



A STAR ALLIANCE MEMBER 

## 2024 Sustainability Report

**Tomorrow**   
On-Board  
TURKISH AIRLINES

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## ABOUT THE REPORT

The 11<sup>th</sup> Turkish Airlines Sustainability Report, published this year, outlines the policies and strategies pursued by Turkish Airlines Anonim Ortaklığı ("Turkish Airlines", "THY AO" or "the Company") in line with its sustainability goals, the social, environmental and economic impacts of the activities carried out within this scope, and its long-term vision, to its stakeholders.

This report has been prepared by Turkish Airlines in accordance with the GRI Standards for the period between January 1, 2024 and December 31, 2024. In preparing this report, the Turkish Commercial Code (TTK) and the Capital Markets Board of Türkiye (CMB) Series II.14.1 numbered "Communication on the Principles of Financial Reporting in the Capital Markets," the Public Oversight, Accounting and Auditing Standards Authority's "Determination of Türkiye Sustainability Reporting Standards," and the "Determination of the Scope of Application of the Türkiye Sustainability Reporting Standards" were taken into consideration. The report also includes the TCFD (Task Force on Climate-related Financial Disclosure), SASB (Sustainability Accounting Standards Board) Indices.

In addition to consolidated financial data, the R&D activities of Company are carried out within the scope of its subsidiaries Turkish Airlines Technology Inc. and Turkish Technic Inc. Therefore, the disclosed R&D data includes the data of these subsidiaries. In addition to the issues identified as a result of the prioritisation efforts carried out in line with the "Double Materiality" principle in accordance with the standards followed in preparing the main content of the report, issues that need to be disclosed in accordance with corporate commitments and legal obligations, as well as stakeholder expectations, have been taken into consideration.

A limited external audit of selected indicators in this report was conducted by PwC Türkiye in accordance with the "ISAE 3000" and "ISAE 3410" standards. The Independent Assurance Report, which details the list and scope of the indicators under assurance, can be found on pages XX and XX of the report. For the year 2024, the greenhouse gas declarations, as stated in the report, have been independently verified in accordance with the Greenhouse Gas (GHG) Protocol. Please refer to page XX of the report for the Greenhouse Gas Verification Statement.

You can send your comments and feedback on the report to  [sustainability@thy.com](mailto:sustainability@thy.com)

## MESSAGE FROM THE CHAIRMAN OF THE BOARD

Each year, we deepen our sustainability journey with even greater determination. As Türkiye's flag carrier, we measure our global reach not only by our operational scale but also by our impact in environmental, social, and governance areas, making this holistic approach an integral part of our business model.



**131**  
countries



**345**  
cities



**352**  
destinations

Prepared under the theme "Leaving a Mark for the Future," this report reflects not only our operational results but also our long-term vision for value creation. In this period, where we view economic growth alongside environmental responsibility and corporate success together with social contribution, we continue to implement practices that will lead the transformation of aviation.

With the responsibility of being Türkiye's flag carrier, we concluded 2024 with numerous achievements that made the year even more meaningful in our corporate history. With a flight network spanning 131 countries, 345 cities, and 352 destinations, and with our fleet of 492 aircraft averaging 9.9 years in age, we connected the world. We reached a record 85.2 million passengers and achieved 254 billion Available Seat Kilometers (ASK). In the new century of our Republic, while further contributing to the high-quality development of our country, we will also continue our journey to global leadership with greater courage.

In our 10-year strategy announced in 2023, we assessed all sustainability risks and opportunities that will shape our future competitiveness. As a result of this approach, we declared our target to become a "Carbon-Neutral Airline by 2050," clearly outlining the path we will follow in the years ahead and the goals we aspire to reach.



## MESSAGE FROM THE CHAIRMAN OF THE BOARD

Accordingly, in 2024 we achieved significant progress, particularly in environmental sustainability. By increasing our Sustainable Aviation Fuel (SAF) capacity, we continued to reduce our operational emissions and contribute to the transformation of global aviation. Through investments in next-generation aircraft, route optimizations, and fleet management strategies, we expanded practices that improve fuel efficiency. We also restructured our digital systems to strengthen our capacity to monitor and analyze emissions.

The year 2024 was also a milestone in advancing transparency and comparability in our reporting processes. Alongside Global Reporting Initiative (GRI) standards, we also reported in compliance with Türkiye Sustainability Reporting Standards (TSRS) for the first time. This enabled us not only to ensure regulatory compliance but also to establish a stronger and more meaningful sustainability dialogue with our investors and global stakeholders.

Through our human-centered sustainability approach, we implemented comprehensive transformation steps in employee engagement, inclusivity, and talent development throughout 2024. With our Take-Off Academy Onboardee

Program, we ensured the rapid integration of new employees into our corporate culture. With our HRFam initiative, we turned international station experience into a key part of employee development. We enhanced transparency in performance and reward processes with the Flight-Based Evaluation System for cabin crews and the ROTA system for ground teams.

Our efforts in inclusivity and equal opportunity particularly had a strong impact on the career development of our female employees. In 2024, women accounted for 35% of those promoted to managerial positions for the first time. Through mentoring, leadership development, and sustainability ambassadorship programs, we supported not only the professional but also the corporate representation and social responsibility growth of our employees.

With our safety- and security-based approach, which forms the foundation of both aviation and sustainability, we restructured our Safety Management System (SMS) to cover all organizational levels and operational interactions. In 2024, we successfully passed 83 Foreign Aircraft

Safety Audits with a below-industry-average finding rate—an indication of our proactive risk management and safety-oriented approach.

In 2024, we also expanded our societal impact. With the "91st Year 91 Thousand Saplings" project, we developed a multi-stakeholder impact model combining environmental and social goals. Our support for local producers encouraged sustainable agriculture while contributing to regional economic cycles. These projects, carried out through employee volunteering, became a tangible reflection of our corporate citizenship approach.

Our investments in data management, digitalization, and technology continue to be among the strongest levers of our sustainability vision. Through the Data Governance Project launched in 2024, we improved the consistency and accessibility of our sustainability data, enabling more effective use of environmental and social data in corporate decision-making processes.

As Turkish Airlines, we not only meet today's needs but also bear the responsibility of building a world worthy of future generations. As we

grow globally, we will continue to leave our mark on the future of our people and our environment with an ethical, transparent, and accountable management approach.

Sincerely,

**Prof. Ahmet BOLAT**

**Chairman of the Board of Directors  
and the Executive Committee**



In 2024, women accounted for

**35%**

of those promoted to managerial positions for the first time.



In 2024, we successfully passed

**83**

Foreign Aircraft Safety Audits

# TURKISH AIRLINES AT A GLANCE

Turkish Airlines was founded in 1933 as the flag carrier airline of the Republic of Türkiye. It primarily operates passenger and cargo air transportation services to domestic and international destinations. 49.12% of the Company shares are owned by the Türkiye Wealth Fund, one C group share is owned by the Privatisation Administration of the Ministry of Treasury and Finance of the Republic of Türkiye, and 50.88% of the shares are publicly traded on the Borsa Istanbul.

As of the reporting period, there are a total of 23 subsidiaries and affiliates, including 14 subsidiaries and 9 joint ventures.

Today, Turkish Airlines is the world's largest airline, operating flights to more countries and international destinations than any other airline. By the end of 2024, the airline's flight network will cover 352 destinations, including 53 domestic and 299 international destinations. Over the past five years, the Company has increased its fleet size by 36%, reaching a total of 492 aircraft by the end of 2024. The fleet comprises 130 wide-body passenger aircraft, 338 narrow-body passenger aircraft and 24 cargo aircraft.

In 2024, Turkish Airlines carried 85.2 million passengers, representing a 2.1% increase compared to the previous year. This includes a 0.7% rise in domestic routes and a 2.9% rise in international routes. During the same period, the number of take-offs and landings increased by 1.4% to 547,266, while the amount of cargo and mail transported rose by 20.6% to 2 million tonnes.



**492**  
PASSENGER  
AND CARGO  
AIRCRAFT

**85.2**  
MILLION  
PASSENGERS

**352**  
DIFFERENT  
FLIGHT  
DESTINATIONS

**2** MILLION  
TONS OF CARGO  
AND MAIL  
TRANSPORT



## OUR MISSION

To become the preferred leading European air carrier with a global network of coverage thanks to its strict compliance with flight safety, reliability, product range, service quality and competitiveness, whilst maintaining its identity as the Flag Carrier of the Republic of Türkiye in the civil air transportation industry.

## OUR VISION

- A continued growth trend over industry average,
- Zero major accidents/crashes,
- Most envied service levels worldwide,
- Unit costs equating with low cost carriers,
- Sales and distribution costs below industry averages,
- Loyal customers, who book and issue tickets and check in by themselves,
- A personnel constantly developing their qualifications with the awareness of the close relationship between the benefits for the company and the added value that they contribute,
- An entrepreneurship that creates business opportunities for fellow members in the Star Alliance and takes advantage of the business potential provided by them,
- A staff well adapted to modern governance principles by observing the best interests of not only shareholders but also stakeholders.

## VALUES

- Honesty and Fair Dealing
- Customer Satisfaction
- Demonstrating Respect to Individuals
- Innovation
- Teamwork
- Leadership
- Productivity
- Confidentiality
- "Open Door" Policy



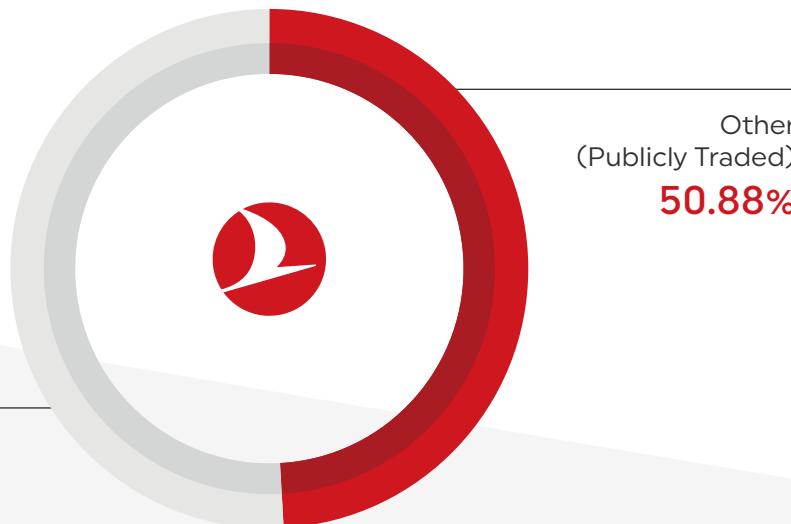
## OWNERSHIP STRUCTURE

As of 2024, Turkish Airlines' paid-in capital stands at 1.38 billion TRY. The Company's capital is divided into a total of 138,000,000,000 shares, with each share having a nominal value of 1 Kuruş. Of these shares, 67,788,484,857 are registered shares of Group A and are owned by the Türkiye Wealth Fund. The sole registered share classified as Group C is owned by the Privatisation Administration of the Ministry of Treasury and Finance of the Republic of Türkiye. The remaining 70,211,515,142 Group A shares are

publicly traded and listed on Borsa İstanbul.

Turkish Airlines does not have any cross-shareholding structure with any other company. Furthermore, shares that may be held by foreign investors cannot exceed 40% of the company's total issued capital. Detailed information on the Shareholder structure and shareholders' voting rights is available on the company's corporate website under the [Investor Relations](#)'s section.

### TURKISH AIRLINES SHAREHOLDER STRUCTURE



Türkiye  
Wealth Fund

**49.12%**



## SUBSIDIARIES AND AFFILIATES

As of 2024, Turkish Airlines has 14 fully owned subsidiaries and 9 joint ventures established with partners specialising in their respective fields. This joint venture structure enables the Company to expand its areas of operation while achieving cost savings, operational flexibility, quality improvement and increased efficiency.

Passenger and Cargo Transport Group	Subsidiary/Affiliate	Ownership Structure
AJet Air Transportation Inc. (AJet)	Subsidiary	Turkish Airlines 100%
THY Air Cargo Transport Inc. (Widect)	Subsidiary	Turkish Airlines 100%
Air Albania SHPK (Air Albania)	Affiliate	Turkish Airlines 49% MDN Investment 41% Albcontrol 10%
We World Express Limited (We World Express)	Affiliate	Turkish Airlines 45% ZTO 45% Pal Air 10%
Sun Express Aviation Inc. (SunExpress)	Affiliate	Turkish Airlines 50% Lufthansa 49% Other 1%
Turkish Airlines International Investment and Transport Inc.	Subsidiary	Turkish Airlines %100
Maintenance, Repair, Overhaul (MRO) and Cabin Interior Manufacturing Group	Subsidiary/Affiliate	Ownership Structure
Turkish Technic Inc. (Turkish Technic)	Subsidiary	Turkish Airlines 100%
Turkish Cabin Interior Systems Inc. (TCI Aircraft Interiors)	Subsidiary	Turkish Airlines 59% Turkish Technic 21% TUSAŞ 17% Havelsan 3%
TSI Seats Inc.	Subsidiary	TCI 100%
Pratt & Whitney Turkish Engine Center Co. Ltd. (Turkish Engine Center)	Affiliate	P&W 51% Turkish Technic 49%
Goodrich Turkish Technic Service Center Co. Ltd. (Turkish Nacelle Center)	Affiliate	TSA Rina Holdings BV 60% Turkish Technic 40%
Support Services and Others Group	Subsidiary/Affiliate	Ownership Structure
Turkish Flight Training and Airport Operations Inc. (Turkish Airlines Flight Academy)	Subsidiary	Turkish Airlines 100%
THY Airlines Technology Inc. (Turkish Technology)	Subsidiary	Turkish Airlines 100%
THY Support Services Inc. (Turkish Support Services) -THY Private Security and Protection Services Inc. -THY Joint Health and Safety Unit Services Inc.	Subsidiary	Turkish Airlines 100% THY Support Services Inc. 100%
Turkish Airlines Electronic Money and Payment Services Inc. (TKPAY)	Subsidiary	Turkish Airlines 100%
THY Real Estate Investment Services Inc.	Subsidiary	Turkish Airlines 100%
THY Sports Inc.	Subsidiary	Turkish Airlines 99,99% Turkish Airlines Sports Club %0,01
TFS Fuel Services Inc. (TFS)	Affiliate	Turkish Airlines 25% Taya 25% Demirören 25% Zirve 25%
THY Opet Aviation Fuels Inc. (THY OPET)	Affiliate	Turkish Airlines 50% Opet 50%
Turkish Ground Services Inc. (Turkish Ground Services)	Affiliate	Turkish Airlines 50% Havas 50%
THY Do&Co Catering Services Inc. (Turkish DO&CO)	Affiliate	Turkish Airlines 50% Do&Co 50%

## 2024 AWARDS

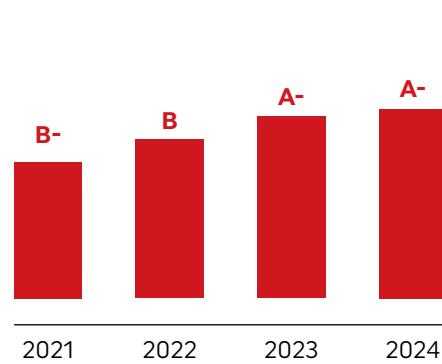


## 2024 AWARDS



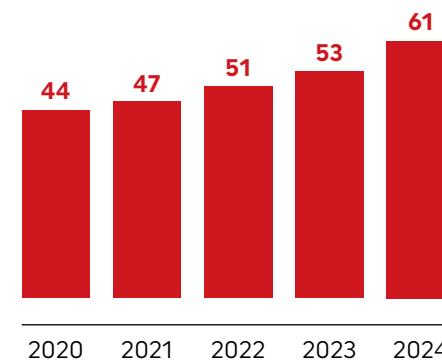
# SUSTAINABILITY PERFORMANCE ASSESSMENTS

## CDP Score



(In the evaluation scale, the most successful company is indicated with an "A" and the least successful with a "D-").

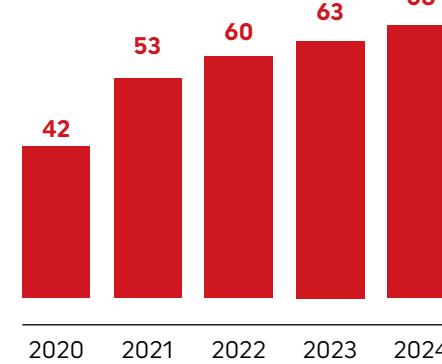
## S&P Global CSA Score



(In the evaluation scale, the most successful company is indicated with a score scale of "100" and the least successful company with a score scale of "0").

\*As of December 12, 2024.

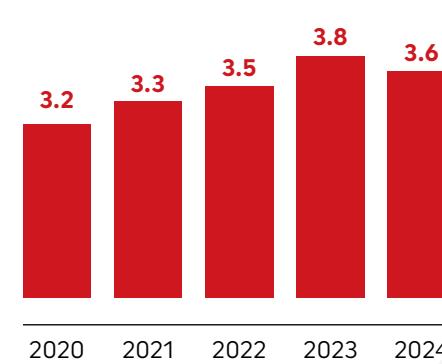
## Ecovadis Score



(In the evaluation scale, the most successful company is indicated with a score scale of "100" and the least successful company with a score scale of "0").

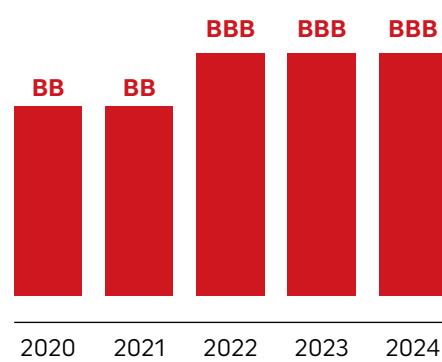
(The Company was awarded in the "Silver" category for its successful performance above the sector average.)

## FTSE4Good Score



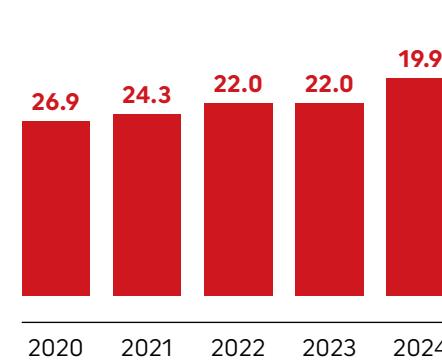
(In the evaluation scale, the most successful company is indicated with a score scale of "5" and the most unsuccessful company with a score scale of "0").

## MSCI Score



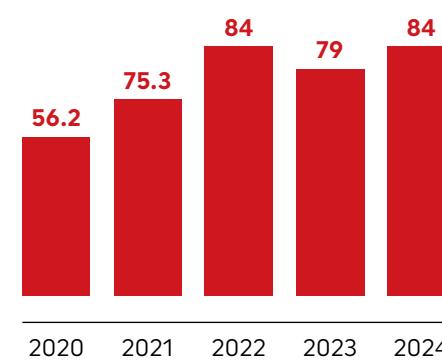
(In the evaluation scale, the most successful company is indicated by the scale "AAA" and the most unsuccessful company is indicated by the scale "CCC").

## Sustainalytics Score



(In the assessment, it is defined as ESG Risk Ratings and the company with the score closest to 0 is identified as the most successful company).

## LSEG Score



(In the evaluation scale, the most successful company is indicated with a score scale of "100" and the least successful company with a score scale of "0").

(Our Company has ranked 1<sup>st</sup> among 130 companies in the passenger transportation sector).

## FINANCIAL AND OPERATIONAL PERFORMANCE

Turkish Airlines has continued to expand its global network in 2024, with the launch of direct flights to Australia, marking the sixth continent to be added to its flight network. Turkish Airlines has been recognised by the Guinness World Records as the airline with the most international destinations.

Despite geopolitical crises, delays in aircraft deliveries and engine problems, Turkish Airlines has continued to grow thanks to new route launches, operational flexibility and strong financial discipline. In 2024, the total number of passengers increased by 2.1% to 85.2 million, with a load factor of 82.2%. In the same year, cargo revenues rose by 35%, ancillary revenues by 19%, and total revenues increased by 8% to 22.7 billion USD.

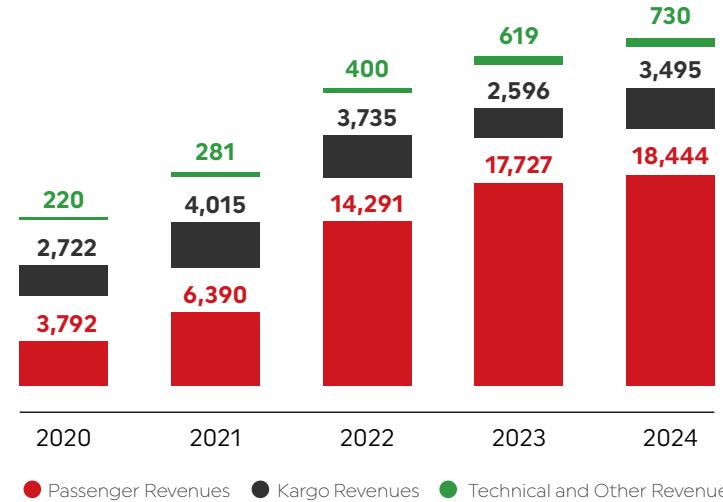
Turkish Cargo has also achieved significant success in the cargo sector, increasing its capacity by 10%, cargo volume by 21% and unit revenue by 11%. It has increased its market share to 5.8%, placing it among the top three worldwide.

In 2024, AnadoluJet underwent a restructuring as AJet, adopting a low-cost model to enhance efficiency and competitiveness in the market. This transformation has resulted in an expanded flight network and access to different passenger segments.

In 2024, Turkish Airlines' share price rose above 10 USD, reaching a market value of 11 billion USD, making the company the third most valuable airline in Europe. By the end of 2024, Turkish Airlines had risen to third place globally and first place in Europe with a 3.4% share of the global passenger market.

Financial Indicators (million USD)	2020	2021	2022	2023	2024
Operating profit	-255	1,414	2,779	2,859	2,413
EBITDA	1,481	3,416	4,947	5,525	5,059
Net debt	14,120	11,596	8,714	7,330	5,699
Return on Equity (ROE) (%)	-16%	14%	32.87%	47.6%	19.6%
Total assets	25,530	26,537	30,944	35,671	39,674
Total investments	4,903	4,193	5,499	5,570	5,659

### Revenue Breakdown By Category (million USD)



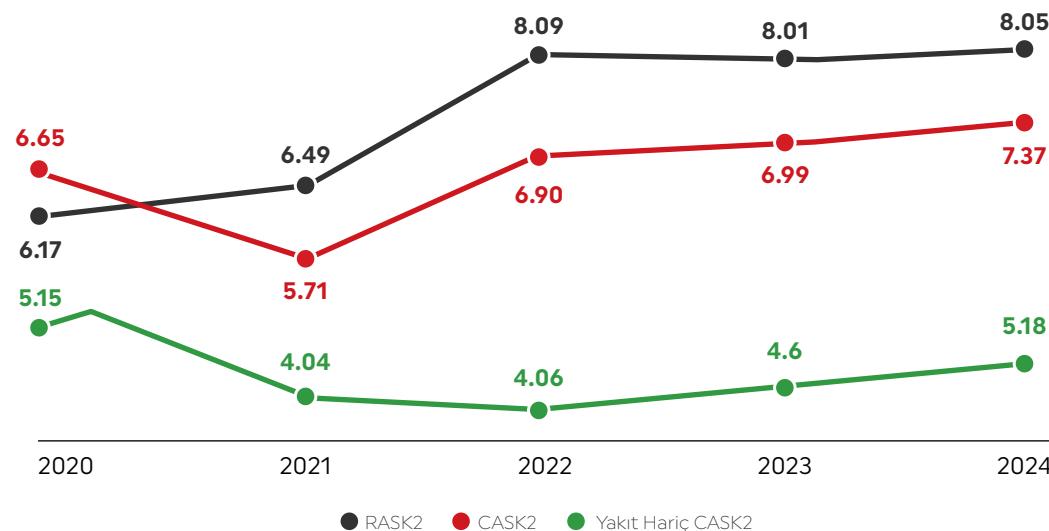
● Passenger Revenues   ● Kargo Revenues   ● Technical and Other Revenues



## FINANCIAL AND OPERATIONAL PERFORMANCE

Total Traffic Figures	2020	2021	2022	2023	2024
Revenue passenger (thousand)	27,951	44,791	71,817	83,378	85,171
Available seat (million Km)	75,015	127,793	201,757	234,839	254,120
Revenue passenger (million Km)	53,254	86,705	162,679	193,932	208,874
Passenger load factor (%)	71.0	67.8	80.6	82.6	82.2
Flight Destination	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 (tons)	1,494,276	1,880,989	1,679,393	1,658,686	2,000,873

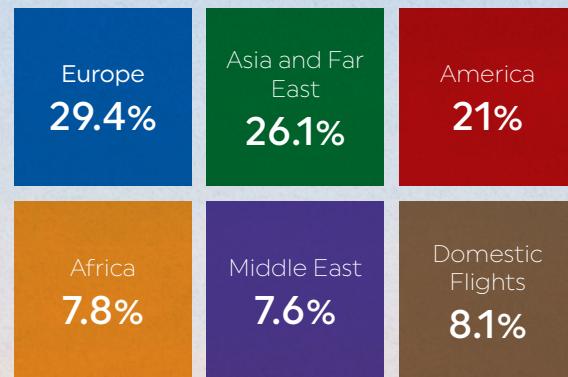
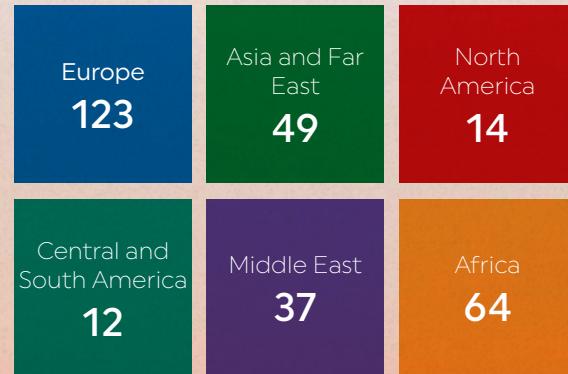
### Unit Revenues and Costs (USD cent "USC")



**RASK2 (Incl. Cargo ACTK):** Total Revenue/ASK2 (Cargo Aircraft Capacity Incl. Available Cargo Ton KM)

**CASK2 (Incl. Cargo ACTK):** Total Cost/ASK2 (Cargo Aircraft Capacity Incl. Available Cargo Ton KM)

## FINANCIAL AND OPERATIONAL PERFORMANCE

Cargo and Passenger Revenue Breakdown  
by GeographyInternational Flight Destination Distribution  
By Geography

## Distribution of International Regional Passenger Numbers



█ Europe   █ Asia and Far East   █ North America  
█ Central and South America   █ Middle East   █ Africa   █ Domestic Flights

## LEAVING A MARK ON LOCAL DEVELOPMENT SECTOR

The aviation sector, which accelerates travel, trade, tourism and cultural interaction, is one of the indispensable building blocks of both the local and global economy.

With a history spanning more than 90 years, Turkish Airlines contributes directly and indirectly to the economic development and prosperity of Turkey and all other countries it flies to. Thanks to its status as the airline with the most destinations worldwide and its ever-growing human resources, it continues to advance the sustainable value it creates. During the reporting period, Turkish Airlines continued its growth journey with strategic investments, further solidifying its global influence.

### Contribution to GDP of Türkiye

The aviation sector in Türkiye has been growing rapidly since 2003 in accordance with legal regulations, and continues to develop as a result of increasing infrastructure and fleet investments, connection numbers, and flight ticket price regulations. Istanbul Airport has been named Europe's busiest airport in 2024, due to investments in the country's

aviation infrastructure. Türkiye's strategic location has elevated it to the status of an even more sought-after tourist destination, particularly among those seeking to explore its distinctive historical and natural beauty.

Despite ongoing global geopolitical tensions, bottlenecks in aircraft production and engine problems, Turkish Airlines has continued its operations uninterrupted thanks to its operational agility and extensive flight network, and has maintained its growth in 2024. According to statistics published by the International Air Transport Association (IATA), global passenger capacity in the aviation

sector in 2024 was only 3% above 2019 levels. However, Turkish Airlines increased its capacity by 35% above 2019 levels, significantly increasing its market share. During this period, the number of passengers carried by the Company reached 85.2 million, marking the highest passenger count in the Company's history. According to data from the European Organisation for the Safety of Air Navigation (EUROCONTROL), Turkish Airlines, which was the airline with the most flights among European network carriers between 2020 and 2023, retained this title in 2024. Turkish Cargo has transformed Türkiye into a global hub through strategic moves and

Investments (million USD)	2020	2021	2022	2023	2024
Fleet investments	2,926	2,061	2,879	3,306	3,131
Financial Lease Refunds	1,541	1,786	1,655	1,667	655
Other	436	346	965	597	1,873



## LEAVING A MARK ON LOCAL DEVELOPMENT SECTOR

state-of-the-art infrastructure, increasing its cargo volume by 21% compared to 2023 in 2024 and reaching a 5.7% market share according to IATA data, thereby rising to the position of the world's third-largest air cargo carrier.

In 2024, the Company saw a 4% increase in passenger revenues and a significant 34.6% growth in cargo revenues compared to 2023, leading to an overall 8.2% revenue increase to 22.7 billion USD.

While the Company's total revenue for 2024 was recorded as 18 billion US dollars in export revenue, its total assets, which have increased 18-fold since 2002 to reach approximately 40 billion US dollars, continue to be an important source of value for the Turkish economy. In 2024, the value of our Company's investments totalled 5.7 billion USD. In addition, 36 new aircraft valued at 2.4 billion USD were added to our fleet during the same period.

Direct Economic Impact Distribution (million USD)	2020	2021	2022	2023	2024
Direct economic value generated - Net Sales Revenue	6,734	10,686	18,426	20,942	22,669
Direct economic value distributed	7,264	9,411	15,710	18,269	20,749
Activity costs	6,103	8,051	13,473	14,885	15,882
Wages and benefits paid to employees	1,097	1,298	2,140	3,256	4,708
Dividends paid	0	0	0	0	0
State taxes and similar payments	41	37	57	53	80
Donations, sponsorships, and corporate responsibility expenditures	23	25	40	75	79



## LEAVING A MARK ON LOCAL DEVELOPMENT SECTOR

### Contribution to Public Finance

The aviation sector contributes to public finances in a number of ways, either directly through tax payments or indirectly through employee benefits, airport fees, and other means. Turkish Airlines, a major contributor to public finances, generated other taxes and fees amounting to 1.7 billion USD in 2024.

Taxes paid	2020	2021	2022	2023	2024
Republic of Türkiye (million TRY)	898.89	1,472.76	4,139.38	7,964.09	14,043.29
Other States (million TRY)	59.91	54.25	241.32	336.44	597.73
Airports (million USD)	425.54	740.14	1,310.02	1,561.40	1,575.29



### Tax Policies

Turkish Airlines, a joint-stock company operating under the status of "full tax resident", is subject to taxation on income earned both domestically and abroad. In accordance with this framework, the Company is liable for various direct and indirect taxes, including but not limited to: Corporate Tax, Value Added Tax (VAT), stamp duty, income tax deducted from employee wages, Recycling Participation Contribution (GEKAP), and Tourism Contribution. The Company is committed to fulfilling its obligations under international tax law within the legally prescribed timeframes.

Turkish Airlines considers tax compliance to be an integral part of its corporate responsibility and has adopted full compliance with the tax legislation of all countries in which it operates as a fundamental principle. Its tax strategy is based on three principles: compliance with legislation, ethical values and transparency. In this context, all tax-related processes are subject to regular review and improvement. The Company's accounting records are audited by independent audit firms, and the results are reported. Current legislative changes are closely monitored; when necessary, services are obtained from specialised tax consultants, and rulings are requested from the Revenue Administration on relevant matters.

Turkish Airlines is a well-known contributor to the economies of multiple nations around the world. To ensure the highest level of tax compliance in these countries, the Company collaborates with consulting firms that have experience in the sector. The Tax Department is responsible for evaluating tax-related queries and requests from overseas offices. When necessary, the Tax Department will establish direct communication with the relevant country authorities.

In accordance with the 'Tax Management Procedure' published within the Company, transactions are thoroughly examined to ensure tax compliance. When necessary, the opinion of a certified public accountant is obtained and shared with the relevant internal departments. Tax returns are prepared in a timely manner and submitted to the relevant tax authorities.

Tax management is also evaluated within the scope of risk management. In this context, the most significant data risks are fluctuations in oil prices, changes in exchange rates and interest rates, natural disasters, political and economic uncertainties in other countries, and increases in tax rates. Additionally, uncertainties in legislation both domestically and internationally, as well as deficiencies in the legal infrastructure of certain countries, are also taken into consideration. These risks are regularly monitored and evaluated through consulting services.

Turkish Airlines contributes to both its sector and regulatory development by maintaining proactive relations with public authorities. Tax practices are evaluated and developed by consulting firms with international expertise. Furthermore, tax practices are subject to review by both public oversight and independent external audits. This approach ensures that the Company fully complies with its legal obligations while also enhancing stakeholder confidence.

## LEAVING A MARK ON LOCAL DEVELOPMENT SECTOR

### Contribution to Employment Generation

The aviation sector is widely regarded as a key driver of employment in Türkiye. A recent study has revealed that employees working in air transport services contribute to a 175% increase in gross value added compared to employees working outside the sector in Türkiye.<sup>1</sup>

In 2024, Turkish Airlines and its subsidiaries provided direct employment opportunities for approximately 95 thousand people, including 63,455 direct jobs.<sup>2</sup> This represents a significant portion of the direct employment opportunities provided by the aviation sector in Türkiye in 2024.

### Contribution to Türkiye's Exports

Turkish Airlines is the largest exporter in Türkiye, with a 2024 service export

figure of 18 billion USD. As the airline with the most destinations worldwide, it enhances the country's connectivity, thereby providing an indirect contribution. In 2024, revenue generated outside Türkiye accounted for 92% of total revenue. This represents a significant foreign exchange inflow for both Turkish Airlines and our country.

### Contribution to Destination Economies

Turkish Airlines, the market leader in Türkiye, accounts for approximately 50% of the total number of passengers transported by air in Türkiye. In 2024, Turkish Airlines will be introducing 4 new destinations to its flight network, bringing the total number of countries served to 131, cities to 345, and flight destinations to 352. This

extensive network connects Türkiye and many parts of the world, enabling passengers to easily reach their desired destinations.

The Company will not only create job opportunities in Istanbul Airport, the main hub, as well as other hubs such as Sabiha Gökçen and Ankara, but will also continue to contribute to local economic and social development both in Türkiye and at destinations around the world where it operates.

As of 2024, Turkish Airlines operates flights to 25 of the 44 countries classified as least developed countries by the United Nations. During this period, 1,469,000 passengers travelled to these 25 countries with Turkish Airlines. The Company facilitates economic and social relations between these countries and the global economy by providing global connectivity.

	2020	2021	2022	2023	2024
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

<sup>1</sup> The Contribution of Air Transport to the Turkish Economy, Oxford Economics, 2011

<sup>2</sup> The calculation includes Turkish Airlines A.O., Turkish Airlines Technical Inc. (Turkish Technic), THY Technology and Information Inc. (Turkish Technology), THY Flight Training and Airport Operations Inc. (Turkish Airlines Flight Academy), Ajet Air Transport Inc. (Ajet), Turkish Airlines International Investment and Transportation Inc., Turkish Airlines Cargo Inc. (Widect), Turkish Airlines Support Services Inc. (Turkish Support Services), Turkish Airlines Electronic Money and Payment Services Inc. (TKPAY), TCI Cabin Interior Systems Inc. (TCI Aircraft Interiors).



# RESPONSIBLE SUPPLY CHAIN

## Responsible Supply Chain Management

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, the Company provided 'Purchasing Planning and Management' training to 72 purchasing officers in 2024.

### Local Procurement Rate By Expenditure (%)



### Local Procurement Rate By Number Of Suppliers (%)



## RESPONSIBLE SUPPLY CHAIN

### Sustainability-Focused Supplier Selection and Evaluation Approach

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.

### SUPPLIER ASSURANCE

#### Diversification:

In strategic procurements, the strategy of working with more than one supplier is adopted in order to reduce dependency and provide cost

#### Flexible Planning:

Purchasing requests are managed effectively with the tender tracking system.

#### Supplier Evaluation:

Suppliers are evaluated based on criteria such as quality control processes and delivery performance.

#### Contract Life Cycle:

With the contract tracking screen, reminder e-mails are sent to the contract owner units about the expiry dates, enabling the purchasing units to take action at the right time. Thus, an uninterrupted supply chain is ensured.

#### Long-Term Contracts:

Conclusion of long-term agreements with suppliers ensure protection against price fluctuations and secure continuous supply.



## RESPONSIBLE SUPPLY CHAIN

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.



### Audit Processes and Compliance Monitoring Activities

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%.

### Capacity Building and Training Programmes

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. 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.

## RESPONSIBLE SUPPLY CHAIN

### Risk Management and Opportunities in Supply Processes

Responsible supply chain management is not merely a compliance area for Turkish Airlines, but also a strategic competitive advantage. As suppliers' actions that violate CSR principles can lead to serious consequences such as operational disruptions, reputational risk, and legal sanctions, proactive monitoring and improvement processes aim to minimise these risks.

In addition, sustainable procurement practices have been shown to increase operational efficiency, reduce carbon footprint and strengthen trust in the Turkish Airlines brand. Establishing long-term relationships with ethical and environmentally responsible suppliers has been shown to provide significant benefits in terms of both cost and continuity.

Turkish Airlines regularly monitors sectoral and global developments that may affect the supply chain and develops various strategies to identify potential risk factors and build resilient structures against these risks. These strategies include preparing climate change adaptation plans, strengthening infrastructure, integrating environmental, social, and governance factors into the supply chain, diversifying the supply chain, and evaluating low-carbon technologies. These initiatives play a critical role in ensuring operational safety and business continuity while contributing

to the creation of a resilient structure against sustainability risks.

During the reporting period, the Sustainability Committee held a meeting within the framework of sustainable supply chain management. Decisions were made at this meeting to analyse the current sustainability status of suppliers and to define short-, medium- and long-term targets in line with this analysis. The committee also agreed to monitor these targets. As part of this process, a sustainability assessment toolkit was developed to understand the current sustainability capabilities of suppliers and support their development. This toolkit was shared with critical suppliers. Within the framework of corporate governance, domestic and international purchases, sales and leasing transactions requiring board approval are carried out with the approval of the Purchasing and Sales Committees. Sustainability analyses are subject to the approval of the Special Purchasing and Sales Committee and the Specialised Purchasing and Sales Committee and cover our critical suppliers. At the same time, the suitability of the process carried out in the screening processes for these suppliers is taken into consideration. Following the completion of the current status analyses, the sustainability performance of the identified suppliers is now being tracked against short-, medium-, and long-term targets.

### Know Your Customer Form: Compliance Tracking for Business Partners

"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.

### Strategic Goals and Future Vision

Turkish Airlines is pursuing its sustainable supply chain goals in line with its vision of becoming a carbon-neutral airline by 2050. In pursuit of this goal, the airline is implementing a series of concrete measures, including increasing the use of sustainable aviation fuel (SAF), adopting circular economy principles, prioritising low-carbon technologies, and annually monitoring the sustainability performance of its suppliers.

The measures implemented to enhance supply chain performance are designed to ensure that Turkish Airlines and its commercial partners collectively achieve higher levels of sustainability.

## LEAVING A MARK FOR THE FUTURE WITH A SUSTAINABLE APPROACH

At Turkish Airlines, we are committed to putting people and nature at the centre of all our activities. We grow the value we create in line with our social and environmental responsibilities, and we pursue our development processes inclusively.

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We recognise the importance of environmental responsibility and are dedicated to sustainable development as a fundamental principle

We are proud to take our sustainability vision, announced in 2009, even further in 2023 with the motto "Tomorrow On-Board." This new corporate strategy is a reflection of our commitment to the present and our approach to growth that leaves a sustainable mark for the future.

## TOMORROW ON-BOARD: THE MARK WE MAKE FOR SUSTAINABLE AVIATION

We are pleased to announce that all our sustainability initiatives are now being brought together under the "Tomorrow On-Board" brand. This newly created corporate identity is at the heart of our sustainability strategy and aims to communicate our sustainability perspective more effectively to both our internal stakeholders and the public. During the reporting period, we increased the visibility of our sustainability approach by using this logo on in-flight sustainable products,

promotional videos aimed at raising awareness, and our digital platforms.

We are aware that developing our responsible development vision is only possible through decisive action taken today. We recognise people and nature as indispensable partners in development and structure all our operational processes accordingly. We are aware of our responsibility to ensure that future generations can live a fair and dignified life in harmony with

nature. For this reason, we continue to take strong steps towards sustainability.

As Turkish Airlines, we offer more than just global airline services to the most destinations worldwide. As we forge connections across our planet, we are dedicated to creating a more sustainable future under the 'Tomorrow On-Board' umbrella, aligning our actions with our environmental and social responsibilities.



# SUSTAINABILITY GOVERNANCE

Turkish Airlines, in line with its leading role in the global aviation sector, demonstrates strong performance in environmental, social and governance (ESG) areas in accordance with the Sustainable Development Goals. In this regard, it develops comprehensive corporate structures, policies, targets and practices. The Company aims to manage the impacts arising from its activities through a holistic approach and has made sustainability an integral part of its corporate strategy. To this end, it has established a sustainability management organisation based on shared responsibility, starting from the Board of Directors and extending to operational units.

## Sustainability Management Structure

Turkish Airlines' sustainability management is overseen directly by the Board of Directors, the Company's highest decision-making body. The Board of Directors is responsible for approving strategic decisions and ensuring that environmental and social impacts are managed in line with corporate interests. The Board of Directors is responsible for systematically assessing risks and opportunities related to sustainability issues, particularly climate change, and transforming them into business strategies and objectives. It also ensures that performance is aligned with these objectives, compliance with national and international regulations is maintained, and that preventive measures are taken when necessary.

During this process, the Sustainability Committee, authorised at Board of Directors level, serves as the strategic centre for sustainability management. The committee was established in 2021 and comprises the CEO, Chief Officers, SVP of Subsidiaries, Head of Cabin Services and Head of Legal and Compliance. The Sustainability Committee, chaired by the CEO, meets at least four times a year with the participation of the Chief Investment & Strategy Officer and other senior executives; extraordinary meetings are also held as necessary.

The Sustainability Committee is responsible for establishing sustainability management strategies and policies, setting short-, medium- and long-term goals, reviewing them at regular intervals and updating them with a continuous improvement approach. The Committee is also responsible for evaluating and deciding on development projects aimed at improving sustainability performance.

The Sustainability Committee carries out a thorough analysis of risks and opportunities related to key sustainability issues. They evaluate performance data obtained from operational results, as well as feedback from both internal and external stakeholders. The Committee regularly reports to the Board of Directors on actions taken to enhance the Company's sustainability performance.



## SUSTAINABILITY GOVERNANCE

As of 2022, the Company has established Sustainability Sub-Working Committees to further strengthen the sustainability governance structure. These structures are responsible for developing project proposals in line with industry trends, best practices, legal requirements, and stakeholder expectations, submitting these projects to the Sustainability Committee for approval, and managing the implementation, monitoring, and reporting of the results of approved projects to the Sustainability Committee.

The Sub-Working Committees operate across four key areas:

- Sustainability Strategy Sub-Working Committee
- Corporate Social Responsibility and Communication Projects Sub-Working Committee
- Emission Management Sub-Working Committee
- Sustainable Practices Sub-Working Committee

This structure enhances interdepartmental cooperation and ensures the adoption of a culture of sustainability throughout the organisation. Projects discussed in subcommittees can also be presented to the Board of Directors after they have been submitted to the Sustainability Committee, depending on their strategic importance, risk, and financial impact.

The relevant business units are responsible for implementing the decisions of the Sustainability Committee. The coordination and reporting of this process is carried out by the Corporate Sustainability Management Department. The Department also acts as the Secretariat of the Sustainability Committee, ensuring coordination between the committee and its subcommittees.

### DUTIES AND RESPONSIBILITIES OF THE SUSTAINABILITY COMMITTEE

The Sustainability Committee, regarding Turkish Airlines activities, is responsible for:

- Ensuring that the necessary steps are taken to determine the sustainability strategy, policy, short-, medium-, and long-term goals of the Company,
- Monitoring, reviewing and, if necessary, rearranging the status of short, medium-, and long-term objectives and improvement projects regarding our Sustainability Policy,
- Securing that sustainability risks and opportunities in environmental, social and governance issues are managed and integrated into the sustainability strategy of the Company,
- Ensuring that necessary studies are carried out within the Company in order to comply with national and international legislation, standards, rules, contracts, procedures and requirements in the field of sustainability,
- Evaluating the expectations of the parties concerned with the current national and international developments in sustainability, ensuring that the best practices are projected within the Company and monitoring the progress of the projects,
- Analyzing the results by monitoring the status of sustainability performance indicators and ensuring that improvement actions are taken, when necessary,
- Ensuring that employees are informed in line with the sustainability strategy and studies are carried out to adopt this strategy as a company culture,
- Assuring that the sustainability strategy, policy, and practices are adopted by all stakeholders of the Company,
- Evaluating the requests regarding the Sustainability Performance Evaluations that the Company will participate in and deciding whether to participate or not,
- Evaluating the issues that will affect the activities of the Company, which are addressed in the national and international committees, technical teams and working groups of which the Company is a member,
- Evaluating the project and decision proposals submitted by the Sustainability Sub-Working Committees,
- Authorizing Sustainability Sub-Working Committees to be formed within the Company, if necessary.

## SUSTAINABILITY GOVERNANCE

### Sustainability Strategy

Turkish Airlines' sustainability strategy is based on the principle of "holistically managing environmental, social and economic impacts, creating value for all stakeholders through effective risk management". This strategy is aligned with the Company's mission, vision, and core values, and guided by international standards such as GRI Standards, SASB, TCFD, and the United Nations' 17 Sustainable Development Goals. The Turkish Sustainability Reporting Standards, which came into effect during the reporting period, have been included in the conceptual framework used to establish the Company's strategic approach. With this innovation, a much stronger risk and opportunity management perspective has been developed for sustainability priorities, particularly climate change.

Turkish Airlines' Sustainability Strategy is a dynamic and regularly updated model. As of 2024, sustainability priorities have been reviewed, taking into account industry dynamics, stakeholder feedback and new regulations.

The Sustainability Policy, developed based on the Sustainability Strategy, is supported by internal procedures and instructions and communicated to employees through a digital document management system. Therefore, policies are not merely guiding documents, but also effective tools that guide operational processes.

Turkish Airlines refers to international working norms as well as corporate working principles in the formulation of its sustainability policy. In this context, the UN Global Compact principles, the

Universal Declaration of Human Rights, the International Labour Organisation (ILO) Labour Standards and the Child Labour Convention (No. 182), the United Nations Women's Empowerment Principles (WEPS) and the Guiding Principles on Business and Human Rights are among the fundamental reference documents for institutional policies.

