cost, quality and delivery performance, but also on sustainability indicators such as human rights, environmental management and occupational health and safety, in line with sustainable development principles in its procurement activities. In accordance with this framework, all suppliers entering the Company's supplier pool are analysed using a scoring system that has been established by the General Procurement Directorate. These scores are then used as selection criteria in subsequent tender periods.

The Company Supplier Evaluation System is a comprehensive tool that regularly assesses suppliers' environmental and social compliance. The results of these assessments are then factored into the supplier selection process, ensuring that suppliers are held to the highest standards. Contracts signed with suppliers during the purchasing process include provisions on human and employee rights, occupational health and safety, ethical standards, and environmental protection. Suppliers are expected to comply with the Company's corporate approach and policies on waste management, greenhouse gas emissions, and general environmental management; and to hold certifications such as the ISO 14001 Environmental Management System or EMAS (Eco-Management and Audit Scheme). It is also expected that food suppliers will operate in accordance with the ISO 22000 Food Safety Management System throughout the entire value chain. Furthermore, in the context of in-flight products, the Zero Waste Certificate, life cycle analysis reports, and practices related to sustainable product preferences are also evaluated.

Turkish Airlines is committed to reviewing its purchasing practices for suppliers on a regular basis. This is done to ensure compliance with the Supplier Code of Conduct and to prevent potential conflicts with EHS requirements.

The procurement process is founded on three fundamental pillars: the "Code of Business Conduct and Ethics", the "Supplier Code of Conduct Policy", and the "Sustainable Procurement Policy", all of which are published on the Company's website. These policy documents address a range of significant topics, including respect for human rights, equality, child labour, modern slavery, human trafficking, occupational health and safety, environmental protection, and data protection. This approach ensures that Turkish Airlines' expectations of its suppliers are clearly defined, promoting compliance with environmental, social, and governance (ESG) standards.

Turkish Airlines' sustainability approach is embedded throughout the entire value chain. This is achieved by integrating environmental requirements, employee rights, human rights, and occupational health and safety provisions into contract texts. In this context, the use of sustainable materials is encouraged, particularly in in-flight products such as toy sets and comfort kits. Relevant policy documents are added to signed contracts to ensure that suppliers commit to these issues.

Turkish Airlines conducts its audit activities in two categories: internal and external audits. In 2024, a total of 234 planned and unplanned audits of operational and management systems were conducted; 42.3% of these audits focused on suppliers. Supplier audits encompass a range of critical areas, including human rights, child labour, forced labour, occupational safety, environmental protection, and ethical business principles.

As part of the Qualiteam audit model, strategic business partners such as ground handling companies, fuel suppliers, call centres, catering and cleaning companies, and terminal operators are regularly audited in terms of their contractual obligations, legal regulations, and environmental performance. In instances where non-compliance is identified, companies are requested to submit an action plan, and the feasibility of these plans is re-audited and verified.

In 2024, 29 supplier companies were audited on environmental issues, and a development programme was implemented for 10 of them. In a similar way, 33 companies were audited on social issues, and improvement efforts were successfully completed by offering a development programme to 10 suppliers.

According to the analysis results of the supplier sustainability performance assessment conducted in 2024 within the scope of sustainable supply chain management, the percentage of suppliers with labour and human rights policies was 84%.

We continuously review our Supplier Code of Conduct to ensure compliance and avoid potential conflicts with ESG requirements. Within the scope of Qualiteam audits, our new audit model, we audit our business partners such as ground handling companies and fuel providers within the scope of management systems standards, legal requirements and contracts and monitor their compliance with environmental management principles (...) If no results are obtained from the negotiations with the company regarding the corrections and corrective actions that are not responded or completed within the deadline, administrative sanctions are applied by the Incorporation, including the cancellation of the contract, taking into account the terms of the contract between the company.

In order to comprehensively assess the impacts of the value chain, Turkish Airlines has adopted a broad perspective on sustainability. The Company conducts periodic meetings and detailed analyses to ensure that its subsidiaries and affiliates follow a path consistent with its sustainability strategies. During this process, the current sustainability performance of these companies has been evaluated, areas for improvement have been identified, and the necessary actions to be taken have been defined.

As affiliated companies directly contribute to the Company's products and services, they also become critical suppliers, making sustainability efforts with these companies even more important. In this context, capacity building programmes have been designed to enhance the sustainability performance of affiliates to meet the Company's level, and regular stakeholder meetings and sustainability training sessions have been scheduled. The agenda of these meetings includes best practices, sectoral developments, regulatory compliance, performance targets and the status of these targets, as well as new project proposals developed for continuous improvement. As part of the strategy to enhance the sustainability performance of subsidiaries, a series of key steps have been outlined, including the monitoring, calculation and reporting of verified emissions data to the Company, the implementation of environmental and occupational health management systems, the promotion of supplier code of conduct, the establishment of human rights policies and the preparation of corporate documents on ethical principles. In addition to these efforts, it has been decided to hold sustainability meetings with affiliate companies at least twice a year by 2025, as well as to set annual sustainability targets for these companies and monitor their performance.

"Know Your Customer Form", implemented in 2024, is used to assess the policies of business partners in areas such as sustainability, ethics, personal data protection, human rights, anti-corruption, and

compliance with international trade sanctions. This form is a prerequisite for collaboration, and failure to complete it may result in the decision not to conduct business with companies deemed to pose a risk. This initiative is a clear demonstration of Turkish Airlines' commitment to developing supplier relationships that align with international standards and legal regulations.

SOCIAL PRACTICES

Inclusion and Equal Opportunity

Turkish Airlines considers respect for diversity and equal opportunity to be fundamental to its corporate culture, shaping all its human resources processes in line with these principles. A work environment that prioritises diversity and inclusion contribute not only to employee engagement and corporate efficiency but also to mitigating potential risks to reputation. With this awareness, the Company has identified equality of opportunity and inclusivity as strategic priorities, integrating relevant policies with its people-centric growth objectives.

The Company is committed to the principles of inclusivity and equal opportunity, in accordance with international regulations such as the UN Universal Declaration of Human Rights, the UN Principles for the Empowerment of Women, ILO Conventions, and the UN Guiding Principles. The Company applies a zero-tolerance policy against discrimination in recruitment, promotion, remuneration, and career development processes; the principle of equal pay for equal work is upheld. In line with this approach, regulations incorporating positive discrimination for female employees and individuals with disabilities are implemented, and all employment processes are managed in accordance with this approach.

During the reporting period, more than 45% of the Company's employees were women; female candidates accounted for 44% of total job applications and 33% of candidates participating in job interviews. In this context, advertising and recruitment processes aimed at increasing the employment of women, particularly in operational areas such as cabin crew and ground services, are being continued. In light of the initiatives aimed at enhancing the representation of female employees at management level, the promotion rate for women has achieved 35%, while the percentage of female employees promoted to managerial positions for the first time has reached 36%. The latest statistics show that 27% of managerial staff are female, 14.5% of senior management are female, and 31.8% of entry-level management are female. The proportion of female employees in revenue-generating positions has reached 47.6%, and in technical fields such as engineering, it has reached 42.4%.

Turkish Airlines has incorporated these advances into its corporate policy and is a supporter of IATA's "25 by 2025" Women's Empowerment Initiative. The Company is also an active participant in the Commission for Improving Gender Balance at the Directorate General of Civil Aviation (DGCA). Measures such as extending maternity leave from 16 to 20 weeks, offering part-time work options for mothers, implementing non-stop flight schedules, providing childcare assistance for each child, and distributing baby welcome kits support both work-life balance and enable women to continue their careers without interruption. As part of the same initiative, the "Mother's Rooms" project has been implemented to provide working mothers with breastfeeding rooms where they can feel at home. The Incorporation has successfully increased the percentage of facilities with "Mother's Rooms" to 75% over the past three years.

Turkish Airlines' commitment to equal opportunity is not limited to female employees. We are pleased to inform you that an inclusive workplace culture has also been established for employees with disabilities. At present, 222 employees with disabilities are working at the Company, 24 of whom hold managerial positions. In line with the principle of accessibility, physical adjustments have been made at all facilities, and ergonomic improvements have been implemented to meet the specific needs of employees with disabilities. Office lighting arrangements are made according to employee requests, and accessible restrooms and parking areas are provided in social areas. Furthermore, Turkish Airlines' recruitment processes for employees with disabilities are designed in accordance with accessibility principles. Positions suitable for individuals with disabilities are announced on the Incorporation's career page.