### Management of Sustainability Risks

As Turkish Airlines has developed its sustainability management model, it has also been possible to establish a strong strategic infrastructure that embraces risk and opportunity-focused approaches. In this context, all relevant business units, in line with TSRS principles, are evaluating sustainability risks and opportunities, particularly climate change, in parallel with

corporate risk management processes, based on their potential impacts on the Company's operational and financial performance and assets.

Following the entry into force of the TSRS, the development of tools for managing sustainability risks and opportunities during the reporting period has also begun. Initially, the focus was on climate risks, but the risk register portfolio was subsequently expanded to include social and economic issues. Following the experience gained from this process, work has begun on applying tools such as scenario analyses and stress tests. These are used in the management of sustainability risks, and the same tools will be used to assess social and economic risk factors in the coming periods.



## SUSTAINABILITY GOVERNANCE

Turkish Airlines has identified combating climate change as a top strategic priority, recognising the significant risks and opportunities it presents. The Company's strategic vision is to become a carbon-neutral airline by 2050. To this end, a comprehensive transition plan is being implemented. As part of this strategy, the objective is for at least 90% of the fleet to consist of low-emission, new-generation aircraft by 2033, thereby achieving a substantial reduction in carbon emissions.

The expansion of Sustainable Aviation Fuel (SAF) use, which began in 2022, is on the agenda, along with guaranteed purchase agreements to increase the use of this fuel on different destinations and frequencies, and the development of local production partnerships. Furthermore, the energy needs of buildings are to be met from renewable energy sources, with investments being made in Solar Power Plant (SPP) projects. As part of our commitment to carbon offsetting, the Company is investing in carbon credits under the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) and offsetting emissions from employee business flights. In addition to these efforts, improvements aimed at enhancing operational efficiency are being implemented to achieve a total fuel savings of 1.2 million tonnes by 2033.

The Company has successfully completed the audit processes for obtaining IATA's IEnvA environmental management system certification and IWT (Illegal Wildlife Trade) and Energy Module certifications.

### Sustainability Indices

Turkish Airlines' sustainability performance is continuously monitored both through internal governance mechanisms and by external independent assessment institutions. Since 2014, the Company has been listed on the BIST Sustainability Index, which comprises companies listed on Borsa Istanbul with high corporate sustainability performance and aims to enhance knowledge and practices related to sustainability. In addition, Turkish Airlines was also listed on the BIST Sustainability 25 Index for the year 2024.

Turkish Airlines proactively engages with various indices and rating agencies to ensure the evaluation and certification of its sustainability performance by trusted international platforms. In this context, the Company ranked first in the passenger transportation sector with a score of 85/100 in the 2024 LSEG (Refinitiv)

ESG Score assessment. In addition, based on data from 2023 and 2024, Turkish Airlines achieved a Sustainalytics ESG Risk Rating score of '19.9/Low Risk' in 2024. With this result, the Company was ranked within the top 2% of the airline sub-industry, corresponding to the lowest risk category. Turkish Airlines, which has been awarded the 'Silver' category award for three consecutive years in evaluations conducted by Ecovadis. Turkish Airlines also voluntarily reports its performance on international sustainability platforms such as S&P Global, FTSE Russell, TPI and MSCI. Following comprehensive evaluations conducted by leading global rating agencies, the Company has successfully enhanced its scores at both the company level and relative to the industry average in 2024, demonstrating a notable improvement compared to previous years.

Information regarding sustainability performance is shared regularly with senior management and the Board of Directors.



## SUSTAINABILITY GOVERNANCE

Turkish Airlines' sustainability strategy is based on sustainability priorities identified through systematic assessments that incorporate the views of relevant stakeholders and are in line with international standards.

### Sustainability Priorities

Turkish Airlines' sustainability strategy is based on sustainability priorities identified through systematic assessments that incorporate the views of relevant stakeholders and are in line with international standards. These efforts are periodically reviewed in light of developments and updated as necessary.

During the reporting period, the decision was taken to renew the prioritisation process due to innovations in reporting practices, particularly the publication of the TSRS standard. In this context, the reporting standards of organisations such as the World Economic Forum (WEF), Global Risk Reports, reporting standards such as GRI Standards, the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-Related Disclosures (TCFD), the Transportation Sustainability Research Center (TSRC), and the United Nations Sustainable Development Goals (SDGs), along with other relevant sustainability issues for the aviation sector, were examined. Following a thorough evaluation, a comprehensive list of 35 issues was compiled, covering social, economic, and environmental domains, in addition to the UN Sustainable Development Goals. These issues were then prioritised through a rigorous process.

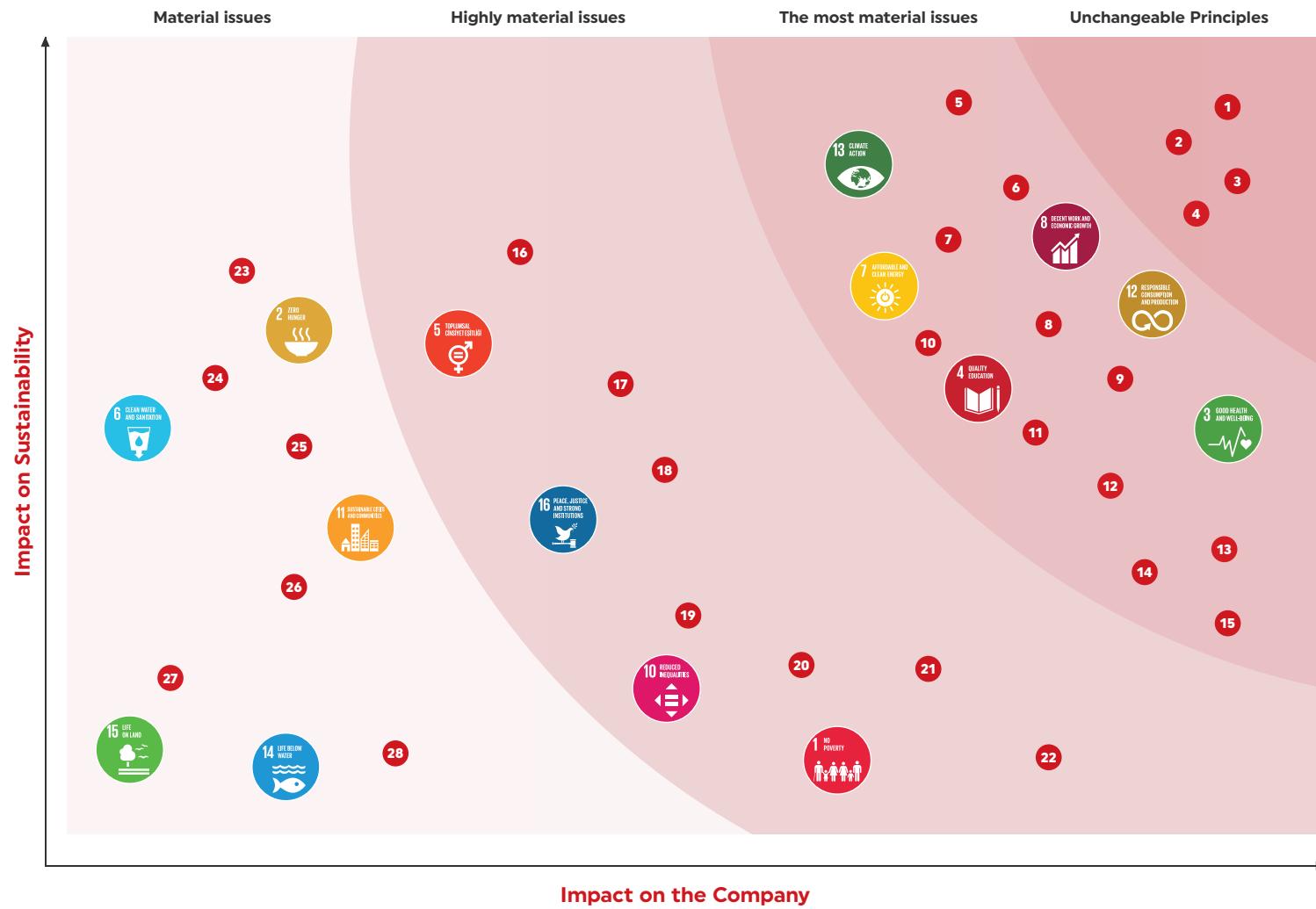
In the initial phase of the prioritisation process, the opinions of 2,586 company managers and employees at various levels, including the flight crew, and 302 external stakeholders, including shareholders and investors, suppliers and business partners, customers, banks and financial institutions, rating and independent audit boards, media representatives and NGOs, were obtained. 2,888 stakeholders, were surveyed to gather their perspectives on sustainability priorities.

The rational framework for the prioritisation process was established based on the principle of double materiality. Accordingly, the sustainability issues addressed were evaluated not only in terms of the magnitude of their environmental and social impacts, but also in terms of the magnitude of the risk and opportunity they pose to the Company and their potential impact on financial results.

In the second phase of the process, the findings were re-evaluated in a workshop attended by Company's managers involved in sustainability management processes. Following a re-evaluation of the results of the workshop by the Sustainability Committee, sustainability priorities have been identified as a basis for the development of the Company's strategies.



## SUSTAINABILITY GOVERNANCE



### The Unchangeable Principles of Turkish Airlines' Management Approach

1. Flight Safety And Security
2. Customer Satisfaction And Experience
3. Financial Sustainability And Resilience
4. Business Ethics, Legal Compliance And Fair Competition

### The Most Material Issues

5. Combating Climate Change
6. Employee Health And Safety
7. Sustainable Aviation Fuels
8. Digital Transformation
9. Fleet Modernisation And Development
10. Contribution To Economic Development
11. Operational Excellence And Sustainable Service Quality
12. Human Rights
13. Cyber Risks And Data Security
14. Brand Management And Reputation
15. Proactive Risk And Crisis Management

### Highly Material Issues

16. Waste management
17. Sustainable catering and products
18. Innovation and transformative technologies
19. Responsible supply chain management
20. Employee engagement and retention
21. Employee development and career planning
22. Inclusion and equal opportunity

### Material issues

23. Contribution to social development
24. Water management
25. Noise management
26. Global crises
27. Natural disasters
28. Biodiversity and animal welfare

# TURKISH AIRLINES' SUPPORT FOR SUSTAINABLE DEVELOPMENT GOALS

Supported SDG	Sub-Goals	Description
<b>1 NO POVERTY</b> 	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 regions where it operates through the socio-economic impacts it creates in its value chain and flight destinations, employing over 95,000 people together with its subsidiaries. As of 2024, Turkish Airlines operates flights to 25 of the 44 countries classified as least developed countries by the United Nations. It is estimated that approximately 1,469,000 passengers travelled with Turkish Airlines in these 25 countries. This contributes to the economic development, employment and income growth of less developed or developing countries by transporting their production to target markets.
<b>3 GOOD HEALTH AND WELL-BEING</b> 	3.3 Fight communicable diseases 3.b Support research, development and universal access to affordable vaccines and medicines	Turkish Airlines is committed to meeting the rapid and secure logistics needs of the healthcare sector through its global passenger and cargo transportation operations. THY Cargo has the necessary infrastructure to transport vaccines under cold chain conditions. The Company offers a comprehensive air transportation service, with flights to a wide range of destinations across multiple regions, particularly in Africa. In addition to passenger services, it also provides vital medical supplies and vaccines to these regions, ensuring that the population has access to essential healthcare resources. It plays an active role in delivering medical personnel, equipment, medicines and vaccines to areas in need, particularly during disasters, crises and epidemics, thereby supporting the SDG 3 goals.
<b>4 QUALITY EDUCATION</b> 	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 4.7 Education for sustainable development, human rights and global citizenship	Turkish Airlines contributes directly to the SDG 4 goals by offering technical and vocational training for the aviation sector through the THY Aviation Academy. Gender equality and inclusivity principles are observed in the training programmes, and special opportunities are offered to increase representation in areas such as female pilots, engineers and managers. The objective of internal development programmes is to enhance the skills of employees from diverse socio-economic backgrounds. Furthermore, corporate awareness is strengthened by integrating topics such as sustainability, human rights, and business ethics into the internal training curriculum.
<b>5 GENDER EQUALITY</b> 	5.1 End discrimination against women and girls 5.5: Ensure full participation in leadership and decision-making 5.C Adopt and strengthen policies and enforceable legislation for gender equality	Diversity and equality are two of the core principles underpinning Turkish Airlines' sustainable human resources strategy. In line with this principle, a fair and inclusive approach is adopted in all employee experience processes, from recruitment to development and career planning. The Company is committed to ensuring equal treatment of all employees in all areas, in accordance with human rights principles and company policies. The Company is committed to ensuring that women are fairly represented in technical and managerial roles where they are underrepresented, and to developing their career opportunities. In this context, partnerships are being developed with national and international initiatives.
<b>7 AFFORDABLE AND CLEAN ENERGY</b> 	7.2 Increase global percentage of renewable energy 7.3 Double the improvement in energy efficiency 7.A Promote access to research, technology and investments in clean energy	Turkish Airlines is committed to the SDG 7 goals through its efforts to use renewable energy in its new service buildings, improve energy efficiency in operational processes, optimise routes to reduce aircraft fuel consumption, and modernise its fleet. Furthermore, the Company is committed to promoting renewable energy use through the adoption of sustainable aviation fuel (SAF) and strategic investments in solar energy plants (GES). Through sectoral partnerships and technology collaborations, the company supports clean energy research and applications, developing pioneering initiatives that accelerate the transition to a low-carbon economy in aviation.

## TURKISH AIRLINES' SUPPORT FOR SUSTAINABLE DEVELOPMENT GOALS

Supported SDG	Sub-Goals	Description
<b>8 DECENT WORK AND ECONOMIC GROWTH</b> 	8.1 Sustainable Economic Growth 8.2 Diversify, innovate and upgrade for economic productivity 8.3 Promote policies to support job creation and growing enterprises 8.4 Improve resource efficiency in consumption and production 8.5 Full employment and decent work with equal pay 8.7 End modern slavery, trafficking, and child labour 8.8 Protect labour rights and promote safe working environment 8.9 Promote beneficial and sustainable tourism 8.a Universal access to banking, insurance and financial services	<p>Turkish Airlines is committed to sustainable development, as demonstrated by its economic contributions and employment in the high-value-added aviation sector. By establishing strong partnerships with local suppliers, it encourages entrepreneurship and SMEs, while providing decent working environments based on equal opportunities, human rights and labour rights. Turkish Airlines is committed to the elimination of child labour and expects its suppliers and other stakeholders in its value chain to comply with the age provisions set out in relevant laws and regulations. Its extensive flight network facilitates sustainable tourism and access to less developed and developing countries.</p>
<b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b> 	9.1 Develop Sustainable, Resilient and inclusive infrastructures 9.4 Upgrade all industries and infrastructures for sustainability 9.5 Enhance research and upgrade industrial technologies	<p>Turkish Airlines is committed to enhancing the resilience and accessibility of transportation systems on a global scale. This is achieved through the airline's extensive flight network and robust technical service infrastructure. In order to increase operational efficiency, the Company utilises digital solutions, artificial intelligence-supported systems, and fuel-saving technologies to reduce its environmental impact. The Company has made significant investments in new-generation aircraft, adopting solutions that maximise resource efficiency. In addition, through its strategic partnerships with universities, research centres and technology companies, it contributes to the development of innovative solutions in aviation.</p>
<b>10 REDUCED INEQUALITIES</b> 	10.2 Promote universal social, economic and political inclusion 10.3 Ensure equal opportunities and end discrimination 10.4 Adopt fiscal and social policies that promotes equality 10.8 Special and differential treatment for developing countries	<p>Turkish Airlines is committed to making its products and services more accessible to passengers with disabilities, veterans, the elderly, pregnant women, and other disadvantaged groups. This commitment is driven by a strategy that includes the continuous improvement of internal and external processes, the implementation of sustainable development management, and the conducting of corporate social responsibility initiatives. The participation of disadvantaged individuals in the workforce is supported through fair wages and working conditions, while responsible HR policies facilitate working conditions. Turkish Cargo has established an extensive network of over 400 different routes, enabling seamless connectivity with numerous developing and underdeveloped countries. By maintaining consistent flight services, Turkish Cargo has played a crucial role in supporting these countries, addressing inequalities in access to vaccines and medical supplies.</p>
<b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b> 	12.2 Sustainable management and use of natural resources 12.5 Substantially reduce waste generation 12.6 Encourage companies to adopt sustainable practices and sustainability reporting 12.8 Promote universal understanding of sustainable lifestyles 12.a Develop sustainable tourism policies	<p>Turkish Airlines is committed to energy and fuel savings in its operational processes, with the aim of efficiently using natural resources and reducing its environmental impact. The airline has introduced new-generation aircraft to meet these objectives. It develops applications that are intended to reduce waste in in-flight services, limit the use of plastic and increase recycling rates. The Company strengthens corporate transparency by regularly reporting its sustainability performance in accordance with international standards. Passenger information and in-flight product and service content promote sustainable consumption habits through content choices. Furthermore, the Company plays a significant role in the promotion of sustainable tourism by leveraging its extensive travel network and expertise in destination management.</p>

## TURKISH AIRLINES' SUPPORT FOR SUSTAINABLE DEVELOPMENT GOALS

Supported SDG	Sub-Goals	Description
<b>13 CLIMATE ACTION</b> 	13.1 Strengthen resilience and adaptive capacity to climate-related disasters 13.2 Integrate climate change measures into policies, and planning 13.3 Build knowledge and capacity to meet climate change	Turkish Airlines is committed to enhancing its operational risk management processes to address the impact of climate change and establish a robust framework for dealing with disasters and extraordinary situations. The Company has made climate action a strategic priority, with a commitment to become a carbon-neutral airline by 2050. In line with this commitment, the Company has implemented several initiatives, including investments in new-generation low-emission aircraft, operational efficiency projects, and the use of sustainable aviation fuel (SAF). Furthermore, it is fully compliant with the CORSIA mechanism, meeting its carbon offsetting obligations in the international aviation sector. Through training and communication programmes for employees and business partners, it raises awareness about climate change and supports capacity development processes. In this context, Turkish Airlines contributes to the fight against climate change while strengthening its corporate climate risk adaptation capabilities.
<b>15 LIFE ON LAND</b> 	15.3 End desertification and restore degraded land 15.7 Eliminate poaching and trafficking of protected species	Turkish Airlines is committed to identifying and monitoring the impacts and risks of its operations on biodiversity. The Company takes measures to protect the diversity of species, habitats, ecosystems and the integrity of ecological functions. The Company has signed the "United for Wildlife Buckingham Palace Declaration" (UFW), a commitment also endorsed by IATA, to support the goal of preventing illegal wildlife trade and raising awareness in the sector. The Company plays a key role in preventing the illegal trade of wildlife parts, such as ivory, rhino horn and turtle shells. By obtaining the IEnvA Illegal Wildlife Trade (IWT) certification, the Company will confirm that it has fulfilled the relevant obligations of the Declaration. In addition, the Company prioritises the use of eco-friendly materials in the production of headphone and blanket sets for our passengers. However, it should be noted that the production of toys provided to our child passengers is carried out using products certified by the Forest Stewardship Council (FSC).
<b>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</b> 	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 16.8 Promote and enforce non-discriminatory laws and policies	Turkish Airlines conducts its activities in accordance with the principles of transparency and accountability, in line with corporate governance and ethical rules that are responsible, inclusive and internationally recognised, and in line with its stakeholders.
<b>17 PARTNERSHIPS FOR THE GOALS</b> 	17.6 Knowledge sharing and cooperation for access to science, technology and innovation 17.11 Increase the exports of developing countries 17.16 Enhance the global partnership for sustainable development 17.18 Enhance availability of reliable data	Turkish Airlines is contributing to sectoral transformation in the areas of digitalisation, artificial intelligence and sustainability by supporting science, technology and innovation-focused partnerships. It facilitates the integration of developing countries into global trade networks and increases their export potential by providing direct flights and cargo services to these countries. Turkish Airlines has established multi-stakeholder partnerships with international organisations, aviation authorities, suppliers and civil society to collectively strengthen sustainable development efforts. By developing data analytics and reporting infrastructure, it supports the production of quality data and increases transparency and accountability. The Company is able to make consistent contributions to development goals by working in partnership with organisations around the world.  Turkish Airlines contributes to the formation of the international sustainability agenda by participating in sustainability initiatives established by international organisations that shape aviation practices and shapes its activities accordingly.  The Company has signed the "Global SAF Declaration," which represents a joint effort by stakeholders in the aviation, space, and fuel sectors to decarbonise sustainable aviation fuel, once again demonstrating its commitment to combating climate change. In 2023, Turkish Airlines, in collaboration with Boeing and Istanbul Technical University, established Türkiye's first sustainable aviation platform and took its place as a founding member of this platform. The platform unites public institutions, airlines, airports, manufacturers and academia, bringing all stakeholders in the sector together around a common vision and strengthening Türkiye's sustainability agenda. Furthermore, the platform's collaboration in strategic areas such as sustainable aviation fuels (SAF), energy efficiency, carbon offset mechanisms and regulatory frameworks contributes to Türkiye's national and international climate goals.

# SUSTAINABILITY GOALS



2024 Goal	Realisation	2025 Goal
<b>Climate and Environment Targets</b>		
No environmental incident	100% - 0 Environmental incident	No environmental incident
Saving 63,000 tonnes of fuel	70,046 tonnes of fuel saved	Saving 80,000 tonnes of fuel
Preventing 198,000 tonnes of CO <sub>2</sub> GHG emissions	221,344 tonnes of CO <sub>2</sub> GHG emissions were prevented.	Preventing 252,800 tonnes of CO <sub>2</sub> GHG emissions
Monitoring, calculation and verification of Scope 1-2-3 emissions according to the GHG Protocol	100% - Calculation, monitoring and verification studies were conducted	Monitoring, calculating and verifying Scope 1-2-3 emissions according to the GHG Protocol by consolidating the emissions of our Subsidiaries
Responding to the Carbon Disclosure Project (CDP) Climate Change Programme	100% - Responded to CDP Survey.	Responding to the CDP Climate Change Programme
Publication of the TCFD report in the first half of 2024	100% - TCFD Report published.	Reviewing and revising the Climate Transition Plan and Climate Adaptation Strategy every year
Increasing the number of weekly flights using SAF	100% - Number of flights using SAF was increased.	Increasing the number of weekly flights using SAF compared to 2024
Participation in the Business World Plastics Initiative	Since the road map for the 2 <sup>nd</sup> phase of the Business World Plastics Initiative could not be determined within 2024, participation could not be ensured. After the 2 <sup>nd</sup> phase is determined, a reduction target will be given by participating in the initiative.	-
Offsetting the emissions from all mission flights of our employees within the scope of CO2mission	100% - Realised.	Offsetting the emissions from all mission flights of our employees within the scope of CO2mission
Obtaining the Illegal Wildlife Trade (IWT) certificate under the IEnvA Programme	100% - Realised.	Ensuring the continuity of the IWT and Energy modules certificate gained within the scope of the IEnvA programme
Our subsidiaries calculate and verify their GHG emissions	100% - Realised.	Continuation of GHG emission calculation and verification activities for subsidiaries
Ensuring the continuity of meeting at least 5% of the energy in our new buildings from renewable sources	100% - Realised.	Ensuring the continuity of meeting at least 5% of the energy in our new buildings from renewable sources
Initiation of SPP manufacturing works	100% - Manufacturing processes have been completed.	Meeting the energy in certain working areas of the Company from the SPP, the process of which has been completed
-	New Goal	Reducing water consumption per employee (m <sup>3</sup> /person) by 0.5 per cent compared to the previous year
-	New Goal	Ensuring that the emission intensity value (CO <sub>2</sub> e/AKK2) for emissions from aircraft fuel (Scope 1) is below the previous year's emission intensity value
-	New Goal	Reduction of electricity consumption per employee (m <sup>3</sup> /person) by 0.5 per cent compared to the previous year
-	New Goal	Signing MoUs with at least two companies planning to produce SAF in Turkiye
-	New Goal	Adding the SAF option to the Additional Services offered to the passengers at the ticketing process
-	New Goal	Ensuring that the ratio of g NOx/PKT in emissions from passenger flights is below the emission intensity value of the previous year
-	New Goal	Ensuring that the ratio of g NOx/TKT in emissions from cargo flights is below the emission intensity value of the previous year
-	New Goal	Increasing the sustainable product ratio in catering and in-flight products to at least 24%

## SUSTAINABILITY GOALS

2024 Goal	Realisation	2025 Goal
<b>Sustainability Governance Goals</b>		
Becoming a member of the WBCSD Turkiye	100% - Realised	-
Analysing the current situation of our suppliers on sustainability issues and determining their short, medium and long term sustainability targets	100% - Realised	Monitoring short, medium and long term sustainability targets set for suppliers
Organising periodic meetings with government agencies and sector representatives in order to evaluate the regulations specific to the aviation sector and their impacts and to determine the relevant actions	100% - Realised	Carrying out periodic meetings with the participation of relevant public institutions and sector stakeholders in order to develop sustainable aviation practices at national level, to create a road map for the production and promotion of sustainable aviation fuels (SAF) in our country, to evaluate national and international regulations specific to sustainable aviation and their impacts, and to plan the necessary strategic actions in this direction
Establishing a holistic sustainability approach under the umbrella of Tomorrow On-Board	100% - Realised	Strengthening the holistic sustainability approach carried out under the umbrella of Tomorrow On-Board, regular monitoring of the environmental impacts of the practices and improving sustainability communication for passengers
-	New Goal	Determining the sustainability targets of all subsidiaries and ensuring their realisation
-	New Goal	Preparation of greenwashing training content
-	New Goal	Publishing the sustainability key performance indicators of Subsidiaries in Sustainability Reporting
-	New Goal	Preservation of the Company's presence in the BIST Sustainability Index
<b>Social Goals</b>		
To publish human rights policies of our subsidiaries	100% - Realised	-
-	New Goal	Developing training on Human Rights
-	New Goal	To publish the Turkish Airlines Modern Slavery Declaration
-	New Goal	To publish the Turkish Airlines Board of Directors Diversity Policy
-	New Goal	To ensure that at least 25 per cent of the members of the Board of Directors are women by 2030

# STAKEHOLDER ENGAGEMENT

Turkish Airlines considers stakeholder communication to be an integral part of its corporate decision-making processes within the framework of transparency and accountability principles. In this context, the objective is to develop applications based on mutual communication in order to effectively meet stakeholder expectations and needs. Stakeholder feedback is regularly collected and evaluated through communication channels that vary according to group type, expectation level and interaction frequency. This process fosters a fair, open and constructive dialogue environment, thereby strengthening mutually beneficial partnerships and supporting long-term value creation.

STAKEHOLDER GROUP	COMMUNICATION METHODS	FREQUENTLY ASKED QUESTIONS AND SUGGESTIONS IN 2024	ACTIONS TAKEN BY TURKISH AIRLINES
 <b>EMPLOYEES</b>	Annual Reports (Annual), Sustainability Reports (Annual), Recruitment/Exit Interviews (Instant), Announcement Posters (Continuous), E-mail Messages (Continuous), Social Media (Continuous), Collective Agreements (Periodic), Corporate Website (Continuous), Corporate Policies (Continuous), Trainings (Continuous), Ethics Hotline (Continuous), One-to-One Interviews (Periodic), Empathy Intranet (Continuous), "HR Gaste" Employee Bulletin (Monthly), Individual Suggestion System (Continuous), Badge Ceremonies (Instant), Surveys and Research (Instant), Internal Reports (Monthly/Quarterly), Office Visits (Continuous), Onboarding - Retention Interviews (Instant), Employee Support Line (Continuous), Orientations (Continuous), Online Workshops (Instant), Videowall (Instant), Web portals and Mobile Apps (Continuous)	Turkish Airlines employees are requesting the following: regular performance feedback, transparent career planning, strengthening of mentoring mechanisms, and an increase in development-oriented processes. Key expectations include effective communication, a focus on quick solutions, greater visibility of management, efficient operation of the UDS (Flight-Based Evaluation System), and transparent implementation of promotion criteria supported by relevant practices. While expectations for digitalisation, operational improvements in personnel procedures and flight planning continue, commitment to ethical values, improvements in social areas and strengthening a sense of belonging are highlighted as key factors in enhancing the employee experience.	Turkish Airlines has taken comprehensive steps to meet employee expectations by transitioning to a competency-based UDS system, launching mentoring programmes, and strengthening guidance processes with performance reviews that support career development. In line with the principles of effective communication, digital convenience and regular information sharing, processes have been digitised. Initiatives such as sustainability ambassadors, special event organisations, ethics committees and the Upwards award system have been implemented to enhance belonging and motivation. The modernisation of social spaces, the enrichment of educational content, and individual support for employee well-being aim to create a holistic employee experience. This approach has the dual benefits of strengthening internal sustainability and enhancing employee satisfaction.
 <b>SHAREHOLDERS AND INVESTORS</b>	Annual Reports (Annual), Sustainability Reports (Annual), General Assembly Meetings (Annual), Financial Reports (Quarterly), Investor Conferences and Roadshows (Continuous), E-mail Messages (Continuous), Telephone Calls (Continuous), Corporate Website (Continuous), Face-to-Face or Online Interviews (Upon Request), PDP/ Material Disclosures (Instant)	Shareholders and investors requested further information during the reporting period regarding Turkish Airlines' operational performance, strategic objectives and sustainability practices. Key areas of focus for stakeholders include financial indicators, cost management, fleet development, SAF usage, emission reduction and TCFD-compliant climate reporting. These are essential for ensuring transparent and regular access to information.	Turkish Airlines is committed to meeting the expectations of its investors and shareholders in accordance with the principles of transparency and equality. During 2024, the company participated in 11 investor conferences, both domestically and internationally, held 112 meetings with 129 institutions, and organised four teleconferences regarding financial results. Technical requests such as sustainability performance, carbon emissions, SAF usage, and TCFD-aligned climate reporting were carefully prepared and shared by the relevant departments.
 <b>SUPPLIERS AND SUBCONTRACTORS</b>	Annual Reports (Annual), Sustainability Reports (Annual), Social Media (Continuous), Corporate Website (Continuous), E-mail Notifications (Continuous), Purchasing Contracts (Continuous), Meetings and Interviews (Continuous), Videoconferences and Phone Calls (Upon Request), Fairs (Annual), Seminars (Twice a year), Site Visits (Periodic)	Turkish Airlines' suppliers and subcontractors are requesting that sustainability-focused practices be integrated into operational processes. While cost, availability and logistical challenges are prominent in the procurement of SAF, the expectation has been shared that long-term agreements will reduce these risks. Requests for strengthening technical infrastructure, improving working environments, and increasing training capacity have been frequently communicated. Furthermore, environmental sustainability criteria, including the use of recycled materials in events, reduced printing, and the prioritisation of energy-efficient equipment, reflect the shared values of our business partners.	In response to feedback from suppliers and subcontractors, Turkish Airlines has enhanced its training infrastructure, allocated additional rental funds to address classroom shortages, and initiated daily reporting processes for physical needs. A constructive dialogue has been initiated with suppliers in order to ensure operational continuity, and transparent and sustainable contract updates have been implemented, with consideration for current economic conditions. In line with environmental expectations, LED equipment has been used in events, and reusable alternatives have been preferred over single-use products. Digitalisation and optimised logistics have led to a reduction in the carbon footprint, with sustainability principles now embedded in business partnership processes.
 <b>SUBSIDIARIES AND AFFILIATES</b>	Annual Reports (Annual), Sustainability Reports (Annual), Corporate Website (Continuous), E-mail Notifications (Continuous), Meetings and Interviews (Regular), Joint Projects (Continuous), Videoconferences and Phone Calls (Monthly), Audit Reports (In line with the Audit Calendar), Face-to-face or Online Interviews (Upon request), Feasibility and Valuation Reports (As needed)	During the reporting period, Turkish Airlines' subsidiaries and affiliates communicated a number of expectations. Of particular note was the establishment of guidance and control mechanisms to ensure that their activities are conducted in full compliance with legal regulations, contracts and corporate policies and procedures. It is expected that the processes will be reviewed in order to identify any errors, risks, and areas for improvement, and that guidance will be provided in this regard. Furthermore, requests for support have been made in the following areas: measuring operational efficiency and effectiveness, analysing performance indicators, and evaluating company finances using professional methods.	During the reporting period, Turkish Airlines developed effective internal control systems to meet the expectations of its subsidiaries and affiliates, analysed risky processes and made recommendations for improvement. In order to guarantee the accuracy of financial and operational information, an ethical infrastructure was established and corporate governance compliance was ensured. The risk management framework was strengthened and best practices were disseminated through audits conducted in accordance with the annual audit plan. In addition, budgeting processes were carried out in line with the budget schedule; procurement activities were conducted within the scope of authorised limits and in accordance with the budget; and periodic cash flow planning and reporting were carried out with due diligence.

## STAKEHOLDER ENGAGEMENT

STAKEHOLDER GROUP	COMMUNICATION METHODS	FREQUENTLY ASKED QUESTIONS AND SUGGESTIONS IN 2024	ACTIONS TAKEN BY TURKISH AIRLINES
 <b>TRADE UNIONS</b>	Annual Reports (Annual), Sustainability Reports (Annual), Collective Agreements (Periodic), Corporate Website (Continuous), Corporate Policies (Continuous), Meetings and Interviews (Daily), Working Groups (Continuous), E-mail Notifications and Phone Calls (Continuous)	During the reporting period, the primary expectations of trade unions from Turkish Airlines were the establishment of effective communication channels and timely, constructive responses to employee requests. Another key element is the consideration of proposals for enhancing working conditions and formulating joint solutions with the union, thereby consolidating cooperation. Furthermore, it has been requested that the approval processes for events and organisations organised by the union be conducted in a supportive manner. These expectations are of strategic importance for strengthening institutional social dialogue and enhancing employee satisfaction.	During the reporting period, Turkish Airlines demonstrated a constructive and collaborative approach in their response to union expectations. Significant progress was made through the signing of protocols with the union, with the aim of improving employee rights. Furthermore, operational efficiency and employee experience have been enhanced through regulations developed in favour of employees in the systems used in work processes. The necessary permissions were granted to relevant employees to participate in events organised by the union, contributing to strengthening social dialogue and corporate commitment.
 <b>MEDIA</b>	Annual Reports (Annual), Sustainability Reports (Annual), Corporate Website (Continuous), E-mail Notifications, Phone Calls and Meetings (As Needed), Press Releases, Filming (Continuous), Interviews and Announcements (Continuous)	Media representatives have requested that information be provided about Turkish Airlines' company activities.	Media representatives' requests for information were answered in a timely and comprehensive manner.
 <b>UNIVERSITIES AND RESEARCH INSTITUTIONS</b>	Annual Reports (Annual), Sustainability Reports (Annual), Corporate Website (Continuous), E-mail Notifications (Continuous), Phone Calls (Continuous), Training Programs (Continuous), Videoconferences and Meetings (Monthly), Conference and Seminars (Upon request)	Universities and research institutions have communicated their expectations regarding partnerships with Turkish Airlines for master's and certificate programmes, the provision of barter airline tickets for academic staff, and the offering of internship and employment opportunities for students. Furthermore, they have requested the establishment of stands at sectoral promotional events, promotional support, and the participation of graduate managers in university conferences. As part of the wider programme of activities in the field of sustainable aviation, it is anticipated that educational content will be produced and ongoing initiatives to raise public awareness will be pursued. Universities have also emphasised the importance of activating announcement tools such as SMS in reaching their target audiences.	During the reporting period, Turkish Airlines strengthened its multi-stakeholder partnerships in line with the expectations of universities and research institutions. As part of the Türkiye Sustainable Aviation Platform, support was provided for the development of sustainable aviation fuel (SAF) production technologies and public awareness activities. Stand designs that reflect the brand image were developed for large-scale events, and special designs were implemented for small-scale events. Graduated managers and captains were directed to relevant university events; online meetings and special conferences were organised with universities in disadvantaged regions. Furthermore, the Human Resources Office of the Presidency provided students with information about Take-Off programmes via SMS.
 <b>BANK AND FINANCIAL INSTITUTIONS</b>	Annual Reports (Annual), Sustainability Reports (Annual), Financial Reports (Quarterly), E-mail Messages (Continuous), Phone Calls (Continuous), Corporate Website (Continuous), Face-to-Face or Online Interviews (Upon Request), Financing Tenders and Contracts (As Needed)	During the reporting period, banks and financial institutions requested detailed information from Turkish Airlines regarding its financial and operational status, future projections, and the establishment process of AJET. The timely, complete and transparent submission of reports related to the transaction constitutes a key expectation. The seamless execution of financial obligations related to aircraft financing has been met with approval. Additionally, risk parameters and turnover information were shared regarding non-cash collection processes, and opportunities for collaboration on alternative payment solutions were explored.	During the reporting period, Turkish Airlines responded effectively to information requests from banks and financial institutions in accordance with the principles of transparency and confidentiality. Current data on financial status, operational performance, and future projections were first made available through the Investor Relations website; for transaction-based special requests, information obtained from relevant internal units was shared in a controlled manner. This structure ensured the timely and adequate flow of information in business relationships with financial institutions, thereby successfully supporting corporate trust and business continuity.
 <b>INDEPENDENT AUDITING AND RATING AGENCIES</b>	Annual Reports (Annual), Sustainability Reports (Annual), Corporate Website (Continuous), E-mail and Phone Calls (Upon Request), Videoconferences and Meetings (Upon Request), MEDAS (Central Electronic Certification Authority Appointment System) (Continuous), Audits (Semi-Annual/Annual)	During the reporting period, independent audit and rating agencies expected Turkish Airlines to prepare its financial statements in accordance with international financial reporting standards (IFRS) and to share them regularly. Furthermore, meetings were requested in order to provide clarification regarding operational performance and strategic objectives. During 2024, no improvement recommendations were made by these organisations, and the current reporting practices were deemed sufficient.	During the reporting period, Turkish Airlines responded to the expectations of independent audit and rating agencies in accordance with the principles of transparency and equal access to information. The financial statements, which are available to the public, have been prepared in accordance with international financial reporting standards and audited by independent auditors on a semi-annual and annual basis. During the audit process, accounting records, internal control systems, and applied policies were thoroughly reviewed; legal compliance and reporting accuracy were confirmed by independent organisations. Consequently, expectations regarding access to financial information were met in a timely and regular manner.

## STAKEHOLDER ENGAGEMENT

STAKEHOLDER GROUP	COMMUNICATION METHODS	FREQUENTLY ASKED QUESTIONS AND SUGGESTIONS IN 2024	ACTIONS TAKEN BY TURKISH AIRLINES
 <b>INDUSTRIAL ASSOCIATIONS, INTERNATIONAL ORGANIZATIONS AND REGULATORS</b>	Annual Reports (Annual), Sustainability Reports (Annual), Corporate Website (Continuous), E-mail Notifications (Continuous), Meetings and Interviews (Regular), Working Groups and Joint Projects (Continuous), Videoconferences and Phone Calls (Upon Request), Audits (Annual), Presentations, Reports and Publications (Continuous), Events and Summit Meetings (Regular), Electronic Document Management System (If deemed necessary/as needed), Surveys (Upon Request), IGA M-Files System (Monthly), Integrated Environmental Information System (Annual)	During the reporting period, industry associations, international organisations and regulatory bodies expected Turkish Airlines to make proactive contributions to developments related to sustainability, environmental compliance and industry regulations. Key topics included information sharing, opinion submission, and compliance with standards in the context of MRV obligations, the development of the SAF Roadmap, the RefuelEU Aviation regulation, and the IEnvA certification process. Additionally, technical collaborations and participation in working groups were requested for issues such as reporting environmental data through national systems, improving waste management practices, and reducing CO <sub>2</sub> emissions. Increasing corporate transparency and regular reporting on sustainability performance were also among the expectations.	During the reporting period, cooperation with organisations such as IATA, AACO and AIRE was maintained; the transfer of opinions to international platforms was supported. Stakeholder meetings were organised within the scope of the Türkiye Sustainable Aviation Platform, and current regulations were evaluated. ISO 50001 energy management, waste management, and legal reporting processes have been fully implemented. Furthermore, progress was communicated to the public via a sustainability report. Working groups, membership processes and official correspondence were utilised to address regulatory expectations at the corporate level.
 <b>AGENCIES AND CORPORATE CLIENTS</b>	Annual Reports (Annual), Sustainability Reports (Annual), Agency Visits (Monthly), Phone Calls (Daily), E-Mail Communication (Daily), Agency Contracts (Continuous), TÜRSAB Demand and Complaint Notifications (Instant), Meetings and Interviews (Instant), Agency Portal and Notifications (Continuous), Official Notifications (As needed)	During the reporting period, travel agents and corporate customers requested more transparent and detailed information from Turkish Airlines regarding its environmental, social and governance (ESG) performance. In the context of a business environment, there is a particular interest in sustainability-focused practices. These include measures to combat climate change, reduce emissions, utilise Sustainable Aviation Fuel (SAF), calculate carbon footprints, implement strategies to decarbonise and enhance energy efficiency. Information expectations have been communicated regarding topics such as emissions offsetting programmes, waste management systems, and CDP reporting. These requests are addressed in a timely, accurate and corporate responsible manner to maintain long-term trust relationships with stakeholders and strengthen sustainable partnerships.	During the reporting period, Turkish Airlines responded to sustainability-focused information requests from travel agents and corporate customers in line with its principles of corporate transparency and accountability. A number of specific issues were given full consideration, including climate change mitigation, emission reduction, decarbonisation strategies and energy efficiency. Requests were analysed in accordance with the relevant internal processes and responded to in a timely and accurate manner. This approach has enabled the maintenance of trust-based communication with stakeholders and strengthened the foundations for long-term and sustainable partnerships. ESG performance reporting for corporate customers has been developed with a proactive information-sharing approach.
 <b>CUSTOMERS</b>	Annual Reports (Annual), Sustainability Reports (Annual), Social Media (Continuous), Corporate Website (Continuous), Customer and Market Research (Continuous), Email Notifications and Phone Calls (Continuous), Mobile Applications (Continuous), Customer Portals and Digital Integration Applications (Continuous), Loyalty Program (Continuous), Corporate Loyalty Program (Continuous), Call Center (Continuous), Complaint and Suggestion Forms (Continuous), Advertising and Promotional Films (Continuous), Meetings and Interviews (Continuous), Videoconferences and Phone Calls (On Demand), Exhibitions (Annual), Meetings and Exhibitions (Continuous), Inflight Entertainment System-IFE (Continuous), Complaint and Suggestion Forms (Continuous), Advertising and Promotional Films (Continuous), CabinChief Reports (Continuous)	During the reporting period, customers requested a fast, courteous and solution-oriented service approach from Turkish Airlines. In particular, the tracking of outstanding shipments, reservation change requests and expectations for real-time information were notable in the context of cargo services. On the passenger side, there was an increase in flight disruptions, missed connecting flights and requests for straightforward transactions via digital channels.	The performance of all units that received feedback during the reporting period was monitored on a monthly basis, and corrective actions were taken to address the issues identified. Digital solutions such as payment automation, automatic compensation calculation, name correction and smart feedback forms were implemented to improve the customer experience. The M&S card integration project for corporate customers was continued, and the companies with which we collaborate were shared with the public. Furthermore, we adopted a service-oriented approach that prioritised transparency and satisfaction. This entailed responding to requests for sustainability-related information with content that was both current and relevant.
 <b>CONSULTANTS</b>	Annual Reports (Annual), Sustainability Reports (Annual), Corporate Website (Continuous), Email and Phone Calls (On Demand), Videoconferences and Meetings (On Demand), Meetings and Interviews (Regular)	During the reporting period, consultants requested that Turkish Airlines define its sustainability strategy more clearly and strengthen its communication content within this framework. In light of greenwashing concerns, it is imperative that sustainability messages are meticulously crafted and all statements are finalised with the approval of the Legal and Compliance Department. Furthermore, expectations were communicated regarding increasing visual content related to sustainable products, expanding information dialogues conducted by cabin crews, and restructuring offline campaigns in line with the strategy.	During the reporting period, Turkish Airlines implemented a strategic and multi-stakeholder approach to sustainability communication, in response to recommendations from consultants. A strategy for communicating sustainability was developed in coordination with the Brand Management Department, and plans were made for the production of visual content to promote sustainable products. Advertising activities for corporate social responsibility projects continued, and it was decided that communication activities would be carried out under the coordination of the Legal and Compliance Directorate. In addition, in collaboration with IATA, a special training programme on sustainability communication was developed, with informative dialogues for cabin crews being prepared in conjunction with the YATES team and now being used actively in communication with passengers during flights.



## CORPORATE MEMBERSHIPS

ORGANIZATIONS AND INITIATIVES		LEVEL OF ENGAGEMENT
AACO	AACO - The Arab Air Carriers' Organization	Partner Membership
	AACO DTTF - AACO Digital Transformation Task Force	Member
	AACO AWG - AACO Aeropolitical Watch Groups	Member
	AACO SAFTF - AACO Sustainable Aviation Fuel Task Force	Member
	Airlines International Representation in Europe	Member- Vice Presidency
AIRE	Social Media, Communication, Task Force	Member
	Slots Task Force	Member
	Ground Handling Task Force	Member
	Sustainability Task Force	Member
	EASA Task Force	Member
ALTA	Passenger Rights Task Force	Member
	Latin American & Caribbean Air Transport Association	Partner Membership
	ATA - Animal Transportation Association	Member
	CORSIA	Participant
	GHG Protocol	Participant
Global SAF	Global SAF Deklarasyonu	Signatory
	HIB	Board Membership
	Service Exporters' Association - Freight Transportation and Logistics Services Committee	Participant & Board Membership
	IATA - International Air Transport Association	Signatory
	25by2025 Initiative	Advisory Board Membership
IATA	IATA CARGO	Participant
	IATA CAC - IATA Cargo Advisory Council	Participant - Observer Member
	IATA PSC - IATA Passenger Standards Conference, Plan Standards Board, Shop-Order-Pay Standards Board, Travel Standards Board, Settlement and Accounting Standards Board, Architecture and Technology Strategy Board	Participant - Observer Member
	IATA CSC - IATA Cargo Services Conference, Dangerous Goods Board, Dangerous Goods Training Working Group, Live Animals and Perishables Board, Perishable Cargo Working Group, Cargo Operations and Technology Board, Air Mail Board, Cargo Border Management Board, Interactive Cargo Task Force, Cargo Procedures Conferences Management Group, IATA/Cargo Handling Consultative Council, Digital Cargo Working Group, Cargo Messaging Working Group, Healthcare Cargo Working Group, Cargo Customs Working Group, Cargo Security Working Group	Participant - Observer Member
	IATA DTAC - Digital Transformation Advisory Council	Member
IGA	- Cybersecurity Resilience&Management Working Group	
	- Digital Identity Passenger Journey Task Force	
	- Digital Identity B2B Task Force	
	- Data&Analytics Task Force	
	IAAC- Industry Affairs Advisory Council - Accessibility Working Group	Member
ICAO	LAC - Legal Advisory Council	Member
	EOC - Environmental (IEnvA) Oversight Council	Member
	IFAC- Industry Financial Advisory Council	Member
	OAC- Operations Advisory Council	Member
	Industry Taxation Working Group, Industry Financial Services Working Group	Member
	Air Traffic Management Working Group, Flight Operations Group, Regional Coordination Group	Member
	Accessibility Working Group	Member
	(Istanbul Grand Airport) Noise Working Committee	Member
	Ad Hoc Working Group on Combatting Trafficking in Supply Chain Working Group	Member

## CORPORATE MEMBERSHIPS

ORGANIZATIONS AND INITIATIVES		LEVEL OF ENGAGEMENT
IPATA	The International Pet and Animal Association	Member
CDP	Carbon Disclosure Project (CDP) Climate Change Program	Participant
TCFD	Task Force on Climate-related Financial Disclosures (TCFD)	Participant
LEED	Leadership in Energy and Environmental Design	Participant
Pharma.Aero	Pharma.Aero	Member
Zero Waste	Zero Waste	Participant
	Türkiye Sustainable Development Association	Member
	Circular Products and Materials Working Group	Member
SKD Türkiye	Agriculture and Food Working Group	Member
	Value Chain Transformation Working Group	Member
	Financial Products and Services Working Group	Member
	Star Alliance	Member
	AMB -- Allianca Management Board	Member
	MEMCO - Membership Liaison and Quality Committee	Member
	CUSCO - Customer Experience Committee	Member
	LOYCO - Loyalty Committee	Member
	ITCO - IT Committee	Member
	Legal Committee	Member
Star Alliance	EMERCO - Emergency Committee	Member
	SAFCO - Safety Committee	Member
	Loyalty Strategy Team	Member
	IT Strategy Team	Member
	CEB- Chief Executive Board	Member
	AMBSC -AMB – Alliance Management Board Strategy Team	Member
	Audit Committee	Member
	CUSST – Customer Experience Strategy Team	Member
	MEMST – Membership Strategy Team	Member
TEİD	Türkiye Ethics and Reputation Society	Member
TIACA	The International Air Cargo Association	Board Membership
	TIACA SW - The International Air Cargo Association, Sustainability Working Group	Member
TÜYİD	Emission Management Sub-Working Group	Sub-Working Group Presidency
	Turkish Investor Relations Society	Member
	Sustainability Working Group	Member
UN Global Compact	UN Global Compact	Signatory
	UN Global Compact- Global Compact Signatories Association	Member
United for Wildlife	Buckingham Palace Declaration	Signatory
UTIKAD	Turkish Forwarding and Logistics Association	Member
WIA Türkiye	Women in Aviation International Türkiye	Founding Member
	Türkiye Sustainable Aviation Platform	Founding Member

## LEAVING A MARK FOR THE FUTURE WITH GOOD GOVERNANCE

As Türkiye's flag carrier airline, we carry not only passengers but also the cultural and value-based identity of our nation. With this responsibility in mind, we design our business processes and operating model based on a corporate governance approach that is transparent, accountable, and committed to ethical principles.