Fair and Transparent Promotion Processes

Turkish Airlines has a promotion system that supports the career development of its employees. The system is based on objective criteria that are not only based on individual performance but also on the principles of transparency, meritocracy and equal opportunity. This approach has been shown to strengthen employee loyalty and organisational trust, while creating value that is integrated into the company's long-term human resources strategies.

The internal promotion system is consistently applied across all management levels of the company and is intended to be made permanent by 2025. Promotion evaluations are based not only on managerial judgement but also on multi-dimensional stages, including objective practices that measure the individual potential of candidates and vision presentations related to the relevant position. As a key element of these processes, a pilot programme was initiated in 2024 for cabin crew; the scope of promotion processes was expanded with mentoring support, and development-focused feedback mechanisms were introduced. Competency-based analysis of employees through Assessment Centre applications has contributed to promotion decisions being made within a transparent and fair system.

In 2024, a total of 186 appointments were made; within this scope, candidates were included in objective evaluation processes based on measurable criteria such as position seniority and company seniority. A fair, inclusive and equal-opportunity approach was followed in these processes. In the context of the above figures, the percentage of female employees promoted to managerial positions for the first time in 2024 was 39% domestically, 35% internationally, and 36% overall. As of the reporting period, the average waiting period for female employees was 9 years and 3 months, while the overall average for all employees was 8 years and 4 months.

Fair and transparent promotion practices are considered a strategic tool that supports not only position turnover but also organizational loyalty, individual development, and consistent talent management. Evaluation results and promotion data are regularly reported to senior management and monitored with the goal of continuous improvement. Salary differentials are determined entirely based on objective criteria such as the level of responsibility required by the position, seniority, and experience. Compensation structures are designed to retain talented employees who are expected to contribute to the organization over the long term, taking into account industry competition.

Employee Development

Turkish Airlines recognises the importance of prioritising the professional and managerial development of its employees as a key investment area. This commitment is driven by the understanding that it is essential for sustaining strategic growth and supporting operational excellence. Training programmes are tailored to different functions and experience levels across the company, offering comprehensive content in professional expertise, personal competence, managerial skills and digital development.

The Take-Off 101, Take-Off Junior and Take-Off Academy Onboarder programmes have been developed to facilitate new employees' rapid adaptation to the organisation. These programmes are run by the Turkish Airlines Aviation Academy and are designed to promote cultural integration, basic skills acquisition and the development of professional skills. These programmes provide training to employees in areas such as leadership, time and process management, teamwork, and problem-solving. The objective is to enhance the motivation and productivity levels of new employees, thereby strengthening their long-term commitment.

To increase the accessibility of educational opportunities, an education catalogue is offered through a multi-channel system based on individual applications, administrative guidance and professional requirements. The catalogue covers personal development, professional skill acquisition and management training. Additionally, employees are provided with access to digital platforms such as LinkedIn Learning during specific periods, enabling learning processes to be continued independently of time and location.

As of 2024, 15 million USD have been allocated to educational activities, bringing the education expenditure per employee to 151.6 USD.

Turkish Airlines Aviation Academy

The Turkish Airlines Aviation Academy is a strategic learning platform that aims to train the qualified workforce required by the global aviation sector and to ensure the continuous development of existing human resources. The Academy equips employees with technical competencies and with competencies in areas such as leadership, collaboration, digital literacy and innovation, thereby deepening the organisation's knowledge capital.

Turkish Airlines Aviation Academy is a comprehensive training and consulting centre that supports the professional and personal development of its employees and that of industry stakeholders. The Academy has maintained its status as an IATA Regional Training Partner and Authorised Training School since 2011 and holds numerous national and international certifications and accreditations. Classroom and online training programs are offered under the headings of Corporate Solutions, Organisational Development, and Language Skills. These include both general catalogue training and custom-designed programs, tailored to specific needs to support development processes.

During 2024, the Aviation Academy successfully implemented a number of training programmes and development projects. The Take-Off 101 and Take-Off Junior programmes have been developed for recent graduates and young professionals, with the aim of equipping participants with the necessary skills for transitioning into the workforce. These programmes provided a solid foundation for participants with no prior institutional experience, offering customised content to support their professional development. Participants developed essential workplace skills such as leadership, time management, teamwork and communication.

The Take-Off Academy Onboarder programme, which aims to ensure the rapid integration of all new employees into the organisation, was also rolled out in 2024. The programme provides employees with fundamental knowledge and skills regarding corporate culture, behavioural competencies, corporate processes and customer satisfaction. Throughout the training process, awareness is raised in areas such as leadership, problem solving and process management.