### In this Section

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# CORPORATE GOVERNANCE

**Turkish Airlines' strategic vision is to leave a lasting mark for future generations. The company aims to meet the needs of today while also considering those of tomorrow, thanks to its strong corporate governance practices.**



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 İstanbul (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, the 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.

Participation in the General Assembly is possible in two ways: in person or

electronically. Decisions made at the General Assembly are determined by a show of hands, with votes cast openly. However, if shareholders representing at least ten percent of the shares attending the meeting request a secret ballot, voting may be conducted by this method.

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.

Although the Articles of Association and corporate policies do not contain any specific provisions regarding the principle of 'fair value,' share purchase offers, mergers, and divisions are carried out in accordance with the principle of fair value within the framework of the SPK regulations and the provisions of the Turkish Commercial Code. Decisions to make proposals to the General Assembly on fundamental issues such as amendments to the Articles of Association, the issuance of shares, merger, dissolution or liquidation of the Company with other companies is subject to the participation of the Board of Directors member representing the C-class shares in the meeting where such decisions are made and their casting of a favourable vote. Group C shares may be transferred to another Turkish public institution, which substantially possesses the powers granted to the Privatization Administration by the relevant laws, without the need for a resolution of the Board of Directors.

In accordance with the Corporate Governance Communiqué, an Investor Relations Department has been established in Turkish Airlines whose shares are traded on the stock exchange, in order to ensure open and timely information sharing with investors. This unit 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.

## CORPORATE GOVERNANCE

### 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 who are not involved in the management of the company. 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. 8 members of the Board of Directors are elected by the General Assembly from among the candidates nominated by the Group A shareholders having highest votes, and one member is elected by the General Assembly from

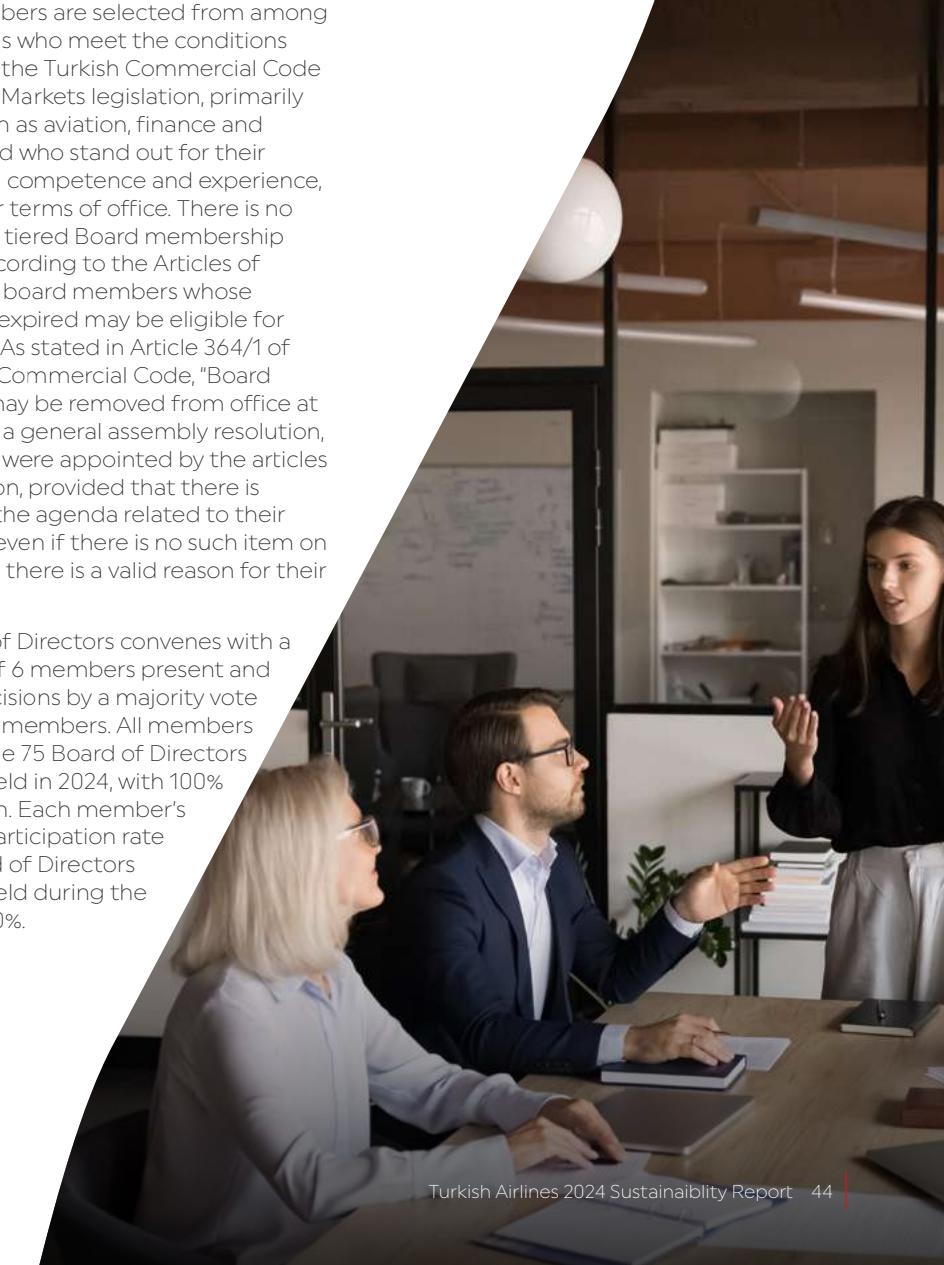
among the candidates nominated by the C Group shareholders. The Chairman of the Board of Directors also fulfils the role of Chairman of the Executive Committee. As of the reporting period, there is one female member (11%) on the Board of Directors.

Independent members who will serve on the Board of Directors must meet all the independence criteria specified in the Corporate Governance Principles. Independent Board Members have not held executive positions within the company, its subsidiaries under significant influence or control, or in entities controlled by shareholders who have significant influence over the company, including their spouses or relatives up to the second degree, within the past five years. The independent members have not served on the company's board of directors for more than six years within the last ten years, have not held more than 5% of the company's share capital or voting rights individually or jointly, and have not established any significant commercial relationship with the company. Independent Board Members do not hold any board membership positions in institutions with which Turkish Airlines has a direct or indirect business relationship.

As stated in the Company's remuneration policy, profit sharing, share options and performance-based payment plans are not utilised in the remuneration of independent board members. However, the Company takes care to ensure that the remuneration of independent board members is at a level that preserves their independence. No additional remuneration is provided to independent board members for services rendered outside the board.

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%.



## CORPORATE GOVERNANCE

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).

Members of the Board of Directors are responsible for all duties not otherwise restricted by applicable laws and regulations and the Articles of Association of the Company, and they have all the powers necessary to perform such duties. In order to fulfill these duties and enhance efficiency in company representation and administrative processes, the Board of Directors may, without prejudice to Article 375 of the Turkish Commercial Code, delegate its management and representation authorities partially or entirely to one or more members of the Board of Directors, to committees established within the Company, and/or to Company executives who are not members of the Board of Directors, within the scope of Articles 367 to 371 of the Turkish Commercial Code. The Board of Directors may also issue an internal directive in accordance with Article 367 of the Turkish Commercial Code<sup>3</sup>.

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 Detection of Risk

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 4.51 of the Corporate Governance Principles.

The duties of the committees are determined by the Capital Markets Board's Corporate Governance Regulation No. II-171. The Corporate Governance Committee oversees the implementation of the Corporate Governance Principles within the Company, identifies any areas of non-compliance, and addresses any conflicts of interest arising from non-compliance with these principles. It provides recommendations to the Board of Directors to improve corporate governance practices and oversees the activities of the Investor Relations department. In addition, within the framework of activities of the Nomination Committee, the Corporate Governance Committee is responsible for establishing a transparent system for identifying, evaluating and training suitable candidates for the Board of Directors and executive positions with administrative responsibility. The Committee determines policies and strategies in this regard, conducts regular evaluations of the structure and efficiency of the Board of Directors, and submits recommendations to the Board of Directors regarding

possible changes in these matters. Within the framework of activities of the Remuneration Committee, it is responsible for determining and overseeing the principles, criteria and practices to be used in the remuneration of Board members and executives with administrative responsibilities. These must take into account the company's long-term objectives and the Committee must oversee their implementation.

The Early Detection of Risk Committee is responsible for identifying, measuring and evaluating potential risks that may threaten the activities and continuity of the Company. The committee is also responsible for taking the necessary actions to establish risk management systems against the identified risks and to ensure the effective operation of these systems. The Audit Committee is responsible for overseeing the company's accounting system, the disclosure of financial information to the public, independent audits, and the operation and effectiveness of the company's internal control and internal audit systems. The selection of the independent audit firm, the preparation of independent audit contracts, the initiation of the independent audit process, and the work of the independent audit firm at every stage are carried out under the supervision of the Audit Committee.

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.

Please refer to page 14 of the [2024 Annual Report](#) for comprehensive information regarding the duties and responsibilities of the Board Committees and their activities during the reporting period.

<sup>3</sup> The Board of Directors cannot delegate authority regarding the privileges granted to Class C shares as specified in the Articles of Association.

## CORPORATE GOVERNANCE

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.



### Remuneration Strategy

Turkish Airlines has adopted a competitive [remuneration policy](#) with the aim of fairly rewarding the contributions of its Board of Directors members, ensuring that independent members maintain their independence criteria, preserving the loyalty of senior and key managers. 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 the 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 CEO. In accordance with the 2033 Strategic Plan of the Company, incentive payments may be 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.

The Sustainability Committee, chaired by the CEO and with the Chief Investment & Strategy Officer as vice-chair, meets a minimum of four times a year with the participation of all other senior managers to monitor performance metrics and ensure that the company remains aligned with its sustainability goals. Sustainability indicators and incentive practices that spread to all levels within the company are also part of this system. This underscores a robust connection between Turkish Airlines' long-term commitment to carbon neutrality and its managerial responsibilities.

### Business Ethics and Legal Compliance

Turkish Airlines, conducts all its activities and decision-making processes in line with universally accepted ethical values.

In accordance with this framework, the [Code of Business Conduct and Ethics Manual](#) has been approved by the Board of Directors and published as a guiding document for all managers, employees and stakeholders of the company. The principles outlined in the Code of Business Ethics and Conduct are binding for all managers and employees. Furthermore, in order to guarantee that equivalent standards are adhered to in supply operations, a [Supplier Code of Conduct Policy](#) has been implemented for suppliers.

The Code of Business Conduct and Ethics Rules cover a wide range of topics, from our corporate values to legal compliance principles, from combating bribery and corruption to preventing competition violations. All new employees are provided with detailed information about Code of Business Conduct and Ethics, Rules and Ethics Committee Procedures during the onboarding process.

In order to further strengthen the Company's commitment to business ethics, the Company has become a member of the Turkish Ethics and Reputation Society (TEİD), a leading organisation in this field within the Turkish business world. This membership will allow us to play a more active role in ethics-focused processes and practices.

## CORPORATE GOVERNANCE

### Code of Ethics Trainings

A comprehensive "Ethics Training Programme" has been developed to raise awareness of ethical values among managers and employees and to strengthen the culture of business ethics throughout the organisation. The objective of this programme is to ensure that all staff members have a comprehensive understanding of Turkish Airlines' ethical principles and are able to demonstrate the expected behaviour in the event of any potential ethical violations.

The ethics training provided to managers and employees has been updated in line with the changes and transformations undergone by the Company. The "Corporate Code of Ethics Training" programme, which has been updated, supported with animations and prepared in an accessible format, is now available to all Company employees in Turkish and English via an online training platform. As of 2024, 98% of

the Company's employees have completed the updated training. The training is repeated every three years, and in 2024, a total of 14,916 person\*hours of training were conducted with the participation of 28,314 managers and employees.

In addition to these training activities, various internal communication tools are used to ensure that awareness and knowledge of business ethics issues is maintained. In this context, presentations are prepared for managers and employees, and information activities are carried out with the support of e-mail notifications, internal publications, visual materials and posters. In addition, active support is provided for the activities of NGOs operating in this field.

During the reporting period, the "Conversations with Masters" event was organised as part of Ethics Day on 25 May and Ethics Week, which took place

throughout the following week. The event featured a discussion on ethical values with Prof. Dr. Mahmut Arslan. In order to strengthen sectoral collaborations in the field of ethics, Turkish Airlines sponsored the 11<sup>th</sup> International Ethics Summit, themed "Sailing Towards Ethical Horizons," which was organised by the Turkish Ethics and Reputation Society (TEİD) in Istanbul in 2024. Turkish Airlines participated in the event as a corporate partner. In order to enhance internal awareness of ethical principles within the Company, an informational event was also organised. This event, titled "Let's Get

to Know Ethical Processes Up Close," was designed to provide valuable insight into the subject.

In 2024, a large-scale survey was also conducted to analyse employee opinions on the corporate ethical climate. The study, which involved 5,920 employees, highlighted areas for improvement, including the follow-up of ethical reports, the importance of fair and impartial processes, providing feedback to applicants, ensuring confidentiality, the need for further training, and case-based information.

	2020	2021	2022	2023	2024
Total number of training participants (person)	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

In 2024, a total of

**14,916**

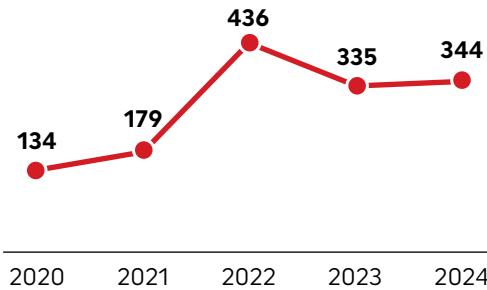
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**28,314**

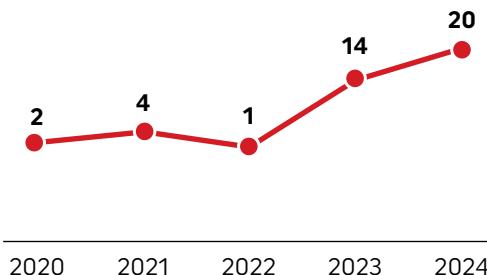
managers and employees.

## CORPORATE GOVERNANCE

### Number of Ethics Line Applications



### Number of Reported Discrimination Cases



#### Reporting Abuses

Turkish Airlines is committed to adopting, maintaining and integrating ethical values as an integral part of its corporate culture into its corporate structure. In line with this, the Ethics Committee, which consists of four members and a chairperson, continues its activities with the aim of creating a working environment that complies with ethical principles.

The primary objective of the Ethics Committee is to establish an inclusive, open, and secure communication environment where employees and other stakeholders can question situations that violate ethical principles, ask questions, report suspicious actions, or report ethical violations without fear of retaliation. When evaluating ethical reports, the Committee considers the views of relevant employees, obtains information from the business units involved in the matter, and makes its final decisions following this comprehensive evaluation process. Corrective measures are implemented without delay when necessary.

Turkish Airlines does not consider ethical behaviour to be limited to legal obligations; rather, the company encourages all employees to act with a reflex to 'do the right thing' in decision-making processes. Within this framework, there is an objective to reflect ethical principles in daily business processes. It is recognised that compliance with ethical values is not only an individual responsibility, but also a corporate responsibility.

The Ethics Line, which has been implemented as one of the supporting elements of this goal, is a support channel through which unethical behaviour experienced or observed within the Company can be reported without the need to disclose one's identity. The Ethics Line is overseen by an independent consulting firm on a 24/7 basis and ensures the highest level of user confidentiality. The application enables employees to report various issues that may disrupt workplace harmony, such as discrimination, conflict of interest, bullying, injustice, and abuse of authority. All reports submitted through the Ethics Line is evaluated by the Ethics Committee. The Ethics Committee will determine the necessary measures to be taken in response to the reported situation based on its evaluation. Internal audit activities are initiated in response to reports submitted to the Ethics Line. The internal audits are carried out by the Inspection Board, which reports at the Executive Committee level.

During 2024, Turkish Airlines received a total of 344 ethical reports via the Ethics Hotline and other corporate reporting channels. The majority of these reports concerned employee conduct and behaviour. In this context, 118 reports were received, followed by 88 reports regarding allegations of mobbing. 15 of these reports concerned administrative process irregularities, 8 related to insults, 17 to suspected irregularities, 12 to human resources practices, 20

to allegations of discrimination, 24 to abuse of authority, and 10 to disputes. The remaining reports addressed various other ethical issues. All reports were handled with due diligence within the relevant processes, and the necessary evaluations and actions were carried out in accordance with the company's ethical principles.

Following thorough investigations, no reports of serious ethical and legal violations such as bribery, corruption, money laundering, insider trading or conflict of interest were received during the period in question. Furthermore, no cases requiring legal proceedings were encountered within this scope.

Turkish Airlines' corporate governance approach is founded on strict adherence to ethical principles. In this context, each reported situation is meticulously evaluated, the necessary processes are initiated where deemed appropriate, and appropriate actions are taken promptly.

## CORPORATE GOVERNANCE

### Legal Compliance and Fair Competition

The aviation sector is a highly regulated industry, subject to numerous legal regulations at both national and international levels. For civil aviation organisations, full compliance with these regulations is a prerequisite for operation. Turkish Airlines, proactively manages its compliance processes in light of the scope, diversity and constantly changing nature of the legislation to which it is subject.

The Assistant Directorate of Legal Affairs and Compliance, carries out the necessary work to prevent money laundering, combat corruption and bribery, protect fair competition, prevent conflicts of interest, and fulfil compliance obligations in all these areas in line with legal regulations implemented by international organisations and state authorities. To ensure full compliance with national and international legislation and to raise awareness, regular meetings are held with the senior management of the Company, and information on the latest developments is provided.

Turkish Airlines operates its business in accordance with numerous licenses, authorizations, and certificates. The Company maintains a continuous monitoring process to ensure regulatory compliance, thereby safeguarding the validity of these authorizations and

measures. Turkish Airlines reports its corporate compliance performance in accordance with the findings identified. During the year 2024, no administrative or legal sanctions were imposed on the Company or its Board of Directors members due to any violations of applicable laws and regulations.

Turkish Airlines considers full compliance with applicable legal regulations and fair competition principles in all markets in which it operates to be a fundamental corporate responsibility. The Company has adopted the principle of strictly avoiding any behaviour that could be considered to restrict competition in an unfair or illegal manner, distort market conditions or constitute an abuse of a dominant position.

In this regard, the topic of "Fair Dealing and Fair Competition" has been addressed under a separate heading in the Code of Business Conduct and Ethics Manual, and the principles and rules of conduct that all employees and business partners must comply with have been clearly defined. Furthermore, a Competition Law Compliance Procedure has been prepared and will be made available to all employees via the Digital Document Management System (DDMS) following the completion of the internal approval process.

In line with its growing global network of operations, Company considers compliance with competition law to be an integral part of all operational processes. In this context, competition law training is provided not only to management but also to all employees, guiding them on how to identify anti-competitive practices and what actions to take.

In line with the Company's commitment to fostering a culture of fair competition, no violations of competition regulations were identified against Turkish Airlines in 2024. Consequently, the Company was not subject to any administrative or judicial sanctions under the Competition Law.

Furthermore, the process of drafting a special internal procedure to prevent money laundering and terrorist financing is ongoing. This procedure covers internal control mechanisms aimed at early detection of relevant risks and full compliance with legal obligations.

## CORPORATE GOVERNANCE

### Internal Audit and Control

The Audit Committee is responsible for ensuring the reliability of internal control and audit systems across the Company, and for evaluating the effective functioning of these systems. The Audit Committee operates directly under the Board of Directors. The Committee convenes at regular intervals, primarily prior to the public disclosure of quarterly financial results, to ensure that financial reporting is transparent, accurate and comprehensible.

Turkish Airlines has established an effective internal control system covering the entire organisation and its subsidiaries. This system is designed to identify and assess risks that may prevent the achievement of business objectives, and to prevent and/or mitigate the effects of identified risks.

The Audit Committee is responsible for the execution of internal control activities, reporting directly to the Executive Committee. The Audit Committee is responsible for providing advisory and assurance services to support the effective achievement of the Company's objectives and strategies through internal audit activities and the control of corporate risks. In this context, the Audit Committee:

- Conducts systematic audits of all activities, units and processes to ensure that the Company's operations are conducted in accordance with legislation and contribute to the strategic objectives.
- Analyses the adequacy of internal control mechanisms related to financial, operational, legal and administrative risk areas and makes recommendations for the development of necessary corrective and preventive measures.
- Evaluates the effectiveness and efficiency of the corporate governance structure, internal control processes, and resource utilisation.
- Conducts additional audits, investigations, or reviews as required, in accordance with the request of the Executive Committee, to address extraordinary circumstances.

As of 2024, the Audit Committee has conducted a total of 108 audit activities, including 2 reviews, 20 investigations and 86 process audits. Approximately 35% of the Company's business units have been audited

through these risk-activities.

The audit activities carried out during the year were not only more than just the annual audit schedule. They also included case-based analyses, investigations of suspicious incidents, and proactive controls aimed at preventing fraud. Following each audit, reports were prepared and circulated to senior management for their attention. The Audit Committee was responsible for following up on decisions made and implementing improvement measures in accordance with these reports. In this context, the internal control unit submitted 109 reports to the Audit Committee in 2024.

This systematic approach ensures that risks in the Company's areas of activity are monitored transparently, that the internal control structure is continuously improved, and that a risk-based audit approach is integrated into the corporate structure.



**108**

audit activities were carried out.

## CORPORATE GOVERNANCE

### Anti-Bribery and Anti-Corruption

Turkish Airlines has adopted ethical and integrity principles as an integral part of its corporate culture in all regions where it operates, and considers the fight against bribery and corruption a high priority governance principle. In this context, all commercial activities are conducted in accordance with Turkish Airlines' Code of Business Conduct and Ethics, while ensuring full compliance with local and international legal regulations and ethical standards specific to the aviation sector.

The Company's strategy to combat bribery and corruption is comprehensive. It encompasses not only the prevention of illegal acts, but also the implementation of internal control systems. These systems ensure the systematic identification of such risks, the mitigation of their effects, and their control at the corporate level. In this context, policies and procedures related to combating bribery and corruption are regularly reviewed with the contribution of relevant units, and the monitoring and coordination of these processes is carried out by the Directorate of Legal and Compliance.

In order to implement preventive measures against corruption risks within the Company, audit activities led by the Audit Committee are planned and implemented using a risk-based approach. All 86 audit activities conducted in 2024 — including inspections, investigations, and inquiries — aimed to eliminate, reduce, or control bribery and corruption risks. Within this framework, approximately 35% of business units were subject to audit.

Audit activities are not limited to central units; audits are also conducted on overseas units. The findings, based on audit results, are reported to senior management, and recommendations are developed to prevent or mitigate risks. The Audit Committee is responsible for the coordination of the implementation of these recommendations and the follow-up of necessary actions.

In order to maintain an effective internal control structure at the corporate level, the roles of business units with different functions in the area of anti-bribery and anti-corruption have been clearly defined. Senior management has established various units to monitor, evaluate and mitigate risk. These units include the Audit Committee, Security Committee, Audit Committee, Ethics Committee, Disciplinary Committee and Human Resources Directorate.

In addition, regular training and awareness-raising activities are conducted to increase employee awareness of the issue, and transparent reporting mechanisms are in place to encourage the voluntary reporting of unethical behaviour.

During 2024, no administrative, judicial or financial sanctions were imposed to the Company for violation of its anti-bribery and anti-corruption policy; no employee or business unit was subject to any investigation in this regard.



## CORPORATE GOVERNANCE

### Risk Management

Turkish Airlines has adopted a robust, proactive and systematic risk management approach to ensure its continued success in the aviation industry, which is characterised by intense global competition, complex operations and volatile external factors. The Company has established a multi-layered governance structure and various control mechanisms to effectively identify, analyse, evaluate, monitor, and manage any risks arising from its operations or that may impact its operations.

This structure encompasses not only financial risks, but also sustainability risks in terms of strategic, operational, regulatory compliance, environmental and social dimensions. Turkish Airlines has integrated comprehensive risk management into its corporate strategies and adopts a risk-based approach in its decision-making processes.

Risk management is a fundamental component of Turkish Airlines' corporate governance system. The Executive Committee, relevant committees and operational units are responsible for coordinating risk management activities within the company, with the Board of Directors overseeing these activities.

The Board of Directors bears ultimate responsibility for the risk management strategy and operates through the Early Risk Detection Committee to ensure that strategic and systemic risks faced by Turkish Airlines are identified early, their effects are analysed and necessary measures are taken in a timely manner.

Specifically for financial risk management, a "Treasury and Risk Management Committee" has been established within Turkish Airlines. This committee, chaired by the CFO, consists of the Chief Financial Officer, the Head of Accounting and Financial Control, and other relevant managers, and is responsible for the identification, monitoring and management of financial risks. The committee plays an instrumental role in guiding the decision-making process by regularly evaluating current economic developments, geopolitical risks, fluctuations in foreign exchange and commodity markets, and interest rate and liquidity risks. In addition, periodic (monthly) reports are reported to the Treasury and Risk Management Committee to monitor risks and determine actions for their mitigation. Peer analysis is also conducted by regularly reviewing publicly available documents published by other companies in the industry regarding their financial risk management practices.

All operational units must be responsible for identifying risks and opportunities related to their activities. In this context, all business units are responsible for assessing, classifying and prioritising social and environmental sustainability risks and opportunities, including climate change, at least once a year. Following a thorough review of the results obtained, it has been determined that the relevant units utilise the Company's risk management principles, tools and methods to incorporate these risks and opportunities into advanced planning activities. This ensures that they are reflected in the Company's strategic objectives and are effectively translated into operational activities.



## CORPORATE GOVERNANCE

Risks with environmental and social impacts are also assessed by high-level platforms such as the Compliance Review Board and the Sustainability Committee. All outputs from these processes are reported to the Board of Directors through senior management, as is the case with financial risks.

The risk management process is a structured series of steps that include identification, analysis, prioritisation, decision-making, implementation and monitoring. Turkish Airlines has developed a range of tools to standardise this process, including Risk and Opportunity Management Procedures, Process Risk and Opportunity Assessment Procedure, and Risk and Opportunity Assessment Matrix. All risks are assessed at least once a year using these tools, and the short, medium and long-term effects of each risk are analysed.

Risks classified according to priority and acceptability are managed using three basic strategies. If the risk level is deemed acceptable with the existing controls in place, the risk is accepted without the need

for additional prevention measures. For risks that can be transferred, insurance, contractual transfer or hedging practices are used to transfer the risk to external stakeholders. In all other cases, new control measures, process improvement projects or alternative practices are implemented to reduce the impact or likelihood of the risk.

An essential component of risk management practices involves the regular reporting to the relevant governance bodies, primarily the Board of Directors, the Early Risk Detection Committee and the Sustainability Committee, on the assessment of risks and the monitoring of actions taken.

The effectiveness of risk management activities is regularly reviewed by internal audit teams, and corrective and preventive actions are developed for weaknesses identified in the system. The accuracy of data sources used in the risk management process, the objectivity of analyses, and the follow-up of actions are audited within the scope of the internal control system.

### Financial Management

Turkish Airlines' financial management policy is based on proactively identifying factors that could affect cash flow and financial stability and managing them effectively. This approach is intended to ensure the maintenance of sustainable profitability and competitiveness. A range of specific risk mitigation strategies has been developed for each identified financial risk type. In instances where natural risk mitigation methods are not sufficient, derivative financial instruments are employed. Derivative transactions are used to hedge against fluctuations in commodity prices, exchange rates, and interest rates, thereby enhancing financial predictability.

In order to effectively manage financial risks at Turkish Airlines, a Treasury and Risk Management Committee has been established. The effectiveness and functionality of the financial risk management strategy is monitored by this committee, which meets regularly under the chairmanship of the Chief Financial Officer with the participation of the SVP of Finance, the SVP of Accounting and Financial Control, and other relevant executives. During commission meetings, the current

financial conditions, macroeconomic outlook, sector dynamics, and geopolitical developments are analysed so that strategic decisions can be made. In addition, the Early Risk Detection Committee is responsible for identifying, measuring, evaluating, and, when necessary, mitigating or transferring financial risks that could pose a threat to the Company's operations and sustainability. The risk management systems developed within this scope are implemented effectively, regularly monitored, and reported.

## CORPORATE GOVERNANCE

### Management of Climate Change Risks

Climate change is a priority risk area that directly affects Turkish Airlines' operations and must be addressed at a strategic level. In this context, the Company regularly analyses the operational and financial impacts of climate change and implements a comprehensive governance structure and risk management system to anticipate, manage and integrate risks into its long-term business strategies.

From a financial perspective, climate change also brings with it factors that could lead to significant increases in operational costs. The Company is facing a number of challenges in its cost structure, including rising maintenance costs, fluctuating fuel prices, and increasing energy consumption due to climate control requirements. These factors are contributing to a more complex and costly environment for the Company. Furthermore, the costs of investments made in line with sustainability goals, carbon taxes, the use of sustainable aviation fuel, and regulations related to emissions trading are imposing further financial obligations.

Turkish Airlines has adopted a strategic stance in response to this multi-dimensional risk environment by integrating climate-related risk management into the Company's overall risk management process. In line with this, climate-related risks and opportunities are classified into short, medium and long term categories, and care is taken to shape future strategies and risk responses in accordance with this classification for each period. For instance, in the short term, the focus is on carbon costs and regulatory compliance, while in the medium term, it is on the supply of Sustainable Aviation Fuel (SAF)

and the offsetting of carbon emissions. In the long term, it is imperative that technological transformation is implemented in order to achieve carbon neutrality, a matter which must be given high strategic priority.

The identification and assessment of climate risks is detailed in the Company's internal procedures, and these risks are managed systematically. This management process takes into account environmental regulations, voluntary commitments, internal policy documents and stakeholder expectations. Analyses of risks and opportunities are conducted in conjunction with their likelihood and severity levels, and it is determined whether risks are at an acceptable level based on existing controls and potential actions. This process is carried out using the Company's Risk and Opportunity Assessment Matrix, and risks that do not meet certain criteria are classified as high priority and addressed by the governance bodies.

Turkish Airlines' corporate governance mechanism plays a key role in climate risk management. The Sustainability Committee, which is established at the Board of Directors level, directly addresses environmental risks and guides strategic decisions. This committee convenes a minimum of four times a year, presided over by the

CEO. Extraordinary meetings are also convened when deemed necessary. Assessments related to climate change are conducted at both the senior management level and by Sustainability Sub-Working Committees composed of managers with expertise in various fields. Comprehensive reviews are conducted at least once a year across the entire value chain. Decisions made at committee meetings are implemented by the relevant departments across the company, and the Corporate Sustainability Management Department oversees these processes.

Managing climate change risks and opportunities effectively is important for businesses because it can help to mitigate potential issues, whilst also increasing efficiency in financial and operational processes. Furthermore, it can help to strengthen relationships with stakeholders and ensure long-term strategic resilience. The climate strategies and investments developed in this context enhance Turkish Airlines' global competitiveness and lay the foundation for its vision of leaving a livable world for future generations as part of its responsible corporate citizenship.





## CORPORATE GOVERNANCE

### Safety and Security Risk Management

Turkish Airlines prioritises safety and security issues at the highest level to ensure the integrity and continuity of its operations. The Company employs systematic methods to monitor and manage risks in these areas.

The Risk Management Model, implemented as part of the safety management framework, is structured within the Safety Hazard Identification and Risk Management Procedure. A "List of Potential Hazardous Situations" is created based on data obtained from various sources, including internal safety investigations, confidential and voluntary reports, and hazard reports. According to the list, each risk is analysed using the Bow-tie method, and risk records are documented in the AQD Risk Module. Additionally, Safety Performance Indicators (SPI) are regularly monitored, enabling continuous review of risk levels and the implementation of a dynamic monitoring process.

In security management, the assessment process is conducted using a multidimensional and forward-looking approach. Each scenario is analysed separately, taking into account global security developments, the potential impact of technological changes and the activities of potential threat actors.

Within this framework, potential threats are identified, the capabilities and tendencies of threat actors are monitored, vulnerabilities and their exploitability levels are determined, and the security risk level is defined by considering the possible effects of the threat when it occurs. The Company ensures coordination with the relevant internal units and public authorities to take preventive measures in line with the risk level.

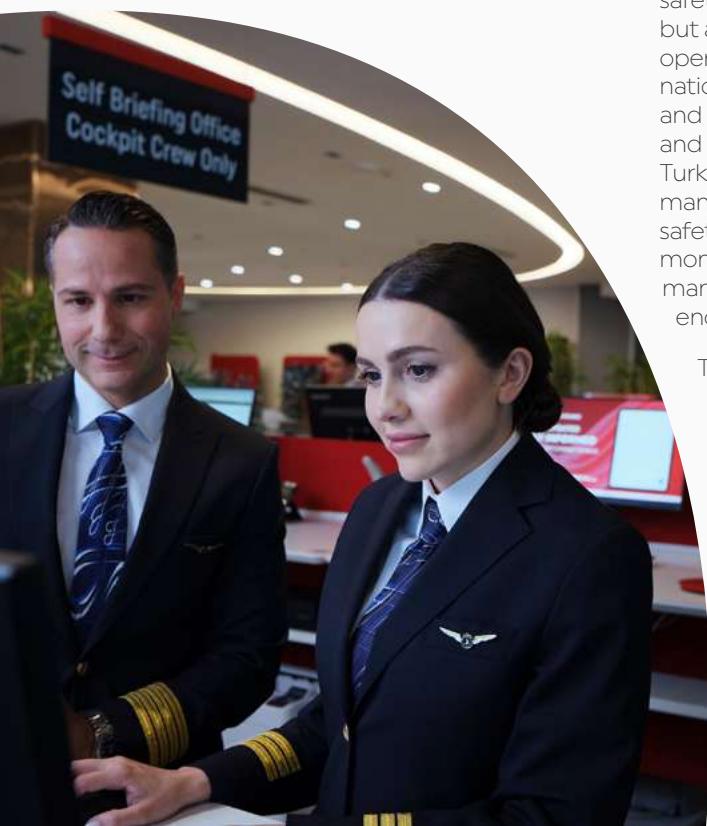
The SVP of Security, who serves as the Accountable Executive for aviation security within the Company, is approved by the Directorate General of Civil Aviation (DGCA). In addition, the Security Directorate is responsible for facilitating effective communication and coordination with international organisations, government authorities, regulatory bodies, security units, manufacturers, internal and external service providers, and all other relevant institutions and organisations in all countries where the Company operates. This is regarding matters directly related to operations and security.

Security risk management involves more than just reacting to identified threats; it also includes regularly monitoring and recording the effectiveness of actions taken and changes in security level. Furthermore, security reports made by employees are evaluated, and coordination is carried out with the relevant units to ensure that the necessary measures are taken.



## CORPORATE GOVERNANCE

Turkish Airlines' systematic and integrated processes address safety and security risks, which require high sensitivity due to the nature of the aviation industry.



### Flight Safety and Security Risk Management

Turkish Airlines prioritises passenger and crew safety above all else and has adopted a comprehensive risk management approach that focuses on flight safety in all its operations. The Company's systematic and integrated processes address safety and security risks, which require high sensitivity due to the nature of the aviation industry.

Flight safety is of strategic importance not only in terms of ensuring the physical safety of passengers and employees, but also in terms of guaranteeing operational continuity, compliance with national and international regulations, and protecting institutional reputation and customer satisfaction. In line with this, Turkish Airlines has structured its safety management around four core pillars: safety policy and objectives, continuous monitoring and improvement, risk management, and the promotion and encouragement of a safety culture.

Turkish Airlines implements a variety of corporate policies and management systems to ensure flight safety. Its flight safety policy emphasises that safety is a priority in all phases of operations and adopts the principle of continuous improvement. The Safety Management System

(SMS) is structured to cover all levels of the organisation. It is designed to address all risks that may affect flight safety through reactive, proactive and predictive approaches.

In accordance with international standards, risks are identified, assessed and managed at an early stage within the scope of a continuously updated risk management model. To this end, Rolls-Royce's SMS (AQD) software is used to record, monitor and assess risks in an organised manner. This system enables the active monitoring of 17,702 risks, with regular reviews by the relevant departments to ensure they are maintained at the ALARP (As Low As Reasonably Practicable) level.

Specifically, the Flight Operations Directorate is responsible for 1,120 active risks. These risks encompass potential threats that may arise on current routes based on assessments specific to the airports served. Additionally, a total of 37 different risk areas, including the "Top 10 Risk Areas" identified by the European Aviation Safety Agency (EASA), are continuously monitored. These measures are designed to prevent potential accidents and unwanted situations, thereby ensuring safe flight operations.

A data-driven management approach has been adopted to ensure flight safety, and flight data is analysed regularly

so that operational deviations can be identified in advance and preventive action taken. At the same time, safety performance indicators (SPI) are continuously monitored and corrective actions are implemented quickly when necessary.

For flights to newly planned airports or destinations that are currently being flown to but where the risk level has increased, Risk Assessment Pilots conduct site visits; risks are observed on site and necessary measures are taken based on comprehensive assessments. This approach ensures that pre-flight risk management processes are supported by real-time data from the field.

Regular training, information activities and awareness programmes are conducted to promote a culture of safety throughout the organisation, and employees are encouraged to report safety issues. Safety-related activities and performance are reported to senior management on a weekly, monthly, quarterly and annual basis. These reports are prepared on a regular basis in order to evaluate the effectiveness of

## CORPORATE GOVERNANCE

the safety management system, identify potential risks, and implement necessary improvements. Furthermore, meetings are scheduled at various management levels on a regular basis to evaluate safety issues and formulate action plans for areas requiring enhancement.

Aviation security is just as important as flight safety. The security risk assessment process is carried out by the Risk Assessment and Investigation Management Department. As part of this programme, planned and incident-based security inspections are carried out at all locations where flights are operated. This also includes city offices and hotels where flights are

operated or planned to be operated. Furthermore, the Company ensure that security procedures and standards are consistently monitored at flight destinations.

Potential threats to aviation security are not limited to operational areas; political, economic, military and social developments that could affect the aviation sector worldwide are monitored from open and closed sources. Following a thorough review of the available data, it has been determined that preventive measures are necessary in order to address the existing risks. These measures may include changes to flight operations

and/or flight conditions, or changes to flight plans.

Furthermore, individuals demonstrating behaviour that constitutes a crime or poses a threat to safety and security during flights are evaluated under the Safe Flight Passenger Monitoring System. This system is designed to record any unauthorised behaviour on board the aircraft, at the airport premises, or at the Company's facilities. Individuals involved may be denied boarding for a specified period. This measure directly safeguards the safety

of passengers and staff while ensuring order and discipline in the flight environment.

Turkish Airlines manages flight safety and security risks through integrated systems that complement each other, building a safety culture that sets an example in the international aviation sector with high-tech software, proactive field applications and a corporate safety culture. This systematic approach goes beyond merely identifying risks, as it also includes monitoring the effectiveness of actions taken, performance measurement, and a continuous improvement cycle. In this regard, Turkish Airlines continues to contribute to the global sustainability of safe and secure aviation.



## BUSINESS CONTINUITY AND INTEGRATED MANAGEMENT SYSTEMS

During the reporting period, Turkish Airlines took significant steps to establish structures based on international standards for business continuity. This was done in order to maintain stability and resilience in the highly competitive global aviation sector. As part of these efforts, comprehensive gap analysis was conducted in collaboration with consulting firms to integrate the ISO 22301 Business Continuity Management System and the ISO 22361 Security and Resilience – Crisis Management System into the Company's operations. Following a thorough review of the findings, preparations are underway to establish a comprehensive organisational structure that will seamlessly integrate business continuity management across the entire corporate framework. This strategic initiative is scheduled for completion by 2025.

In the aviation industry, operational punctuality is a key factor in determining customer satisfaction and service quality. Therefore, the impact of operational disruptions caused by ground safety issues, aircraft damage, or process interruptions on operational continuity is meticulously analysed. In this context, event-based risks are identified in advance, and proactive and predictive methods are employed to minimise the likelihood of these risks occurring. The result of this is that the business can continue to operate continuously, while service safety and continuity are guaranteed.

Turkish Airlines continues to operate with both sectoral expertise and a strong commitment to integrated management

systems. The Company adheres to international management system standards, including ISO 9001 (Quality Management System), ISO 10002 (Customer Satisfaction Management System), ISO 14001 (Environmental Management System), ISO 45001 (Occupational Health and Safety Management System), ISO 27001 (Information Security Management System), ISO 50001 (Energy Management System), and IEnvA (IATA Environmental Assessment) management system standards. The applicability of these systems is ensured through regular audits conducted by independent certification bodies. As of 2024, the certification rates for ISO 9001, ISO 45001, and ISO 27001 stand at 92%, with a 100% rate for IEnvA. The rate for ISO 50001 is 50%, and for ISO 10002, it is 44%.

Turkish Airlines signed the United for Wildlife Buckingham Palace Declaration in 2017, thereby declaring its corporate commitment to combating illegal wildlife trade to the international community. Demonstrating its ongoing commitment to this commitment, the airline took its determination in this area one step further by obtaining the IEnvA Illegal Wildlife Trade (IWT) module certificate in 2025. In the same year, the Company also obtained the IEnvA Energy Module Certification, reinforcing its leadership in energy efficiency and carbon footprint reduction. In this context, it became the first airline in the world to hold the IEnvA Energy Module Certification.

Another key element in the execution of sustainable and safe operations is the IATA Operational Safety Audit (IOSA) Certificate, which has been regularly renewed by Turkish Airlines since 2005 and is audited every two years by international audit organisations authorised by IATA. Following the completion of audits across eight different disciplines as part of the IOSA programme, Turkish Airlines' compliance rate with IOSA standards remains above 98%. This serves as a concrete demonstration of the Company's capability to operate safely and securely.

Internal and external audit activities are integral to integrating integrated management systems into the corporate structure and ensuring their continuity. Turkish Airlines ensures the functionality and compliance of its systems with legislation through regular audits. In addition, the Company fosters a culture of continuous improvement in areas such as quality, the environment, customer satisfaction and information security by identifying areas for improvement. The integrated system platform established within the Company achieves synergy and horizontal/vertical integration between management systems, directly contributing to operational efficiency.

In line with the progress achieved in 2024, the targets for 2025 include making the ISO 22301 Business Continuity Management System applicable in all operational units,

expanding the scope of the IEnvA module to obtain certifications in new areas, and further strengthening the existing integrated system structure with digital platforms to enable real-time data tracking. Furthermore, Turkish Airlines' decision to voluntarily participate in IATA's new audit modules will serve to demonstrate the airline's commitment to the principles of systemic transparency and accountability.

All these applications demonstrate that Turkish Airlines systematically ensures business continuity, not only during crises but also during normal operational processes. Furthermore, they demonstrate that the Company operates with a management awareness that is integrated into its entire corporate structure. This structure, which is aligned with national and international management standards, strengthens Turkish Airlines' position as a leading airline brand, not only in the sector but also in the areas of environmental and social sustainability.

## LEAVING A MARK FOR THE FUTURE WITH INNOVATIVE APPROACHES

As Turkish Airlines, we are not only keeping pace with the ever-evolving nature of the air transportation industry but we are also positioning ourselves among the pioneers of this transformation.

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## FLEET MODERNISATION

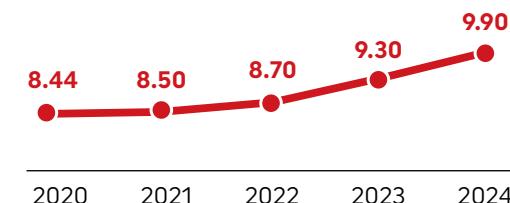
Embracing a customer-centric approach, the Company is leveraging digitalization and innovation as core strategic enablers to deliver a smarter, faster, more personalized, and consistent passenger experience at every touchpoint.

Fleet modernization, innovative catering and product offerings, smarter digital touchpoints, data security, and cyber resilience initiatives are all enhancing not only operational efficiency but also the value delivered to passengers. With its forward-looking mindset, Turkish Airlines aims to differentiate itself within the industry and create long-term, sustainable value for all stakeholders.

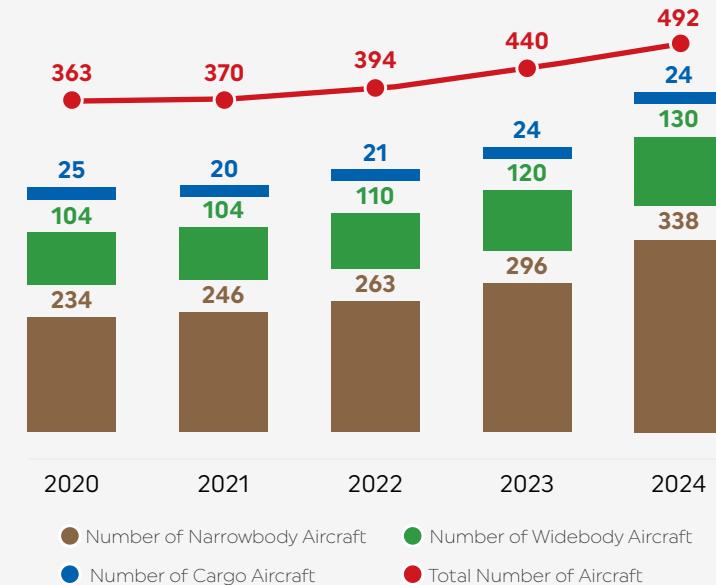
Fleet modernisation is a key component of Turkish Airlines' sustainable growth and operational efficiency goals. Investment in new-generation, environmentally friendly aircraft and sustainable cabin applications contributes to reducing carbon emissions, fuel and maintenance costs while increasing customer satisfaction.

This transformation process represents a significant opportunity to enhance Turkish Airlines' competitiveness and support its sustainable growth. The Company's environmental responsibility approach is reinforced by fuel savings, low emission values and advanced cabin technologies provided by the new generation aircraft.

### Fleet Average Age



### Number of Aircraft



## FLEET MODERNISATION

The procurement process for aircraft requires a high level of coordination and planning skills, which are managed through long-term strategies and strong partnerships. Turkish Airlines is committed to the modernisation of its fleet, guided by a comprehensive approach that prioritises environmental responsibility, operational efficiency and customer satisfaction.

In 2024, Turkish Airlines' fleet grew by 12% compared to the previous year, reaching 492 aircraft. As part of this growth, 25 new aircraft were added to Turkish Airlines' fleet, 31 to the AJet fleet, and 4 to cargo operations.

By the end of the year, the number of new-generation aircraft had reached 168, accounting for 34% of the fleet.

During 2024, comprehensive studies on fleet modernization were carried out. Along with the purchase of new-generation aircraft, supply agreements with Airbus and Boeing have been updated, and the fleet structure specific to AJet operations has been strengthened. In order to support Turkish Cargo's growth strategy, the fleet has been expanded with the addition of three A321-200P2F aircraft, and the order process for four B777F cargo aircraft has been completed. At the same time,

maintenance infrastructure, training plans and digital system compatibility were implemented for the integration of the new aircraft into the fleet.

Turkish Airlines' fleet strategy is focused on short-term capacity growth and operational flexibility, while prioritising sustainable growth in the long term. The target is to reach a fleet of 530 aircraft by the end of 2025, with plans to add 49 new narrow-body aircraft to the fleet through dry-lease agreements. Consequently, the number of new-generation aircraft is projected to rise to 212 by the end of 2025, representing a new-generation ratio of 41%.

In line with the target of having a total fleet of 800 aircraft by 2033, strategic agreements have been signed with Airbus and Boeing, and procurement and option processes have been initiated to continuously increase the proportion of new-generation aircraft. This comprehensive transformation supports not only the expansion of the Company's global flight network but also alignment with its vision of low-carbon aviation.

With the introduction of new generation aircraft, a reduction in carbon emissions and fuel consumption per seat of between

<sup>4</sup> 737 Next Generation Design Highlights. (n.d.). <https://www.boeing.com/commercial/737ng/737-next-generationdesign-highlights#characteristics>

Number of new generation  
aircraft at year-end:

 **168**

share of the fleet

 **34%**

 **353**

with the refurbishment carried out  
on the aircraft, the total number of

 **18,316**

a weight reduction of kilograms  
has been achieved.

## FLEET MODERNISATION

9% and 14%. Increased cabin comfort, advanced engine technologies and high fuel capacity are taking the passenger experience to the next level. With the objective of having at least 90% of its fleet comprised of new generation aircraft by 2033, the Company will achieve significant savings in maintenance, repair, and operating costs while reducing carbon emissions by 15-20% through the integration of these fuel-efficient aircraft into its fleet.

By investing in next-generation aircraft with a lower carbon footprint to modernize its fleet, Turkish Airlines implemented an innovative financial solution in 2024, launching the "Sustainability-Linked Loan" model aligned with its environmental commitments. Turkish Airlines has pioneered the financing of two new-generation Airbus A321NEO aircraft with high fuel efficiency under this innovative credit model, which uses carbon emissions intensity as a key performance indicator.

The fleet, composed of fuel-efficient, low-emission, and quieter aircraft, not only minimizes Turkish Airlines' environmental impact but also ensures strong alignment with sustainable aviation standards. This strategy supports proactive compliance with international regulations such as CORSIA, as well as brand reputation and financial resilience.

Fleet modernization initiatives are not limited to aircraft procurement; they also encompass the renewal of in-cabin products with a focus on sustainability and passenger comfort. Projects implemented throughout 2024 aim to reduce carbon

emissions and improve the flight experience by using lighter and more environmentally friendly materials. Seat systems that enhance passenger comfort, personalised screens, and cabin lighting improvements have been integrated into the fleet with the introduction of new-generation aircraft.

In line with the Company's strategic objectives, projects have been initiated to optimise fuel efficiency. These projects have also developed fleet exit planning and rejuvenation scenarios, and prepared database projections incorporating long-term usage requirements for avionics systems. In the cabin configuration area, the objective is to complete conversions on 64% of wide-body aircraft and 76% of narrow-body aircraft in accordance with 10-year plans, as well as to complete internet installation on 96% of the fleet.

The cabin conversion projects carried out during this process have made a significant contribution to financial sustainability as well as reducing environmental impact. As part of the Fleet Carpet Standardisation project, 353 aircraft were renewed, resulting in a total weight reduction of 18,316 kilograms. Furthermore, optimisation efforts on aircraft fixed equipment have resulted in an additional weight reduction of 864 kilograms across 103 aircraft. These initiatives have yielded environmental benefits, including emissions reduction and fuel efficiency, and have generated total cost savings of 73.84 million US dollars.



## INNOVATION AND DIGITALISATION

**Innovation and digitalisation are strategic priorities that strengthen Turkish Airlines' ability to adapt to changing global dynamics and support its long-term competitiveness.**

These two areas increase operational efficiency and enable a more robust customer-centric approach. Technology-driven transformation is also critical to achieving our sustainability goals, and lays the foundation for a more agile, data-driven and resilient organisational structure.

At Turkish Airlines, R&D, innovation and digitalisation efforts are carried out in coordination with specialist units, primarily Turkish Technology and TurkishTechnic, as well as subsidiaries and affiliates. Activities in these areas are shaped in line with strategic objectives and managed with a holistic approach that encompasses the entire ecosystem. Innovative solutions are developed through a variety of means, including innovation leadership systems, idea platforms, entrepreneurship programmes and R&D governance structures. These solutions are developed by leveraging both internal and external resources.

All R&D and innovation activities are guided by corporate policies that are designed to develop high value-added products and services in a fast, simple and agile manner. Within this scope, project development processes are implemented under the guidance of current

approaches such as Design Thinking and Lean Startup, while risks are assessed at the mock-up and prototype stages with a proactive approach. All R&D, innovation, and digitalisation activities are carried out with a risk-opportunity balance in mind, and the results are regularly reported to senior management. To enhance the effectiveness of these processes, internal and external audit mechanisms are in place, and employee participation is encouraged through suggestion systems and reward programmes.

In R&D, innovation and digitalisation efforts, the short-term goal is to digitise operational processes and increase efficiency; the medium-term goal is to develop local design and production capabilities; and the long-term goal is

to become a global player that drives technology and supports sustainable growth. In line with these objectives, plans include scaling solutions developed using internal resources and increasing collaborations with the entrepreneurial ecosystem. Turkish Airlines is integrating its technology and innovation efforts to become one of the world's top 10 most digital airlines.

Turkish Airlines has established a multi-layered structure to support corporate entrepreneurship and internal innovation. The innovation leadership system and innovation committees established in all presidencies encourage the development and project planning of ideas at the unit level.

Suggestion System Data	2020	2021	2022	2023	2024
Number of Suggestions from Passengers (number)	-	-	-	-	4,416
Number of Employees Sharing Suggestions (person)	7,144	507	1,560	562	1,491
Number of Employee Suggestions (number)	24,259	25,129	3,548	2,051	3,099
Number of Implemented Suggestions (number)	1,225	1,227	713	102	546
Financial Benefits from Employee Suggestions (million USD)	163	185	250	82	52

As of 2024, a total of  
**3,099**  
ideas have been submitted  
through the suggestion  
system

**546**  
of which have been  
implemented, generating  
approximately

**52**  
million USD in financial  
benefits.

## INNOVATION AND DIGITALISATION

Employee suggestions are collected through Ideaport, the Company's internal innovation idea platform, and creative solutions to specific needs are generated through guided calls and thematic competitions held throughout the year. Furthermore, the incentive mechanism embedded within the suggestion system guarantees that staff contributions are consistent and quantifiable. Simultaneously, entrepreneurship-focused initiatives facilitate the generation of innovative ideas, thereby generating corporate value.

At Turkish Airlines, the suggestion system plays a key role in spreading the culture of innovation throughout the organisation. This system, which facilitates direct communication between employees and management, fosters both employee engagement and continuous improvement. As of 2024, a total of 3,099 ideas have been submitted through the suggestion system, 546 of which have been implemented, generating approximately 52 million USD in financial benefits.

Turkish Airlines' primary R&D operations are conducted at the dedicated R&D facilities within Turkish Technic and Turkish Technology. In 2024, 1,011 employees were engaged in R&D at Centres, overseeing the

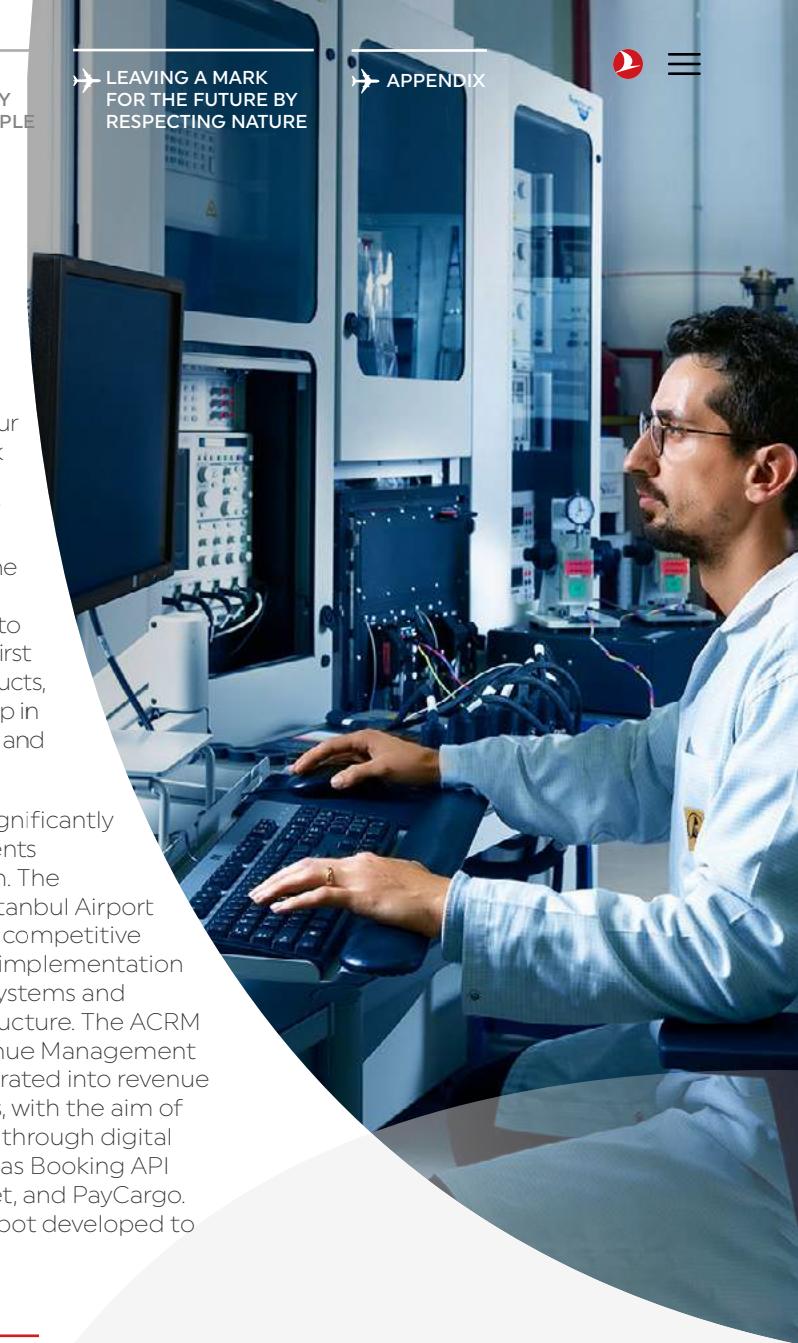
implementation of 88 R&D projects with a total budget of 24 million US dollars. As a result of these projects, 3 patent applications were filed during the period.

During the reporting period, R&D and digitalisation projects implemented within the Turkish Airlines ecosystem made significant contributions to operational efficiency, customer experience, sustainability and local technology development goals. The initiatives undertaken have driven transformation within internal processes while also enhancing global competitiveness through best-in-class applications in the aviation sector. During this period, when digitalisation-driven innovation was prioritised, technology investments delivered both strategic and operational outcomes.

ELAMS (Electrical Load Analysis and Management System), developed in the field of maintenance and technical infrastructure, has digitised aircraft electrical load analyses and strengthened data-driven decision-making processes. The Autolocker project has enhanced time and resource management by facilitating delivery automation in logistics operations.

The integration of RFID technology into maintenance processes has led to significant labour savings, with oxygen mask tracking now automated. This has resulted in labour savings of up to 70% in maintenance activities. The Galley Inserts project for cabin equipment has led to the development of the first ETSO-certified local products, marking an important step in terms of both localisation and quality assurance.

In 2024, Turkish Cargo significantly accelerated its investments focused on digitalization. The SMARTIST terminal at Istanbul Airport has established a global competitive advantage through the implementation of robotic automation systems and data integration infrastructure. The ACRM system (Air Cargo Revenue Management System) has been integrated into revenue management processes, with the aim of streamlining operations through digital payment solutions such as Booking API integrations, CargoWallet, and PayCargo. Cargy, a WhatsApp chatbot developed to



### R&D Activity Data

	2020	2021	2022	2023	2024
Number of R&D Employees (person)	719	829	442	785	1,011
R&D Expenditures (milyon usd)	8.9	4.3	8.6	10.9	24
Number of R&D Projects	40	20	92	88	88



**1,011**

Employees were engaged  
in R&D at Centres

## INNOVATION AND DIGITALISATION

facilitate customer communication, has been launched as an intelligent support tool that can interact with users 24/7. In addition, operational tracking and decision support structures have been significantly strengthened through Cargo Tracking, Work Order 2.0 and 16 different RPA-based digital processes.

Throughout 2024, Turkish Airlines has prioritised the development of artificial intelligence applications as a key component of its digital transformation strategy. In this context, the Turkish Airlines Artificial Intelligence Procedure has been developed. The procedure, which is planned to be announced to all employees in 2025, also includes processes such as protecting data privacy and cyber security in the use of artificial intelligence. In line with generative artificial intelligence solutions developed specifically for the aviation sector and internal needs, a fine-tuned, customised large language model (LLM) platform has been created that can be integrated into areas such as text analytics, code generation and quality improvement. RPA (Robotic Process Automation) systems have been extensively adopted for the automation of operational processes. These systems enable the execution of repetitive, rule-based tasks by robots, thereby reducing human errors and allowing employees to focus on more strategic activities. In the field of forecasting solutions, sophisticated analytical models for demand management and business processes have been developed using machine learning algorithms such as classification, regression, and clustering based on historical data. Additionally, the Airline Crew Planning System has modelled long-term

operational human resource needs using AI-supported decision support systems; optimisation solutions have been supported by operations research techniques in areas such as planning, scheduling, and efficiency improvement.

Digital transformation is not limited to end-user experience and operational automation; it is also supported by comprehensive investments in infrastructure, security, and enterprise process management. The EPICORE Programme, implemented within this scope, was developed based on comprehensive analyses conducted with Turkish Technology managers. It is positioned as a strategic transformation platform that brings together numerous projects aimed at infrastructure improvements, cyber security maturity, and process efficiency. The ATLAS Programme aims to transform the software development life cycle (SDLC) from start to finish, thereby strengthening quality, efficiency and standardisation in production processes. Meanwhile, with the NDC Project, which produces innovative solutions in distribution channels, Turkish Airlines products are now offered directly to agents and distribution partners via API and UI in accordance with the NDC standard set by IATA. This has led to a reduction in indirect distribution costs, an increase in direct sales volume, and the digitisation of contract processes. These technological approaches, which transform traditional business models, have not only created cost advantages but also strengthened the Company's sectoral competitiveness.



## INNOVATION AND DIGITALISATION

### Cyber Risk Management and Data Security

In an era where digitalization is accelerating, data security and cyber risk management have become integral components of Turkish Airlines' corporate sustainability and operational continuity approach. For our Company, which operates in the aviation sector, an industry that demands the highest security standards, the protection of information assets is not merely a technical requirement but also of critical importance for corporate reputation and stakeholder trust. In this regard, all systems and processes are structured to enhance cyber resilience, and risks are managed through a proactive approach.

In this context, policies aligned with national and international standards such as ISO 27001, ISO 31000, PCI DSS, SHT Cyber Directive, NIST and CB Guide have been implemented. Initiatives have also been launched to obtain and design current compliance certificates such as ISO 27701. A comprehensive governance framework has been established through the implementation of Information Security Policy, IT Business Continuity Procedure, Disaster Recovery Plan, and Identity Management practices. The organisation strictly applies the principles of separation of duties, least privilege, strong identity verification, log tracking, and centralised alarm systems. These principles are continuously monitored through internal and external audits.

In 2024, infrastructure projects such as DLP (Data Loss Prevention), DMZ

Microsegmentation, Web Filtering, and Proxy Systems were successfully implemented. Backup, monitoring and access control systems have been upgraded; physical security measures in system rooms have been improved; and advanced security solutions such as firewall, IPS, EDR, NAC and WAF have been deployed in order to deliver multi-layered protection against threats. Additionally, database systems and sensitive network traffic are protected using encryption, cryptography, and secure access principles.

All of the organisation's systems are monitored 24/7 by SOC (Security Operations Center) teams, with potential cyber threats detected in real time through centralised log management and alerts. Disaster recovery systems are fully operational, emergency plans are regularly tested, and drills are conducted for disaster scenarios. In order to minimise the risk of data loss, DLP (data loss/leak prevention) agents are actively running on all endpoint devices, USB ports are kept closed, and unauthorised data transfers are automatically quarantined by the system.

Cyber security awareness is promoted throughout the organisation through the implementation of periodic training, awareness activities and team events. All of these processes are recorded through procedures, policies and a documentation system, and are reviewed on the basis of continuous improvement.



## INNOVATION AND DIGITALISATION

### Scope of the Privacy Policy

All operations and data processing processes across Turkish Airlines are carried out in accordance with the Privacy Policy, which has been prepared in line with national and international legislation. Special privacy notices for customers, employees and suppliers can be found on the Company's website. This approach ensures that all relevant information regarding data processing is consistently and comprehensively addressed across all business processes. Privacy notices for passengers, customers, loyalty card members, and visitors to buildings and facilities can be accessed [here](#), while privacy notices for job applicants can be accessed [here](#). Privacy notices for employees and suppliers can be found on the internal web portal.

### Executive Committee

#### Data Protection Board

The Data Protection Board consists of the Head of Legal and Compliance, the Head of Cyber Security, and the Head of Marketing. The Head of Legal and Compliance is Chair of the Board.

In the event that the Chair is unable to attend a Board meeting, the member appointed by the Chair shall act as the Chair of the Board.

#### Data Protection Delegates (Managers)

### Data Privacy Management

The administrative body responsible for carrying out the necessary activities to ensure the Company's compliance with personal data protection legislation is the "Personal Data Protection Board," composed of three members: the Head of Legal and Compliance, the Head of Cyber Security, and the Head of Marketing, authorized by the Executive Committee. The Personal Data Protection Board is responsible for activities related to the confidentiality and protection of data processing processes. The Data Protection Board carries out its duties through the Data Protection Commission. Conversely, all employees share equal responsibility for safeguarding data confidentiality and are bound by the directives of the Legal and Compliance Department. This ensures the establishment of robust legal frameworks within processes involving personal data. All employees and stakeholders involved in the data processing process are expected to adhere to a zero-tolerance policy.

The establishment of a Personal Data Coordination Office falls under the jurisdiction of the Legal and Compliance Department. A managing lawyer reporting to the Legal and Compliance Department is responsible for the Company's personal data protection

processes. Furthermore, Data Protection Delegates have been selected from among the employees, who are familiar with the personal data processing processes and the software/ systems used by their department, were appointed from each department of Company at the presidential level to represent the responsibility of the Directorates.

Delegates operate under the auspices of the Data Protection Commission, which is affiliated with the Data Protection Board, with the aim of establishing the necessary communication between the Company units. The Cyber Security Directorate is also responsible for information security and confidentiality. In accordance with the requirements of the European Union General Data Protection Regulation ("GDPR") and the German Data Protection Act, coordinated work is carried out with a data protection officer ("DPO") operating in Germany regarding data processing procedures. Employees at various levels have been assigned to handle privacy and data protection matters. Additionally, the Company has included information in its privacy notices regarding the processes related to data subject requests in accordance with applicable legislation. The details regarding the internal management of this matter are outlined in the "Data Subject Applications Procedure" published within the Company.



## INNOVATION AND DIGITALISATION

A comprehensive programme of audits, controls, drills, training and documentation activities is in place to protect personal data and prevent data breaches. In addition to internal audits, Company conduct audits to ensure that agents comply with data protection legislation, and 3<sup>rd</sup>-party audits are carried out when necessary.

Turkish Airlines' internal platform, the Digital Data Management System, contains procedures regarding personal data published on the platform and privacy management. Records related to data processing activities are maintained in accordance with relevant legislation. In line with the scope outlined above, the following procedures have been prepared and made available to the Company's employees.

### Applications for Information Security

Turkish Airlines' Information Security Policy is a comprehensive document that addresses information security at an organisational level. It is published on the official website, and covers all departments that use information processing systems, as well as users with third-party access to these systems. In addition, service, software and hardware suppliers that provide technical support are also covered under this policy.

All information systems are subject to monitoring, recording and testing in accordance with legal regulations. Appropriate cryptographic methods are used in the transmission and storage of all critical information that is legally protected or poses a risk to the organisation.

The Information Security Management System has been developed using a systematic risk approach methodology, whereby each type of information asset is classified according to this methodology, risk analysis is performed, and risks are mitigated to acceptable levels through the implementation of necessary controls. Within this scope, access rights and operations on information assets are managed by taking into account their class and risk values. All actual or suspected information security breaches are reported to the Turkish Airlines Cyber Incident Management Team (CIMT), which takes the necessary actions. Furthermore, the Company has procedures in place to ensure the security of information and access in its dealings with third parties, including the use of written contracts and commitments.



### PROCEDURES FOR THE PROTECTION OF PERSONAL DATA

- ✓ The Data Breach Management and Response Plan Procedure is followed in the event of a data breach
- ✓ Personnel Confidentiality Procedure for confidentiality standards to be applied to employees who may exchange information as required by their job description
- ✓ Personal Data Breach Management and Response Plan Procedure for the steps to be followed and actions to be taken in the event of a personal data breach
- ✓ Personal Data Storage and Destruction Procedure and Specially Qualified Personal Data Protection Procedure defining the processes for the storage and destruction of personal data
- ✓ Personal Application, Complaint and Request Procedure defining the environments and authorities through which relevant persons can submit their applications and complaints within the scope of the Personal Data Protection Law & GDPR
- ✓ Turkish Airlines Ticketing Systems Passenger Data Use Procedure, collected with the explicit consent of users

## INNOVATION AND DIGITALISATION

### Measures to Ensure the Confidentiality of Inside Information

As a general principle, employees of Turkish Airlines and its wholly-owned subsidiaries must not disclose any information that is not publicly available. They must also refrain from disclosing any information that could be considered a special situation disclosure to third parties under any circumstances. In the event that it is determined that internal information has been disclosed to third parties in violation of the "Public Disclosure Policy" and that the confidentiality of such information cannot be protected under the Capital Markets Board (CMB) regulations, a special situation disclosure shall be made immediately regarding the internal information. The Investor Relations Department shall maintain an up-to-date "List of Persons with Access to Inside Information" (persons with regular access to inside information related to the Company) in accordance with the provisions of the SPK's Special Situations Circular. Individuals included in the "List of Persons with Access to Inside Information" are informed in writing by the Investor Relations Department of the obligations regarding the protection of "Inside Information" and the sanctions that may be imposed for the misuse or improper distribution of such information until the disclosure is made. Turkish Airlines takes necessary measures to protect the confidentiality of internal information that may be obtained by third parties, including independent auditors, certified public accountants, and other consultants acting on behalf of and for the account of the Company.

### Disciplinary Penalties for Violations (Zero Tolerance Policy)

Employees are required to sign an additional undertaking stating that they will comply with their obligations regarding the processing of personal data in accordance with their employment contracts. All employees are provided with regular training and awareness-raising activities. These activities focus on the importance of preventing unauthorised access to personal data by third parties and the unlawful disclosure of personal data. They also cover information security. Should there be evidence of the unlawful transfer or acquisition of personal data to third parties, disciplinary proceedings will be initiated against the employee. As stated in Company's Personal Data Breach Management and Response Plan Procedure, if our employees' personal data processed by the Company is obtained by others through unlawful means, under the GDPR, employees are expected to immediately notify the Data Breach Officer if they become aware of any accidental or unlawful destruction, loss, alteration, unauthorised disclosure of personal data, or a security breach that could lead to such outcomes.

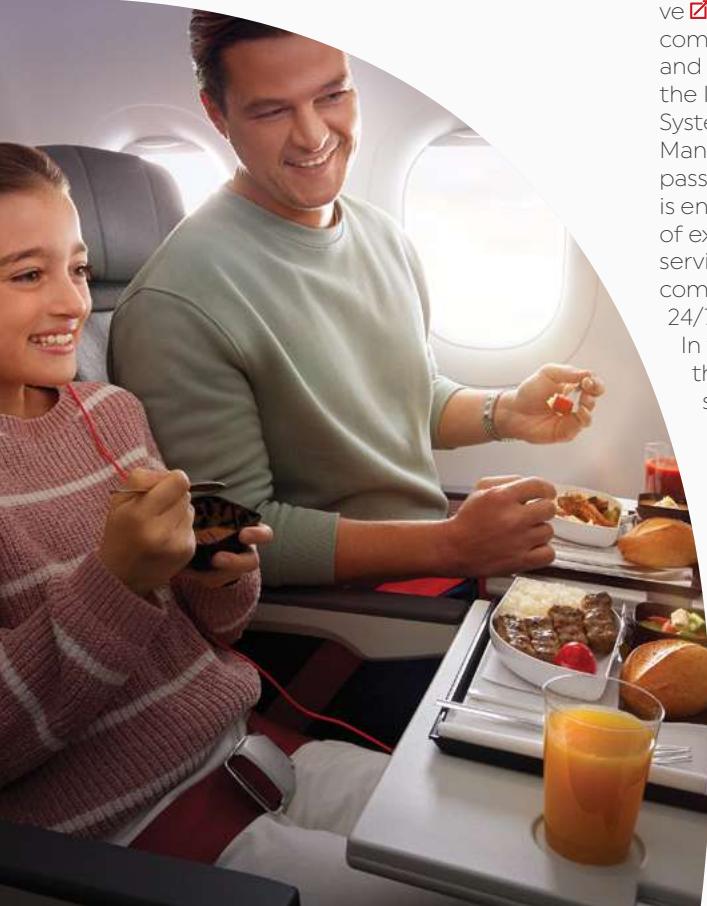
### Third Party Audits and Internal Audits

The security of personal data to be transferred and our right to monitor the data processing processes of third parties, especially suppliers acting as data processors, are regulated in contracts and additional protocols to be concluded with third parties. The Quality and Assurance Directorate is responsible for conducting internal audits to assess the adequacy of processes related to the protection of personal data. These audits are conducted at least once a year. The results of these audits are shared with the relevant teams, and corrective actions are prepared based on the findings.



## CUSTOMER SATISFACTION AND EXPERIENCE

Customer experience management is a strategic priority area directly linked to Turkish Airlines' economic sustainability goals.



It is critical to understand and respond to passenger and customer expectations in a timely manner, in order to support brand loyalty and long-term value creation. In this context, customer experience management is a strategic priority area directly linked to Turkish Airlines' economic sustainability goals.

Turkish Airlines recognises the importance of customer satisfaction in the areas of both passenger and cargo transportation. The Company's [Customer Satisfaction](#) and [Quality Policy](#) is based on a common understanding of quality and conforms to the principles of the ISO 10002 Customer Satisfaction System Standard and ISO 9001 Quality Management System Standard. On the passenger side, satisfaction management is ensured through the integration of expectations and feedback into service processes, a multi-channel communication infrastructure, and a 24/7 Passenger Satisfaction Centre. In the field of cargo transportation, the Company prioritises customer satisfaction by ensuring delivery reliability, process transparency, and effective time management. In this context, the customer relations unit, annual satisfaction surveys, the Cargy digital assistant and measurable service criteria are used to operate a comprehensive system. In both areas,

satisfaction management is based on a management approach that not only addresses complaints but also protects corporate reputation, manages risks, and continuously improves service quality. As of 2024, 92% of our operations are ISO 9001 certified.

In the short and medium term, the Company's strategic objectives are to accelerate feedback processes, increase data-driven analysis capabilities, expand personalised service experiences, and diversify digital touchpoints to improve customer satisfaction. Ultimately, the objective is to implement an experience management system that guarantees uniform satisfaction levels in both passenger and cargo transportation, while also incorporating continuous learning and improvement mechanisms.

In line with this, 2024 has been a period in which experience-focused transformation has been integrated into operational processes and a service approach that is data-driven and aims to establish emotional connections has been institutionalised. During this period, a comprehensive experience management strategy covering digitalisation, physical touchpoints, operational processes and in-cabin services has been implemented with the aim of increasing customer satisfaction from end to end. The 27 new experiences

and 35 process improvements, tailored to customer expectations, are among the direct outcomes of this vision. The developed projects aimed not only to reduce complaints but also to strengthen brand loyalty through service design that exceeds expectations.

Passenger feedback has been collected from a wide range of touchpoints, primarily the in-flight entertainment system, and presented to managers through monthly "Voice of the Customer" reports. Open-ended feedback has been analysed using appropriate methods, and development recommendations have been shared directly with the relevant departments and stations via a digital dashboard. This system has enabled faster and more accurate solutions to customer requests, and agile service updates supported by industry and competitor analysis have been implemented.

One of the Company's most notable projects is the Mobile Status Tracking Project, which provides passengers with the ability to receive information via SMS, mobile application, and web regarding the status of their luggage, including whether it has been loaded, which belt it will be delivered from, and transfer status. It is clear that the application has had a positive impact on satisfaction levels, particularly in terms of the provision of information.

## CUSTOMER SATISFACTION AND EXPERIENCE

As part of the Pet Lounge Project, special areas for pets have been built at Istanbul Airport, creating a comfortable space that meets international standards with soundproof and odour-proof compartments, automatic food and water systems, and veterinary support. Furthermore, it is imperative to prioritise files pertaining to wheelchairs and baby strollers in order to enhance the satisfaction of vulnerable passenger demographics.

Significant improvements have also been made in the pre-flight and post-flight information processes. The content and visual designs of emails have been updated, SMS messages can now be sent in multiple languages according to

passenger preferences, and special communication strategies have been developed for sensitive issues such as seat changes. A quick application and status tracking service for baggage issues is now available through TK Asistan. Passengers can track their own baggage location using Apple AirTag integration. Furthermore, in the event of flight disruptions, seats are to be allocated as follows: families and passengers with special needs will be assigned seats in similar locations.

As part of the Digital Transformation Project implemented at Istanbul Airport, numerous new experiences have been introduced, including digital content screens, QR survey systems, and digital membership points at check-in islands, entrance gates, and lounge areas. The Experience Ambassadors Project has seen the implementation of special applications in response to industry best practice feedback from passengers. 20 "WOW" experiences have been designed by 2024 to create moments that exceed passenger expectations.

In-flight services have introduced special applications for children, including headphones, first flight certificates, and memory books; flight simulators and content have been developed to reflect regional cultural values.

In-flight catering and cleaning procedures

have also been reviewed. A variety of new touchpoints have been introduced, including regional menus and local snacks. At the same time, assigning cabin crew members to flights based on their language skills has improved communication with foreign passengers and increased cultural sensitivity. The customer-focused cultural transformation project, conducted under the OneTeam umbrella, has been supported by the participation of 620 cabin crew members, with 16 trainers assigned within the organisation.

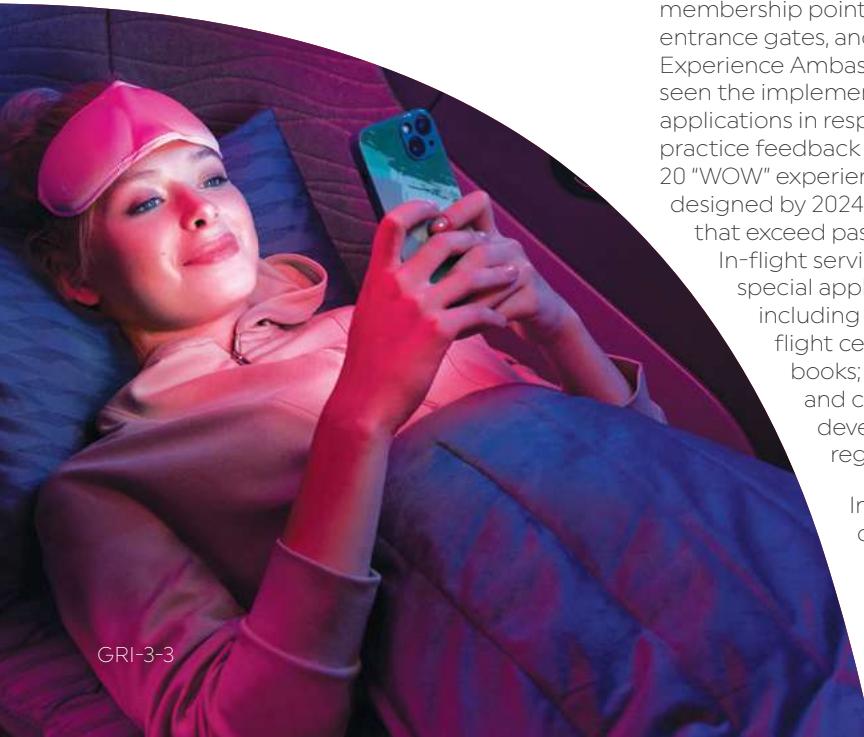
Following the implementation of a series of applications and mystery shopper flights, a total of 778 findings were reported to stations, lounges, cabin crews, catering and IFE contact points in 2024. Action was taken on 393 of them.

Throughout 2024, Turkish Cargo carried out a comprehensive transformation process aimed at increasing customer satisfaction and, within this framework, systematically implemented measurable and action-oriented practices that continuously improved the customer experience. Customer Experience (CX) Meetings, held on a quarterly basis, have become the primary platform for directly improving the customer experience. Following the analysis of findings from both field and operational units, measures were implemented to enhance the process, and novel service solutions were devised during these meetings. Furthermore, the Annual Compliance

Review (Cargo Customer Satisfaction) Committee Meeting systematically analysed the feedback management processes implemented throughout the year and identified areas for strategic restructuring.

A special project was initiated with the objective of enhancing customer satisfaction. This initiative involved the implementation of 100 customer-focused actions within a 100-day timeframe. The 107 actions identified by the project's units were completed within the specified timeframe, thereby enhancing the customer experience at various touchpoints in the shipping process. These actions were not only focused on resolving customer complaints but also on making operational processes more transparent, faster, and more predictable.

Furthermore, a "Customer-Focused Perspective Culture Training" programme has been initiated with the objective of enhancing the service understanding of employees who interact with customers directly or indirectly. In the initial phase of the project, 40 employees and managers were trained, resulting in the integration of teams directly interacting with customers and all support units into the customer satisfaction process. This cultural transformation process has laid the groundwork for Turkish Cargo to establish a structure where customer experience is embraced across the entire organisation.



## CUSTOMER SATISFACTION AND EXPERIENCE

Overall customer satisfaction reached 82% during the period, reflecting the impact of ongoing digitalisation and process improvement efforts on customer perception.



**63,079**

passengers participated in the general satisfaction survey



**29,683**

passengers responded to special satisfaction surveys regarding complaint feedback.

### Customer Satisfaction Assessments

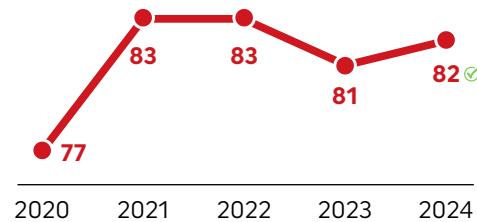
During 2024, Turkish Airlines systematically implemented survey and feedback management processes. These processes were used to monitor and continuously improve customer satisfaction. A total of 63,079 passengers participated in the general satisfaction survey, while 29,683 passengers responded to special satisfaction surveys regarding complaint feedback. The average response time for all feedback was 3.3 days, while the average response time for complaints was 5.3 days.

Overall customer satisfaction reached 82% during the period, reflecting the impact of ongoing digitalisation and process improvement efforts on customer perception. Furthermore, 9.7% of all feedback was collected through proactive communication processes initiated by Turkish Airlines before passengers had a chance to complain. The digital infrastructure for automatically calculating compensation rights for passengers affected by flight disruptions has been completed, thereby introducing a preventive system that contributes to the continuity of passenger satisfaction.

In 2024, 578 customers participated in the "Feedback Management Process Satisfaction Survey" conducted by

Turkish Cargo, representing a 3% increase compared to the previous year. On average, 9,000 customers were surveyed monthly throughout the year; this comprehensive measurement structure has increased the comprehensiveness of feedback. The overall customer satisfaction rate was 77%, and customer complaints were responded to within an average of 18–24 hours.

### Customer Satisfaction (%)



### Customer Expectations and Behavioural Changes

At Turkish Airlines, changes in customer expectations and behaviour are considered a strategic priority. This is not only in terms of service quality, but also in terms of operational continuity, reputation management and control

of corporate risks. In order to meet the increasing expectations of customers in terms of speed, digital access, personalisation and instant solutions, it is necessary to transform this change into a structured experience strategy at the corporate level.

In the field of passenger transportation, numerous projects have been implemented to enhance customer transactions, making them faster, more flexible and self-manageable. Initiatives such as automated compensation calculations for passengers experiencing flight disruptions, self-correcting name modules during the ticketing process, and Payment Automation, which eliminates the need for customers to visit a sales office for payment, are examples of such initiatives. This transformation enhances service quality and directly contributes to reducing risks that could threaten business continuity.

All these processes are supported by the "Process Risk and Opportunity Assessment" system implemented within the framework of the Quality Management Manual. Assessment forms are renewed on an annual basis, and these forms are used to identify risks related to customer experience. Action plans are then determined, and these plans are followed up on a corporate scale. Furthermore, the Miles&Smiles loyalty programme

## CUSTOMER SATISFACTION AND EXPERIENCE

has been restructured in response to changes in customer behaviour. It is now transitioning from a flight-based system to a lifestyle-focused loyalty ecosystem. The transformation has yielded a number of tangible outcomes, including QR code payments, cashback & mile hybrid campaigns, a lifestyle partner network, and digital campaign infrastructure.

As with passenger transportation, changes in customer behaviour in the field of cargo transportation are considered a factor that directly affects not only service performance but also business continuity. 14 development groups established under the leadership of the cargo unit are working on projects to improve the customer experience at different touchpoints. These projects are evaluated at quarterly CX meetings. The development groups have created a comprehensive improvement mechanism covering CRM, digitalisation, service standards, promotions, pricing, accounting, and transportation processes.

During these meetings, process improvement actions are taken, and new processes are determined to provide customers with a better experience. In addition to customer experience meetings, the Compliance Review (Cargo Customer Satisfaction) Committee Meeting is held on an annual basis. At the committee meeting, projects and processes developed to improve customer experience and satisfaction are discussed, and the effectiveness of the customer feedback management process is evaluated.

Among the applications implemented in response to customer requests in cargo operations are: instant messaging via WhatsApp with CARGY, an artificial intelligence-supported chatbot, the QR Code Micro Survey Project, Artificial Intelligence with Customer Feedback Analysis, improvements in corporate CRM systems, root cause analyses, and data-based action tracking systems. These applications facilitate a more nuanced understanding of customer expectations, facilitate the analysis of feedback using AI-driven support, and drive continuous improvement to enhance service quality. Additionally, these applications ensure that service processes are optimised in a customer-centric manner.

These innovative applications have been shown to increase customer satisfaction and integrate customer expectations into organisational memory. In recognition of their contributions towards enhancing customer experience, a survey of customer satisfaction in cargo operations was conducted in 2024. The results of this survey demonstrated an impressive 77% satisfaction rate.

The common goal of both transport divisions is to anticipate changes in customer expectations, respond quickly to these changes and thereby ensure business continuity and corporate reputation.

### Compensation Management

Turkish Airlines treats the management of compensation as a strategic process in both its passenger and cargo transportation operations, in line with various national and international regulations. The Company carries out this process in accordance with the principles of digitalisation, internal audit and transparency. The aim of this process is to increase customer satisfaction and reduce operational risks.

In the context of passenger transportation, effective compensation management is paramount in addressing customer dissatisfaction, particularly in the event of flight disruptions. Passengers are entitled to claim compensation for any disruption they experience within timeframes ranging from 6 months to 10 years, which can create liabilities for future periods. It is important to note that compensation management is not only considered an operational necessity, but also a financial and legal risk management area.

As of 2024, the digital project enabling the system to automatically calculate passengers' compensation entitlements and allow them to submit their claims via the website and mobile application has reached the completion stage. Long-term goals include proactively identifying eligible passengers following flight disruptions and automatically

making payments to their bank accounts without the need for a claim.

In the context of cargo transportation processes, the management of compensation is pivotal in instances where customer commitments are not fulfilled due to delays, losses, damage, deterioration, or analogous situations. This process is important not only for compensating customer losses but also for maintaining corporate reputation and reliability. These processes, overseen by the Compensation and Reimbursement Department, adhere to the Montreal Convention, IATA regulations, and THY General Conditions of Carriage.

As of 2024, the target of responding to cargo compensation claims within an average of 25 days has been successfully achieved; the year was completed with an average closure period of 17 days. The evaluation of compensation processes is carried out as part of the Quality Internal Audit programme. Senior management is informed of file closure performance on a monthly basis. Payment processes are carried out in coordination with overseas stations, the insurance unit, and accounting.

Customer requests are evaluated within the relevant terms and conditions. However, in cases where customer satisfaction cannot be ensured, flexible compensation measures are implemented to prevent commercial loss.

## RESPONSIBLE MARKETING

Turkish Airlines conducts all marketing and communication activities in accordance with ethical, transparent and sustainability principles. It adopts a marketing approach that is shaped by honesty, respect and cultural sensitivity, based on customer focus, and taking into account the principles of fair competition.

Digital channels are primarily used in marketing activities. In particular, corporate social media platforms such as LinkedIn are used strategically to disseminate content prepared in line with the Company's environmental and social policies. Visual content targeting domestic and international audiences is selected from an approved content pool, with messages that comply with ethical rules given preference across all channels.

All advertising content is prepared by contracted advertising agencies and published in full compliance with the local advertising ethics rules of each country. In Türkiye, the guidelines of the Advertising Self-Regulation Council and the Competition Board are followed, and content is reviewed by the Directorate of Legal and Compliance. Marketing messages are carefully crafted to ensure accurate information, honesty, and non-discriminatory communication.

In order to support the corporate stance, ensure compliance with competition rules, show respect for rival brands, express social sensitivity and contribute to local economies are considered integral parts of the Company's marketing principles. Sales strategies take into account sensitive

market segments; media operations are conducted with honesty, sensitivity, and without discrimination; and a communication language that does not cause offence to any segment of society is preferred, considering religious, ethnic, cultural, gender, age, disability, or minority status. It is vital that this communication language is reflected in the work prepared by contracted agencies working on behalf of the Company, and relevant agencies must take responsibility for this.

Messages communicated to customers and advertising activities provide honest and clear information, and competition rules are strictly adhered to. The Company is committed to ensuring that the content is not misleading, and does not use any elements that could be perceived as discriminatory. Furthermore, the environmental impact of the materials used is reduced, and social development is supported, and social benefits are provided by considering the cultural and socio-economic differences of each region.

Turkish Airlines has launched the "Tomorrow On-Board" sustainability concept to strengthen its responsible marketing policies and deliver its sustainability activities more effectively. This concept underscores the Company's dedication to sustainability and its role in shaping a sustainable future. The Company is proud to continue its support for various humanitarian aid programmes, both domestically and internationally, in collaboration

with approximately 30 different local and international non-governmental organisations. In addition to its aviation services, the Company supports these efforts through donations, sponsorships and various initiatives.

The social benefits and environmental impacts of services are communicated to customers through a transparent information process. The Corporate Club is committed to supporting practices that align with the Company policies. This involves evaluating the sustainability and responsible business criteria of customers and B2B customers.

In passenger operations, the sustainability theme has been strengthened with the "Tomorrow On-Board" concept; within this framework, partnerships have been established with approximately 30 different local and international NGOs, and a brand approach that contributes to social benefit has been adopted. In communications with Corporate Club customers, the Company places particular emphasis on content with a reduced environmental impact and an emphasis on sustainability. Furthermore, the digitisation of corporate cards has been completed with a view to reducing plastic use, and contract processes aimed at reducing paper usage have been moved to a digital platform.

In cargo operations, digital advertising channels are the preferred method of communication with stakeholders. All content is prepared in line with

corporate values and filtered through approval mechanisms. A content policy that is non-discriminatory, transparent and culturally sensitive is applied in promotional materials aimed at cargo customers.

An essential component of responsible marketing is the implementation of measures aimed at reducing environmental impact. On the passenger side, a platform has been developed that automatically calculates and offsets CO<sub>2</sub> emissions from flights made by corporate customers. The platform is currently in the testing phase. This system will provide customers with a direct solution that will contribute to their sustainability goals.

As part of the CO<sub>2</sub> mission Stakeholder Mailing Campaign successfully reached out to Türkiye's 20 largest corporate customers. Detailed emission reports were presented to 7 of these companies, and a carbon neutrality agreement was signed with 1 company. The system is planned to be expanded by 2025.

# LEAVING A MARK FOR THE FUTURE BY FOCUSING ON PEOPLE

The size and success of Turkish Airlines is not solely defined by the size of its fleet, financial strength, diverse flight network and digital infrastructure. At the core of this operation are the employees who fly hundreds of aircraft every day, welcome tens of thousands of passengers, deliver thousands of tonnes of cargo on time, manage millions of contacts and represent the brand.