In 2024, Turkish Airlines Aviation Academy adopted a new approach to employee development. The academy now offers its employees a wide range of training programmes, covering technical, managerial, digital and personal skills. This multidimensional learning and competency development process is intended to ensure the ongoing professional growth of its employees. In line with the rapid pace of transformation in the aviation sector, the Academy has continued to produce development solutions integrated with Turkish Airlines' corporate goals through its continuously updated content. Among the certification programmes conducted during the reporting period, the "MasteryPath: The Mastering Skills, Unlocking Potentials" development programme is a clear standout. This special programme has been designed for sales and corporate sales managers working in the Americas, Southern and Eastern Europe, the Middle East and Cyprus. It focuses on developing leadership skills and position-specific competencies. The programme is meticulously designed to encompass a range of components, including assessment, feedback, goal setting, case studies, inventory analyses and practical training. The programme has been developed to transform participants' individual awareness gains into behavioural change. It is structured around the dimensions of "Lead Yourself", "Lead Your Work" and "Lead Your Relationships". Implementation of the programme has been undertaken in full alignment with the Company's training strategies. At the conclusion of the programme, the satisfaction rate was measured at 93%, with a competency development rate of 14.49%, a certificate of completion rate of 90.41%, a rate of application in the workplace of 94.09%, and a rate of achievement of development goals of 63.51%.

As part of the collaboration with Ibn Haldun University, which is intended to support academic development, a range of master's and certificate programmes have been introduced for employees. These programmes have provided participants with a qualified academic foundation in line with their career goals and strengthened their sectoral specialisation processes.

The Compass Bulletin, a publication tailored specifically for managers, has contributed to the development of managerial skills by providing practical information on topics such as team management, effective communication and leadership. The Speaking Club application, which focuses on language development, has enabled employees to practise speaking English with a trainer.

The Corpedia Mobile Application, the digital face of the Aviation Academy, has provided employees with mobile access to thousands of educational materials for professional development; employees can easily access a wide range of resources, from video lessons to interactive tests. Additionally, the "Conversations with Experts" series, featuring sessions with industry-leading speakers, has provided employees with insights that enhance sector-specific awareness and align with the organisation's vision.

During 2024, the Academy's training programmes were designed to facilitate both personal growth and alignment with the demands of digital transformation. The following programmes were of particular note:

Artificial Intelligence Tools Training: The objective of this training programme is to provide participants with the skills to effectively utilise artificial intelligence in both daily life and business processes. The programme will introduce participants to the fundamental principles, common tools and application areas of artificial intelligence.

Advanced Analytical Modelling Training: Participants have been equipped with the skills to prepare data in accordance with analytical standards, use analytical products correctly, and develop models. The programme covers advanced analytics, probability theory, stochastic modelling, statistics, supervised and unsupervised learning, generative artificial intelligence, time series forecasting, optimisation, and deep learning.

Project Management Certification Programme: The objective is to equip employees with project management skills and enable them to integrate these skills into company processes in line with the PMI vision, thereby enhancing the efficiency and profitability of their work.

International Managers Leadership Certification Programme: A leadership programme has been implemented for managers working abroad, covering multifaceted areas of development such as holistic leadership, revenue management, finance, network planning, team management, corporate representation and airline marketing.

Cooperation and Competition in Aviation Certificate Programme: This training programme provides employees involved in decision-making mechanisms in the aviation sector with an understanding of the concepts of cooperation and competition.

Finance Micro MBA Certificate Programme: The programme's objective is to enhance employees' financial and economic literacy, empowering them to more effectively comprehend the financial processes of the Company and anticipate the financial consequences of forthcoming decisions.

Ground Operations Literacy Certificate Programme: The objective is to ensure that employees in non-operational units possess fundamental knowledge of ground operations in the aviation sector.

Business English Certificate Programme: This programme provides awareness of the professional terminology and concepts necessary in areas such as writing business emails, conducting meetings, negotiating and giving presentations, and offers opportunities for practical application.

The programmes in question have provided employees with technical knowledge and key skills such as strategic thinking, decision-making and representing the organisation.