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## HUMAN RESOURCES

As the flag carrier airline of the Republic of Türkiye, Turkish Airlines is committed to operational excellence and a people-oriented approach in all its activities.

 **Turkish Airlines employs  
34,974  
people.**

 **7,546  
are cockpit crew members**

 **15,579  
are cabin crew members**

 **11,849  
are non-flight personnel**

For this reason, people are at the heart of all Turkish Airlines' strategies. The well-being of employees, passenger safety and responsibility towards the communities in which the Company operates form the cornerstones of the corporate sustainability approach. In line with this understanding, a holistic approach that focuses on people is adopted across a wide range of areas, from human resources management to flight safety, occupational health and safety, emergency preparedness processes, and social contribution programmes.

Turkish Airlines positions human resources as a strategic area that strengthens its corporate culture, continuously improves the employee experience, and attracts and retains talent. In line with the Company's commitment to respecting employees' rights, well-being, and development, work performance and career management, equal opportunity, inclusivity, and talent management approaches are addressed within an integrated framework. By implementing new initiatives each year in accordance with employee expectations, the Company enhances the employee experience and reinforces its identity as an employer of choice.

### Employee Profile

As of 2024, Turkish Airlines employs 34,974 people. Of these, 7,546 are cockpit crew members, 15,579 are cabin crew members, and 11,849 are non-flight personnel. The full-time equivalent (FTE) workforce for the period stood at 35,201.



## HUMAN RESOURCES

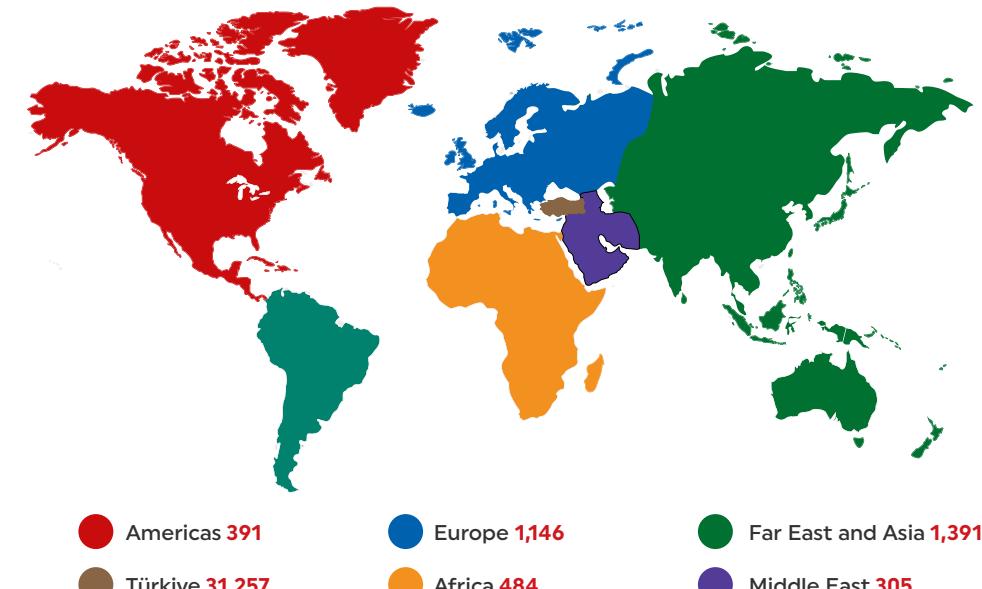
## EMPLOYEES BY CATEGORY



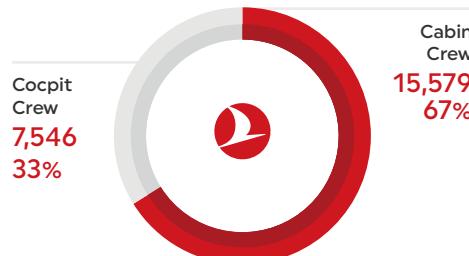
## EMPLOYEES BY GENDER



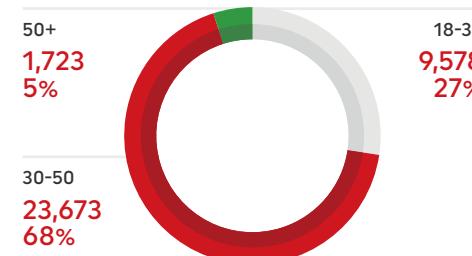
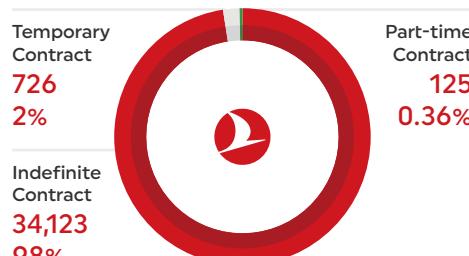
## GEOGRAPHICAL BREAKDOWN OF WORKFORCE



## FLIGHT CREW BY CATEGORY



## EMPLOYEES BY AGE GROUPS

EMPLOYEES BY  
CONTRACT TYPEEMPLOYEES BY  
EDUCATION LEVELRecruitments  
in 2024**3,806**Workforce  
turnover rate**5.7%**Employee  
Retention  
Rate**77.2%**Number of  
Employees  
with Disabilities**222**Employee  
Satisfaction  
Rate**72.2**Number of Employees  
Covered by Collective  
Bargaining Agreement**27,290**Number of Female  
Employees in Senior  
Management**14.5%**

## HUMAN RESOURCES

### Human Rights

Turkish Airlines is committed to respecting human rights as a fundamental corporate principle, integrating this understanding into all its activities and stakeholder relations. Its approach to human rights is based on international standards and national legislation, including the United Nations Universal Declaration of Human Rights, International Labour Organisation (ILO) conventions, the United Nations Global Compact (UNG), Guiding Principles on Business and Human Rights, and the United Nations Women's Empowerment Principles (WEPs). Within this framework, child labour, forced labour, discrimination, and unethical practices are strictly prohibited.

Turkish Airlines' Human Rights and Employee Rights Policy, Human Resources Procedure, Code of Business Conduct and Ethics, and Collective Labour Agreements form the fundamental regulations that guide human rights management within the organisation. In line with this structure, a fair, inclusive, and respectful approach is adopted in all human resources processes, including recruitment, working conditions, disciplinary procedures, and career development.

Turkish Airlines is committed to promoting respectful behaviour towards human rights among all its internal and external stakeholders, including its employees, suppliers, contractors and other business partners. In order to make this principle visible and ensure that similar sensitivity

is upheld in business collaborations, Turkish Airlines plans to publish a publicly available Modern Slavery Prevention Statement by 2025 and incorporate commitments related to human rights into its contracts.

Human rights management is also considered integral to a risk prevention approach. The findings in this area, together with the preventive measures taken and performance indicators, are reported to senior management. This approach contributes to the creation of a physically and mentally healthy working environment, while also increasing the predictability of prosecutions or violations. In line with the 2025 the Company goals, a comprehensive risk assessment of human rights processes is planned, followed by improvements to policies and practices based on this assessment. This aims to ensure the continuous protection of industrial peace and to reduce potential legal risks.

The Company respects its employees' rights to organise and bargain collectively, and support the exercise of these rights within the framework of constitutional guarantees. As of 2024, 72% of employees are union members, and 78% of employees are covered by a Collective Labour Agreement that includes social rights, remuneration rules and occupational safety principles. During the reporting period, there were no lost workdays due to industrial relation issues.



## INCLUSION AND EQUAL OPPORTUNITY

**A work environment that prioritises diversity and inclusion contributes not only to employee engagement and corporate efficiency but also to mitigating potential risks to reputation.**



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 contributes 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 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 Company 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. 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 Company's career page.

## INCLUSION AND EQUAL OPPORTUNITY

The principle of "equal pay for equal work" is applied in remuneration processes; no discrimination based on gender, age, ethnic origin or any other discriminatory factor is tolerated.

### Fair Remuneration

Turkish Airlines is committed to managing its remuneration in a fair, transparent and competitive manner. This approach focuses not only on meeting legal obligations, but also on supporting employee loyalty, motivation and long-term internal stability.

The principle of "equal pay for equal work" is applied in remuneration processes; no discrimination based on gender, age, ethnic origin or any other discriminatory factor is tolerated. Equal pay is guaranteed for all employees, irrespective of gender, and all employees, including those

on maternity leave, will receive equal pay increases. Pay differences are determined solely based on objective criteria such as the level of responsibility required by the position, seniority, and experience; the aim is to retain talented individuals who contribute to the organisation in the long term, taking into account sectoral competitive conditions.

**The Remuneration Policy** of the Company has been prepared in accordance with the Corporate Governance Principles of the Capital Markets Board (CMB), and the remuneration principles for members of the Board of Directors and senior

executives are also determined within this framework. In the absence of a Remuneration Committee, the Corporate Governance Committee performs this task.

Salary determination processes are carried out in line with the employee's knowledge, skills, competence level, area of responsibility and individual performance, as well as the organisation's long-term goals and Human Resources policies. This structure ensures that fair remuneration is not only a right, but also a strategic human resource management tool.



## INCLUSION AND EQUAL OPPORTUNITY

As of 2024, the annual leave entitlement for full-time employees within the Company has been set at 20 days, exceeding the legal limit, and each employee is also entitled to 7 days of sick leave per year.



**1,060**

employees took  
advantage of parental  
leave entitlements.



**3,148**

female employees  
received childcare  
assistance payments.

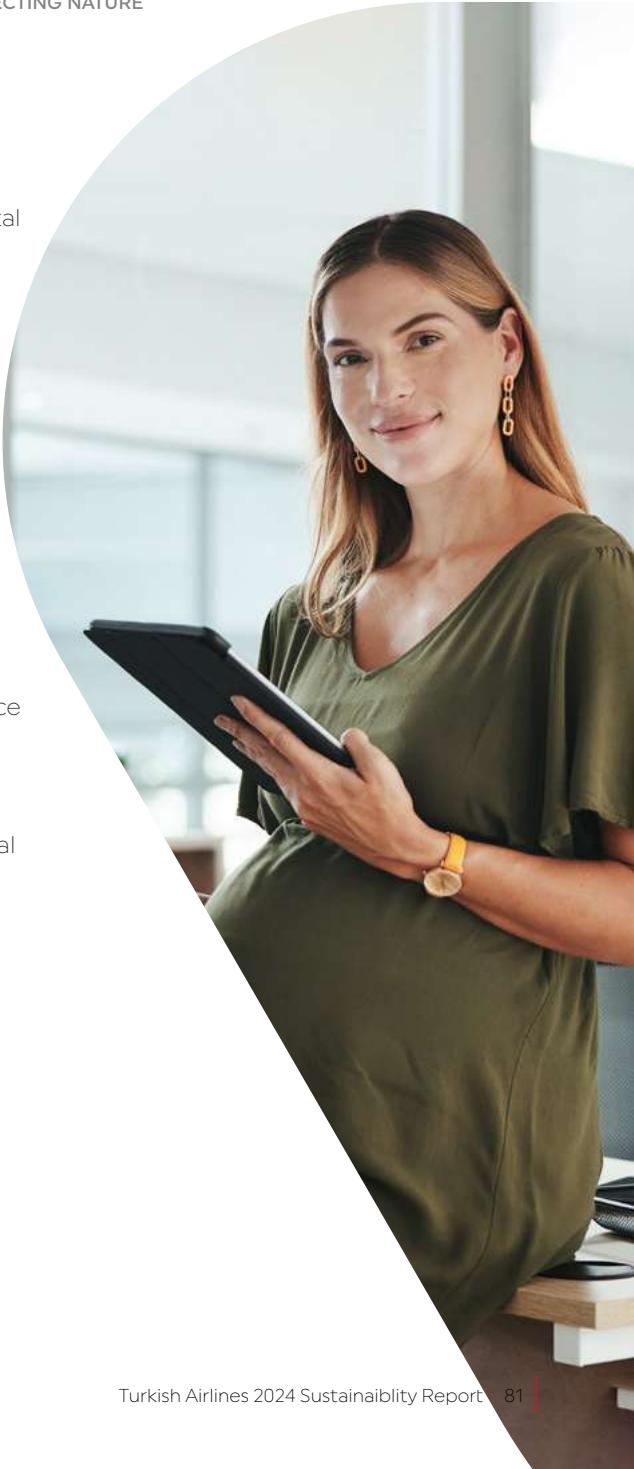
### Work-Life Balance

Turkish Airlines considers the physical and mental well-being of its employees to be an integral part of its corporate sustainability approach and continuously develops structural practices that support work-life balance. Maintaining this balance is particularly critical in the dynamic working conditions of the aviation sector in terms of employee loyalty and productivity.

As of 2024, the annual leave entitlement for full-time employees within the Company has been set at 20 days, exceeding the legal limit, and each employee is also entitled to 7 days of sick leave per year. A range of support mechanisms is available to employees, including flexible working hours, part-time work options, academic leave, paternity leave, caregiver leave, and unpaid leave for spousal reasons. The flexible entry-exit system (07:00–09:00 for entry and 16:00–18:00 for exit) implemented for office employees facilitates planning according to school hours, aligns with class schedules for employees pursuing education, and accommodates individual needs.

During the 2024 reporting period, a total of 1,060 employees took advantage of parental leave entitlements. Within this scope, 475 female employees took maternity leave, while 585 male employees took paternity leave. During the period, 330 female and 579 male employees returned to their positions after their leave; of these, a total of 889 employees, including 326 women and 563 men, continued in their positions for at least 12 months following their return from leave. Furthermore, childcare assistance is provided to female employees with children aged 0–69 months. In 2024, a total of 3,148 female employees received childcare assistance payments.

Academic leave policies have been expanded to support the personal development of employees, and special arrangements have been made for employees who are athletes. These policies have been implemented as part of a human resources strategy developed to increase employee satisfaction and support long-term internal stability.



# TALENT MANAGEMENT

Turkish Airlines considers its employees to be a strategic asset and views talent management as a key element in employee engagement, service quality and corporate sustainability.

During 2024, systems related to career development, performance management and promotion processes were implemented in accordance with the principles of transparency, fairness and a focus on development. Within this framework, a comprehensive talent management approach is being implemented across the entire organisation. This approach identifies and nurtures the individual potential of employees.

## Career Development

Turkish Airlines is creating an effective and proactive career development journey to maximise its workforce potential by supporting individual development, preserving organisational memory and maintaining employee loyalty. Retaining qualified personnel and systematically developing internal talent requires a career approach that is integrated with strategic objectives. In this regard, career planning practices are designed in line with the principles of transparency, meritocracy and development orientation, and are continuously improved through performance data, managerial feedback and internal audit processes.

Career management processes are considered an integral part of the talent management system, which is a key component of human resource risk management. The system operates in conjunction with internal and independent audit mechanisms, thereby enhancing the perception of fairness in promotion processes and mitigating risks such as potential talent loss and high turnover rates. Process outcomes are communicated to senior management at regular intervals, and any necessary improvements are implemented in a timely manner.

In order to increase employee motivation and encourage voluntary participation in career development

processes, performance-oriented support mechanisms are implemented to raise individual awareness and participation levels in cabin and ground operations, thereby ensuring operational efficiency.

Career planning processes are being carried out in accordance with the strategic goals for the 2025–2026 period. In this context, the top priorities are to strengthen all promotion systems with a data-driven approach, to spread transparent evaluation methods, and to support vertical and horizontal transitions. In line with the Company's goals of being recognised as "Europe's Best Cabin Crew" and "One of the Top 3 Airlines Offering the World's Most Digital Cabin Experience", a wide range of projects are being implemented, from leadership development to digital training solutions.

The career development and promotion systems across the Company are designed in accordance with national legislation and international standards. These include the UN Universal Declaration of Human Rights, ILO Conventions, UN Global Compact, ICAO and EASA regulations. In accordance with the principles of "Diversity and Equal Opportunities" and "Education and Development Opportunities" outlined in the Human Rights and Employee Rights Policy, all career planning processes are managed within this framework.



## TALENT MANAGEMENT

The Take-Off 101 and Take-Off Junior programmes offered by the Turkish Airlines Aviation Academy are designed to provide employees with training in a variety of areas. These programmes are intended to assist part-time and full-time employees who have recently joined Turkish Airlines in developing the skills necessary to be successful in their roles. In addition to the Take-Off 101 and Take-Off Junior training programmes, the Take-Off Academy Onboarding Programme, which was introduced to all new employees in 2024, provides a systematic development journey from the moment they start work, supporting employees' rapid adaptation to the organisation. The programme offers a comprehensive educational curriculum designed to facilitate employees' swift

integration into the workplace. The curriculum encompasses leadership skills, process management, teamwork, and problem-solving techniques. The programme has become a cornerstone of human resource strategies, enabling participants to internalise corporate processes and cultural codes. Within the scope of the HRFam application, new employees are given the opportunity to gain global experience by observing overseas station processes on-site.

Turkish Airlines has recently made some changes to our career planning for cabin crew. These changes will allow us to offer our employees opportunities for multifaceted development in addition to traditional promotion paths. As part of the Career Planning for Cabin Crew programme, employees are encouraged to develop not only in their roles but also in areas such as representation, leadership, sustainability and communication. To this end, the Company has established a number of voluntary roles. Roles such as mentoring, moderating, sustainability ambassadorship and communication volunteering support employees in realising their individual potential while also strengthening their sense of belonging to the organisation.

Orientation processes aimed at improving managers' individual development and managerial capacities are supported by one-to-one development meetings after the performance period. Furthermore, newly appointed managers are provided with guidance content and assistance

is given for career development plans. MasteryPath – Overseas Sales Manager Development Journey, a programme designed for field employees preparing for management positions, offers a special development path for candidates working in sales operations. The objective of this programme is to enhance the competencies of managerial personnel scheduled to work in international locations. It does this by promoting comprehensive learning in areas such as leadership, commercial negotiation, intercultural communication and operational management. The programme focuses not only on technical competence but also on developing a global perspective and the ability to represent the company effectively.

The development programme, consisting of assessment, feedback, goal setting and development applications (practical training, workshops, case studies, inventory, digital sharing, etc.), has been shaped in line with Human Resources strategies and identified development needs. The Development Programme is approached through the dimensions of "Leadership for Self", "Leadership for Work" and "Leadership for Relationships". Following the submission of all competency applications, participants are re-evaluated at the conclusion of their journey through Development Centre Applications and supported with Development Coaching. Upon completion of the programme, participants are furnished with personalised Development Reports. The programme, which was

designed to support both leadership and professional development, lasted 7 months and was attended by 73 employees. The programme was successfully implemented in 94% of workplaces, with 63% of those achieving their development goals.

A key element supporting these processes is the New Competency Model, which was implemented in 2024. The model ensures that employee behaviour is evaluated not only in terms of individual success but also in terms of alignment with corporate values. Updated competency criteria in areas such as flexibility, inclusivity, solution-oriented approach, and corporate responsibility play a decisive role in both performance and career planning. Consequently, a leadership approach that guides employees has been integrated into a stronger corporate culture.

During the reporting period, the "Cabin Services Head Development Programme" was initiated to support the professional development of managerial candidates. This structure, which focuses on functional and managerial competencies, is scheduled to be expanded to encompass all managers by 2025. In the context of promotion processes, the evaluation of performance is based on a combination of competency-based assessment centre applications, individual development plans and performance scores. Transparency and measurability are paramount principles that guide this process.



## TALENT MANAGEMENT

### Performance Evaluation Systems

Turkish Airlines considers employee performance to be a measurement mechanism and a strategic management tool that encourages development and commitment. Please be advised that, as of 2024, the ROTA Performance Evaluation System has been implemented for all ground staff.

ROTA's performance system is comprehensive, goal-oriented and implemented on an annual basis. The system commences with the establishment of annual goals in the domains of work, organisational development and personal development, and is followed by interim evaluations and year-end performance reviews. Employees are evaluated in this process based on three main axes: goal achievement, position-specific competencies, and alignment with values. For managerial and supervisory roles, an "Employee Engagement Survey" is conducted, while for specialist roles, a "Corporate Values Alignment Survey" is administered. In performance evaluations, components such as competencies, alignment with Corporate values, and codes of conduct are taken into consideration.

In the ROTA system, evaluation results are used not only to monitor employee development but also as a key input for career planning and reward mechanisms.

In this context, at the conclusion of the evaluation process, in addition to the current grade advancement, employees who meet the specified performance quota are rewarded with a +1 grade advancement, which is directly reflected in their base salaries.

The Flight-Based Assessment System (UDS), developed specifically for cabin crews, offers a data-driven approach to assessment integrated with operational reality. UDS forms, completed by cabin managers/purser after each flight, are used to measure the individual performance of cabin crew members. The evaluation criteria encompass behavioural indicators such as corporate representation, adherence to ethical principles, communication skills, teamwork, and task responsibility.

The UDS system is based on collecting a specific number of evaluation forms for each team member. This reduces subjective influences, ensures the reliability of the data set, and allows for the fair measurement of organisational success levels. The outputs obtained from the system are used to determine the development needs of cabin crews, assign targets, and plan careers. Cabin crew members are assigned based on specific criteria, and their progress towards English proficiency, corporate performance level, or education performance targets is tracked.

Employees who meet these targets are enrolled in development programmes. Performance awards are presented to the cabin crew members who demonstrate high performance.

A company-wide feedback culture has been established in order to support all these processes. The digital "Feedback Culture" training programme, which was rolled out throughout 2024, was supported by micro-learning modules, video content and special seminars for cabin managers, encouraging interaction between employees and continuous learning.

Following the conclusion of the one-on-one performance reviews conducted in the final quarter of the year, it was determined that 81% of cabin crew members who had targets set achieved them. This outcome evidently illustrates the effect of systematic performance management on individual development and operational efficiency.

### Main Stages of the ROTA Process



## TALENT MANAGEMENT

### 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



**Domestically** **Internationally**  
**39** **35%**

the percentage of female employees promoted to managerial positions for the first time in 2024

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 changes but also corporate loyalty, individual development, and consistent talent management. Evaluation results and promotion data are regularly reported to senior management and monitored with the aim of continuous improvement.



## 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.



Resources allocated  
to educational  
activities

**15 million**  
USD



Education expenditure  
per employee to

**151.6**  
USD

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 Onboardee 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.



## EMPLOYEE DEVELOPMENT

The Take-Off Academy Onboardee programme, which aims to ensure the rapid integration of all new employees into the organisation, was rolled out in 2024.

**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 catalog 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 Onboardee 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%.

## EMPLOYEE DEVELOPMENT



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.

## EMPLOYEE DEVELOPMENT

In 2024, 3 new A320 simulators were commissioned, and new fire and cabin door training devices were integrated into the training system in collaboration with SkyART.

over  
**55,000**  
trainees

 **209.000**  
hours of ground training

 **127.000**  
hours of simulator training

## Flight Training Center

Turkish Airlines is committed to providing flight training for pilots, cabin crew, dispatchers and operations personnel that meets the highest international standards. This ensures the continued delivery of operational excellence. The Flight Training Directorate, located at the Istanbul Florya and Yeşilköy campuses, has successfully trained over 55,000 trainees throughout 2024, with its extensive infrastructure certified by national and international authorities. 209,000 hours of ground training and 127,000 hours of simulator training were completed, supporting the development of 6,886 cockpit personnel. Meanwhile, 33,704 cabin crew members received training in CEET, CRM, safety, emergency procedures and service delivery. Additionally, 18,380 hours of specialised modules were offered to dispatchers and ground operations staff.

## Flight Training Center Trainings

(person\*hour)



## Flight Training Center Hardware Infrastructure

## Cockpit Trainings

- ✓ 27 Full Flight Simulators (FFS),
- ✓ 8 Flight Training Devices (FTD),
- ✓ 2 units, 32 trainees capacity B737/A320-A330 VSIM class
- ✓ 6 units, 212 trainees capacity Computer Based Training (CBT) classes

## Cabin Trainings

- ✓ 3 Cabin Emergency Evacuation Trainer (A320 CEET, B737 CEET, B787 CEET),
- ✓ 2 Real Fire Fighting Simulator (RFFT),
- ✓ 8 Door and Window Training Devices (B777 DT, A320 DT, B737 DT/OWE, A330 DT, A320 DT/OWE, A321 NEO OWE, A321 C Type DT, B777 DT),
- ✓ Evacuation Slide attached to B787 and A320 CEET, ,
- ✓ A320 evacuation slide,
- ✓ B777 evacuation slide,
- ✓ B777 and A320 Slide Evacuation Tower,
- ✓ 6 Practical Station Areas with emergency supplies,
- ✓ Ditching Pool,
- ✓ 6 Cabin Service Training Tools (CST),
- ✓ 12 Computer Based Training (CBT) classes

## EMPLOYEE DEVELOPMENT

### Authorisations Received

- ▶ Flight Simulation Training Device (EASA FSTD) Organization authorisation,
- ▶ Authorisation to audit our own simulators on behalf of EASA within the scope of EASA approved EEP (Extended Evaluation Program),
- ▶ European Resuscitation Council approved Defibrillator Training authorisation,
- ▶ Turkish DGCA-approved ATO Training authorisation,
- ▶ DGCA-approved CCTO Cabin Crew Initial Training Institution authorisation,
- ▶ Authorisation to provide applied training with DGCA-approved CEET certificate,
- ▶ DGCA-approved Dangerous Goods Transport by Air Training Organization Authorisation Certificate,
- ▶ Authorisation to provide DGCA-approved Cabin and Cockpit Safety Training,
- ▶ DGCA-approved SAFA Ramp Inspector Training authorisation,
- ▶ DGCA-approved Dispatcher Training authorisation
- ▶ Ministry of Health-approved Initial and Recurrent First Aid Training authorisation,
- ▶ Ministry of Health-approved First Aid Trainer's Training authorisation,
- ▶ Ministry of National Education-approved Train-the-Trainer authorisation,
- ▶ ATO authorisation granted by the Civil Aviation Authorities of Iraq, Libya, Kuwait, Rwanda, and Tajikistan

Training activities have been conducted within the framework of authorisations recognised by EASA, SHGM, the Ministry of Health, ICAO and various national civil aviation authorities. In 2024, SHGM-approved basic establishment status for cabin crew training has been maintained, and competence has been enhanced in ramp inspector training, first aid and dangerous goods transport training.

The Flight Training Center is equipped with 26 full-flight simulators, 79 classrooms, and 818 instructors, with a simultaneous training capacity of 1,913 people. The facility, spanning 41,000 square metres of indoor space, is located on campuses and meets the highest standards in the aviation industry. In 2024, 3 new A320 simulators were commissioned, and new fire and cabin door training devices were integrated into the training system in collaboration with SkyART.

In order to facilitate the continuous improvement of education systems, the Mixed-EBT methodology was rolled out in 2024, and data-driven analysis systems such as System Health Check and Malfunction Clustering were developed. Furthermore, the standardisation of instructor competency assessments was achieved through the implementation of the ICAP (Instructor Competency Assessment Programme).

The Flight Training Directorate has a proven track record of contributing to both internal training and the global aviation sector. In 2024, it generated approximately 4.5 million USD in revenue through training provided to around 100 external customers, thereby strengthening its position as a reliable training solution partner on an international scale.



## EMPLOYEE DEVELOPMENT

### Psychological Support and Training For Cabin and Cockpit Crews

In 2024, Aviation Research and Applied Processes Department conducted a study titled "Examining the Perception of Danger and Risk by Cabin/Cockpit Crews in the Context of Age, Experience and Status Variables." A variety of analysis methods were employed to collect both qualitative and quantitative data. Quantitative analysis involved a survey of 740 pilots and 550 cabin crew members, while qualitative analysis was supported by face-to-face interviews with 40 individuals. In the advanced stages of the research, a comparative analysis was conducted on a specific sample group; within this scope, the same survey was reapplied to 345 pilots and 24 cabin crew members. The research findings were disseminated to the relevant units, and the necessary action assignments were completed.

- Development of an "Aviation Instructor Profiling (AIP) Inventory" has commenced for utilisation in instructor selection processes conducted by the Flight Training Directorate.
- Development processes have been initiated for the "Risk Perception Scale" and "Peer Mentor Scale", and the initial data collection efforts have been successfully completed.
- As part of the ongoing teacher profiling efforts, a survey was created to determine the profiles of Turkish Airlines' cockpit and cabin instructors. This survey was shared with the relevant groups.
- The psycho-educational content on "Pilot Attitudes and Behaviour" prepared for pilots newly appointed to the Company has now been completed by a total of 478 pilots.
- A psycho-educational training programme on "Teacher Attitudes and Behaviours" was recently delivered to 71 participants. This programme was specially designed for Ground School and Cabin Crew instructors.
- As part of the psychological well-being programme for Turkish Airlines' cockpit and cabin crew, which aims to enhance their emotional resilience, Behavioural Observation Interviews have been introduced. These interviews, which began in November 2024, are conducted to support the crew and are an integral part of the process. A total of 129 crew members were interviewed on an individual basis.
- The analysis of e-form data from behavioural observation interviews has been completed; the findings obtained have contributed to the identification of new areas of inquiry for future research.
- Following a thorough review of the 2024 interview analyses, it has been decided to prepare and present a psycho-educational programme based on "Communication Psychology" to all teachers.
- The e-form used in the selection processes for cockpit and cabin instructors has been improved in functionality based on the results of a recent analysis.
- All psycho-educational content has been updated and the technical infrastructure has been established to transfer it to a digital environment.
- Under the heading "Psychology Agenda", mobile bulletins were prepared and circulated to Turkish Airlines cockpit, cabin, and Flight Training Directorate employees, disseminating content on topics such as "Overthinking", "Unhelpful Thinking Styles," and "Emotion Regulation and Tolerance Window."



## IMPROVING EMPLOYEE EXPERIENCE

Turkish Airlines was awarded the "Outstanding Employee Experience Award" in the **Happy Place to Work – Türkiye's Happiest Workplaces** survey in 2024. The Company also featured in Forbes' list of "The World's Best Employers".



The employee engagement rate

**77.2%**



The satisfaction rate

**72.2%**



The motivation rate

**81.9%**

Turkish Airlines has adopted a comprehensive employee experience approach that supports its employees throughout their entire career journey, from their first day on the job to retirement. In line with this people-centric approach, systematic practices are implemented to increase employee satisfaction, motivation and loyalty levels. In recognition of its outstanding commitment to employee experience, Turkish Airlines was awarded the "Outstanding Employee Experience Award" in the "Happy Place to Work – Türkiye's Happiest Workplaces" survey in 2024. The Company also featured in Forbes' list of "The World's Best Employers".

Feedback obtained from onboarding and retention interviews is an important input source in the work carried out under the coordination of the Supervisory of Employee Experience. According to the Employee Engagement and Experience Survey conducted in November 2024, the employee engagement rate was measured at 77.2%, the satisfaction rate at 72.2%, and the motivation rate at 81.9%. The survey achieved a participation rate of 42.7%, and the results were analysed in detail based on location, department and position. Following a comprehensive review of the survey results, focus group studies and leadership workshops aimed at fostering engagement, action plans are now being developed.

Applications that focus on improving the employee experience cover a wide range of areas, including physical working conditions as well as psychological and social needs. The Infrastructure's commitment to the professional integration of new employees is reflected in the provision of comprehensive welcome packages, orientation presentations that underscore the Company's core values, engaging gamified quiz applications, and a volunteer-based mentoring programme known as "Wing". Furthermore, the "TK Reunion" programme has been implemented to facilitate the integration of experienced employees into central offices.

The HR Business Partners system strengthens interaction between employees and human resources management, while mechanisms such as the "Employee Support Line" and "Manager Chats" structure mutual feedback and support processes. These structures, which are open to employee suggestions and expectations, contribute to sustainable satisfaction levels.

Many applications designed to meet a variety of needs aim to strengthen employees' social, cultural and professional ties. Digital communities such as "TK Well," "Speaking Club," "One Team," "Ground Safety" "RPA," and "Family Assistance Team," which are run through the UP platform, promote knowledge sharing and common values. Online events such as "We Welcome You Remotely" have been found to be an effective means of increasing social

interaction among employees working in different geographical locations.

With regard to candidate experience, Take-Off branded promotional stands are used to participate in career fairs, regional employment events and government incentive days. Turkish Airlines brand values are represented directly by expert managers and captain pilots. The integration of gamification content and impressive presentations into the orientation process has been found to strengthen candidates' perceptions of the organisation. Furthermore, to enhance the candidate experience through digital channels, promotional videos and announcements in a common language have been developed for the Vocational Student (Take Off Vocational Experience) programme.

In order to meet the physical and social needs of employees, a comprehensive benefits package is provided. This includes service facilities, meals, private health insurance, discounted insurance for employees' families, extended leave for situations such as childbirth, breastfeeding, or the death of a spouse, childcare assistance, discounted travel opportunities, and opportunities at partner institutions. All working conditions, from office ergonomics to transportation infrastructure, are designed with employee-centric principles in mind, and a positive communication and recognition culture is fostered through the Appreciation and Recognition Platform.

## IMPROVING EMPLOYEE EXPERIENCE

### Employee Retention

Turkish Airlines is implementing innovative practices to increase employee loyalty, keep staff turnover low and retain qualified human resources. Structures such as the Human Resources Procedure, Employee Experience Procedure and Employee Experience Map are being used to make employee relations more effective and efficient.

According to the results of the 2024 Employee Engagement and Experience Survey, which was conducted to measure employee engagement and experience, a number of innovative applications have been implemented. These include the UPwards reward system, the ROTA performance application and the new generation leave rights, which were developed in the previous year. Furthermore, measures were implemented to support employee satisfaction and internal communication. These measures included the introduction of interaction-focused activities, such as breakfasts, picnics and walks. These activities were incorporated into budget plans at the business unit level with a focus on enhancing the employee experience.

The Company utilises a variety of internal communication channels to facilitate effective interaction between managers and employees. These include Info Portal, UP, HR Gaste, Empathy Bulletin, Pusula and Meeting Hub. In addition, the Company offers a range of platforms designed to enhance communication, such as Manager Chats, Chats with Masters and

English Conversation Club. As part of the TK WELL Corporate Well-being Programme, employees have access to content designed to support their physical, mental and emotional health. Clinical psychologists, dietitians and medical counselling services have been transformed into comprehensive services for employees and their family members. Furthermore, the Company is committed to fostering a culture of well-being among all employees. Turkish Airlines specialises in implementing comprehensive initiatives, including volunteer-based grief support, to address the holistic needs of its team members.

The Company's multifaceted efforts to increase employee retention during the period also had a positive impact on employee turnover rates. During the reporting period, the Company welcomed 3,806 new employees, while 1,970 employees departed for various reasons, resulting in a total employee turnover rate of 5.6%. Of these departures, 3.7% were voluntary and 1.9% were involuntary. The domestic workforce turnover rate was recorded as 2.9% for female employees and 2.7% for male employees, while abroad this rate was 3.5% for female employees and 4% for male employees. The low turnover rate of 2% observed in the 18–30 age group is indicative of the success achieved in integrating young employees into the organisation, while the rate of only 0.7% recorded in the over-50 age group reflects the sustainability of long-term commitment.



## OCCUPATIONAL HEALTH AND SAFETY

Operational reliability is based on a strong occupational health and safety culture that ensures the health and safety of employees and all stakeholders. Turkish Airlines considers occupational health and safety to be an integral part of its corporate culture, a fundamental area of responsibility, and one of its unwavering priorities.

In light of this understanding, the Company implements practices that prioritise the physical, mental and social well-being of its employees across all locations. The aim is to provide a safe working environment for employees through a proactive, preventive and participatory approach.

### Occupational Health and Safety Approach and Practices

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. All procedures and processes for implementing occupational health and safety principles are defined in the OHS Management Manual. The implementation of OHS regulations is facilitated through collective bargaining agreements that incorporate employee representation. Therefore, in addition to legal compliance, further definitions and practices appropriate to the operational structure of the Company are also determined through collective agreements. For instance, the current 28<sup>th</sup> Collective Labour Agreement, prepared in accordance with applicable OHS legislation, also stipulates that accidents occurring while employees travel to and from work using their own means shall be considered workplace accidents by the Company.



## OCCUPATIONAL HEALTH AND SAFETY

**Throughout 2024, 373 nutrition counselling sessions, 315 psychological counselling sessions, 90 legal counselling sessions, 50 medical information sessions, and 94 various counseling sessions were conducted under the TK WELL program.**



Occupational health and safety risk assessment processes are carried out systematically to eliminate potential hazards and minimise risks. Turkish Airlines committed to ensuring a safe working environment for all employees. This is achieved through a number of measures, including regular site inspections, thorough risk analyses, and the use of digital systems for reporting near misses and following up on actions. These processes are shared with senior management at the Compliance Review Committee (UGGK) meetings held twice a year, and performance reports are submitted to the General Management level on a quarterly and semi-annual basis. All employees are kept informed of the decisions taken, and their active participation in the implementation of measures is encouraged through a shared sense of responsibility.

In order to improve occupational health and safety conditions in the flight environment for cabin and cockpit crew members working in operational areas, unique applications such as the OHS Volunteer Project, OHS Observation Flights, Personal Protective Equipment Master Forms, Aircraft Pre-Purchase OHS Participation Processes, and OHS Competency Sessions have been implemented. Additionally, OHS Animation Videos are widely used to prepare for and reduce the risks that cabin and cockpit crew members may be exposed

to. Regular analyses are conducted to manage work-related accidents and health-related absences. Based on the results of these analyses, corrective actions such as medical consultation and occupational health consultation services (provided by doctors, psychologists, dietitians, and occupational safety experts) and specialised training are implemented. In order to guarantee that employees have access to comprehensive well-being services, an Employee Assistance Programme (EAP) provider is contracted. This enables employees to access 24/7 expert support for preventive medical care, thereby maximising the number of employees who can benefit from these services.

The Healthy Mobile Application, developed as part of our digitalisation strategy, facilitates the management of employee health information and provides integrated services with incident reporting, medical records and private health insurance modules. In a similar fashion, health data and OHS processes are monitored in an integrated manner with digital systems such as the Health Automation Programme and OHS Pro.

The adoption of an occupational health and safety culture across all joint operations is vital for improving performance, with employee participation being a key factor. 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 female and 82 male.

The OHS Week Meeting Hub event, which is among the organisations supporting OHS culture, encouraged employee participation through quizzes, and various awards were presented to the winners. Approximately 1,450 emergency team members who contributed to OHS processes were recognised with Miles&Smiles miles through the UPwards reward system.

The TK WELL Programme, implemented as part of the Company's corporate well-being strategy, has provided employees with a range of support services, including psychological counselling, dietitian services, 24/7 assistance, educational seminars and healthy living content. During the course of 2024, a total of 373 nutrition counselling sessions, 315 psychological counselling sessions, 90 legal counselling sessions, 50 medical information sessions, and 94 various counselling sessions were conducted exclusively under this programme.

## OCCUPATIONAL HEALTH AND SAFETY

### Occupational Health and Safety Performance

During 2024, a number of operational enhancements were implemented to safeguard employee health and safety, and the risk-based approach was further expanded. The calculated accident frequency rate was 17.99 per 1,000,000 working hours, while the accident severity rate was 150.4. During the specified period,

a total of 1,867 near-miss reports were submitted.

A total of 1,144 field inspections were carried out in the work areas, and 178,394 health services were provided within the scope of occupational health services. A participatory management approach was maintained through employee representatives and volunteer teams in the OHS committees.

Occupational Health and Safety Data *	2020	2021	2022	2023	2024
Accident Frequency Rate	4.57	7.82	15.58	17.60	17.99
Accident Severity Rate	37	63	116.27	203.09	150.4
Number of Occupational Disease Case	0	0	0	0	1
Fatality as a Result of Work Accident	0	0	0	1	3**
Number of Field Surveillance	204	632	460	673	1,144
Number of Physician Activities	125,326	117,699	184,219	177,048	178,394

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

\*\* During this period, one of our colleagues lost his life in a traffic accident, while two others passed away due to cardiac problems.

### Occupational Health and Safety Trainings

Turkish Airlines has implemented a comprehensive training strategy to promote OHS culture and raise awareness, including mandatory training, digital content and special sessions. In 2024, a total of 120,423 person\*hours of OHS training were provided to 133,047 employees.

OHS Trainings	2020	2021	2022	2023	2024
Number of OHS Training Participants	20,563	153,579	91,104	173,319	133,047
OHS Training Duration (person*hour)	-	-	24,461	128,453	120,423

### Business Continuity

In order to ensure service continuity, efforts are being made to identify and control operational risks in advance, and risks of disruption in processes are being managed systematically.

In 2024, the absence rates of employees working at critical operational points were regularly monitored; leave, reporting and assignment processes were managed transparently and efficiently through digital systems. In order to guarantee operational safety, an assessment was carried out on the physical and medical fitness of personnel working in relevant roles. In cases where the medical fitness of the

Training content is structured according to hazard classes in accordance with regulations; face-to-face OHS training is provided to new employees and those returning to work after a long absence. Furthermore, employees are informed about the ISO 45001 Management Systems Awareness Training programme.

personnel was found to be reduced, the necessary referrals were made. Referrals were made to healthcare facilities authorised by the General Directorate of Civil Aviation where deemed necessary.

New employees and employees returning to work after long periods of absence have been provided with occupational health and safety training in accordance with legal regulations. Employee who have suffered accidents at work have been provided with preventive information during accident investigation processes, and all employees have undergone periodic health examinations.

# FLIGHT SAFETY AND SECURITY

Turkish Airlines, considers flight safety and security to be the fundamental and unwavering priority of all its operations. The safety of the passengers, employees and stakeholders is of paramount importance of the Company, and forms the cornerstone of operational success and global reputation. In line with national and international regulations, we meticulously implement our safety and security management systems, which are based on continuous improvement.

Flight safety and flight security are two fundamental areas of work that are related but have different focuses. Flight safety activities concentrate on identifying all potential hazards and risks that may be encountered during flight operations and ensuring that these risks remain at acceptable levels. Flight security, on the other hand, encompasses the measures and practices taken to protect passengers, employees and other stakeholders, as well as to ensure the safety of facilities, aircraft and other assets.

## Flight Safety

Turkish Airlines, considers operational safety to be one of the cornerstones of its sustainable success. The Company views flight safety as an integral part and priority of all its activities and committed to upholding the highest standards of safety, not only as an operational necessity but also as a fundamental principle of our corporate culture.

In line with this understanding, the Safety Management System (SMS) addresses all risks affecting flight operations through reactive, proactive and predictive approaches. The system is operated to cover all organisational levels and areas of activity. Our system is fully compliant with the standards of international aviation authorities such as ICAO, EASA, DGCA and IATA. It is supported by safety programmes covering all relevant units.

The risk management model is continuously updated in accordance with international standards, and the AQD(Aviation Quality Database) programme is used to classify and track identified risks. Specifically within the Flight Operations Directorate, risks are managed based on operational analyses. These risks include assessments specific to the airports flown to and risks that may arise on current routes. In addition, 37 different risk areas are monitored to prevent undesirable situations that may arise as a result of errors or threats that may occur during flight, including the Top 10 Risk Areas identified by EASA. This system is designed to prevent accidents and unwanted situations, thereby ensuring the safety of flight operations. Safety objectives are established with the aim of ensuring the continued delivery of high safety performance. These objectives are regularly evaluated, and management structures such as

the Safety Action Group and the Safety Review Board support decision-making processes.

Throughout the year, several digitalization initiatives were implemented. Efforts continued toward the implementation of FDM Next, which enables advanced analysis of flight data, and CEFA AMS - Pilot Debrief, a tool designed to positively contribute to the individual performance development of flight crews. In parallel, Phase 1 of the SafeTHY Safety Information Database was completed. Additionally, proactive safety management was supported through innovative practices such as fatigue risk management, psychoactive substance screenings, safety reporting incentives, and performance indicator-based dashboard applications. Under the leadership of Turkish Technology, the Data Governance Project was launched to establish the Company's data dictionary. This initiative will contribute to the holistic management of safety data and enhance consistency across the organization.



## FLIGHT SAFETY AND SECURITY

### Flight Safety Activities

In 2024, within the scope of ongoing efforts in flight safety:

- As part of a series of initiatives designed to enhance safety awareness, a Safety Week event was organised. Employees who submitted voluntary safety reports were recognised for their contributions.
- A Safety Awareness Competition was organised under the motto "Our Minds and Ideas Are Safe". The aim of the competition was to increase operational safety awareness and ensure business continuity. Within this scope, Safety Ambassadors were selected from among volunteer employees who met the training criteria at each station. It is acknowledged that the sustainable safety of operations is only possible through the continuous awareness of employees, and similar projects will therefore continue to be implemented.
- Membership has been obtained in ISASI (International Society of Air Safety Investigators), an organization established to promote aviation safety and contribute to the improvement of flight safety through the exchange of ideas, experiences, and information related to aircraft accident/incident investigations.
- Turkish Airlines plans to host the "Turkish Operators Safety Sharing Meeting" (TOEPT) and the "National Event Review Meeting" (UOİT) in the first quarter of 2025. Within this scope, safety events from 2024 will be reviewed together with Turkish aviation operators to enhance safety awareness and promote a shared safety objective.

Within the scope of the Pilot Debrief Application Project, which was carried out to enable cockpit crews working in flight operations to evaluate their flights and increase their individual development and awareness, a software capable of automatically visualizing flight data obtained from aircraft was explored. As a result, CEFA AMS (Aviation Mobile Services) software was made available to instructors in the flight training operation. The procurement process is currently ongoing. Additionally, the use of CEFA FAS (Flight Animation Software) has been expanded among employees.

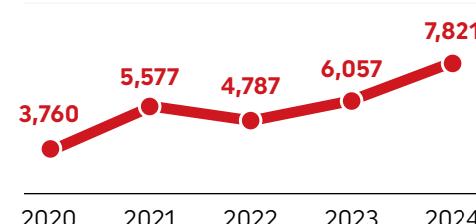
A project has been initiated with THY Technology to develop the SafeTHY Safety Information Bank Project. The aim of this project is to establish the airline as an industry leader in proactive safety efforts by collecting all flight operation safety-related information in a single platform that also includes advanced analytical applications. The first phase of the project has gone live, and system development efforts are ongoing. Planning

for the transition to the second phase in 2025 is currently underway. The objective of this project is to determine individual/fleet risk profiles, develop evidence-based individual/fleet training models based on these profiles, and enhance operational safety levels.

- Safety Performance Indicators (SPI) are published monthly, and performance management is strengthened by monitoring the Generalised Safety Index (GSI) specific to operational areas.
- A Fatigue Risk Management System based on scientific research and developed using biomathematical modelling is actively used to manage fatigue-related safety risks. As of 2024, Boeing's latest "Fitness Modelling" (BAM) has been integrated into our crew planning software, making flight crew schedules more accurate and predictable in terms of fatigue risks.
- Task competency processes are ensured through systematic alcohol and psychoactive substance screening programmes. Consequently, screening tests are conducted regularly in accordance with the List of Medicines Affecting Flight Safety, and the list can be updated and additional tests can be conducted when necessary.
- Dashboard systems that incorporate station-based incident tracking along with SPI analysis of location and cargo areas have been implemented.
- Safety-related software and reporting processes have been updated to enable report automation.

### Flight Safety Activity Data

#### Reporting Performance\*



\* Data normalized to 100,000 flights.