Occupational Health and Safety

Turkish Airlines considers the health and safety of its employees and all stakeholders to be a fundamental business principle and an integral part of its corporate culture. In the aviation industry, which requires high levels of safety, ensuring the physical and mental fitness of employees who perform critical operational tasks is of strategic importance in terms of both service quality and the execution of reliable operations.

In line with this understanding, occupational health and safety practices are not limited to legal obligations; they are carried out in accordance with international examples based on the requirements of the ISO 45001 Occupational Health and Safety Management System. All occupational health and safety principles to be applied throughout the activities are stated in the OHS Policy.

Occupational health and safety issues are discussed at the Compliance Review Board (CRB) meetings held twice a year. Actual work in the field of occupational health and safety is carried out by

occupational physicians, nurses, and occupational safety specialists working within the Directorate of Health. Occupational Health and Safety (OHS) Committees represent a fundamental management body, where employees and managers discuss and develop OHS risks and preventive measures. In the course of this initiative, a total of 26 OHS Committees were held in 2024, comprising 6 flight committees and 20 ground committees. A total of 137 members participated in the committees, with 113 of them being employee representatives. Among the employee representatives, there are 31 women and 82 men.

Occupational Health and Safety All companies serving Turkish Airlines Inc. are liable to comply with the rules specified under the Occupational Health and Safety Law No. 6331 and its related regulations and the heading 6.1 Providing Work Safety and Protection of Environment of the Code of Ethics Manual in line with the national and international legislation and the rules and regulations of the Company. It encourages its suppliers to hold ISO 45001 Occupational Health and Safety Management System Certificate or an equivalent certificate. Turkish Airlines Inc. expects its suppliers to take all preventive and protective measures to prohibit work accidents and harm to employee health, to support activities to raise safety awareness, and to work towards reducing work accidents and occupational diseases.

Corporate Citizenship

Turkish Airlines' corporate citizenship approach is guided by the principles of sustainable development, social solidarity, environmental sensitivity and economic inclusiveness. The Company is committed to delivering more than a transportation service in all the regions where operate and develop projects that add value to society and create a positive and transformative impact.

The project, initiated in 2023 and ongoing during the reporting period under the title "91st Year 91 Thousand Saplings", has contributed to environmental sustainability while also serving as a symbol of social solidarity through sapling planting in earthquake-affected regions. The project provided direct support to over 900 local farmers, thereby contributing to the reconstruction of the regional economy. By donating olive and pistachio saplings to local producers, traditional agricultural knowledge was integrated with sustainable techniques, creating lasting economic benefits. The voluntary participation of Turkish Airlines employees further strengthened our corporate identity with social responsibility.

Turkish Airlines is committed to integrating corporate social responsibility into its corporate culture, encouraging its employees to participate voluntarily. Employee volunteer programmes implemented under this framework enhance employee loyalty and strengthen social impact. Launched in November 2024, the Sustainability Ambassadors Project involves 100 volunteers from cabin crews. These volunteers provide feedback and suggestions on topics such as plastic reduction, fuel savings and unused in-flight amenities. This contributes to more sustainable flight operations. In addition, as part of the Occupational Health and Safety Volunteer Project, employees serving as Occupational Health and Safety volunteers conduct field observations during flight operations, report near-miss incidents, and carry out awareness-raising activities for their teams. In the field of disaster preparedness, significant progress has been made in establishing an Urban Search and Rescue Team that has received accreditation from AFAD with 198 Support AFAD Volunteer Training. The Family Support Team, which provides psychological support to passengers and employees' relatives during crises, has established a strong network of solidarity within the organisation with over 1,700 volunteer members. Through these volunteer-based initiatives, Turkish Airlines is both increasing its employees' social responsibility awareness and strengthening its social capital.

Corporate citizenship initiatives deliver social benefits and contribute to building a new brand image that is integrated with environmental responsibility. Turkish Airlines brand's global vision, "Discover the World", is reinforced by these projects, emphasising that social and environmental responsibility are one and the same. The Newton project, which is being carried out within the framework of the United Nations Sustainable Development Goals, aims to inspire a love of aviation in young people and build a hopeful future.

The "Walkers" programme, implemented to increase employee loyalty and corporate identity, successfully completed its goal of 90 million steps in our 90th year. Within this scope, every step taken was converted into a social benefit. As a result of achieving the goal, 900 aviation and space-themed science kits were delivered to disadvantaged regions across Türkiye.