	2020	2021	2022	2023	2024
Aircraft Accidents (Number)	0	0	0	0	1 <sup>1</sup>
Sanctions for Non-Compliance with Flight Safety Regulations (Number)	0	0	0	0	0

<sup>1</sup> It is an incident that occurred on October 18, 2024 in Dublin as a result of tail strike.

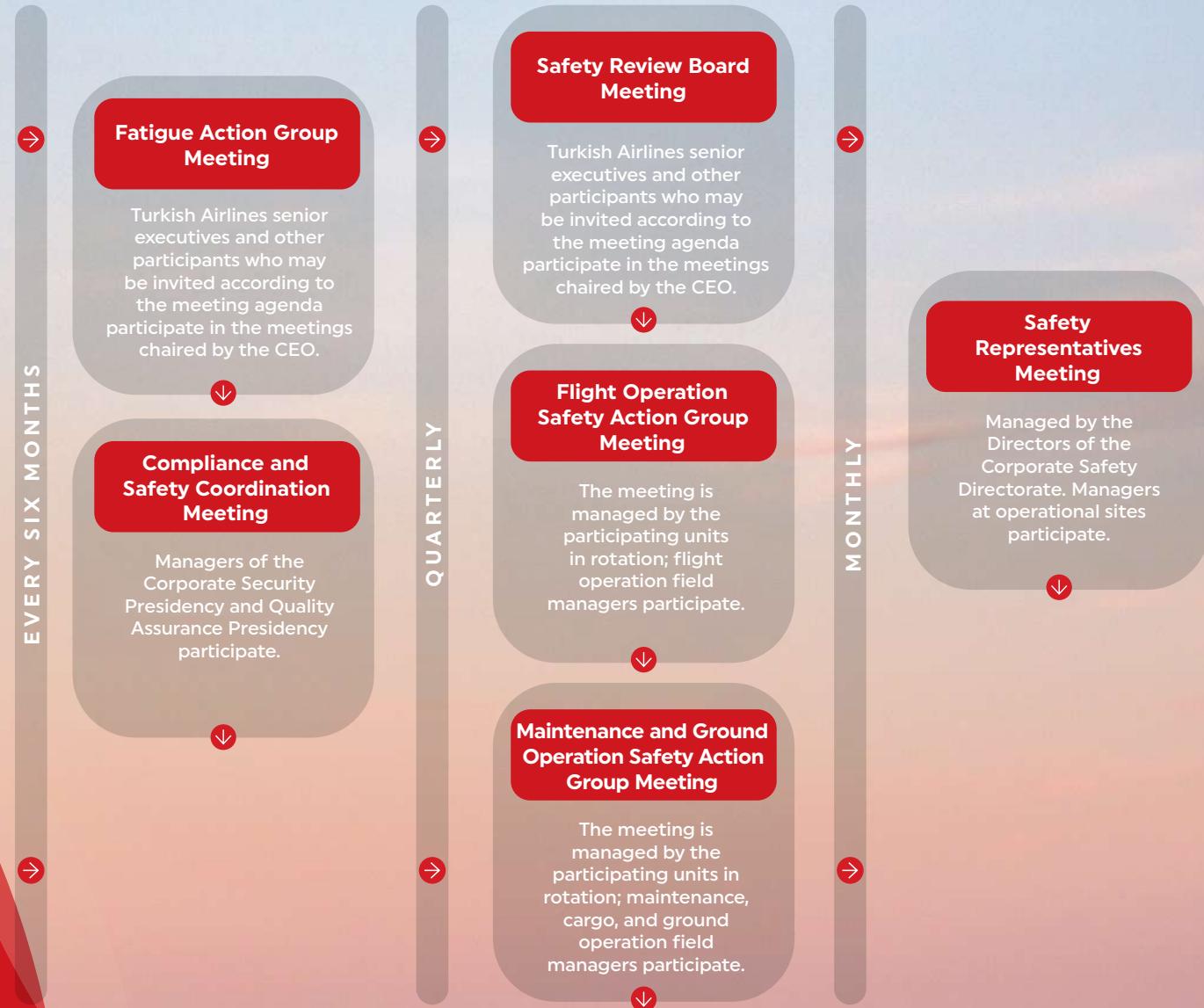


## FLIGHT SAFETY AND SECURITY

## Safety Meetings

Regular meetings are held at different management levels to ensure that safety management processes are internalised at all levels. Within this scope, an Action Summary Report is submitted every 15 days at the General Directorate level. Meetings are held every three months with the Security Action Group and every six months with the Security Review Board. Security Performance Indicators and Security Objectives are evaluated on a quarterly basis, and necessary improvement decisions are made.

## Safety Meetings



## FLIGHT SAFETY AND SECURITY

Following a thorough review of the inspections, the SAFA ratio was recorded at 0.422 at the close of the year. This figure is below the industry average, affirming the efficacy of our safety management system on an international scale.

**Safety Audit**

All activities carried out by Turkish Airlines in relation to flight safety are regularly evaluated by both internal audit mechanisms and independent audits conducted by national and international authorities. These audit processes serve not only to ensure compliance, but also as a feedback and improvement mechanism to support continuous development of operational safety.

During 2024, there were no incidents that could result in criminal penalties or loss of authority within the scope of the Company's security practices, demonstrating the reliability and effectiveness of our security system. The Safety Management System implemented within the organisation has undergone regular review through both planned and unplanned internal audits conducted by the Quality Assurance Directorate. Based on the findings from these audits, necessary action plans have been implemented.

In addition, the IOSA (Operational Safety Audit) audit, conducted by the International Air Transport Association (IATA), which sets the highest safety standards recognised in the industry, was successfully completed in 2024. The

IOSA audit is a thorough external audit process that evaluates the compliance of airline operations with international standards. This achievement is a testament to the Company's corporate management approach, which is focused on safety, and its operational discipline. The preparation process for the IOSA audit, which will be repeated in 2026, has already begun, and the goal is to ensure that the audit results continue to reflect our ongoing success.

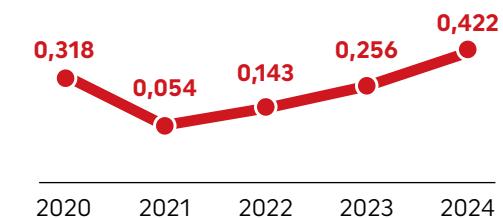
**Safety Assessment of Foreign Aircraft (SAFA) Program**

SAFA (Safety Assessment of Foreign Aircraft) inspections are a key component of the Company's commitment to ensuring flight safety performance is monitored at an international level. These inspections serve as both a sign of compliance and an opportunity for continuous improvement at Turkish Airlines. Conducted by the civil aviation authorities of countries that are members of the European Civil Aviation Conference (ECAC), these audits cover the operational safety controls applied to the Company's aircraft abroad.

During 2024, Turkish Airlines aircraft underwent a total of 83 SAFA

inspections at 57 international airports by 39 different civil aviation authorities. Following a thorough review of the inspections, the SAFA ratio was recorded at 0.422 at the close of the year. This figure is below the industry average, affirming the efficacy of the Company's safety management system on an international scale.

This achievement is the result of the high awareness of the ground crews, systematic preparation processes, and quality-based maintenance and operational practices. The SAFA audit processes continue to serve as a key performance indicator, reflecting Turkish Airlines' proactive safety approach and commitment to compliance with international aviation standards.

**SAFA RATING (%)**

## FLIGHT SAFETY AND SECURITY

### Flight Security

Turkish Airlines' approach to ensuring a safe flight environment is shaped by a risk-based, preventive and integrated system understanding. As part of its commitment to flight safety, the Company ensures the protection of all passengers and aircraft against illegal acts. This is achieved in full compliance with national and international civil aviation regulations, coordinated by the Security Directorate. In this context, the National Civil Aviation Security Programme is prepared in line with the requirements of international security standards such as ICAO, ECAC and IATA, and is implemented in accordance with European Union regulations and US Transportation Security Administration (TSA) legislation. The programme is implemented across all administrative and operational processes and clearly defines the roles and responsibilities of the Company's employees and service providers.

Flight safety activities are managed in accordance with the principles set out in the [Security Policy](#) and within the scope of the Security Management System. The system is subject to continuous review through a combination of internal and external audits, as well as performance monitoring mechanisms. The Safety Review Board convenes biannually in accordance with IOSA requirements, and reports are submitted

to senior management. Potential threats and areas for improvement are addressed at a strategic level. The Safety Officer is the security-responsible authorised manager approved by the General Directorate of Civil Aviation (DGCA) and is responsible for security coordination with authorities in all countries where Turkish Airlines operates.

Turkish Airlines is committed to identifying areas of risk to flight safety and have established a system for categorising stations according to risk levels. Additional security measures are implemented at these points when necessary. Significant progress has been made in removing additional security services requested by certain country authorities, thanks to the high-tech security devices used at Istanbul Airport. Ultimately, the objective is to attain equivalent security levels at all stations where supplementary security services are presently offered.

The Safe Flight Passenger Tracking System is designed to identify and address potential risks posed by passengers exhibiting unusual behaviour. This system, when implemented, involves conducting risk assessments and, when deemed necessary, imposing temporary restrictions on the passenger's participation in flights. The primary

objective of these measures is to enhance flight safety. Furthermore, special procedures have been developed for suspicious passenger and object incidents; security inspections within this scope have been conducted with the utmost care by the Aviation Security Operations Chiefs stationed at Istanbul and Ankara airports.

A comprehensive assessment process has been implemented to analyse the behavioural reasons behind passengers who may pose a threat to flight safety; escort procedures have been implemented based on these analyses. Digitisation of security processes is also underway in the relevant areas.



**16,819**

person\*hours of flight  
safety training was  
provided to



**38,649**

participants.

## FLIGHT SAFETY AND SECURITY

### Flight Security Awareness Activities

Ensuring flight safety at the highest level is contingent on the continuous enhancement of the knowledge and awareness of relevant personnel. In order to achieve this objective, flight safety awareness and communication activities, internal research and training activities are carried out for Company employees. Turkish Airlines is committed to encouraging the reporting of errors. To this end, the Company have implemented non-punitive reporting procedures in accordance with the principle of confidentiality. Company employees are invited to submit any suggestions, requests, or reports related to safety matters to the email address [security@thy.com](mailto:security@thy.com).

All administrative and operational employees involved in security processes within the Company are obligated to adhere to the directives outlined in the Security Programme and to report any instances of non-compliance to the Security Directorate.

### Flight Security Trainings

Throughout the year, comprehensive training activities are conducted to promote a culture of flight safety within the Company and to increase awareness of this issue among all employees. In line with this, a total of 16,819 person\*hours of flight safety training was provided to 38,649 participants in 2024. The training content is determined in accordance with ICAO and SHGM regulations and structured to address continuously updated safety risks.

Flight Security Trainings	2020	2021	2022	2023	2024
Number of 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
Total Training Time (person*hour)	15,472	22,503	17,062	15,704	16,819
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



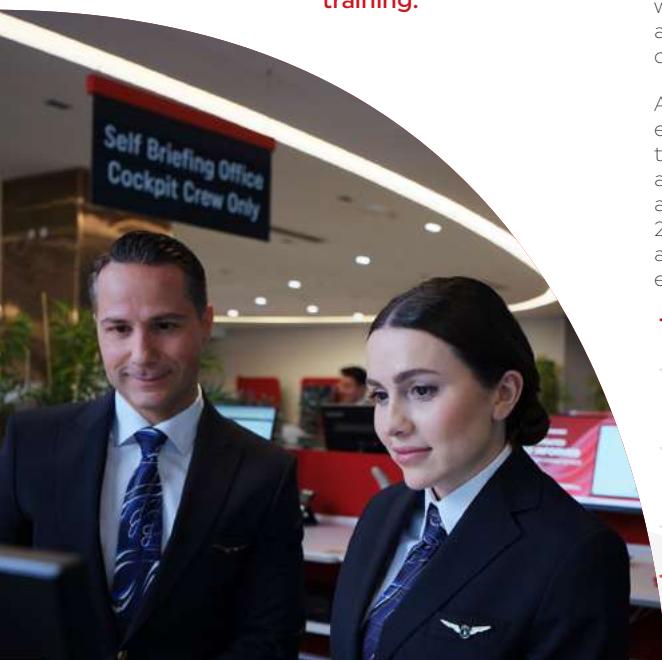
## EMERGENCY MANAGEMENT

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.



**5,916**

person-hours  
of disaster and  
emergency  
training.



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 Assistance 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 Assistance 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 Assistance Team receive training in psychological trauma and first aid. The Company has over 1,700 Family Assistance Team members. The Family Assistance Team is comprised of five sub-teams, each with specific responsibilities. Family Assistance 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.

Disaster and Emergency Preparation Efforts	2020	2021	2022	2023	2024
Number of Disaster and Emergency Training Activities	10	19	48	49	46
Number of Disaster and Emergency Training Participants	145	215	1,428	768	714
Number of Disaster and Emergency Drills	8	97	96	91	102

## CORPORATE CITIZENSHIP

The project, initiated in 2023 and ongoing during the reporting period under the title **"91<sup>st</sup> 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 Company has over  
**1,700**  
Family Assistance  
Team members.

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 we 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 "91<sup>st</sup> 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 the Company's 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.



## CORPORATE CITIZENSHIP

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 Assistance 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 Turkish Airlines' 90<sup>th</sup> 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 the Company's 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.



## LEAVING A MARK FOR THE FUTURE BY RESPECTING NATURE

As we connect the world, we also consider our environmental responsibility. We implement our approach to combating climate change in many areas of our operations, taking into account the limited resources of our planet.

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## CLIMATE CHANGE GOVERNANCE

The Company follows a risk and opportunity-focused approach to climate impact management that goes beyond greenhouse gas emissions management. It continues to improve its processes aimed at reducing its environmental impact in areas such as energy efficiency, Sustainable Aviation Fuels, water and waste management, biodiversity, and responsible catering.

Believing that every step taken to protect life is the most valuable legacy left for the future, the Company continues to contribute to a sustainable tomorrow by being among the organisations leading the transformation to low-carbon aviation.

Turkish Airlines, as a major player in the aviation sector, has a comprehensive approach to climate risk and opportunity management, supported by its high-level governance structures. The Company has transformed its sustainability goals into areas of responsibility that are embraced across the entire organisation.

The Sustainability Committee is responsible for evaluating all strategies, risks and targets related to climate change on behalf of the Board of Directors. The decision-making process is informed by the contributions of senior management and expert teams. The Committee convenes on a quarterly basis to oversee the following areas: emission reduction plans, regulatory compliance, carbon offsetting mechanisms, and environmental performance indicators. The Committee updates its agenda in accordance with scientific developments, industry trends, and regulatory changes.

The basic framework for corporate climate governance is defined by the Turkish Airlines 2033 Strategy and Climate Transition Plan, which was approved by the Board of Directors. Implementation is carried out in accordance with the Sustainability Committee Procedure, the IATA IEnvA Environmental Management System, the ISO 50001 Energy Management System, the CDP Climate Change Programme, and the CORSIA framework. Climate actions are not limited to senior management; innovative ideas developed through a suggestion system are rewarded to encourage participation from all employees.



## CLIMATE CHANGE GOVERNANCE

### Managing Climate Risks and Opportunities

Turkish Airlines' strategic risk management framework systematically addresses climate change, assessing it in terms of physical and transition risks, operational integrity and long-term value creation capacity. In this context, risks and opportunities are analysed using IEA NZE, SSP and STEPS scenarios and rated using a SWOT approach and vulnerability prioritisation.

Physical risks include factors such as the increasing frequency and intensity of extreme weather events, operational disruptions and cost increases caused by average temperature increases. Transition risks are shaped by the development of climate policies, stricter and more binding emission regulations, mandatory use of sustainable aviation fuel (SAF), an increase in the number of countries implementing carbon pricing mechanisms, rising carbon credit prices, and changes in passenger preferences. These risks have the potential to directly impact various dimensions of our business model, from route planning to fuel strategy, infrastructure investments to fleet management.

The multidimensional effects of climate change also have significant financial consequences. Increased maintenance costs, energy consumption due to climate control, decreased operational efficiency, and obligations arising from carbon regulations are creating direct cost pressures. The internal carbon pricing

system used to measure these effects enables the calculation of carbon costs per tonne under different scenarios, thereby allowing investments to be evaluated based on shadow prices.

On the other hand, climate opportunities offer the possibility of creating concrete added value in areas such as the development of low-carbon solutions, the widespread adoption of SAF technologies, operational improvements, fuel-saving initiatives, the use of renewable energy and investments in renewable energy projects, digitalisation and energy optimisation, sustainable catering and waste management. These applications deliver environmental benefits, long-term cost advantages and financial resilience.

The resilience of our business model is ensured not only by anticipating these risks and opportunities, but also by continuously improving our adaptability. The Company's strategic investments in new-generation aircraft, its commitment to transitioning to alternative fuel technologies, its efforts to enhance infrastructure resilience, and its digital transformation initiatives are driving operational and financial resilience against climate scenarios.

Detailed information on the management of risks and opportunities arising from climate change can be found in the [TSRS-compliant Sustainability Report](#) published on the corporate website.



## CLIMATE CHANGE GOVERNANCE

### Target:

#### 2050 Carbon-Neutral Airline

Turkish Airlines is committed to becoming a carbon-neutral airline by 2050, with the aim of reducing the aviation sector's impact on the climate. In order to achieve this objective, the Company is implementing a comprehensive strategy for reducing emissions. This target is not only an environmental commitment, but also part of a vision for operational transformation, technological adaptation and sectoral leadership.

Progress is being made along three key strategic axes in line with the 2050 target: fuel conversion, fleet modernisation and operational efficiency. In this context, there is an increasing use of sustainable aviation fuel (SAF), investments are being made in new-generation low-emission aircraft, and energy-saving applications are being rolled out in many areas, from flight planning algorithms to ground services.

For emissions that cannot be reduced directly, the Company has adopted voluntary carbon

offsetting and strategies for compliance with international mechanisms. Obligations under CORSIA and the EU Emissions Trading System (ETS) are closely monitored, and project-based offsetting applications are used to produce results that are both traceable and reportable.

In decision-making processes, tools such as internal carbon pricing and shadow price modelling are used to assess the climate impact of investments, thereby ensuring financial sustainability in line with long-term transformation.

### 2050 CARBON NEUTRALITY TARGET ACTION AREAS:

#### New Generation Aircraft

Reducing carbon emissions with new-generation aircraft, which are expected to make up at least 90% of the fleet by 2033

#### Using SAF

Continuing the use of Sustainable Aviation Fuel (SAF) at increasing frequencies and destinations, entering into long-term guaranteed purchase agreements with SAF suppliers, and establishing partnerships/collaborations with companies planning to produce SAF in Türkiye.

#### Renewable Energy

Meeting the energy needs of buildings from renewable energy sources and investing in solar power projects that can offset the Company's energy needs.

#### Carbon Offsetting

Offsetting carbon emissions from flights carried out under CORSIA that exceed the base year value and developing carbon emission reduction projects through various investment models.

#### Operational Improvements

Achieving fuel efficiency and carbon emission reduction through operational improvements to be implemented by 2033.

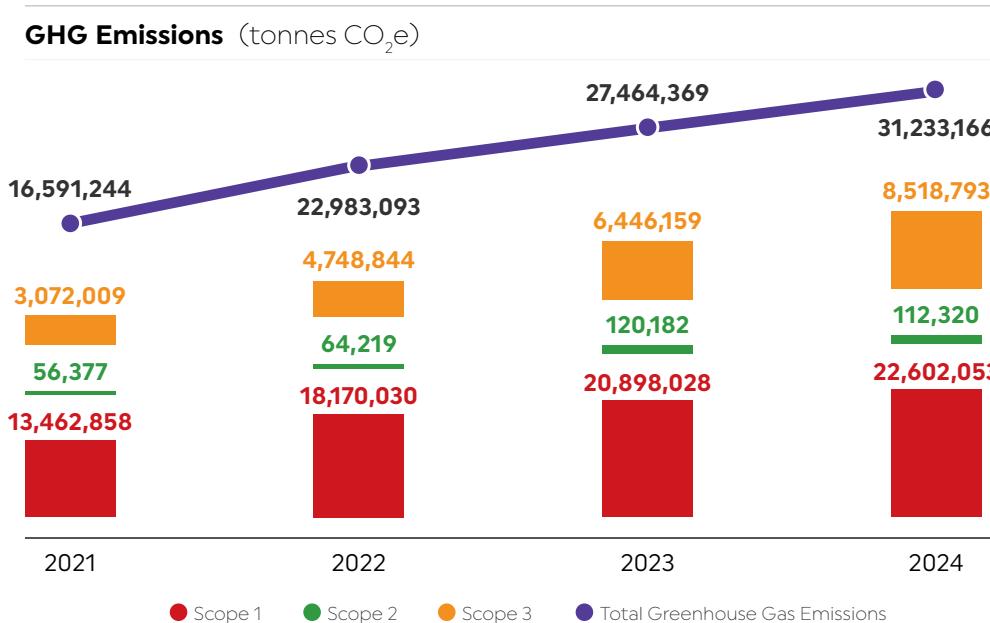
## CLIMATE CHANGE GOVERNANCE

### Greenhouse Gas Emissions

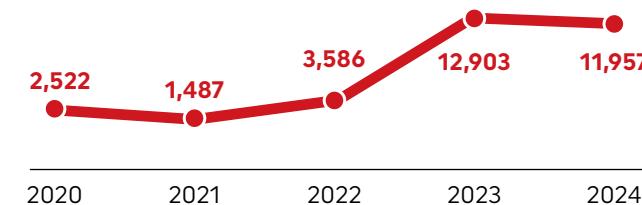
Turkish Airlines recognises emissions management as not only a legal obligation, but also a vital strategy for achieving our climate goals. In line with this approach, greenhouse gas emissions from operations are calculated and monitored in accordance with international standards, divided into Scope 1 (direct fuel use) and Scope 2 (indirect emissions from electricity consumption). Emissions data is subject to independent verification processes and is shared with the public in accordance with the principle of transparency.

GHG Protocol, IPCC methodologies and CORSIA guidelines are used as the basis for emission calculations; the "operational control" approach is adopted as the consolidation method. As of 2024, the majority of our total GHG emissions are based on flight operations under Scope 1. Integrated monitoring systems are also used to track emissions from ground services, facility management and support activities.

In addition to absolute values, relative indicators such as CO<sub>2</sub> emissions per passenger-kilometre are used to monitor carbon efficiency; reduction targets are supported by fleet composition, route optimisation and fuel efficiency measures.



### Number of Greenhouse Gas Awareness Training Participants



**in this context,**  
**1,594**  
person\*hours of  
greenhouse gas  
awareness training  
was provided to  
11,957 participants  
in 2024.

In 2024, due to increased aviation operations, Turkish Airlines' activities generated a total of 31.2 million tonnes of CO<sub>2</sub>e greenhouse gas emissions.<sup>5</sup> In addition, greenhouse gas emissions per seat kilometre offered amounted to 7797 g CO<sub>2</sub>e/ASK.

Greenhouse gas awareness training is provided to Turkish Airlines employees and managers to raise awareness of greenhouse gas emissions management and carbon neutrality targets. In this context, 1,594 person\*hours of greenhouse gas awareness training was provided to 11,957 participants in 2024.

Greenhouse gas management is carried out in line with international mechanisms such as emissions trading schemes (ETS), voluntary carbon markets and CORSIA. Carbon offsetting activities are ensured to comply with the principles of environmental integrity, traceability and permanence.

<sup>5</sup> In calculating Turkish Airlines' greenhouse gas emissions, the emission data of the Company's subsidiaries are consolidated, while the data of affiliated companies in which the Company holds more than a 50% stake (THY Teknik AŞ, THY Flight Training and Airport Operations AŞ, THY Technology and Information AŞ, THY Support Services AŞ, TCI Cabin Interior Systems Industry and Service Inc., AJET Air Transport Inc., Turkish Airlines Electronic Money and Payment Systems Inc., Turkish Airlines Air Cargo Transport Inc.) are included in the Company's emissions under the same scope. The emissions of joint ventures in which the Company holds a stake of 50% or less (TGS Ground Services Inc., Gunes Ekspres Havacilik Inc., THY DO&CO Catering Services Inc., P&W TT Aircraft Maintenance Centre Ltd Şti, THY OPET Aviation Fuels Inc., Goodrich THY Technical Services Centre, TFS Fuel Services Inc.) are classified under the Scope-3 Investments heading in proportion to their shareholding.

## CLIMATE CHANGE GOVERNANCE

### Carbon Offset Practices

One of the key components enabling Turkish Airlines to achieve its commitment to become a carbon-neutral airline by 2050 is the offsetting of emissions generated by its operations through various offset projects and emissions trading systems. The Company is developing integrated solutions for emissions resulting from its activities through international carbon offsetting systems and high-quality crediting mechanisms. In this context, the European Union Emissions Trading System (EU ETS), the United Kingdom Emissions Trading System (UK ETS) and the Swiss Emissions Trading System (CH ETS) are being integrated into the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) (Carbon Offsetting and Reduction Scheme for International Aviation, CORSIA is a collaborative effort between the International Civil Aviation Organisation (ICAO), the EU Emissions Trading System (EU-ETS), the United Kingdom Emissions Trading System (UK-ETS) and the Swiss Emissions Trading System (CH-ETS), all of which ensure strict monitoring and compliance with carbon offset obligations.

The Company's carbon offset approach is not solely compliance-focused, but also based on a responsibility approach supported by projects with high environmental integrity through voluntary markets. In this regard, investments are made in projects that are accredited by

the globally recognised Gold Standard and VCS and have completed third-party verification and validation processes.

In 2024, a total of 12,577 tonnes of CO<sub>2</sub> emission credits were delivered to the relevant authorities under emission trading schemes. Furthermore, Turkish Airlines voluntarily offsets emissions from operations such as duty flights. Within this scope, the Company offsetted a total of 7,100 tonnes of CO<sub>2</sub> emissions in 2024.

The procurement and utilisation of carbon credits are governed by policies that are integrated with the Sustainability Risk and Opportunity Management Procedure. The environmental impacts of credits and their alignment with climate goals are regularly assessed under the Compliance Review Procedure.

Emission Credits Surrendered to Authorities	2020	2021	2022	2023	2024
EU-ETS (tonnes CO <sub>2</sub> )	13,835	10,838	6,619	8,892	8,368
UK-ETS (tonnes CO <sub>2</sub> )	-	3,130	2,297	5,440	4,194
CH-ETS (tonnes CO <sub>2</sub> )	48	0	52	5	15
Emission credits surrendered in total (tonnes CO <sub>2</sub> )	13,883	13,968	8,968	14,337	12,577
Number of passenger trips reported/offsetted	669	672	476	694	758



In 2024, a total of  
**12,577**  
tonnes of CO<sub>2</sub> equivalent  
emission credits were  
surrendered to the relevant  
authorities under the  
emissions trading schemes.

## CLIMATE CHANGE GOVERNANCE

Turkish Airlines' CO<sub>2</sub>mission platform is a digital system that allows passengers to voluntarily offset the carbon emissions generated by their flights.

In 2024, the Company offset  
 **7,100**  
tonnes of carbon emissions from  
 **37,207**  
business trips.

### CO<sub>2</sub>mission Platform

Turkish Airlines' CO<sub>2</sub>mission platform is a digital system that allows passengers to voluntarily offset the carbon emissions generated by their flights. The platform calculates personal carbon footprints based on ICAO methodologies. Passengers can contribute to internationally certified projects through portfolios offered under the headings of Renewable Energy, Social Benefit, and Ecosystem Restoration.

Users can view the amount of emissions for each flight and offset these emissions by contributing to reliable and independently verified projects. The CO<sub>2</sub>mission, which works with certified projects such as Gold Standard and VCS, aims to offset carbon emissions whilst also achieving multiple benefits, including the protection of biodiversity, investments in renewable energy, and local development. Passenger contributions are verified using the appropriate documentation, and project information is presented transparently.

At the corporate level, the platform is also used to voluntarily offset carbon emissions from all business trips made by Turkish Airlines employees. In 2024, the Company offset 7,100 tonnes of carbon emissions from 37,207 business

trips. In this way, CO<sub>2</sub>mission is both an important component of the Company's individual approach and an integral part of its corporate responsibility strategy.

### Internal Carbon Pricing

Turkish Airlines has adopted an internal carbon pricing approach to enable it to make investment decisions in line with its climate targets and proactively manage long-term carbon costs. Within this framework, the carbon cost per tonne is calculated under various climate scenarios, and the carbon impact of new projects and operational decisions is assessed not only as an environmental parameter but also as a financial parameter.

The internal pricing application is based on both shadow prices and marginal cost scenarios, and obligations related to market-based carbon regulations, such as CORSIA, EU ETS and CH ETS, are also taken into account. This approach allows investment feasibility studies to be adapted in light of carbon costs, with a focus on encouraging low carbon intensity solutions in the long term.

## CLIMATE CHANGE GOVERNANCE

### Energy Efficiency

Turkish Airlines considers energy efficiency to be a strategic priority for the Company. This is because of the significant impact that energy efficiency has on increasing resource efficiency, reducing greenhouse gas emissions to meet climate targets, and optimising operational costs. In this context, systematic efforts are being made to manage fuel used in flight operations efficiently and reduce energy consumption at airports and in support services.

Energy management activities are carried out in accordance with the ISO 50001 Energy Management System standard, and consumption data is regularly analysed to identify opportunities for improvement. In addition to measures aimed at enhancing fuel efficiency in aviation, there is a growing implementation of energy-saving automation solutions, lighting systems, HVAC optimisations, and electric vehicle conversions in terminal buildings, offices, technical centres, and flight support operations.

**3,385**  
person\*hours of  
energy efficiency  
awareness training  
were provided, with  
**7,254**  
employees participating

**940**  
person\*hours  
involving  
**2,015**  
contractor  
company  
employees.

The processes have been integrated with technical applications, as well as with awareness-raising training and suggestion systems that encourage employee participation. Within this scope, in 2024, a total of 3,385 person\*hours of energy efficiency awareness training were provided, with 7,254 employees participating, as well as 940 person\*hours involving 2,015 contractor company employees.

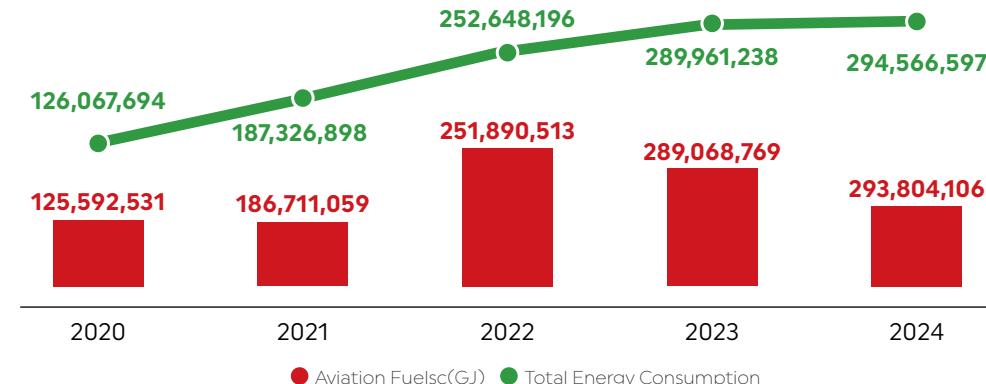
Data obtained in the field of energy management is monitored using both absolute consumption values and relative performance indicators. This allows carbon intensity to be kept under control as the operational scale grows.

### Energy Consumption

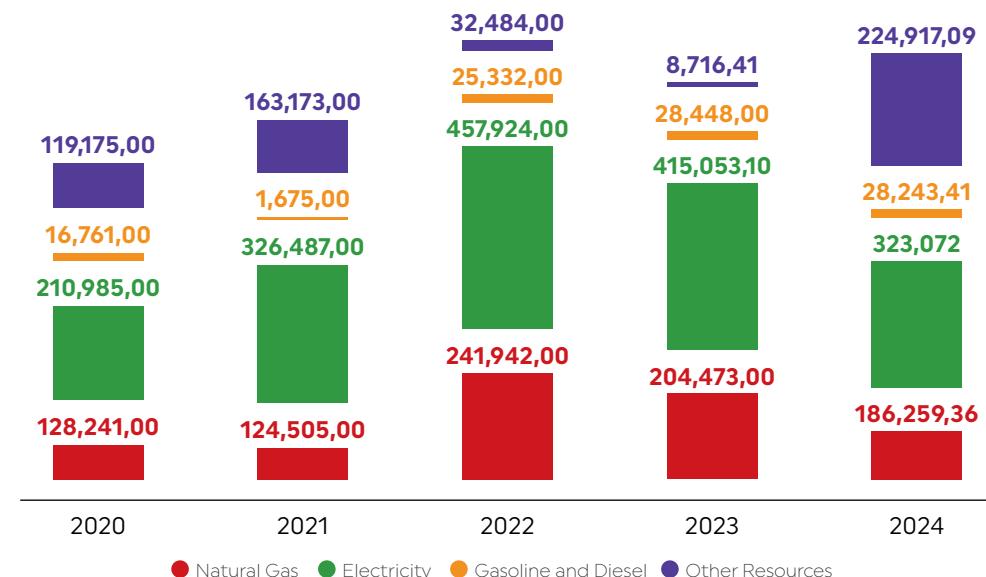
In 2024, there was an increase in our total energy consumption due to the rise in flight numbers and operational capacity. In terms of total energy consumption, which amounted to 294,566,597 GJ over the course of the year, it is a matter of note that 99.74% of this was attributable to aircraft fuel (293,804,106 GJ). Electricity and other energy sources used in terminal, office, maintenance, and support services account for a very limited share of total consumption.

Energy performance is monitored through both absolute consumption values and efficiency indicators linked to operational intensity; data-driven decision-making processes are implemented to identify areas for improvement.

### Energy Consumption (GJ)



### Non-Aviation Fuel Energy Consumption (GJ)



## CLIMATE CHANGE GOVERNANCE

### Renewable Energy Use

Turkish Airlines recognises the decarbonisation of energy supply as a strategic lever for achieving climate goals and is taking concrete steps to increase the use of renewable energy in line with this objective. As of 2024, 61,636 GJ of the total 323,072 GJ of electricity consumed was sourced from I-REC certified renewable energy sources, thereby contributing to the reduction of indirect emissions.

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 m<sup>3</sup> per year for hot water production, thereby preventing 12 tonnes of CO<sub>2</sub> 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.



## CLIMATE CHANGE GOVERNANCE

### Fuel Efficiency

Turkish Airlines has set itself the goal of becoming a carbon-neutral airline and is working to embrace its 2050 vision. Fuel efficiency is considered a strategic priority, both with regard to environmental sustainability and to operational efficiency and cost control. Numerous applications and projects carried out throughout 2024 have taken shape as concrete reflections of this approach.

The process of fleet modernisation is underway, with the incorporation of new-generation aircraft characterised by low emissions and high fuel efficiency. By the end of 2024, the proportion of fuel-efficient aircraft in the fleet will reach 34%, with a total of 26 new-generation aircraft added to the fleet. These aircraft achieve fuel savings of 15-20% thanks to their operational efficiency, engine technologies and cabin designs. Furthermore, the "Sustainability-Linked Loan" model, which was implemented in 2024, has facilitated the financing of Airbus A321NEO aircrafts based on their environmental performance.

Operational improvements aimed at reducing fuel consumption are measures that directly limit the Company's environmental impact. Emissions are systematically reduced through methods such as route optimisation, continuous descent approaches (CDA), take-off and landing with reduced flap configurations, single-engine taxiing and limiting the use of APUs (auxiliary power units).

### INVESTING IN NEW TECHNOLOGIES

#### FLEET MODERNIZATION

#### BIO-FUEL RESEARCHES

#### MODERN 4-D PLANNING

#### FUEL MANAGEMENT AND MONITORING SOFTWARE

### OPTIMIZATION OF OPERATIONS Fuel Saving Practices

#### FLIGHT OPERATIONS PRACTICES

Reducing the use of APU (Auxiliary Power Unit), climbing/straight flight/descent procedures, short-cut, use of idle reverseon landings, etc.)

#### TECHNICAL MAINTENANCE PRACTICES

(Reducing aircraft weights installation of winglet/sharklet, etc)

#### GROUND OPERATIONS PRACTICES

(Reducing cabin metarial and catering weights, etc.)

#### FLIGHT PLANNING PRACTICES

(Effective flight planning system, optimum roite, tankering)

### IMPROVING OUR INFRASTRUCTURE

#### ATC OPERATIONS

(SEPERATION, USE OF AIRSPACE  
MORE EFFECTIVELY)

SESAR Project

Military Airspace

Route Optimization

#### AIRPORT INFRASTRUCTURE

New Parking Areas/Taxiways  
Assesment of Service Providers' Equipment

## CLIMATE CHANGE GOVERNANCE

Following the implementation of fuel efficiency measures in 2024, a total fuel saving of 70,046 tonnes was achieved. This has prevented the emission of approximately 221,344 tonnes of CO<sub>2</sub> equivalent greenhouse gases into the atmosphere. Since 2008, the total fuel savings achieved through these improvements amount to 813,310 tonnes, with a total reduction in greenhouse gas emissions of 2,570,060 tonnes.

Among the notable fuel efficiency measures implemented in 2024 are single-engine taxiing, minimum thrust (idle

reverse) during landings, continuous descent approach (CDA), and reduced flap configuration during take-offs and landings. When considered together, these four initiatives resulted in a total fuel saving of 38,576 tonnes and a reduction of over 121,900 tonnes of CO<sub>2</sub> emissions. Additionally, the Statistical Contingency Fuel Planning application, developed based on flight history data, was implemented in 2024. This application helps prevent routine excess fuel loading, thereby contributing to operational efficiency and reducing the carbon footprint.

A total of 20 different savings initiatives were implemented in 2024, leading to significant emission reductions. Technical interventions were carried out in areas such as aircraft surface washing and painting, water loading optimisation, and centre of gravity optimisation. The implementation of engine washing operations, conducted exclusively on the Boeing 777 and 787 fleets, has yielded a total fuel savings of 3,174,415 gallons. This has resulted in a cost advantage of approximately 6.35 million USD.

<b>Total Fuel Savings (tonnes)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Reduced flap take-off/landing	5,192	7,513	9,608	10,984	10,114
Engine out taxi in	1,841	2,526	5,745	10,464	12,746
Idle reverse on landing	5,145	7,966	9,886	12,440	11,839
Continuous Descent Approach	2,631	3,744	3,942	4,798	3,877

<b>Greenhouse Gas Emission Reduction (tonnes CO<sub>2</sub>)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Reduced flap take-off/landing	16,355	23,666	30,265	34,600	31,960
Engine out taxi in	5,799	7,957	18,095	32,962	40,276
Idle reverse on landing	16,207	25,093	31,140	39,186	37,412
Continuous Descent Approach	8,288	11,794	12,417	15,114	12,252



The implementation  
of engine washing  
operations, has yielded  
a total fuel savings of

**3,174,415**

gallons.



Since 2008, with a total  
reduction in greenhouse  
gas emissions of

**2,570,060**

tonnes.



## CLIMATE CHANGE GOVERNANCE

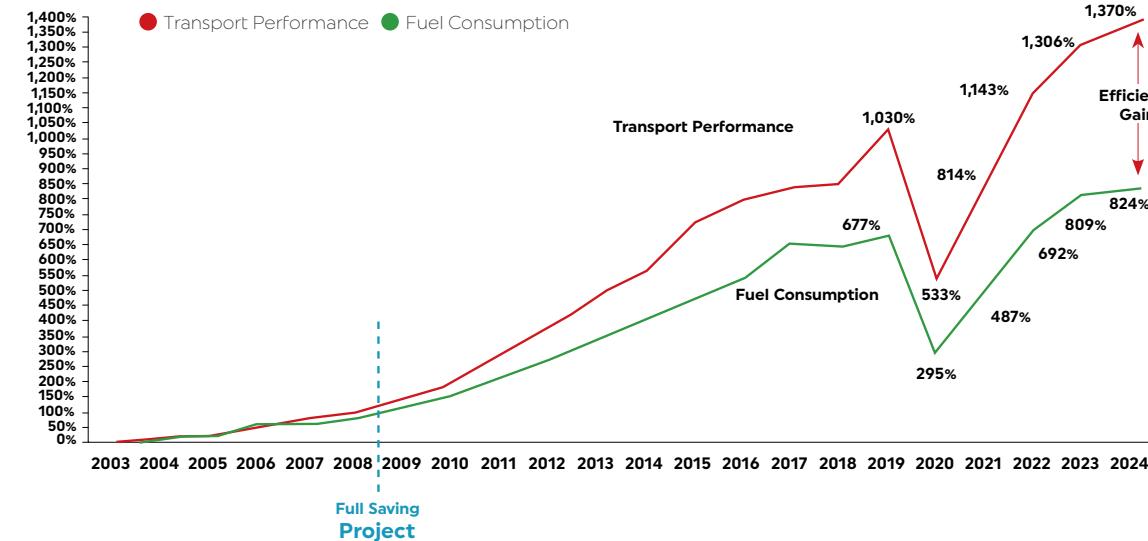
Following the implementation of all efficiency improvement initiatives in 2024, a total fuel saving of 70,046 tonnes was achieved, leading to a reduction of 221,344 tonnes of CO<sub>2</sub>e greenhouse gas emissions. As a result, fuel-related energy intensity was achieved at 3.76 litres/100 RPK for passenger flights, 0.167 litres/TTK for cargo flights, and 3.11 litres/100 ASK2 overall. Concurrently, fuel-related greenhouse gas emission intensity stood at 0.118 kgCO<sub>2</sub>e /RPK for passenger flights, 0.519 kgCO<sub>2</sub>e /TTK for cargo flights, and 77.97 gCO<sub>2</sub>e /ASK overall.

Since the programme's implementation in 2008, there has been a significant enhancement in fuel efficiency, with a total reduction of 813,310 tonnes. Additionally, there has been a substantial decrease in greenhouse gas emissions, reaching a total of 2,570,060 tonnes of CO<sub>2</sub>e.

All fuel efficiency performance is reported monthly to senior management and reviewed at quarterly Fuel Savings Committee meetings, which include the participation of the CEO. Furthermore, individual performance tracking includes special reports for captain pilots. Incentive programmes are implemented for pilots demonstrating outstanding performance.

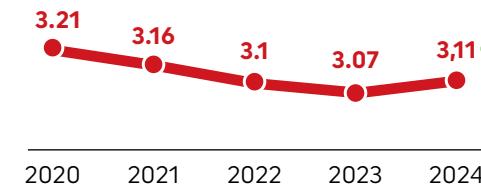
The reliability of this comprehensive management structure is supported by PWC assurance audits, the GHG Protocol verification process, IEnvA internal and external audits, and national and international mechanisms such as CORSIA, UK-ETS and EU-ETS. Our target for 2025 is to increase our annual fuel savings to over 80,000 tonnes.

### THY Fuel Efficiency (Last 21 Year)



### Fuel Consumption per 100 Available Seat Kilometers

(Litres/ ASK2)



\*ASK (corrected by including ASTK for cargo operations.)

### Sustainable Aviation Fuels (SAF) Applications

Turkish Airlines has made the use of Sustainable Aviation Fuel (SAF) a strategic priority in line with global efforts to reduce the carbon footprint of aviation. The use of SAF, which commenced in 2022 on flights departing from Istanbul Airport to Paris Charles De Gaulle and Stockholm Arlanda, has been expanded in terms of both frequency and destinations as of 2024. SAF use, which is scheduled once

a week on European destinations such as Paris, Oslo, Gothenburg, Copenhagen, Brussels, Stuttgart, Stockholm, and Lyon, has been extended to return flights on routes to Lyon, Marseille, Oslo, Strasbourg, Bordeaux, and Toulouse. Additionally, as of 2024, seasonal use of SAF will be introduced for flights departing from Izmir to Istanbul, with plans to continue this application in 2025. In terms of cargo transportation, the first SAF-powered cargo flight was operated on the Istanbul-London route in 2023, setting a precedent for future applications.

## CLIMATE CHANGE GOVERNANCE

In line with the European Union's RefuelEU Aviation regulation, as of 1 January 2025, the supply of Sustainable Aviation Fuel (SAF) will be mandatory at all Union airports reaching an annual capacity of 800,000 passengers or 100,000 tonnes of cargo. Turkish Airlines has also aligned its SAF procurement processes accordingly. Additionally, SAF was used in the ferry flight operations of the 12 A320 NEO aircraft delivered from Airbus facilities in 2024.

In addition to these operational applications, 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.

### Operational Energy Efficiency

At Turkish Airlines, we consider energy efficiency measures to be more than just a means of reducing operational costs; we regard them as a critical tool for managing our environmental impact. In line with this understanding, we have implemented numerous improvements throughout 2024 that will save energy in both our existing structures and new projects.

Among the energy efficiency measures implemented in central offices in 2024 are: replacing air conditioning units in the AHL Cargo building with high-efficiency plug fan systems, integrating office lighting into an automation system to achieve annual electricity savings of up to 50%, and LED conversion projects. In addition, as part of new construction projects, infrastructure aimed at reducing the carbon footprint, such as electric vehicle charging stations and bicycle lanes, is planned for the closed parking building, which is set to be operational by 2025. This infrastructure aims to promote the widespread use of clean energy, particularly in internal fleet transportation.



## CLIMATE CHANGE GOVERNANCE

At our domestic stations, savings are achieved by choosing equipment and materials with high energy efficiency within operational conditions. In addition to LED lighting systems in offices, manual savings measures (turning off lights after working hours, unplugging unnecessary devices, etc.) are actively implemented alongside warning signs to raise employee awareness. When procuring electronic devices, products with energy efficiency labels are favoured, and waste separation and recycling are carried out in accordance with established procedures.

In particular, the Adana Station, which has been relocated to Çukurova Airport, features structural and environmental improvements that support energy efficiency. The implementation of modern systems, including LED lighting, sensor-controlled lighting systems and centralised heating and cooling solutions, has led to a substantial reduction in energy consumption across all office areas of the new airport. Thermal insulation in walls and double-glazed windows enhance the building's thermal efficiency, while the widespread use of a shuttle service for staff transportation has reduced individual vehicle use and associated carbon emissions. In addition, measures have been implemented to encourage the use of a shared data repository, as part of a programme to promote paperless office practices. Printer usage has been reduced as a result.

The integration of automation technology in the TSS Office Area within the AHL Cargo Facility and the Communications Directorate Office has enabled significant energy savings of at least 50% in the lighting systems. The fan system conversion carried out on some air conditioning units in the same building has replaced belt-driven systems with motor-

fan coupled structures. This has resulted in an annual energy saving of 9,880 kWh for a single unit, with an estimated payback period of approximately 3.9 years. As of 2024, this conversion has been implemented in 3 central units, and plans are in place to expand it to three additional central units by 2025.

In addition to reducing energy consumption, investments are also being made in technologies aimed at protecting air quality. In the Kayseri CIP Lounge and İHL Cargo Social Area projects, the integration of ecology units into kitchen exhaust systems, along with electrostatic and active carbon filters, is aimed at achieving the filtration of 80-90% of oil-containing pollutants released into the environment. This has resulted in significant improvements in both employee health and environmental impact.

The Operation Centre Closed Car Park Project, which was designed to support the widespread use of electric vehicles and reduce fossil fuel emissions, was planned in 2024, with construction scheduled to begin in 2025. The facility will have a capacity of 4,000 vehicles, and the number of electric vehicle charging stations, which will be installed in limited numbers in the first phase, can be rapidly increased in line with demand thanks to the existing infrastructure. The project also includes bicycle parking areas and pedestrian walkways, with the aim of reducing vehicle traffic and promoting sustainable transportation.

These applications have been implemented as part of a continuous improvement approach, planned in an integrated manner with our energy management systems, with the aim of reducing the carbon footprint of our operational processes.



### 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 Şekerçi 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 MANAGEMENT

The global aviation industry is prioritising more systematic, measurable and comprehensive environmental management approaches in order to reduce its environmental impact and achieve a transformation that is aligned with climate goals while continuing to grow.



In 2024, a total of  
**2,433**  
person\*hours of environmental training was conducted with the participation of 4,917 employees,

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.

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 Chief Investment & Strategy Officer 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.

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 corporate environmental management approach is not limited to the organisation of processes, but is also supported by concrete resource allocation. In 2024, environmental investment expenditures reached 2.6 million USD, while operational environmental expenses amounted to 20.6 million USD. These figures highlight the Company's financial commitment to managing environmental impacts in order to achieve its sustainability goals.

### Water Management

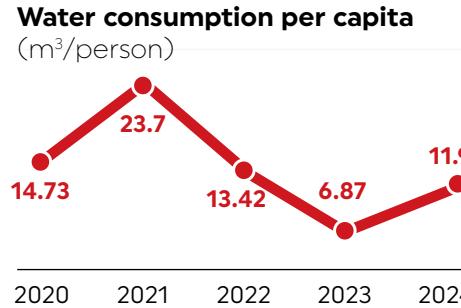
Water consumption management optimises operating costs and reduces water risks associated with the climate

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 m<sup>3</sup>. Per capita water consumption was 11.99 m<sup>3</sup>/person.

## ENVIRONMENTAL MANAGEMENT



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

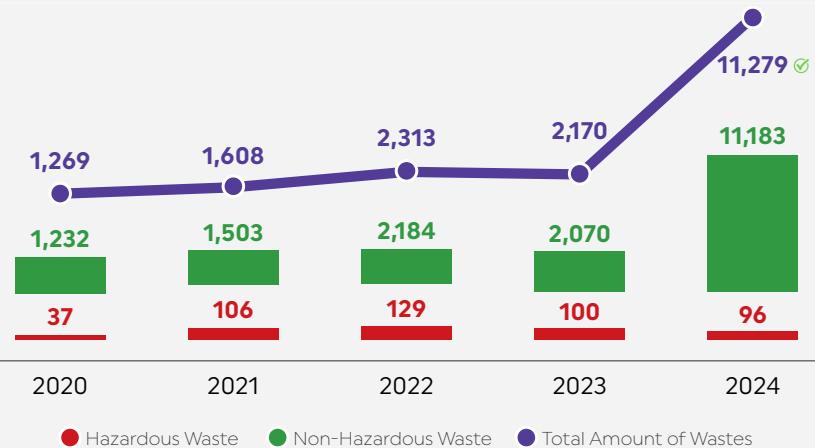
At Turkish Airlines, minimizing waste generation at the source, promoting circular resource use, and maximizing recycling are among our strategic environmental priorities. In line with our "Zero Waste" strategy, the Company actively encourage reuse, segregate recyclable materials to reintegrate them into the economy, and ensure the safe disposal of non-recyclable waste in accordance with regulatory frameworks. In line with the target of reducing the amount of hazardous waste per employee by 3% compared to the previous year during the reporting period, the amount of hazardous waste, which was 3.07 kg/person in 2023, was reduced to 2.83 kg/person in 2024.

Company's waste management processes are implemented in compliance with the ISO 14001 Environmental Management System and the IATA Environmental Assessment (IEnVA) program standards. Hazardous, non-hazardous, and packaging waste generated from Company's cargo operations are managed through source separation, secure storage, and proper disposal, in line with applicable legislation. To ensure full compliance across all locations, at least two Waste Supervisors are assigned per site.

Organizational awareness on waste management is reinforced through regular training programs. During the reporting period, the contents of our in-house training modules on the "Waste Management System and Zero Waste Practices", as well as the specialized "Zero Waste Strategies" training for assigned waste officers, were revised and updated.



### Total Amount of Waste (Tonnes)



\* As of 2024, the waste volume data generated at the Company's locations has been included in the Company's data on waste volumes generated within airport boundaries from ground operations and flight operations. Consequently, there has been a significant increase in waste volumes compared to previous years.

## ENVIRONMENTAL MANAGEMENT

In 2024, a total of 2,523 person\*hours of online waste management training was delivered, with participation from 5,084 employees.

In-flight waste separation practices reached a significant milestone in 2024: separation was successfully implemented on 26,799 out of 27,717 flights where waste separation is planned, reflecting a success rate of 96.6%. While 25 routes complied due to regulatory requirements, separation was voluntarily conducted on 121 routes, chosen based on aircraft types equipped with trash compactors.

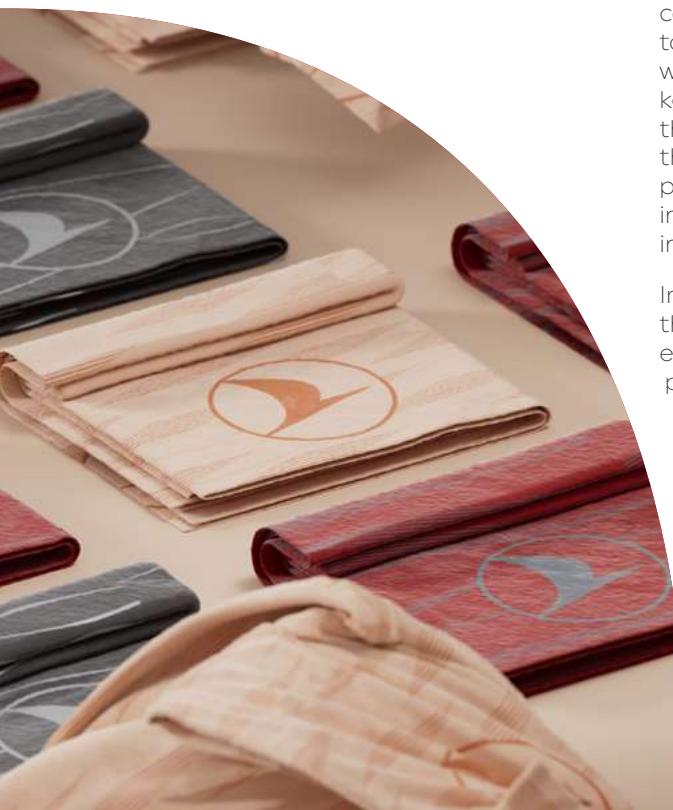
Waste management performance is monitored monthly at the departmental level and quarterly at the executive level. The entire process, including the delivery of hazardous waste, MoTaT tracking records, insurance obligations, and declaration activities, is subject to regular auditing. This integrated approach ensures both the mitigation of environmental impacts and full compliance with national and international legislation.

In Cargo transportation short- and medium-term targets include increasing the PIR (Post-Industrial Recycled) content in PE+PIR pallet wraps from 20% to 30% by 2025, and limiting woodworking waste from cargo operations to 0.64 kg per ton of cargo transported. In the long term, we plan to measure the amount of waste generated per passenger, define reduction targets, and implement continuous improvement initiatives accordingly.

In line with the target of reducing the amount of hazardous waste per employee by 3% compared to the previous year during the reporting period, the Company reduced the amount of hazardous waste from 3.07 kg/person in 2023 to 2.83 kg/person in 2024.

### Circular Economy Practice

Turkish Airlines implements various circular economy projects with the aim of using resources in the most efficient way and



GRI-3-3

returning waste to the economy. Waste separation practices were implemented on 26,799 international flights in 2024; 1,291 kg of plastic caps collected under the 'Plastic Caps in the Drawer, Accessible Lives Tomorrow' project were donated to the Turkish Spinal Cord Injuries Association.

As part of digitalisation efforts in operational processes, a digital service checklist is used on One Team flights, and a tablet computer distribution project for Business Class cabin crews is reducing paper consumption. Office furniture and electronic devices at the end of their useful life are evaluated by separating reusable parts; non-hazardous waste generated from maintenance and repair activities is sent to licensed recycling facilities. Additionally, wastewater from the water treatment system is stored for reuse in snow removal operations during winter months.

### Reducing Paper Consumption

Turkish Airlines is systematically reducing paper consumption as part of its digitalisation strategies aimed at increasing operational efficiency while reducing the use of natural resources. The number of printouts is monitored through the use of user ID cards for shared printers, and relevant managers are notified when high usage is detected to raise awareness.

With the E-Archive Project completed in 2024, the personal files of 15,000

cabin crew members have been transferred to digital format, with the aim of achieving significant savings in A4 paper and folder usage by 2025. Printed forms used in flight operations have also been integrated into the MoCA application and converted to digital format, preventing the use of at least 500 forms per day.

Continuous reduction in paper consumption is achieved through practices such as the use of digital greeting cards in training processes, digitisation of printed forms and documents, and linking printing requests to justification statements. Efforts to digitise other printed forms used in flights are continuing in line with the Personal Data Protection Law and wet signature processes.



Waste separation practices  
were implemented on

**26,799**

international flights in 2024



**1,291**

kg of plastic caps collected  
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Turkish Spinal Cord Injuries  
Association.

## ENVIRONMENTAL MANAGEMENT

### Reducing the Use of Chemicals

Reducing the environmental impact of chemicals used in operational processes is one of Turkish Airlines' priority sustainability goals. In this context, de-icing applications and aircraft painting processes are main areas of focus for optimising chemical substance use. During the de-icing season, which covers the months of September to May, the amount of Type I, II and IV liquids used to prevent icing on aircraft surfaces is determined according to the principle of 'sufficient but not unnecessary'.

In the 2024 season, liquid consumption was optimised based on variables such as weather conditions, aircraft type and wind data to prevent unnecessary use. Technical and awareness training was provided to the personnel responsible for implementation at the 'Winter Station' stations, and the quality of implementation and environmental impacts were monitored simultaneously through on-site supervision activities.

During the season, usage data was tracked using standard forms. Immediate feedback was provided to stations where chemical usage exceeded expectations, and special improvement plans were developed for these stations based on end-of-season analyses.

### Noise Management

The Company has positioned the reduction of noise emissions from operations among its strategic priorities. Noise management practices are

integrated with the Company's fleet modernization investments and shaped by Turkish Airlines' Environmental Policy.

Investments in new-generation aircraft contribute significantly not only to fuel efficiency and carbon emissions reduction but also to limiting the acoustic impact of operations. In 2024, new deliveries of aircraft with low noise profiles will further improve the environmental performance of flights.

A "Noise Certificate" issued by the General Directorate of Civil Aviation is obtained for each new aircraft joining the fleet, and this process is carried out by the Airworthiness Review Directorate under the Technical Directorate. This certificate documents that the aircraft complies with national and international noise standards in accordance with the operational limits defined under the maintenance and operating conditions of the aircraft. This enables the Company to manage the environmental noise levels experienced during takeoffs and landings and ensure full compliance with the relevant limits.

The low-decibel engine systems, noise-reducing structural designs, and technical equipment such as vortex generators of aircraft produced with new technologies contribute to minimizing acoustic effects. It is aimed to further improve this performance with the new generation aircraft planned to be delivered in the coming years.



## ENVIRONMENTAL MANAGEMENT

### Biodiversity and Animal Welfare

Turkish Airlines considers the protection of biodiversity and the global support for the fight against illegal wildlife trade as an integral part of its environmental sustainability vision. As a member of United for Wildlife and a signatory of the Buckingham Palace Declaration, the Company holds the Wildlife Trafficking Module certificate under the IATA Environmental Assessment (IEnvA) program, carried out in collaboration with IATA.

A comprehensive management system has been implemented at Turkish Airlines to prevent illegal wildlife trade. In accordance with the requirements of the IATA IEnvA Wildlife Trafficking Module, management plans have been prepared outlining key environmental impacts, risks and opportunities, internal and external stakeholders, operational controls, and compliance obligations. In addition to general awareness training provided to relevant employees, certified ROUTES (Reducing Opportunities for Unlawful Transport of Endangered Species) trainings are conducted both online and in classroom settings for employees at cargo stations identified as high-risk for illegal wildlife trade.

A zero-tolerance approach is strictly enforced in Turkish Airlines' operations as part of its biodiversity management. This approach is embedded into contract drafts for cargo operations service providers. Awareness posters and information bulletins are displayed at high-risk stations, including the Istanbul Cargo HUB, and procedures to be followed in the event of suspected illegal wildlife transport are clearly communicated to employees. In 2024, smuggling attempts involving species listed under CITES Appendix I were successfully intercepted through swift cooperation between expert veterinarians and local authorities. As part of the #MissionRescue initiative, these animals were safely returned to their natural habitats.

As part of the 1 Million Saplings Project for the 100<sup>th</sup> Year, Turkish Airlines aim to plant 100,000 saplings every year until 2033. In 2024, 10,000 saplings were planted with a focus on endemic species in the earthquake zone, and 91,000 saplings were planted in the 91<sup>st</sup> year of the Company. By donating saplings to local farmers, the Company have supported local employment; naming the saplings after employees has strengthened their sense of institutional belonging. Additionally, as part of the Seed Ball Project, 5,000 seed balls were prepared by Company's employees and released into nature.



## ENVIRONMENTAL MANAGEMENT

### Sustainable Catering

Turkish Airlines manage its catering processes in line with holistic sustainability approach, aiming to reduce environmental impact, increase resource efficiency and enhance passenger satisfaction. In 2024, a total of 96.9 million meals were served on board, with 23.2 million served on domestic flights and 73.7 million on international flights. Within the scope of these menus, a total of 58,458 tonnes of food were served, with 8,858 tonnes on domestic flights and 49,600 tonnes on international flights. Within the scope of special menus tailored to personal preferences, a total of 1,849,881 dietary preference menus were served. Continuing to support local production in our catering supply processes, 81% of our food products were sourced from domestic suppliers. All of business partners in the Company's supply chain are audited for their compliance with environmental and social standards, and a responsible production approach is prioritised as much as operational quality.

Various monitoring and analysis systems are implemented in the catering operations to prevent food waste. In this context, catering waste is analysed monthly in kilograms by planning department; additionally, as part of the 'Catering Optimisation' project, unused catering products are counted after each flight, and the prediction model is updated. By 2024, the project, which covers 30 routes, has

enabled significant steps to be taken in preventing waste in production and loading quantities.

The total amount of waste generated from flights throughout the year was 104.4 tonnes, of which 43.2 tonnes were from domestic flights and 61.2 tonnes from international flights. In addition, efforts have been made to reduce the environmental impact of catering materials by preferring products with lower environmental impact and reducing material weights. In 2024, a total of 1,100 tonnes of single-use plastic and 1,500 tonnes of certified paper materials were used in catering services alone; these figures were supported by the use of 488 tonnes of recycled plastic and 336 million pieces of certified paper items. As a result of initiatives to reduce plastic packaging usage, a total of 400 tonnes of plastic packaging was prevented from being used.

Thanks to innovative material conversion practices implemented during the year, lighter and more environmentally friendly alternatives were introduced for appetiser and hot towel trays used on international flights lasting 8 hours or more, reducing equipment weight by 85 tonnes and 114 tonnes, respectively, thereby contributing to lower fuel consumption per flight. Sustainable material conversion has been implemented in the comfort



## ENVIRONMENTAL MANAGEMENT

products offered on our flights. As part of the new concept travel sets launched in November 2024, RPET has been used for eye masks and socks, bamboo or wheat straw-blended materials for toothbrushes, and kraft paper for earplug packaging. Additionally, the information cards in the travel kits have been replaced with QR codes, moving the information to a digital platform. Similarly, the travel kits for children have been redesigned with sustainable toys, RPET headphones, FSC-certified activity booklets, and cotton fabric bags. For baby passengers, sets with recyclable packaging have been reintroduced. The 16 new sustainable products/services launched in 2024

have further expanded the Company's product portfolio focused on environmental and social impact.

In the blanket service, FSC-certified roll labels have been introduced in Business Class, while compostable bags continue to be used for packaging in Economy Class. Additionally, materials made from 100% recycled fibres have been preferred for all passenger comfort products. In 2024, these measures alone prevented the use of 649.67 tonnes of single-use plastic. Of this amount, 316.2 tonnes came from comfort sets, 57.8 tonnes from headphone applications, and 275.6 tonnes from the material choices used in the blanket services.

Environmentally Friendly Products (units)	2020	2021	2022	2023	2024
Forest Stewardship Council (FSC) Certified Toy Sets	0	323,925	677,809	366,450	436,812
TS EN 13432 Standard Compliant Biodegradable and Compostable Earphone Packaging	9,870,042	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

### Sustainable In-Flight Products And Services

- ✓ Wooden toys made from Forest Stewardship Council (FSC) certified forest products under the 'My Toy Comes from Nature' concept, as well as toys made from recycled materials and FSC certified paper products
- ✓ Biodegradable and compostable blanket and headphone packaging compliant with TS EN 13432 standard
- ✓ Blankets made from recycled yarn using the Global Recycled Standard (GRS) and certified by OEKO-TEX 100
- ✓ FSC-certified roll-label BC blankets instead of compostable packaging
- ✓ FSC-certified toilet paper and disinfection cards
- ✓ FSC-certified cabin crew note cards
- ✓ Eye masks, socks, and slippers made from recycled (RPET) materials; toothbrushes made from a wheat straw mixture
- ✓ Slippers, slipper covers, and FSC-certified labels made from recycled materials
- ✓ ER BC slippers made from recycled yarn certified by GRS (Global Recycled Standard)
- ✓ Cabin waste collection bags and material bags made from 40% recycled raw materials
- ✓ Safety cards made from 100% recycled plastic
- ✓ Vegan cosmetic sets
- ✓ FSC-certified in-flight paper products (TK sick bag, compensation card, etc.)
- ✓ FSC-certified Denon headphone label
- ✓ Headphone and blanket cleaning service
- ✓ Environmental and sustainability content under the Green Earth/Yeşil Dünya category on PLANET
- ✓ "Press Reader" app
- ✓ New comfort sets with reduced plastic content and recycled material content

## ENVIRONMENTAL MANAGEMENT

Forest Stewardship Council (FSC)™ certified paper was preferred for paper products and napkins used in in-flight products, and in this context, a total of 823 tons of FSC certified paper was used in 2024.

Sustainable practices were not limited to passenger flights; similar approaches were also implemented in cargo operations. In 2024, a total of 792.7 tonnes of plastic pallet covers were used in cargo operations; the reuse of covers returned from international stations resulted in 41.6 tonnes of recycling.

With the intervention of cargo technical teams, 2,206 damaged IHP pallets were repaired, preventing the generation of 66.2 tonnes of plastic packaging waste. As part of efforts to increase the use of recycled nylon, materials with 20% PIR (Post Industrial Recycle) content were preferred, preventing the use of 152,081 tonnes of plastic raw material. The total packaging material consumption at the SmartIST Cargo Building was 1,138.8 tonnes, of which 997.8 tonnes was wood, 98.2 tonnes was plastic, 29.6 tonnes was paper/cardboard, and 4.4 tonnes was metal. The total amount of textile waste generated by cargo operations was calculated as 424.7 tonnes, all of which was sent for recycling.

Turkish Airlines' sustainability practices in catering and comfort services have been recognised internationally in 2024. Winning the 'World's Best Business Class Catering' and 'Best Economy Class In-Flight Catering Service' awards from SKYTRAX, and the 'Best Food and Beverage Service in Europe' award from APEX. Additionally, our travel sets, Travel Plus and Onboard Hospitality, were awarded in various categories. All these initiatives reflect Turkish Airlines' commitment to embedding its sustainability vision into every aspect of the flight experience, and the Company was deemed worthy of the Best in Class Sustainability award by APEX.



### Sustainable Catering Products

#### Current Practices:

- ✓ Wet wipe packaging made from 70% R-PET (recycled plastic) raw material
- ✓ Plant-based, biodegradable Business Class 'welcome drink' stirrers
- ✓ Environmentally friendly, 100% biodegradable wet wipes
- ✓ FSC-certified cardboard cups
- ✓ FSC-certified napkins
- ✓ FSC-certified cutlery set envelopes
- ✓ Wooden stirrers
- ✓ Food offerings sourced locally
- ✓ Allergen lists provided to cabin crew on each flight in paper form, integrated into the MOCA system on cabin manager tablets and digitised
- ✓ FSC-certified popcorn outer packaging (cardboard)
- ✓ FSC-certified cutlery sets/bands
- ✓ FSC-certified tray non-slip mats
- ✓ FSC-certified paper cup holders
- ✓ FSC-certified plate non-slip mats
- ✓ FSC-certified hot sandwich packaging
- ✓ Use of FSC-certified cardboard cups instead of plastic cups

#### New Implementations to Be Introduced

- ✓ FSC-certified menu cards
- ✓ Digital menu cards
- ✓ FSC-certified chopstick paper

# APPENDIX

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# PERFORMANCE INDICATORS

## FINANCIAL AND OPERATIONAL PERFORMANCE

	2020	2021	2022	2023	2024
Net Income (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
Total Flight Miles (nautical miles)	254,970,056	379,947,624	515,501,080	582,895,788	619,717,603
Return on Equity (%)	-16%	14%	32.87%	47.60%	19.60%
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 Passengers (person)	27,951,286	44,791,503	71,817,525	83,377,777	85,171,495
Passenger Load Factor (%)	71%	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 and Mail Carried (tonnes)	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 the Top 20 Airlines	216	203	223	352	232
Turkish Airlines-Only International Destinations Within the Top 20 Airlines	24	22	21	23	21
Fleet Information					
Average Fleet 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 Cargo Aircraft	25	20	21	24	24
R&D Expenditures (million USD)	8.9	4.3	8.6	10.9	22,0
Number of R&D Employees	719	829	442	785	1,011
Number of R&D Projects	40	20	92	88	88
Direct Economic Value Generated (million USD)	6,734	10,686	18,426	20,942	22,669

	2020	2021	2022	2023	2024
Direct Economic Value Distributed (million USD)	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
Dividends Paid	0	0	0	0	0
Taxes and Similar Payments to the Government	41	37	57	53	80
Donations, Sponsorship and Corporate Responsibility Expenditures	23	25	40	75	79
Taxes Paid					
Republic of Turkiye (million TL)	898.89	1,472.76	4,139.38	7,964.09	14,043.29
Other States (million TL)	59.91	54.25	241.32	336.44	597.73
Airports (million USD)	425.54	740.14	1,310.02	1,561.40	1,575.29
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
Ethics Hotline Grievances (number)	134	179	436	335	344
Discrimination Grievances (number)	2	4	1	14	20
Money Laundering Incidents (number)	0	0	0	0	0
Insider Trading Incidents (number)	0	0	0	0	0
Conflicts of Interest Incidents (number)	0	0	0	0	0
Breaches of Customer Data Privacy (number)	0	0	0	0	0
Cash Fines Paid (million TL)	0	1.1	0	0	0
Non-Cash Sanctions (number)	0	0	0	0	0
Incentives and Funds Received from Government and International Organisations (USD million)	164	187	183	410	280
Employee Suggestion System Data					
Number of Employees Giving Suggestions (number)	7,144	507	1,560	562	1,491
Number of Employee Suggestions (number)	24,259	25,129	3,548	2,051	3,099
Number of Suggestions Implemented (number)	1,225	1,227	713	102	546
Financial Benefits Provided by Employee Suggestions (USD million)	163	185	250	82	52

## ENVIRONMENTAL PERFORMANCE

	2020	2021	2022	2023	2024
Total Energy Consumption (GJ)	126,067,694	187,326,898	252,648,196	289,961,238	294,566,597
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 Sources	-	-	-	-	224,917
Indirect Energy Consumption (GJ) - Electricity	210,985	326,487	457,924	415,053	323,072
Conventional Electricity	210,985	326,487	394,003	357,683	261,436
Renewable Electricity	-	-	47,650	57,370	61,636
Other Sources	119,175	163,173	32,484	8,716	-
Total Non-Renewable Energy Consumption (MWh)	35,021,605	52,039,412	70,167,911	80,469,795	81,827,711
Total Renewable Energy Consumption (MWh)	-	-	13,237	15,937	17,121
Fuel Consumption					
Aviation Fuel (tonnes)	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 (litres)	3,489	265,936	404,554	161,507	389,938
Diesel (litres)	469,721	413,430	349,411	593,217	409,502
Fuel Savings (GJ)	1,003,716	1,635,316	2,539,366	3,167,703	3,089,028 <span style="color: green;">✓</span>
Fuel Savings (Tonnes)	22,760	37,082	57,581	71,830	70,046 <span style="color: green;">✓</span>
Fuel Efficiency (Fuel Consumption per 100 Available Seat KM) (Liters/100 ASK2)	3.21	3.16	3.10	3.07	3.11 <span style="color: green;">✓</span>
Specific Fuel Consumption for Passenger Transport (Liter/100RPK)	-	-	-	3.82	3.76 <span style="color: green;">✓</span>
Specific Fuel Consumption for Cargo Transport (Liter/RTK)	-	-	-	0.20	0.167 <span style="color: green;">✓</span>
Emission Intensity (Carbon Dioxide Equivalent per Available Seat KM) (gCO <sub>2</sub> e/ASK)	-	-	-	79,40	77,97 <span style="color: green;">✓</span>
Emission Intensity Ratio for Passenger Transport (kg CO <sub>2</sub> e/RPK)	-	-	-	0.119	0.118
Emission Intensity Ratio for Cargo Transport (kg CO <sub>2</sub> e/RTK)	-	-	-	0.622	0.519 <span style="color: green;">✓</span>
Electricity Consumption per Employee (GJ/Employee)	8.75	8.09	8.89	10.06	9.19
Electricity Consumption per Surface Area (GJ/m <sup>2</sup> )	0.49	0.42	0.60	0.76	0.81
Natural Gas Consumption per Surface Area (GJ/m <sup>2</sup> )	0.45	0.74	0.44	0.03	0.04

	2020	2021	2022	2023	2024
Energy Savings Achieved Through Efficiency Projects (GJ)	-	-	-	30,729	9,547
Total Greenhouse Gas Emissions (Tonnes CO <sub>2</sub> e)	9,094,999	16,591,244	22,983,093	27,464,369	31,233,166
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	8,518,793
GHG Emission Savings Achieved through Efficiency Projects (Tonnes CO <sub>2</sub> e)	72,312	117,815	182,987	228,265	222,595
Carbon Credits Surrendered to the Authorities (tons CO <sub>2</sub> e)	13,883	13,968	8,968	14,337	12,577
Emissions Surrendered under EU ETS	13,835	10,838	6,619	8,892	8,368
Emissions Surrendered under CH ETS	48	0	52	5	15
Emissions Surrendered under the UK ETS	-	3,130	2,297	5,440	4,194
Number of Offset Passenger Flights (number)	669	672	476	694	758
NOx Emissions (tonnes)	31,398	46,678	63,040	72,384	73,511
Passenger NOx Emissions (g/PKT) (Passenger Kilometers Transported)	-	-	-	-	0.3783 <span style="color: green;">✓</span>
Cargo NOx Emissions g/TKT (Ton Kilometers Transported)	-	-	-	-	7,233,1 <span style="color: green;">✓</span>
SOx Emissions (Tons)	-	-	-	-	24,282
Total Water Withdrawal (m³) - Mains Water (m³)	38,022	255,238	364,508	206,595	419,242
Per Capita Water Consumption (m³/person)	14.73	23.70	13.42	6.87	11.99
Waste Water Discharge (m³) (Waste Water Channel)	-	237,418	357,345	206,595	419,242
Solid Wastes (Tons)	1,270	1,608	2,312	2,170	11,279 <span style="color: green;">✓</span>
Recycled / Recovered Waste Total (Tons)	1,269	1,608	2,312	2,152	8,427 <span style="color: green;">✓</span>
Recycled Non-hazardous Wastes	1,163	1,449	2,103	2,037	5,431
Recycled Hazardous Wastes	36	105	128	82	95
Recycled Packaging Wastes	69	53.50	81	33.31	2,902
Disposed Waste Total (Tons)	0.60	0.50	0.090	17.91	2,852 <span style="color: green;">✓</span>
Disposed Non-hazardous Wastes	0	0	0	0.057	2,851
Disposed Hazardous Wastes	0.60	0.50	0.90	17.85	1
Total Wastes by Disposal Methods					
Waste disposed of in landfills (tons)	-	-	-	-	2,848
Waste incinerated for energy recovery (tons)	-	-	-	-	-
Waste disposed of by other methods (tons)	-	-	-	-	1
Waste with unknown disposal methods (tons)	-	-	-	-	3
Waste Recycling Ratio	-	-	-	-	74.72
Hazardous Waste per Employee (kg/Employee)	-	-	4	3	3

## ENVIRONMENTAL PERFORMANCE

	2020	2021	2022	2023	2024
Total Packaging Waste	-	54	81	33	3,102
Total Textile Waste	-	-	2,127	396	2,493
Recycled/Recovered Textile Waste	-	-	2,127	396	451
Material Consumption (Tons)					
Total Plastic Material Consumption	210	321	2,137	3,974	3,738
Single-Use Plastic Material Consumption	210	321	1,722	2,980	3,738
Recycled Plastic Use			61	112	532
Total Paper Consumption	6,400	1,400	2,689	1,001	2,539
Total Certified Paper Used (Paper such as FSC etc.)	-	-	404	226	2,322
Consumption of packaging materials with reduced environmental impact/ environmentally certified packaging materials	43	68	60	71	84
Other materials with reduced environmental impact/environmentally certified compared to similar products	-	-	0	1,165	883
Amount of Plastic Packaging Prevented (Tons)	-	-	60	655	1,116
Products with Reduced Environmental Impact (quantity)					
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 Traveller 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
Plastic consumption is prevented of all travel and toy set packages (ton)	-	13	46,693	285	316
Total Number of Saplings Planted Through Forestation Efforts	-	-	-	90,000	101,000
Leaks and Spills					
Total Incidents (number)	0	0	0	0	
Amount of Leaks and Spills (tonnes)	0	0	0	0	
Environmental Fines					
Total number of cases	0	0	0	0	0
Total number of lawsuits	0	0	0	0	0
Number of financial penalties	0	0	0	0	0
Total amount of financial penalties	0	0	0	0	0
Number of non-financial penalties	0	0	0	0	0
Environmental Expenditure					
Environmental Management Expenditure (USD million)	11.48	8.43	20.06	16.83	20.56

	2020	2021	2022	2023	2024
Environmental Investment Expenditures (USD million)	-	-	-	-	2.565
Planned Budget for Environmental Management Expenditures (USD million)	-	-	-	391	46
Environmental Trainings					
Training Participants (number of people)	-	3,227	8,425	5,513	4,917
Company employees	-	2,731	8,350	5,123	4,917
Contractor Company Employees	-	496	75	390	-
Training Duration (person*hour)	-	2,210	6,319	2,951	2,433
Company employees	-	1,946	6,263	2,756	2,433
Contractor Company Employees	-	264	56	195	-
Energy Efficiency and Awareness Training					
Training Participants (person)	-	-	-	29,189	9,269
Company Employees	-	-	-	27,055	7,254
Contractor Employees	-	-	-	2,134	2,015
Training Duration (person*hour)	-	-	-	-	4,325
Company Employees	-	-	-	-	3,385
Contractor Employees	-	-	-	-	940
Number of GHG Awareness Training Participants					
Training Participants (person)	2,522	1,487	3,586	12,903	11,957
Training Duration (person*hour)	-	478	1,720		1,594
Number of Waste Management Training Participants					
Training Participants (person)	22,459	3,227	5,851	356	5,084
Training Duration (person*hour)	-	-	4,442	314	2,523
Number of Corporate Sustainability Training Participants					
Training Participants (person)	22,459	3,227	5,851	8,049	4,163
Training Duration (person*hour)	-	-	4,409	2,682	1,406
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
Ratio of Suppliers Subjected to Environmental Audit	-	-	-	-	87.88%
Third-party certification/audit/verification rate by specialist companies	-	-	-	-	100%
Internal certification/audit/verification rate by the company's own specialists	-	-	-	-	100%

## 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
Full Time Equivalent Total Workforce	-	-	-	-	35,201
Female	-	-	-	-	35,412
Male	-	-	-	-	35,231
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	5,910	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 Labour Contract	1,081	1,007	866	907	726
Female	483	444	319	602	292
Male	598	563	547	305	434
Part-Time Employment Contract	7	6	250	341	125
Female	-	-	-	-	72
Male	-	-	-	-	53
Total Workforce by Type of Work					
Full-Time Employees	-	-	-	-	34,849
Female	-	-	-	-	15,763
Male	-	-	-	-	19,086
Part-time Employees	-	-	-	-	125
Female	-	-	-	-	72
Male	-	-	-	-	53

	2020	2021	2022	2023	2024
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	6,875	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)					
Female	-	36	36.07	35.71	35.75
Male	-	-	-	-	36.8
Distribution of Employees by Geographical Regions (Number)					
Africa	-	-	-	514	484
America	-	-	-	428	391
Far East and Asia	-	-	-	677	1,391
Europe	-	-	-	1,454	1,146
Middle East	-	-	-	447	305
Turkiye	-	-	-	29,618	31,257
Employment Rate by Nationality (%)					
Turkish Citizen	-	-	-	-	90.64%
EU Citizen	-	-	-	-	2.41%
Indian Citizen	-	-	-	-	0.41%
US Citizen	-	-	-	-	0.37%
Pakistani Citizen	-	-	-	-	0.33%
Iranian Citizen	-	-	-	-	0.33%
Citizen of the People's Republic of China	-	-	-	-	0.28%
Other	-	-	-	-	5.22%
Senior Management Structure (Number)					
Female	59	56	66	78	93
18-30	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	-	3
30-50	514	487	467	495	509
50+	39	40	38	30	38
First-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	1,019	1,038
50+	55	55	76	81	84

## EMPLOYEE DEMOGRAPHICS

	2020	2021	2022	2023	2024
New Recruits (Number)					
Female	118	131	1,521	3,103	1,751
Male	416	235	1,389	2,032	2,055
Distribution of Newly Hired Employees by Age Groups (Number)					
18-30	-	-	-	3,852	2,967
30-50	-	-	-	1,241	810
50+	-	-	-	42	29
Distribution of Newly Hired Employees by Citizenship (Number)					
Turkish Citizen	-	-	-	-	3,282
Non-Turkish Citizens	-	-	-	-	524
Distribution of Newly Hired Employees by Management Position					
Senior Management	-	-	-	-	13
First-Level Management	-	-	-	-	1
Employees Left (Number)					
Female	569	578	399	737	1,017
Male	789	924	523	780	953
Employees Attrition by Age Group (Number)					
18-30	-	-	-	-	706
30-50	-	-	-	-	1,088
50+	-	-	-	-	176
Employees Attrition by Citizenship (Number)					
Turkish Citizen	-	-	-	-	1,723
Non-Turkish Citizens	-	-	-	-	247
Employee Turnover (%)	4.6%	5.3%	3.2%	5%	5.6%
Voluntary Turnover Rate (%)	-	-	-	3%	3.7%
Involuntary Turnover Rate (%)	-	-	-	2%	1.9%
18-30	-	-	-	6.0%	2%
30-50	-	-	-	3.5%	3%
50+	-	-	-	12.1%	0.70%
Female	-	-	-	-	2.90%
Male	-	-	-	-	2.70%
Employee Turn Over Rate (Domestic)				4.0%	5.50%
Female	4%	4%	1.5%	2.0%	2.90%
Male	5%	6%	1.5%	2.0%	2.70%
Employee Turn Over Rate (Abroad)				1%	7.50%
Female	7%	9%	3%	0.5%	3.50%
Male	4%	6%	4%	0.5%	4.00%
Total Number of Disabled Employees					
Female	60	57	56	67	70
Male	170	155	150	159	152

	2020	2021	2022	2023	2024
Number of Disabled Employees in Managerial Positions	22	23	26	27	24
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%
Proportion of Female Candidates Among Job Applicants (%)	-	-	58%	48%	44%
Ratio of Female Candidates in Recruitment Interviews (%)	-	-	64%	47%	33%
Shortlisting Rate of Candidates in the New Employment Process (%)					
Female	-	-	58%	47%	33%
Male	-	-	42%	53%	67%
Proportion of Female Employees Promoted During the Year (%)					
Domestic	33%	34%	23%	36%	37%
Abroad	0%	19%	20%	31%	35%
Proportion of Female Employees Promoted to Managerial Positions for the First Time During the Year (%)					
Domestic	40%	17%	37%	40%	39%
Abroad	0%	10%	83%	38%	35%
Proportion of Female Employees in Income Generating Positions (%)	7%	6%	7%	43.5%	47.6%
Ratio of Female Employees in Information Technology Positions (%)	-	-	38%	37%	36%
Ratio of Female Employees in Engineering Positions (%)	47%	49%	47%	40%	42.4%
Ratio of Filling Vacancies with Internal Candidates (%)	-	-	-	92.8%	31.1%
Average Duration of Staying in the Same Position (years)	-	-	-	11	8.3
Female	-	-	-	13	9.3
Male	-	-	-	10	7.4
Average Length of Service of Employees				8.09	8.2
Female	-	-	-	8.48	8.4
Male	-	-	-	7.71	7.9
Average employee seniority (years) - Total	-	-	-	-	8.1
Female	-	-	-	-	8.4
Male	-	-	-	-	7.9
Number of Employees Receiving Performance Evaluations	-	-	-	-	30,301
Number of Employees Receiving Career Development Evaluations	-	-	-	-	7,839

## SOCIAL PERFORMANCE

	2020	2021	2022	2023	2024
Number of Employees on Maternity/ Paternity Leave					
Female	823	628	119	452	475
Male	531	603	177	546	585
Number of Employees Returning from Maternity/Paternity Leave					
Female	677	550	198	171	330
Male	534	598	177	546	579
Number of Employees Who Have Not Quit Their Job for the Last 12 Months After Returning from Maternity Leave					
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 Childbirth	0	7	6	5	2
Number of Female Employees Benefiting from Partial Employment Right after Childbirth	61	52	121	142	331
Employee Trainings - Number of Participants (person)	358,637	378,148	468,596	694,480	646,035
Ground Personnel / Non-Flight Crew 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 -Dispatcher	-	-	-	625	314
Female	-	-	-	-	316,422
Male	-	-	-	-	329,613
Employee Trainings - Total Hours (personhour)	-	-	254,242	1,600,896	2,430,121
Ground Personnel / Non-Flight Crew 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 -Dispatcher	-	-	-	34,449	18,842
Female	-	-	126,839	561,386	1,198,667
Male	-	-	127,403	1,039,510	1,231,454
Contractor Employee Trainings - Number of Participants (person)	-	-	5,340	36,160	69,362
Contractor Employee Trainings - Total Hours (personhours)	-	-	39,586	46,166	65,007
Average Annual Training Hours per Employee - Total Hours	-	-	-	48.30	69.48
Female	-	-	-	37.17	75.68
Male	-	-	-	57.60	64.34
Resources Transferred to Educational Activities					
Training Cost (USD Mn.)	0.475	0.437	16	15	
Average Amount Spent Per Employee On Training (USD)	-	-	-	-	151.6
Average Amount Spent Per FTE On Training (USD)	-	-	-	494	426

GRI-3-3; GRI-403-1; GRI-403-2; GRI-403-3; GRI-403-4; GRI-403-5;  
 GRI-403-6; GRI-403-7; GRI-403-8; GRI-403-9; GRI-403-10;

	2020	2021	2022	2023	2024
Accident Frequency Rate (by 1,000,000 Working Hours)	4.57	7.82	15.58	17.6	17.99
Direct Employment	4.57	7.82	14.36	16.26	16.87
Contractor Employees	319	393	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 Company Employees	-	-	352	437	135
Female	-	-	-	89	-
Male	-	-	-	348	-
Accident Severity Rate (Based on 1,000,000 Working Hours)	37	63	116.27	203.09	150.4
Direct Employment	18.50	43.84	121.09	221.88	150.06
Contractor Company Employees	20.88	28.30	96.18	122.95	21.41
Number of Lost Days			10,232.5	20,015	13,233
Direct Employment	1,850.50	4.384	8,592.5	17,713	12,881
Female	1,332	3,179	-	9,693.5	9,982
Male	519	1,205	-	8,019.5	2,899
Contractor Company Employees	2,088	2,830	1,640	2,302	352
Lost Day Rate			37	63	116.27
Direct Employment	18.50	43.84	121.09	26.726	196.47
Female	13.32	31.79	-	320.95	3411
Male	519	12,05	-	222.31	799
Contractor Company Employees	20.88	28.30	96.18	1,166.64	191.93
Lost Time Injury Rate (Based on 1,000,000 Working Hours)	-	-	-	13.1	13.8
Direct Employment	-	-	-	13.91	13.48
Contractor Company Employees	-	-	-	9.97	25.08
Absentee Rate					
Absentee Rate (% of total days scheduled)	1.47	1.97	3.36	3.64	4.44
Absentee Rate (As % of employees)	-	-	-	27.89	23.09
Occupational Disease Rate (Based on 1,000,000 Working Hours)					
Direct Employment	0	0	0	0	0.003
Contractor Company Employees	0	0	0	0	0
Number of Occupational Disease Cases					
Direct Employment	0	0	0	0	1
Contractor Company Employees	0	0	0	0	0
Number of Work-Related Fatality					
Direct Employment	0	0	0	1	3*
Contractor Company Employees	0	0	0	0	0
Near Miss Notification					
Flight	-	-	-	2,674	2,018
Ground	-	-	-	-	1,817
	-	-	-	-	201
OHS Trainings - Number of Participants					
Direct Employment	20,563	153,579	91,104	173,319	133,047
Contractor Company Employee	67	159	6,057	0	0
OHS Trainings - Total Hours (personhour)					
Direct Employment	-	-	24,461	128,453	120,423
Contractor Company Employee	-	-	41,542	0	0

\* A total of 3 employees passed away: 1 as a result of a traffic accident and 2 due to cardiovascular diseases.

## SOCIAL PERFORMANCE

	2020	2021	2022	2023	2024
OHS Committees					
Numbers of OHS Committees	1	1	9	10	26
Number of Members in the OHS Committee	-	34	43	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 Inspections (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	10	19	48	49	46
Number of Disaster Emergency Training Participants (person)	145	215	1,428	768	714
Disaster Emergency Training Duration (person*hour)	-	-	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
Paid parental leave for the non-primary carer (Days)	-	-	-	-	13,834
Paid family or caregiver leave beyond parental leave (Days)	-	-	-	-	10,563
Proportion of Activity Facilities with Lactation Room (%)	50%	50%	55%	66%	75%
Number of Employees/Managers Trained on Prevention of Harassment, Mobbing, Pressure and Violence					
Administrator	414	122	0	132	523
Manager External	21,948	6,085	0	7,014	27,791
Number of Employees Trained on Human Rights Policies and Procedures					
Cockpit Crew	349	59	0	0	0
Cabin Crew	543	47	0	111	0
Security Personnel	2	1	0	0	0
Other Location/Support Team	396	210	0	5	0
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 Business Interruptions due to Strikes (number)	0	0	0	0	0
Number of Non-Working Days due to Strikes (number)	0	0	0	0	0
Flight Safety Trainings					
Number of 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

	2020	2021	2022	2023	2024
Training duration (person*hour)	15,472	22,503	17,062	15,704	16,819
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 Safety Data					
Number of Aircraft Accidents (number)	0	0	0	0	1*
Number of Sanctions for Non-Compliance with Aviation Safety Regulations (number)	0	0	0	0	0
Flight Security Reports (number)	3,760	5,577	4,787	6,057	7,821
SAFA Rate (%)	0.318	0.054	0.143	0.256	0.422
Number of Passenger Fatalities	0	0	0	0	0
Employee Satisfaction Rate (%)	-	-	79	79	72.2
Customer Satisfaction Rate (%)	77%	83%	83%	81%	82% <span style="color: green;">✓</span>
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
Management System Standards Certified Percent (%)					
ISO 45001 Occupational Health and Safety Management System Standard	-	-	92%	92%	92%
ISO 9001 Quality Management System Standard	-	-	92%	92%	92%
Environmental Management System- IEnvA (IATA Environmental Assessment Stage 2) Program**	-	-	92%	92%	100%
ISO 10002 Customer Satisfaction and Complaints Handling Management System Standard	-	-	-	44%	44%
ISO 27001 Information Security Management System Standard	-	-	-	100%	92%
ISO 50001 Energy Management System Standard	-	-	-	25%	50%
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
Supplier Audit Rate (%)	-	-	55.8	43.4	42.3

\* It is an incident that occurred on October 18, 2024 in Dublin as a result of tail strike.

\*\* Turkish Airlines has been implementing the IATA IEnvA Program since 2023. Previous year's data is calculated according to the ISO 14001 Certification rate.