In alignment with its commitment to social responsibility, Turkish Cargo facilitated the transportation of a total of 27.2 tonnes of goods free of charge throughout the year, contributing approximately 97,000 US dollars in freight support. In collaboration with the Türkiye Exporters' Assembly (TİM), exporting companies were supported with discounts of up to 30% in 40 destinations, resulting in an additional 950 tonnes of cargo per month and an extra 50,000 USD in revenue.

The Company's community contribution activities include KidZania events for disadvantaged children, aviation training for gifted students, special events for Disability Day, visits to Darülaceze, awareness projects for village schools, and Breast Cancer Awareness campaigns that draw attention to women's health. These activities provide social benefits and contribute to the internalisation of our corporate values at the societal level.

Turkish Airlines is committed to continuing to create a positive social impact in every location where it operates. It integrates its corporate citizenship approach with sustainability principles.

Emergency Management

A comprehensive crisis management and business continuity approach is adopted to prepare for emergencies and extraordinary situations that may affect the continuity of operations and service continuity. Systematic business processes that include preventive and corrective activities in line with local and international regulations and accepted practices are developed in cooperation with relevant institutions.

The Company's emergency preparedness activities are shaped within the framework of the Crisis Management Handbook and the Crisis Management Unit Implementation Plan Procedure, both of which are prepared by each unit. The CRISYS Crisis Management System has been developed to support quick and accurate decision-making processes during times of crisis. It enables all crisis management processes to be managed digitally, holistically and synchronously. In addition, to prepare for potential crisis scenarios, emergency drills targeting different scenarios are conducted at least once a year with the participation of relevant teams. In 2024, a total of 102 emergency drills were successfully completed at domestic and Istanbul stations.

As part of the Company's commitment to emergency preparedness, disaster response teams (comprising firefighting, evacuation, first aid, search and rescue personnel) are established and supported through regular trainings. As of 2024, a total of 714 employees have received a total of 5,916 person-hours of disaster and emergency training. Furthermore, 198 of our employees have successfully completed training programmes organised in collaboration with AFAD, and have been certified as "Support AFAD Volunteers". This is a significant step towards establishing an accredited Urban Search and Rescue Team within the Company.

As part of the Company's employee volunteer programme, a Family Support Team has been set up under the Crisis Management and Support Department. In the event of a crisis situation (accident, hijacking, etc.), members of the Family Support Team provide psychological support to passengers, crew members and their relatives affected by the crisis, within the limits of their capabilities. Members of the Family Support Team receive training in psychological trauma and first aid. The Company has over 1,700 Family Support Team members. The Family Support Team is comprised of five sub-teams, each with specific responsibilities. Family Support Team members receive annual e-learning training and classroom training every three years. This is coordinated by the Crisis Management and Support Department and delivered by the Training Directorate.

Disaster recovery and information technology business continuity measures are at the forefront of the applications that support service continuity across the organisation. In the event of natural disasters, the Mini Disaster Recovery (Mini DR) environment is activated, enabling flight planning activities for 20 passenger aircraft and 20 cargo aircraft to continue uninterrupted. In instances where access to FPM and Selfbriefing systems is unavailable, flight plan packages are automatically

generated and backed up in the cloud, then delivered to flight crews with dispatcher approval to ensure operational continuity. The Flight Tracking System, which is classified as critical, is activated through the Disaster Recovery Centre using a backup system with support from the supplier company.

In emergency situations, the safety of employees and the continuity of communication infrastructure are given the highest priority. In this context, the Corporate Safety Directorate coordinates the prompt determination of employees' health status during disasters and crises. Employees who are able to perform their duties are identified, and, if necessary, they are assigned remotely. Furthermore, all necessary reports are submitted in coordination with the relevant public authorities, and assessments are conducted in collaboration with the Crisis Management Committee to ensure the safe execution of support and evacuation operations.

The coordination of units involved in the initial response to a crisis is provided by the Corporate Safety Director and relevant unit managers. In the event of an accident that affects flight safety, the preservation of necessary flight data records (DFDR/CVR), the assignment of Accident Investigation Teams to work at the scene, and the timely notification of relevant state authorities are carried out with the utmost care.

Turkish Airlines' comprehensive and institutionalised emergency management approach is designed to maintain operational reliability and service continuity in the event of disasters, extraordinary circumstances and crisis scenarios. This system prioritises the safety of employees and passengers, while also facilitating rapid decision-making and implementation