## SUBSIDIARIES 2024 PERFORMANCE INDICATORS\*

	TEKNİK A.Ş.	WIDECT	TAFA	TEKNOLOJİ A.Ş.	TKPAY	THY Destek Hizmetleri A.Ş.	THY Özel Güvenlik ve Koruma Hizmetleri A.Ş.	THY OSGB A.Ş.	AJET	TCI
Total Workforce (Number)	11,502	17	219	1,764	12	9,632	1,673	98	2,588	636
Female	865	4	39	637	6	1,431	315	32	1,288	100
Male	10,637	13	180	1,127	6	8,201	1,357	66	1,300	536
New Recruits - Total	1,577	10	102	502	0	1,581	310	98	2,452	215
Female	215	3	16	148	0	261	46	32	1,206	48
Male	1,362	7	86	354	0	1,320	264	66	1,246	167
Employees Left - Total	597	0	36	190	0	637	101	0	90	48
Female	90	0	9	57	0	129	29	0	51	5
Male	507	0	27	133	0	508	72	0	39	43
Employees in Senior Management Positions	119	3	8	89	5	16	4	5	18	32
Female	4	0	0	16	2	0	0	0	2	3
Male	115	3	8	73	3	16	4	5	16	29
Employees in First Level Management Positions	450	1	21	0	2	25	3	1	59	107
Female	34	1	6	0	1	2	0	0	11	19
Male	416	0	15	0	1	23	3	1	48	88
Total Number of Employees Promoted During the Year	134	0	14	154	0	538	6	0	1	85
Number of Female Employees Promoted During the Year	6	0	8	68	0	131	0	0	0	9
Workforce Covered by Collective Bargaining Agreement (Number)	11,080	0	0	0	0	0	0	0	0	0
Employee Trainings - Number of Participants (person)	47,170	13	256	1,584	0	66,316	13,582	733	2,553	3,327
Employee Trainings - Total Hours (personixhour)	581,261	188	184	13,087	0	123,791	25,550	888	84,093	22,750
Accident Frequency Rate (Based on 1.000.000 Working Hours)	9.84	0	0	2.72	0	19.04	8.08	0	12.61	6.60
Accident Severity Rate (Based on 1.000.000 Working Hours)	36.23	0	0	0.22	0	8785	2793	0	11.71	21.77
Number of Accidents	286	0	0	12	0	563	35	0	68	10
Lost Day	1,053	0	0	1	0	3	121	0	80	33
Number of Occupational Diseases	0	0	0	0	0	0	0	0	0	0
Occupational Disease Rate (Based on 1.000.000 Working Hours)	0	0	0	0	0	0	0	0	0	0
Number of Work-Related Fatalities	0	0	0	0	0	0	0	0	0	0
OHS Trainings - Number of Participants	27,981	0	169	1,324	0	3,180	485	20	2,623	301
OHS Trainings - Total Hours (personixhour)	200,080	0	2,028	3,813	0	37,692	5,728	232	31,476	3,612

## SUBSIDIARIES 2024 PERFORMANCE INDICATORS\*

	TEKNİK A.Ş.	WIDECT	TAFA	TEKNOLOJİ A.Ş.	TKPAY	THY Destek Hizmetleri A.Ş.	THY Özel Güvenlik ve Koruma Hizmetleri A.Ş.	THY OSGB A.Ş.	AJET	TCI
Code of Ethics, Anti-Bribery and Anti-Corruption Trainings										
Total Training Participants (number of people)	3,407	-	-	-	-	-	-	-	-	-
Total Training Hours (person*hour)	3,407	-	-	-	-	-	-	-	-	-
Is there a mechanism where grievances about ethical issues can be submitted?	Yes	No	No	Yes	No	Yes	Yes	Yes	Yes	No
Number of grievances made to the ethics reporting line	526	-	-	2	-	90	135	-	7	-
Number of grievances resolved through the ethics reporting line	510	-	-	2	-	70	88	-	7	-
Total Energy Consumption (GJ)	747,556.55	765.75	37,709.53	9,758.83	13,170.00	3,361.44	-	-	19,001,514.71	-
Direct Energy Consumption (GJ)	399,067.96	356.36	33,089.00	1,729.83	-	2,503.13	-	-	18,999,281.90	2,130.57
Natural Gas	381,300.30	227.01	0.00	0.00	4,332.00	712.15	-	-	-	2,049.00
Gasoline and Diesel	17,767.66	129.35	1,234.00	1,701.00	-	1,790.98	-	-	646.50	81.57
Other	0	0	31,855	28.83	-	0	-	-	18,998,635.40	-
Indirect Energy Consumption (GJ) - Electricity	348,488.59	409.39	4,620.53	8029	-	858.31	-	-	2,232.81	-
Conventional Electricity	299,676.19	409.39	4,620.53	8029	8,838.00	858.31	-	-	2,232.81	-
Renewable Electricity	48,812.40	0	0	0	0	0	-	-	-	-
Other Sources	0	0	0	0	0	0	-	-	-	-
Total GHG Emissions (Tonnes CO <sub>2</sub> e)	324,403.75	12,364.66	10,239.88	12,643.17	7.56	9,665.63	-	-	1,680,597.63	-
Scope 1 Emissions	35,675.29	8.95	3,446.10	136.6314	0.79	517.44	-	-	1,358,126.86	196.22
Scope 2 Emissions	42,926.60	54.36	501.96	986	3.91	105.38	-	-	685.05	99.05
Scope 3 Emissions	245,801.86	12,301.35	6,291.82	11,520.72	2.86	9,042.81	-	-	321,785.72	-
GHG Emission Reduction Achieved Through Efficiency Projects (Tonnes CO <sub>2</sub> e)	5,998.44	0	0	0	0	0	0	0	0	0
Total Water Withdrawal (m <sup>3</sup> ) - Mains Water	411.44	-	5275	6,934.38	-	-	-	-	-	353
Waste Water Discharge (m <sup>3</sup> ) (Waste Water Channel)	360.14	-	4483.75	-	-	-	-	-	3,800	-
Solid Waste Amount (Tonnes)	3,990.74	-	2245	0.00768	-	-	-	-	-	-
Non-Hazardous Waste Recovered	2,523.39	-	2,050.00	-	-	-	-	-	-	-
Hazardous Waste Recovered	1,127.43	-	0.170	-	-	-	-	-	-	-
Non-Hazardous Waste Disposed	0.00	-	0.006	0.00268	-	-	-	-	-	-
Hazardous Waste Disposed	339.92	-	0.019	0.005	-	-	-	-	-	-
Environmental Trainings										
Training Participants (number of people)	6,181	9	20	1,151	11	6,961	1,740	27	-	879
Training Duration (person*hour)	18,543	20	20	648	11	20,883	5,220	81	-	879

\* THY Gayrimenkul Yatırım Hiz. A.Ş., THY Uluslararası Yatırım ve Taşımacılık A.Ş., THY Spor A.Ş. were active during the reporting period, but since they did not have physical operations, no data has been generated for these companies.

# GRI CONTENT INDEX

Statement of Use

GRI 1 Usage

Applicable GRI Sector Standard(s)

Turkish Airlines has reported in accordance with the GRI Standards for the period January 1 - December 31, 2024

GRI 1: Foundation 2021

N/A

CONTENT INDEX  
ESSENTIALS SERVICE

2025

GRI Standard/ Other Source	Disclosure	Page Number and/or Direct Answer	Omissions		
			Omitted Requirement	Reason for Omission	Description
<b>General Disclosures</b>					
GRI 2: General Disclosures 2021	2-1 Organizational details	About the Report (p.3)			
	2-2 Entities included in the organization's sustainability reporting	About the Report (p.3)			
	2-3 Reporting period, frequency and contact point	About the Report (p.3)			
	2-4 Restatements of information	There is no restated information in the report.			
	2-5 External assurance	Limited Assurance Report (p.XX)			
	2-6 Activities, value chain and other business relationships	Subsidiaries and Associates (p.9)			
	2-7 Employees	Employee Demographics (p.130)			
	2-8 Workers who are not employees	Employee Demographics (p.130)			
	2-9 Governance structure and composition	Corporate Governance (p.43-44)			
	2-10 Nomination and selection of the highest governance body	Corporate Governance (p.43-44)			
	2-11 Chair of the highest governance body	Corporate Governance (p.43-44)			
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance (p.26-27); Corporate Governance (p.43-44)			
	2-13 Delegation of responsibility for managing impacts	Sustainability Governance (p.26-27)			
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance (p.26-27)			
	2-15 Conflict of interest	Corporate Governance (p.45; 48-49)			
	2-16 Communication of critical concerns	Sustainability Governance (p.37-39)			
	2-17 Collective knowledge of the highest governance body	Corporate Governance (p.43-44)			
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance (p.43-44)			
	2-19 Remuneration policies	Corporate Governance (p.46)			
	2-20 Process to determine remuneration	Corporate Governance (p.46)			
	2-21 Annual total compensation ratio		Confidentiality constraints	The Company discloses the total amount of benefits provided to key management including Board Members in the notes to the financial statements. The ratio subject to the indicator is not shared due to confidentiality constraints.	

For the Content Index - Essentials Service, GRI Services reviewed that the GRI content index is presented clearly and consistently with the standards and that references to disclosures 2-1 to 2-5, 3-1 and 3-2 are consistent with the relevant sections of the report. This service was performed on the Turkish version of the report.

## GRI CONTENT INDEX

GRI Standard/ Other Source	Disclosure	Page Number and/or Direct Answer	Omissions		
			Omitted Requirement	Reason for Omission	Description
<b>General Disclosures</b>					
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Sustainability Strategy (p.28); Sustainability Priorities (p.30-31)			
	2-23 Policy commitments	Sustainability Strategy (p.28)			
	2-24 Embedding policy commitments	Sustainability Strategy (p.28)			
	2-25 Processes to remediate negative impacts	Reporting Fraud (p.48)			
	2-26 Mechanisms for seeking advice and raising concerns	Reporting Fraud (p.48)			
	2-27 Compliance with laws and regulations	Legal Compliance and Fair Competition (p.49)			
	2-28 Memberships associations	Corporate Memberships (p.40-41)			
	2-29 approach to stakeholder engagement	Communication with Stakeholders (p.37-39)			
	2-30 Collective bargaining agreements	Human Rights (p.78)			
<b>Material Topics</b>					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Priorities (p.30-31)			
	3-2 List of material topics	Sustainability Priorities (p.30-31)			
<b>Flight Safety and Security</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Flight Safety and Security (pp.97-102)			
GRI 416: Consumer Health and Safety 2018	416-1 Assessment of health and safety impacts of product and service categories	Flight Safety and Security (pp.97-102)			
<b>Customer Satisfaction and Experience</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Customer Satisfaction and Experience (p.70-74); Performance Indicators (p.132)			
<b>Financial Sustainability and Resilience</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Financial and Operational Performance (p.13-15)			

## GRI CONTENT INDEX

GRI Standard/ Other Source	Disclosure	Page Number and/or Direct Answer	Omissions		
			Omitted Requirement	Reason for Omission	Description
<b>Business Ethics, Legal Compliance and Fair Competition</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Governance (p.47-50)			
	205-1 Operations assessed for risks related to corruption	Corporate Governance (p.47-48; 50)			
GRI 205: Anti-Corruption 2016	205-2 Communication and training on anti-corruption policies and procedures	Corporate Governance (p.47-48; 50)			
	205-3 Confirmed incidents of corruption and actions taken	Corporate Governance (p.47-48; 50)			
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, antitrust and monopoly practices	Corporate Governance (p.49)			
<b>Combating Climate Change</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Climate Change Governance (pp.107-119); Environmental Management (pp.120-127); Performance Indicators (p.129)			
	102-1 Transition plan for climate change mitigation	Climate Change Governance (pp.107-109); 2024 TSRS Harmonised Sustainability Report (pp.14-54)			
	102-2 Climate change adaptation plan	Climate Change Governance (pp.107-109); 2024 TSRS Harmonised Sustainability Report (pp.14-54)			
	102-4 GHG emissions reduction targets and progress	Sustainability Goals (p.35); Climate Change Governance (p.107-110)			
	102-5 Scope 1 GHG emissions	Climate Change Governance (p.110); Performance Indicators (p.129)			
	102-6 Scope 2 GHG emissions	Climate Change Governance (p.110); Performance Indicators (p.129)			
	102-7 Scope 3 GHG emissions	Climate Change Governance (p.110); Performance Indicators (p.129)			
	102-8 GHG emissions intensity	Climate Change Governance (p.110); Performance Indicators (p.129)			
	102-9 GHG removals in the value chain	Climate Change Governance (p.110); Performance Indicators (p.129)			
	102-10 Carbon credits	Climate Change Governance (p.110); Performance Indicators (p.129)			
GRI 102: Climate Change 2025					

## GRI CONTENT INDEX

GRI Standard/ Other Source	Disclosure	Page Number and/or Direct Answer	Omissions		
			Omitted Requirement	Reason for Omission	Description
GRI 103: Energy 2025	103-1 Energy policies and commitments	Climate Change Governance (pp.113-119); Performance Indicators (p.129)			
	103-2 Energy consumption and self-generation within the organization	Climate Change Governance (pp.113-119); Performance Indicators (p.129)			
	103-3 Upstream and downstream energy consumption	Climate Change Governance (pp.113-119); Performance Indicators (p.129)			
	103-4 Energy intensity	Climate Change Governance (pp.113-119); Performance Indicators (p.129)			
	103-5 Reduction in energy consumption	Climate Change Governance (pp.113-119); Performance Indicators (p.129)			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Environmental Management (p.120-121); Performance Indicators (p.129)			
	303-2 Management of water discharge-related impacts	Environmental Management (p.120-121); Performance Indicators (p.129)			
	303-3 Water withdrawal	Environmental Management (p.120-121); Performance Indicators (p.129)			
	303-4 Water discharge	Environmental Management (p.120-121); Performance Indicators (p.129)			
<b>Employee Health and Safety</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Occupational Health and Safety (p.94-96); Performance Indicators (p.131-132)			
	403-1 Occupational Health and Safety Management System	Occupational Health and Safety (p.94-96); Performance Indicators (p.131-132)			
	403-2 Hazard identification, risk assessment and incident investigation	Occupational Health and Safety (p.94-96); Performance Indicators (p.131-132)			
	403-5 Worker training on occupational health and safety	Occupational Health and Safety (p.94-96); Performance Indicators (p.131-132)			
	403-6 Promotion of worker health	Occupational Health and Safety (p.94-96); Performance Indicators (p.131-132)			
GRI 403: Occupational Health and Safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety (p.94-96); Performance Indicators (p.131-132)			
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety (p.94-96); Performance Indicators (p.131-132)			
	403-9 Work-related injuries	Occupational Health and Safety (p.94-96); Performance Indicators (p.131-132)			
	403-10 Work-related ill health	Occupational Health and Safety (p.94-96); Performance Indicators (p.131-132)			

## GRI CONTENT INDEX

GRI Standard/ Other Source	Disclosure	Page Number and/or Direct Answer	Omissions		
			Omitted Requirement	Reason for Omission	Description
<b>Sustainable Aviation Fuels</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Goals (p.35); Climate Change Governance (p.117-118)			
<b>Digital Transformation</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Innovation and Digitalisation (p.63-69)			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Innovation and Digitalisation (p.63-69)			
<b>Fleet Modernisation and Development</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Fleet Modernisation (p.60-62)			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Fleet Modernisation (p.60-62)			
<b>Contribution to Economic Development</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Leaving a Mark on Local Development (p.16-19)			
<b>Operational Excellence and Sustainable Service Quality</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Governance (p.51-52)			
<b>Human Rights</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Human Resources (p.78-81)			
<b>Cyber Risks and Data Security</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Innovation and Digitalisation (p.66-69)			
<b>Brand Management and Reputation</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Subsidiaries and Associates (p.9); Our Awards for 2024 (p.10)			
<b>Proactive Risk and Crisis Management</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Governance (p.53-58)			

# APPENDIX -1: TURKISH AIRLINES SUSTAINABILITY REPORT 2024 – REPORTING PRINCIPLES

## General Reporting Principles

This reporting principles ("Principles") provides information on the data preparation and reporting methodologies of indicators within the scope of the limited assurance in Türk Hava Yolları A.O. (the "Company", or "Turkish Airlines") in the Turkish Airlines Sustainability Report 2024 (2024 Sustainability Report).

The indicators include social indicators and environmental indicators. It is the responsibility of the Company's management to ensure that appropriate procedures are in place to prepare the indicators mentioned above in line with, in all material respects, the principles.

The information included in this guide is for the FY 24 fiscal year ending December 31, 2024 (January 1 - December 31, 2024) and as detailed in the "Key Definitions and Reporting Scope" section comprises only the relevant operations of the Company that are the responsibility of the Company by excluding information about subcontractors.

## General Reporting Principles

In preparing this guidance document, consideration has been given to following principles:

- **Information Preparation** – to highlight to users of the information the primary principles of relevance and reliability of information; and
- **Information Reporting** – to highlight the primary principles of comparability / consistency with other data including prior year and understandability / transparency providing clarity to users.

## Key Definitions and Reporting Scope

For the purpose of this report, the Company defines:

Indicator	Scope
<b>Environment</b>	
Fuel Efficiency (Fuel Consumption per 100 Available Seat KM (Liters/100 ASK2)	It represents the fuel consumption per 100 Available Seat Kilometers (ASK) for all flights of the Company during the reporting period. (ASK2 has been adjusted by adding ATK (Available Ton Kilometer) for cargo operations. Evacuation, relief, and VIP flights during the reporting period have been excluded.)
Emission Intensity (Carbon Dioxide Equivalent per Available Seat KM (gCO <sub>2</sub> e/ASK)	It represents the greenhouse gas emissions in grams resulting from aircraft fuel usage per Available Seat Kilometer (ASK) for all flights of the Company during the reporting period. (ASK has been adjusted by adding ATK (Available Ton Kilometer) for cargo operations.)
Fuel Saving (Ton & GJ)	It represents the total amount of fuel saved in (Tons & GJ) tracked under four main categories (Flight Operations Practices, Technical Maintenance Practices, Flight Planning Practices, Ground Operations Practices) for all flights of the Company during the reporting period.
Specific Fuel Consumption for Cargo Transport (Liter/RTK)	Represents the fuel consumption per ton kilometer paid for cargo operations of the Company during the reporting period. (RTK is calculated by multiplying the amount of cargo carried by kilometers. Evacuation, assistance and VIP flights are excluded from the reporting period). It is obtained by dividing the fuel consumption of cargo aircraft in liters by the paid cargo ton km.
Emission Intensity Ratio for Cargo Transport (kg CO <sub>2</sub> e/RTK)	It expresses the greenhouse gas emissions in kilograms per tonne kilometer paid for the Company's cargo operations during the reporting period. (RTK is calculated by multiplying the amount of cargo transported by kilometers. Evacuation, relief and VIP flights are excluded from the reporting period). It is obtained by dividing the kgCO <sub>2</sub> e emission of cargo aircraft by the ton km of paid cargo.
NOx Emissions; Passenger (g/PKT) (Passenger Kilometers Transported)	It is obtained by dividing the NOx emission value in grams arising from the combustion of all fuels within the mobile combustion caused by flight in the activities of the Company by the passenger kilometers carried. (AJET Hava Taşımacılığı A.Ş. data is excluded from the passenger kilometers carried).
NOx Emissions; Cargo g/TKT (Ton Kilometers Transported)	It is obtained by dividing the NOx emission value in grams arising from the combustion of all fuels within the mobile combustion caused by flight in the activities of the Company by the value of cargo kilometers transported. (The data of AJET Hava Taşımacılığı A.Ş. is excluded from the cargo kilometers carried).
Fuel Efficiency (Fuel consumption per 100 Revenue Passenger Km) (Liters/100 RPK)	Represents the fuel consumption per 100 Revenue Passenger Kilometers for passenger flights operated by the Company with Turkish Airlines and AJET brands during the reporting period. It is obtained by dividing the fuel consumption in liter unit for passenger flights operated with Turkish Airlines and Ajet brands by RPK (Revenue Passenger Kilometer). Cargo flights during the reporting period are excluded.

## APPENDIX -1: TURKISH AIRLINES SUSTAINABILITY REPORT 2024 – REPORTING PRINCIPLES

Indicator	Scope
<b>Waste</b>	
Amount of recycled/recovered waste (Ton)	In the reporting period, it expresses the total amount of hazardous, packaging and non-hazardous waste sent for recycling or recovery purposes, which the Company monitored through local authorities' waste tracking minutes and Waste Delivery Request Portal, in tons of weight units. All hazardous, non-hazardous and packaging waste recycled/recovered are included.
Amount of waste disposed (Ton)	During the reporting period, the total amount of hazardous and non-hazardous waste sent to disposal, which is monitored by the Company through local authorities' waste tracking reports and e-mails, is expressed in tons of weight units.
Data Scope-Recycling Waste Ratio & Disposed Waste Ratio (%)	In the reporting period, the ratio of waste sent for recycling/recovery to the total amount of waste sent by the Company. Disposed waste ratio represents the ratio of waste sent for disposal to the total amount of waste.
<b>Occupational Health and Safety</b>	
Absentee rate (Based on total number of scheduled days %)	It is based on the total number of days lost during the reporting period due to absences of any kind, not only as a result of work-related injury or illness. This includes individual sick days due to minor illnesses (e.g. colds, fever and flu) as well as personal days taken for undisclosed reasons. It does not include vacation, maternity or paternity leave and planned or authorized absences.
Absentee Rate (Based on total number of employees %)	Represents the ratio of the total number of absent employee to the total number of employee during the reporting period.
Accident Frequency Rate (by 1,000,000)	Working Hours) It represents the ratio obtained by multiplying the number of accidents, tracked under Law No. 5510 on Social Insurance and General Health Insurance, involving employees directly employed by the Company during the reporting period by 1,000,000 and then dividing it by the total working hours. This is the number of occupational accidents per 1 million working hours.
<b>Social</b>	
Customer Satisfaction Rate (%)	In the reporting period, it refers to the customer satisfaction rate obtained through surveys placed within the survey-supported in-flight entertainment systems on the Company's flights, excluding cargo flights and shared with the passengers 20 minutes before landing.

### Data Preparation

#### 1. Environmental Indicators

##### Fuel Efficiency

The fuel efficiency ASK indicator is calculated by the following formula.

Fuel Efficiency=Total Fuel Consumption (liters) / Available Seat KM\*100

Total Fuel Consumption is calculated as the total fuel (tons) consumed in the flights performed during the reporting period by the aircraft in the fleet of the Company, which is tracked on a ton basis, and converted to liters. (1 ton = 1250 liters)

For cargo aircraft, ACTK (available cargo ton KM) is calculated by multiplying each available ton capacity by the Flight Range KM. For passenger aircraft, ASK (Available Seat KM) is calculated by multiplying each available seat by the Flight Range KM. To calculate the ASK for both passenger and cargo aircraft (ASK2); While ASK data for passenger aircraft is taken directly, ACTK data for cargo aircraft is multiplied by 5 to calculate in the common share. (The assumption that 1 cargo ton capacity corresponds to 5 passenger capacity is considered.)

The number of available seats is obtained on a flight-by-flight basis from the Company's General Flight Analysis Report.

Mileage information for flights is obtained from AODB (Airline Operational Database). The distance between two stations in the database is calculated with the WGS84 (World Geodetic System) method according to the Latitude and Longitude information of the stations.

## EK-1: TÜRK HAVA YOLLARI ("2024 SÜRDÜRÜLEBİLIRLIK RAPORU") –RAPORLAMA PRENSİPLERİ

Fuel efficiency RPK indicator is calculated with the following formula.

Fuel Efficiency = Total Fuel Consumption (liters) / Revenue Passenger KM \*100

Total Fuel Consumption is calculated for the flights (excluding cargo flights) performed by the aircraft in the Company's fleet during the reporting period, tracked in liters on a flight basis.

### RPK (Revenue Passenger Kilometers)

RPK (Revenue Passenger- Kilometers) for passenger aircraft is calculated by multiplying each revenue passenger by Flight Range KMs. RTK (revenue Tonne- Kilometer) is calculated by multiplying each revenue tonne capacity of underbody baggage sold by the Flight Range KMs. In order to calculate the RPK common share of the revenue passenger and paid underbody baggage ton data, the standard default weight of each paid passenger and paid underbody baggage is used. Each 1 ton of cargo carried is equated to 10 passengers carried using the conversion factor of 0.1 RTK to 1 RPK based on the 2022 IATA Recommended Practice RP1726.

For the fuel efficiency indicator per Revenue Passenger Kilometer (RPK) for passenger flights, paid underbody baggage ton data was not converted to RPK, and only the RPK value of the passengers carried by Turkish Airlines and Ajet brands during the reporting year was used.

Revenue passenger seat numbers are obtained from the Company's Flight Analysis Report on a flight basis.

### Emission Intensity (gCO<sub>2</sub>e/ASK)

The Company's emission intensity (gCO<sub>2</sub>e/ASK) is calculated using the following formula:

Emission Intensity = Amount of Greenhouse Gas Emissions from Aircraft Fuel (gCO<sub>2</sub>e) / ASK (Available Seat Kilometer)

### Specific Fuel Consumption for Cargo Transport (Liters/RTK ((Revenue Ton-Kilometer)

It is expressed as the fuel consumption volume of the Company's cargo aircraft divided by the ton km of revenue cargo during the reporting period.

Formula

Cargo Transportation Fuel Consumption = Cargo aircraft fuel consumption / revenue cargo ton km (RTK)

### Emission Intensity Ratio for Cargo Transport (kgCO<sub>2</sub>e/RTK)

Emission intensity of the Company arising from cargo transportation (kgCO<sub>2</sub>e/ RTK) is calculated by the formula below:

Emission Intensity = Amount of greenhouse gas emissions from cargo aircraft fuel (kgCO<sub>2</sub>e) / RTK (Revenue Ton KM)

### Greenhouse Gas Emissions from Aircraft Fuel (gCO<sub>2</sub>e)

The Company's greenhouse gas emissions from aircraft fuel are calculated according to the operational control approach in line with the GHG Protocol. For the emission

factors used in the calculation, the 2006 IPCC Guidelines\*1, the Global Warming Potential values (100-year) from the IPCC 6th Assessment Report\*2, and Defra GHG Conversion Factors\*3 are referenced. The greenhouse gases included in the calculation are CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O.

Formula:

Emission Amount (gCO<sub>2</sub>e) = Activity Data (Gg) \* Net Calorific Value (Tj/Gg) \* Emission Factor (CO<sub>2</sub>-CH<sub>4</sub>-N<sub>2</sub>O) (Kg/Tj) \* 1000

Inventory Source	CO <sub>2</sub> Emission Factor (Kg/Tj)	CH4 Emission Factor (Kg/Tj)	N2O Emission Factor (Kg/Tj)	Emission Data Unit
Aircraft Fuel	71,500	0.5	2	gCO <sub>2</sub> e

\*1: 2006 IPCC Guidelines for National Greenhouse Gas Inventories, (<https://www.ipcc-ccip.iges.or.jp/public/2006gl/vol2.html>)

\*2: IPCC, 2014: Climate Change 2014: Synthesis Report: Contribution of Working Groups I, II and III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change [Core Writing Team, R.K. Pachauri and L.A. Meyer (eds.)] IPCC, Geneva, Switzerland, 151 pp. ([https://www.ipcc.ch/report/ar5/syr/downloads/report/IPCC\\_AR5\\_SYR\\_FullVolume.pdf](https://www.ipcc.ch/report/ar5/syr/downloads/report/IPCC_AR5_SYR_FullVolume.pdf))

\*3: UK Government GHG Conversion Factors for Company Reporting, Conversion factors 2024: full set (<https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2024>)

### NOx Emissions;

The Company's NOx emissions caused by flight-induced mobile combustion are calculated with the operational control approach in accordance with the GHG Protocol. The emission factor used in the calculation is based on the IPCC 6th Assessment Report.

Formula:

Emission Amount (gNOx) = (Activity Data (TJ) \* Emission factor (NOx)(Kg/Tj)/1000) \* 1000000

### Passenger (g/PKT) (Passenger Kilometers Traveled)

Formula:

Passenger (gNOx/PKT) (Passenger Kilometers Traveled) = Emission Amount (gNOx) / Passenger Kilometers Traveled

### Cargo g/TKT (Cargo Kilometers Transported)

Formula

Cargo (gNOx/TKT) (Cargo Kilometers Carried) = Emission Amount (gNOx) / Cargo Kilometers Carried

Fuel	Nox Default (Uncontrolled) Factors (in kg/TJ)
All Fuels	250

## EK-1: TÜRK HAVA YOLLARI ("2024 SÜRDÜRÜLEBİLIRLIK RAPORU") –RAPORLAMA PRENSİPLERİ

### Fuel Saving

Fuel saving applications are followed under 4 main titles:

**Flight Operations Practices:** Auxiliary Power Unit (APU) usage (fuel consumption and engine maintenance), single-engine taxi (taxi-in and taxi-out), low flap usage at departure, low flap usage at landing, tracking of extra fuel requests, RAAL (Reduced Acceleration Altitude), idle reverse at landing (engine braking with low power), CDA (Continuous Descent Approach).

**Technical Maintenance Practices:** Monitoring of aircraft aerodynamics, weight reduction.

**Flight Planning (Dispatch) Practices:** Selection of alternate airports, optimum routing, tracking of extra fuel planning, Zero Fuel Weight difference (planned vs. actual), statistical APU fuel planning, statistical contingency fuel planning.

**Ground Operations Practices:** Reduction of catering weights, monitoring and loading of potable water, tracking of Center of Gravity (CG).

Calculations are made according to 20 different fuel saving methods under 4 main applications, aircraft types and the flight rate at which the application is performed.

For applications that provide direct fuel savings, the equation is calculated by multiplying the relevant application rate with the amount of savings per flight, monthly flight cycle and application rate.

The amount of savings per application is taken from IATA's Guidance Material and Best Practices for Fuel and Environmental Management document. (Engine-out Taxi-In, Reduced Flap Take-Off etc.)

Formula:

Fuel Saving for the related application = (Savings per flight under the relevant application) \* (Monthly flight cycle) \* (Application rate)

For applications that save fuel compared to the previous period, the equation is calculated by multiplying the difference between the previous period value and the current period value, the weight factor, the number of monthly flights and the monthly average flight time. Weight factor values are calculated as type based using the method in IATA's Guidance Material and Best Practices for Fuel and Environmental Management document. (Alternate Selection, Dispatcher/ops Extra etc.)

Formula:

Fuel Saving for the related application = (The previous period value for the related application – The current period value for the related application) \* (Weight Factor) \* (Monthly flight cycle) \* (Average Monthly Flight Time)

Below formula is used to convert the total fuel savings from ton to GJ;

(Fuel saving in tones) \* Net Calorific Value (Tj/Gg) (i)

(i) Net Calorific Value is obtained from "2006 IPCC Guidelines for National Greenhouse Gas Inventories" report.

### Waste Recycling Rate & Waste Disposed Rate (%)

Formula:

Waste Recycling Rate (%) = Amount of waste recycled or recovered (tons) / total amount of waste (tons)

Waste Disposed Rate (%) = Amount of waste sent to disposal (tons) / total amount of waste (tons)

### 2. Social Indicators

#### Accident Frequency Rate

Total Accident number refers to the accidents of directly employed employees within the Company during the reporting period, which are tracked through work accident research forms, work accident information forms and notifications made to the Social Security Institution and recorded on the Health Automation System.

Formula:

Accident Frequency Rate = (AFR= (Number of Occupational Accidents) / (Total Number of Workdays x 8) x 1.000.000)

Total working hours are obtained by separately calculating the number of premium days reported to the Social

Security Institution (SSI) for employees under 4A and 4C on a monthly basis (30 days). In this calculation, one working day is considered to be 8 hours.

### Customer Satisfaction Rate

It is measured by the question "Overall, how would you rate your travel experience with Turkish Airlines?" in the 16-question passenger satisfaction survey, which is located within the survey-supported in-flight entertainment systems of the aircraft. The questionnaire is evaluated on a 5-point scale. It is calculated by using the Top 2 Box method as the ratio of the passengers who answered the question "Good" and "Very good" to all the passengers who participated in the survey. While calculating the rate, the votes of the passengers who answered "I have no idea" are not taken into account.

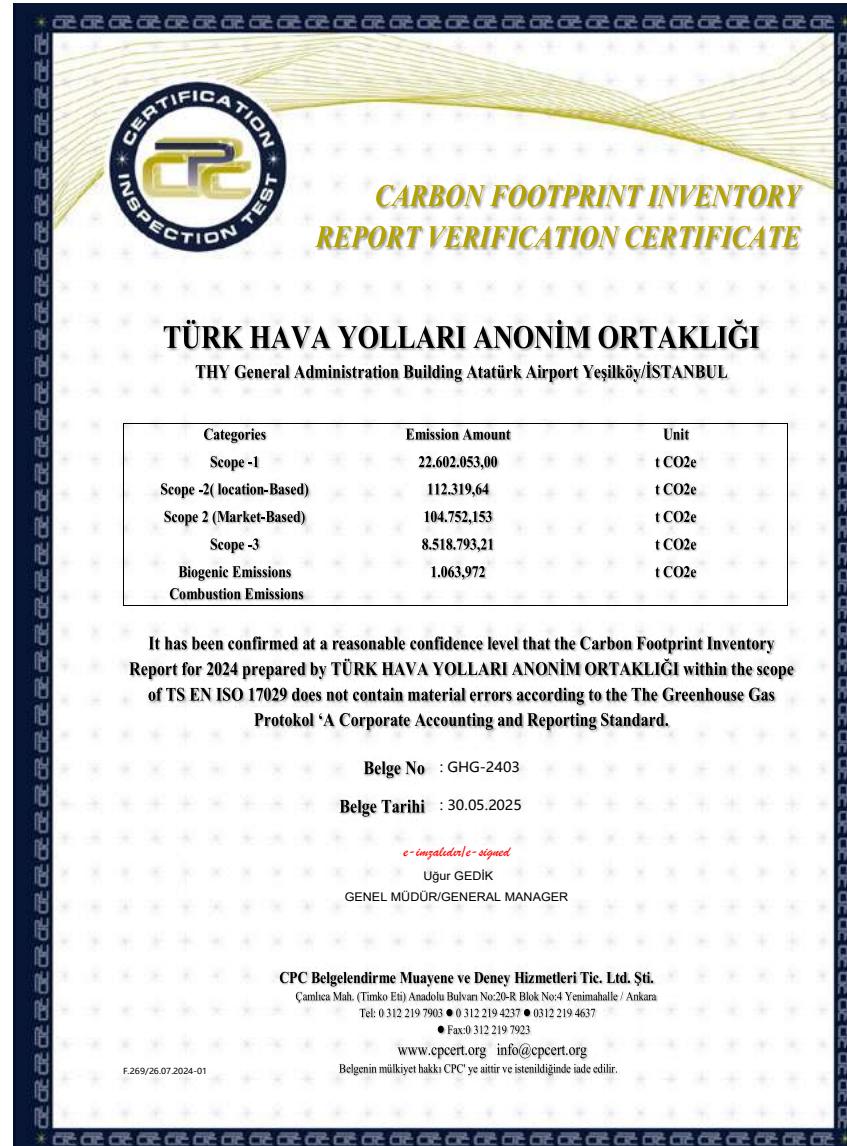
Formula:

Customer Satisfaction Rate = [Number of participants who answered the question "Good (4 Points)" and "Very Good (5 Points)"] / The total number of passengers who participated in the survey] \*100

### Restatement

The measuring and reporting of sustainability-related data inevitably involves a degree of estimation. Restatements are considered where there is a change in the data of greater than 5 percent at the Company level.

## GHG VERIFICATION STATEMENT



## TERMS AND ABBREVIATIONS

<b>APEX</b>	Airline Passanger Experience
<b>APU</b>	Auxiliary Power Unit
<b>AQD</b>	Aviation Quality Database It is a supplier company software where safety notifications, risk assessments, hazard entries, safety-related investigations, findings and related actions are entered and managed.
<b>ASK</b>	Available Seat Kilometres
<b>BIST</b>	Borsa Istanbul
<b>CDP</b>	Carbon Disclosure Project
<b>CIMT</b>	Cyber Incident Management Team
<b>CMB</b>	Capital Markets Board
<b>CMIP</b>	The Coupled Model Intercomparison Project A collaborative framework designed by the World Climate Research Programme (WCRP) to increase knowledge among climate scientists and provide climate projections for understanding past, present and future climate changes.
<b>CORSIA</b>	Carbon Offsetting and Reduction Scheme for International Aviation is a climate protection programme developed by ICAO to offset and reduce the carbon emissions of the international airline industry.
<b>DGCA</b>	Republic of Turkey Ministry of Transport and Infrastructure Directorate General of Civil Aviation
<b>DJSI</b>	Dow Jones Sustainability Index
<b>DPO</b>	Descent Profile Optimisation It is a system development application that aims to save fuel by optimising aircraft landing and approach routes to the airport.
<b>EASA</b>	European Aviation Safety Agency
<b>EcoVadis</b>	It is one of the world's most comprehensive sustainability rating tools that assesses private and public companies in terms of their social, ethical and environmental impact.
<b>EMAS</b>	Eco-Management and Audit Scheme
<b>ENEC</b>	European Norms Electrical Certification
<b>EPD</b>	Environmental Product Declaration
<b>FDR</b>	Flight Data Recorder - Flight Data Recorder
<b>FSC</b>	Forest Stewardship Council Certification
<b>FTSE</b>	Financial Times Stock Exchange
<b>GDPR</b>	The General Data Protection Regulation of the European Union In European Union law, it is a regulation on data protection and privacy for individuals throughout the European Union and the European Economic Area.

<b>GEKAP</b>	Recycling Participation Fee
<b>GES</b>	Solar Power Plant
<b>GHG</b>	The Greenhouse Gas Protocol - Greenhouse Gas Emission Protocol
<b>GRI</b>	The Global Reporting Initiative
<b>GRS</b>	The Global Recycling Standard
<b>HDPE</b>	High Density Polyethylene - High density polyethylene
<b>I-REC</b>	International Renewable Energy Certificate It is an internationally recognised certification designed as a market-based instrument to provide incentives to the economy to generate electricity from renewable sources.
<b>IATA</b>	International Air Transport Association
<b>ICAO</b>	International Civil Aviation Organization
<b>IEA</b>	International Energy Agency
<b>IEnVA</b>	IATA Environmental Assessment An environmental management and assessment system designed by IATA to independently assess and improve the operations of airlines from an environmental perspective
<b>IFE</b>	In-Flight Entertainment - Inflight Entertainment Display
<b>INAD</b>	Inadmissible Passanger
<b>IPCC</b>	The Intergovernmental Panel on Climate Change - United Nations Intergovernmental Panel on Climate Change
<b>ISACA</b>	Information Systems Audit and Control Association It is an international professional association focussing on IT (information technology) governance. It is known as the Information Systems Audit and Control Association in IRS files.
<b>ISO 10002</b>	Customer Satisfaction Quality Management System Standard
<b>ISO 14001</b>	Environmental Management System Standard
<b>ISO 22000</b>	Food Safety Management System Standard
<b>ISO 27001</b>	Information Security Management System Standard
<b>ISO 31000</b>	Risk Management System Standard
<b>ISO 45001</b>	Occupational Health and Safety Management System Standard
<b>ISO 50001</b>	Energy Management Systems Standard
<b>ISO 9001</b>	Quality Management System Standard

## TERMS AND ABBREVIATIONS

<b>IWT</b>	Illegal Wildlife Trade It is a management system for the prevention of illegal wildlife trade developed by IATA.
<b>KAP</b>	Public Disclosure Platform
<b>LDPE</b>	Low Density Polyethylene - Low density polyethylene
<b>LEED</b>	Leadership in Energy and Environmental Design It is a sustainable green building certification created by the American Green Building Council.
<b>MSCI</b>	Morgan Stanley Capital International
<b>NIST</b>	The NIST Framework (National Institute of Standards and Technology Cybersecurity Framework)
<b>OPEC</b>	Organisation of Petroleum Exporting Countries - Union of Petroleum Exporting Countries
<b>PCI DSS</b>	Payment Card Industry Data Security Standard - Payment Card Industry Data Security Standard
<b>PEFC</b>	Programme for the Endorsement of Forest Certification
<b>SAF</b>	Sustainable Aviation Fuel
<b>SAFA</b>	Safety Assessment of Foreign Aircraft It is a safety assessment performed on aircraft performing flight operations, taking into account flight safety requirements.
<b>SASB</b>	Sustainability Accounting Standards Board - Sustainability Accounting Standards Board
<b>SSP</b>	Shared Socioeconomic Routes A set of scenarios describing plausible future socioeconomic conditions, developed to explore a range of potential future climate and societal developments used with climate models and prepared for climate change research.
<b>Sustainalytics</b>	It is a company that rates the sustainability of publicly traded companies based on their environmental, social and corporate governance performance.
<b>TCC</b>	Turkiye Commercial Code

<b>TCFD</b>	Task Force on Climate-Related Financial Disclosures It is a framework and guidance developed to help organisations assess and disclose climate-related risks and opportunities in their financial reporting.
<b>TIM</b>	Turkiye Exporters Assembly
<b>TPI</b>	"Transition Pathway Initiative It is a global initiative that uses publicly available information and data to assess companies' progress in transitioning to a low carbon economy and supports efforts to mitigate climate change."
<b>TS EN ISO 14064-1</b>	Greenhouse Gas Verification and Validation Standard
<b>TSRS</b>	Turkiye Sustainability Reporting Standards The purpose of TSRS 1 General Provisions on Disclosure of Sustainability-Related Financial Information, as introduced into our legislation, is to require an entity to disclose information about sustainability-related risks and opportunities that would be useful to primary users of general purpose financial reports in making funding decisions for the entity. The purpose of TSRS 2 Climate-related Disclosures is to enable these users to disclose information about climate-related risks and opportunities.
<b>ULD</b>	Unit Load Devices
<b>UNGC</b>	The United Nations Global Compact
<b>WEF Global Risk Report</b>	Developed in collaboration with the World Economic Forum, the report provides a comprehensive analysis of the most important risks facing today's world. Provides information on potential challenges and opportunities for risk leaders in various sectors.
<b>WEO</b>	"World Energy Outlook It is an annual report published by the International Energy Agency (IEA) and is recognised as a valuable source of information for policy makers, industry professionals and the public, as it provides a comprehensive analysis of global energy trends and projections for the coming decades."
<b>WEPs</b>	Women's Empowerment Principles - United Nations Women's Empowerment Principles
<b>WGI</b>	Working Group I A group convened under the auspices of the IPCC to examine the physical science basis of past, present and future climate change and to contribute to the Sixth Assessment Report.

# TCFD INDEX

Focus Points	Recommendations	References
Governance	<p>a. Describe the Board's oversight of climate-related risks and opportunities.</p> <p>b. Describe management's role in assessing and managing climate-related risks and opportunities.</p>	<p>Message from the Chairman (p.4-5)</p> <p>Leaving a Mark on the Future with a Sustainability Approach (p.25-36)</p> <p>Corporate Governance (p.53-55)</p> <p>2024 TSRS Compliant Sustainability Report (p.11-14)</p>
	<p>a. Describe the short, medium and long term climate-related risks and opportunities identified by the organisation.</p> <p>b. Explain the implications of climate-related risks and opportunities for the organisation's operations, strategy and financial planning.</p> <p>c. Describe the resilience of the organisation's strategy, taking into account different climate-related scenarios, including a 2°C or lower scenario.</p>	<p>Corporate Governance (p.55)</p> <p>Climate Change Governance (pp.107-119)</p> <p>2024 TSRS Compliant Sustainability Report (p.11-14; 41-54)</p>
Risk Management	<p>a. Describe the organisation's processes for identifying and assessing climate-related risks.</p> <p>b. Describe the organisation's processes for managing climate-related risks.</p> <p>c. Describe how the processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management process.</p>	<p>Leaving a Mark on the Future with a Sustainability Approach (p.25-36)</p> <p>Corporate Governance (p.55)</p> <p>Climate Change Governance (pp.107-119)</p> <p>2024 TSRS Compliant Sustainability Report (p.11-14; 41-54)</p>
	<p>a. Describe the criteria the organisation uses to assess climate-related risks and opportunities in line with its strategy and risk management process.</p> <p>b. Disclose Scope 1, Scope 2 and, where applicable, Scope 3 GHG emissions and related risks.</p> <p>c. Describe the targets the organisation uses to manage climate-related risks and opportunities and performance against those objectives.</p>	<p>Financial and Operational Performance (p.13-15)</p> <p>Leaving a Mark for the Future by Respect for Nature (pp.107-127)</p> <p>Performance Indicators (p.130)</p> <p>2024 TSRS Compliant Sustainability Report (p.14-54)</p>

# SASB INDEX

Subject	Metric	SASB Code	Category.	Measurement Unit	Title with Related Explanations
GHG Emissions	Gross global Scope 1 emissions	TR-AL-110a.1	Quantitative	(t) CO <sub>2</sub> e	Greenhouse Gas Emissions (p:110) Performance Indicators (p:130)
	Discussion of long and short term strategy or plan to manage Scope 1 emissions, emission reduction targets and performance analysis against these targets	TR-AL-110a.2	Discussion and Analysis	N/A	Climate Change Governance (pp:107-119) Performance Indicators (p:130)
	(1) Total fuel consumed (2) Percentage of alternative fuel (3) Percentage of sustainable fuel	TR-AL-110a.3	Quantitative	Gigajoule (GJ), Percent (%)	Climate Change Governance (pp:107-119) Performance Indicators (p:130) 2024 TSRS Compliant Sustainability Report (p:14-54)
Workforce Practices	Percentage of active workforce employed under collective agreements	TR-AL-310a.1	Quantitative	Percentage (%)	Human Resources (p:78)
	(1) Number of work stoppages (2) Total number of non-working days	TR-AL-310a.2		Number	Performance Indicators (p:135)
Competitive Behaviour	Total monetary loss as a result of legal proceedings related to anti-competitive behaviour regulations	TR-AL-520a.1	Quantitative	Currency denomination	In 2024, there was no evidence of any violation of competition rules against Turkish Airlines. Furthermore, the Incorporation has not been subject to any administrative or judicial sanctions related to the Competition Law. Legal Compliance and Fair Competition (p:49)
Accident and Safety Management	Description of the implementation and results of the Safety Management System	TR-AL-540a.1	Discussion and Analysis	N/A	Flight Safety and Security (pp:97-102)
	Number of aviation accidents	TR-AL-540a.2	Quantitative	Number	Flight Safety and Security (pp:97-102) Performance Indicators (p:135)
	Number of government sanctions on aviation safety regulations	TR-AL-540a.3	Quantitative	Number	During the reporting period, no sanctions were imposed due to non-compliance with aviation safety regulations. Flight Safety and Security (pp:97-102) Performance Indicators (p:135)

## SASB INDEX

Activity Metrics	SASB Code	Category	Title with Related Explanations
Available seat kilometres (ASK)	TR-AL-000.A	Nicel	Financial and Operational Performance (p.14) Performance Indicators (p.129)
Passenger occupancy rate	TR-AL-000.B	Nicel	Financial and Operational Performance (p.14) Performance Indicators (p.129)
Toll passenger kilometres (RPK)	TR-AL-000.C	Nicel	Financial and Operational Performance (p.14) Performance Indicators (p.129)
Toll tonne-kilometre (RTK)	TR-AL-000.D	Nicel	Financial and Operational Performance (p.14) Performance Indicators (p.129)
Number of departures	TR-AL-000.E	Nicel	Financial and Operational Performance (p.14) Performance Indicators (p.129)
Average fleet age	TR-AL-000.F	Nicel	Performance Indicators (p.129)

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Turkish Airlines Sustainability Report (Report) has been prepared by Turkish Airlines A.O. ("THY") in accordance with GRI (Global Reporting Initiative) Standards. All information and opinions contained in this report, which are not exhaustive, have been provided by THY. Fuel Savings (Ton&GJ), Fuel Efficiency (LT/100ASK2), Emission Intensity (gCO2e/ASK), Fuel Efficiency (LT/100RPK), Cargo Transportation Fuel Consumption (Liters/TTK (Ton Kilometers Carried)), Cargo Transportation Emission Intensity (kgCO2e/TTK (ton kilometer transported)), Waste Quantity; Quantity of recycled/recovered waste (Tons); Quantity of disposed waste (Tons); Absenteeism rate (based on total number of days (%)); Absenteeism rate (based on total number of employees (%)); Customer satisfaction rate (%); Direct employment accident frequency rate (%); NOx emissions Passenger (g/PKT) (passenger kilometers transported); Cargo g/TTK (ton kilometer transported) data has undergone limited independent verification in accordance with the the ISAE 3000 (revised) and ISAE 3410 Standards. The 2024 greenhouse gas emission data has been verified by an independent assurance organization in accordance with the GHG Protocol requirements. Other data included in the report has not been independently verified for the purposes of this report. This report has been prepared for informational purposes only and does not constitute a basis for any investment decision. The information contained in this report does not constitute an offer or part of an offer to sell THY shares, or an invitation to engage in such a sale process, and the publication of this report does not establish any such legal relationship. All information and related documents included in this report are believed to be accurate as of the date of preparation and are disclosed in good faith and based on reliable sources. However, THY makes no representation, warranty, or commitment regarding this information. Accordingly, neither THY nor any of its affiliates, nor their board members, advisors, or employees, shall be liable for any loss or damage incurred directly or indirectly by any person as a result of any information or communication conveyed in this report or any information contained or not contained in this report.



**TURKISH AIRLINES**

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A STAR ALLIANCE MEMBER

